

First Universalist Church of Minneapolis Board of Trustees Meeting

Thursday, February 19, 2008, 6:30 p.m.

Board Members present (absent): Jill Andersen, Tim Balke, Dan Berg, Bill Elwood, Judy Goebel, Jane Johnson, Barry Johnson, Candace

McClenahan, Jim Santelli, Sue Schiess, Doug Smalley, Kimon Swarts,

Clergy present: Charlotte Cowtan, Kate Tucker **Others present:** Patti Frazee, Sharon Ramirez

<u>Agenda Item</u>	<u>Presenter</u>	<u>Discussion</u>	<u>Action, if any</u>
Opening Words/ Check-in of board and visitors		7:40	
Consent agenda		Including new members for approval, minutes from January 11 Congregational Meeting, minutes from January 15 Board Meeting, February Board Meeting Agenda	Approved
Management Report	Patti Frazee, Charlotte Cowtan	<ul style="list-style-type: none"> Emily Gray school has sent the church a renewal letter, Staff is still negotiating terms of a new lease. It is expected to be a 1 yr renewal rather than the 2 year option they could have exercised.. Pledge update: To date 221 households have pledged \$408,475. There are over 100 non-pledging members. The canvass is moving more slowly than prior years. Staff is adding a part time custodian which will enable getting rid of the cleaning service and will save around \$5000 per year. This new custodian will work mornings and Sunday nights. "Caring for our Building" Forms to be provided to the board table in the social hall for congregants to report things that need to be fixed. Completed forms should be put on Chrystal's desk. Program Staff are in the process of doing a 3 year work plan. They are looking at creating a culture of leadership. Because UUA General Assembly will be in the Twin Cities in 2010, staff is making plans to prepare for it.. Because the PRIDE festival will occur during GA, there is work in progress to coordinate the two events. Another GA-related project is congregants offering home hospitality to out-of-town- UUs as a fund raiser for our congregation. Staff is also emphasizing strengthening programming for visitors, and providing Hospitality Team training. Consideration is being given to midweek programming and education of some sort. Emphasis is on inexpensive ways for people to have fun together. Estimates for the replacement of building doors necessitated by a Fire Marshall inspection have come in at \$11,000, considerably below the originally anticipated cost. 	
Proposed Governing Policies	Sue Schiess	Approve the remaining parts of the Governing Policy Handbook – Attachment A. This was all approved except it was noted that in IV-B, in order to follow the standard for Policy Governance, the text should be restated so it proscribes what the minister should NOT do rather than prescribe what the minister should do Doug Smalley volunteered to rewrite the text to conform with that format.	Approved
Proposed Monitoring Policies	Barry Johnson	The Monitoring Committee prepared the documents in Attachment B late last summer as part of a board assignment to get ready for Policy Governance. The intent was to look at the then-current Governing Policy Handbook and think of ways that policies could be monitored. Some of the provisions are no longer appropriate	

		due to changes in the GPH, and there is a need to prioritize what should be monitored and how in light of the church's current financial situation and staff time required to respond to monitoring requests. The Monitoring Committee will meet before next month's board meeting to develop a recommendation for monitoring strategy.	
Merger of Board Covenant and Leadership Covenant	Doug Smalley	Attachment C - Doug was tasked with comparing the Leadership Covenant prepared by the Transition Team with the Board Covenant that is part of the GPH. Doug reported that the two covenants are not in conflict. He recommend that the board use both covenants. Doug recommended retitling board covenant as "Board Norms" and inserting the Leadership Covenant into the GPH at the end as "How We Work together"	
Executive Session		No items for discussion	
Adjourned			9:25 p.m

Important Dates:

- March 1, Stewardship Canvass Ends
- March 9, 6:00-8:00 Canvass "Clean-Up" Phonathon (with pizza)
- March 12, 5:30 PM, Executive Committee Meeting
- March 15, first day that SMSC can make offer
- March 19, 6:30 PM, Board of Trustees Meeting
- April 24 or 25, Trustees' Dinner with Candidate Minister, chez Sue
- April 25-May 3, Candidating Week
- May 3, 12:15 PM, Congregational Meeting to Vote on New Minister
- June 7, 11:15 AM, Annual Meeting

III. 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.

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.
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.
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. 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.
5. Senior Minister 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.

IV. Senior Minister Limitations Policies

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

A. General Constraint

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.

Accordingly, the Senior Minister shall not fail to operate with a procedural policy against misconduct and dishonesty that meets accepted business practices.

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 First Universalist Church 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 or other unlawful acts.

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

B. Integration 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.

It is the Senior Minister's responsibility to integrate Church committees to ensure, to the fullest practicable extent, that they operate in ways that are faithful to the Church's vision, mission and policies. The Senior Minister has both the authority and the responsibility to establish such committees as the Senior Minister deems necessary and appropriate to accomplish the Ends.

Committees must understand their roles, objectives and lines of authority and have the necessary resources, financial and otherwise, to accomplish their tasks. In forming committees, the Senior Minister shall take into consideration the need for diversity, to the extent feasible in all Church entities.

Accordingly, the Senior Minister shall not fail to:

- 1) Coordinate the work of compensated staff and Church committees to facilitate communications, efficiency and effectiveness.
- 2) Integrate members and friends into Church leadership and service.
- 3) Take into consideration the need for diversity, to the extent feasible, in all Church entities.
- 4) Maintain a church committee member handbook that clarifies the lines of authority and support within the church; general committee member expectations; communication policies and procedures; and how committees and individual volunteers should relate with staff.
- 5) Instill in Church committees and their members a sense of empowerment, encouragement, and the value their work has to the Church.
- 6) Ensure that the work of Church committees is fully consistent with First Universalist's legal and contractual obligations.

C. Treatment of Staff and Volunteers

With regard to treatment of paid staff and volunteers, the Senior Minister may not cause or allow conditions which are inhumane, unfair, disrespectful, or otherwise contrary to Unitarian Universalist principles and values.

Accordingly, the Senior Minister shall not:

- 1) Illegally discriminate (as defined by city, state and federal laws) among existing or potential staff or volunteers.
- 2) Subject staff or volunteers to unsafe or unhealthy conditions.
- 3) Withhold from staff or volunteers a due-process grievance procedure, able to be used without bias.
- 4) Prevent staff or volunteers from grieving to the Board when:

- a) Internal grievance procedures have been exhausted and
 - b) The individual alleges either that Board policy has been violated to his/her detriment or Board policy does not adequately protect his/her human rights.
- 5) Neglect the staff and volunteers' need for supervision.
 - 6) Fail to ensure that staff are provided and comply with updated employment policies.

D. 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:

- 1) Inform the Board in a timely manner of any relevant trends, issues, or events affecting the health of the organization.
- 2) Submit monitoring information required by the Board in a timely, accurate and understandable fashion.
- 3) Gather as many staff and external points of view, issues and options as needed for fully informed Board decisions.
- 4) Develop and maintain a calendar for the Church year that is publicly accessible.
- 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.
- 6) Ensure that a complete and current set of all Church operating policies is readily accessible to all Church members at all times.

E. 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".

F. Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Senior Minister may not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, the Senior Minister may not:

- 1) Promise or imply permanent or guaranteed employment.
- 2) 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.

c) Fail to align compensation with accurate measures of employee performance.

3) Establish deferred or long term compensation and benefits that:

a) Cause unfunded liabilities to occur or in any way commit the organization to benefits that incur unpredictable future costs.

b) Provide less than some basic level of benefits to all full-time employees.

c) Allow any employee to lose benefits already accrued from any forgoing plan.

Draft Report

Non-Financial Executive Limitations/Ends Policies Monitoring

Background

At the July, 2008 Board of Trustees President Schiess appointed Tim Balke, Judy Goebel, Barry Johnson (Chair) and Doug Smalley as a committee to draft a report regarding how the Board should monitor non-financial executive limitations and ends policies. The committee was directed to use the adopted church vision statement in lieu of actual ends policies which have not yet been adopted.

General Conclusions

Even under a minister who is not performing well many activities still occur and people still join the church. The fact that things are happening is not enough to tell us things are going as they should. It is our monitoring that will tell us – but only if we do it well. Simply listing achievements during the church year is not real monitoring. What is needed is a set of agreed standards that tie directly to the specific limitations and ends policies the Board has adopted.

Having said that, however, we must also acknowledge the practical limitations that affect any attempt to monitor performance. As much as possible we want to measure outcomes, the specific ends we say we should achieve. Many outcomes are large in scope and expected to occur over many years. We will need to find reasonable and measurable indicators of progress toward the outcomes. For example, we might want our members to achieve lifelong spiritual growth but may have to use a survey of congregation opinion as the best indicator of that end since spiritual growth is a vague outcome that is not directly measurable.

It is also essential that whatever monitoring system we put in place be realistic in terms of personal and financial resources and capabilities. A congregation survey, for example, needs design expertise and expert analysis of responses to be done well. It also consumes staff administrative time and financial resources and these resources are limited. We should anticipate that there will be pressure to limit our monitoring because of the time and resources it will consume and that without a strong commitment there is a significant danger that our efforts will not be effective.

The tension between wanting to do it “right” and the practical limitations on resources suggests we need to take a long term approach to putting a monitoring system in place.

We should plan to continuously improve the monitoring system over a period of years starting with a basic system that focuses on key policies and areas where monitoring can be done most easily. As time goes by, we will accumulate data, and we will be able to analyze trends. In order to reduce administrative overhead and broaden our monitoring it may be appropriate to rotate some of the areas to be monitored from one year to the next.

An important component of a long term approach to monitoring is maintaining our commitment to and focus on sticking to policy governance principles. One consultant with considerable experience working with policy governance has said that the main difficulty she finds with organizations’ adoption of the Carver model is that as people come and go in an organization the need that inspired the move to policy governance fades and the understanding of policy governance principles and methods may not be as strong in new Board or staff members. To prevent this we suggest the First Universalist Board create a plan for maintaining our policy governance commitment over time. This plan should include things such as including policy governance in the orientation of new Board members and having annual periodic training for the entire Board related to policy governance. The Board should also designate a group or person to be responsible for maintaining the Board’s focus on sticking with policy governance principles.

First Universalist also will need a change in its church culture if we are to have a successful monitoring program. Collecting and preparing data for monitoring is normally not much fun and is may not be seen as useful. It can be labeled as busy work that takes time from “real” work. While this could become an

issue for both staff and volunteers, it may be a special challenge to solicit input from volunteer workers who can't be forced to provide data. Thus, we suggest we develop a plan for how we will get staff and congregation buy-in for the changes which will be needed to create a monitoring system. Soliciting input from staff and congregants on how to make monitoring meaningful and efficient will help to generate good, practical ideas and encourage cooperation.

The formal monitoring program should concern itself only with what is written in policy. We recognize, however, that there will be a need for the Board to receive other information from staff and congregants about how things are going on an operational level. Other channels of information beyond monitoring will need to be kept open. No monitoring system is perfect and we need to recognize that there will be many gray areas. Over time we hope we will collect enough information that we can establish baselines for normal performance in different areas that will allow us to see if trends, positive or negative, are developing. It is this type of data that can help the Board make informed decisions and meaningful evaluations.

Specific Monitoring Possibilities

As a way to get into thinking about the issues involved in a monitoring system the committee brainstormed a laundry list of specific ways that our draft limitations policies and the ideas of our vision statement could be monitored. It is not expected that we can, or should, attempt to do all of these but they give a good indication of the types of things we might do. These ideas are listed in two attachments to this report.

Generally these ideas can be grouped into four categories:

- Direct monitoring by the Board including a survey of Board member opinion regarding policy compliance
- Board survey of congregation opinion
- Board survey of staff opinion
- Reports from the Sr. Minister including data collected on an on-going basis, data obtained from the Board's surveys, and achievements under an annual work plan. The committee recommends that the Board adopt a policy requiring the Sr. Minister to provide such a work plan tying the annual budget to ways to advance the achievement of specific ends policies.

Next Steps

To create a monitoring system the following general steps need to be completed:

- Adopt executive limitations and ends policies
- Assign responsibility for monitoring follow-up to a Board committee that would include staff participation
- Develop a specific monitoring plan, including:
 1. Measures, frequency of measurement, and responsible parties
 2. A plan for achieving staff and congregation buy-in for what needs to be done
 3. A plan for maintaining and improving the system over time

Attachment 1 Executive Limitations Policies Monitoring Possibilities

A. General Constraint

Policy	Monitoring Ideas
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.	<ul style="list-style-type: none"> • Direct monitor by determining existence of policy • Survey staff to determine their awareness of policy and availability to them

<p>Accordingly, the Senior Minister shall not fail to operate without a procedural policy against misconduct and dishonesty that meets accepted business practices.</p> <p>For purposes of this policy, misconduct and dishonesty must include but not be limited to:</p> <ol style="list-style-type: none"> 5) Theft or other misappropriation of assets, including assets of the corporation or others with whom First Universalist Church has a business relationship. 6) Misstatements and other irregularities in corporation records, including the intentional misstatement of the results of operations. 7) Forgery or other alteration of documents. 8) Fraud or other unlawful acts. <p>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</p>	<ul style="list-style-type: none"> • Expert review of policy to determine if it meets “accepted business practices”?
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B. Integration of Volunteers

Policy	Monitoring Ideas
<p>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.</p> <p>It is the Senior Minister’s responsibility to integrate Church committees to ensure, to the fullest practicable extent, that they operate in ways that are faithful to the Church’s vision, mission and policies. The Senior Minister has both the authority and the responsibility to establish such committees as the Senior Minister deems necessary and appropriate to accomplish the Ends.</p> <p>The Senior Minister shall provide oversight and leadership for Church committees so that committees understand their roles and objectives and have the necessary</p>	<ol style="list-style-type: none"> 1) Survey staff, committees and general congregation 2) Track number of people serving on committees? <ul style="list-style-type: none"> • Survey committee member satisfaction with committee involvement

<p>resources, financial and otherwise, to accomplish their tasks.</p> <p>Accordingly, the Senior Minister shall not fail to:</p> <p>7) Coordinate the work of compensated staff and Church committees to facilitate communications, efficiency and effectiveness.</p> <p>8) Integrate new Members into Church leadership and service.</p> <p>9) Take into consideration the need for diversity, to the extent feasible, in all Church entities.</p> <p>10) Help Church committees as necessary to resolve difficulties and problems that may arise.</p> <p>11) Instill in Church committees and their members a sense of empowerment, encouragement, and the value their work has to the Church.</p> <p>12) Ensure that the work of Church committees is fully consistent with First Universalist's legal and contractual obligations.</p>	<ul style="list-style-type: none"> • Survey number of church groups each member is involved with? <p>3) Direct monitor by determining existence of policy</p> <ul style="list-style-type: none"> • Survey staff to determine awareness and access to policy • Survey staff to see if diversity training has been conducted • Survey members to see if they feel encouraged to be in leadership positions or involved in church groups (cross-tabulate by important constituencies like gender, race, age etc.) <p>4) Drop from policy</p> <p>5) Survey committee members</p> <p>6) Direct monitor of complaints/suits received; create a handbook for committees with expectations they can have of staff (like a covenant) – direct monitor existence of handbook</p>
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C. Treatment of Staff and Volunteers

Policy	Monitoring Ideas
<p>7) With regard to treatment of paid staff and volunteers, the Senior Minister may not cause or allow conditions which are inhumane, unfair, disrespectful, or otherwise contrary to Unitarian Universalist principles and values.</p> <p>Accordingly, the Senior Minister shall not:</p> <p>8) Discriminate (as defined by city, state and federal laws) among existing or potential staff/volunteers on other than clearly job-related, individual performance or qualifications.</p> <p>9) Subject staff to unsafe or unhealthy conditions.</p> <p>10) Withhold from staff a due-process grievance procedure, able to be used without bias.</p> <p>11) Prevent staff from grieving to the Board when:</p> <p>a) Internal grievance procedures have been exhausted and</p> <p>b) The employee alleges either that Board policy has been violated to</p>	<p>1) – 5) Direct monitor of complaints/suits received; survey staff</p> <p>5) Direct monitor that most current version is on the web</p>

<p>his/her detriment or Board policy does not adequately protect his/her human rights.</p> <p>12) Fail to ensure that staff are provided and comply with updated employment policies.</p>	
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D. Communication to the Board and Congregation

Policy	Monitoring Ideas
<p>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.</p> <p>Accordingly, the Senior Minister shall not fail to:</p> <p>7) Inform the Board in a timely manner of any relevant trends, issues, or events affecting the health of the organization.</p> <p>8) Submit monitoring information required by the Board in a timely, accurate and understandable fashion.</p> <p>9) Gather as many staff and external points of view, issues and options as needed for fully informed Board decisions.</p> <p>10) Develop and maintain a calendar for the Church year that is accessible to the members.</p> <p>11) 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.</p> <p>12) Ensure that a complete and current set of all Church operating policies is readily accessible to all Church members at all times.</p>	<p>1) – 3) Board survey/discussion/consensus</p> <p>4) Direct monitor availability on web site, Liberal, church bulletins and office and that version is current (within 30 days)</p> <p>5) Board survey</p> <p>6) Direct monitor availability on web site and in office</p>

E. Public Statements

Policy	Monitoring Ideas
<p>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</p>	<ul style="list-style-type: none"> • Direct monitor of complaints • Report of Sr. Minister re: public statements

explicitly adopted as positions of record.	
Nothing in this policy shall be construed to infringe upon the fundamental principle of "freedom of the pulpit".	

F. Compensation and Benefits

Policy	Monitoring Ideas
<p>With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Senior Minister may not cause or allow jeopardy to fiscal integrity or public image.</p> <p>Accordingly, the Senior Minister may not:</p> <ol style="list-style-type: none"> 4) Promise or imply permanent or guaranteed employment. 5) Establish current compensation and benefits that: <ol style="list-style-type: none"> 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. 6) Establish deferred or long term compensation and benefits that: <ol style="list-style-type: none"> a) Cause unfunded liabilities to occur or in any way commit the organization to benefits that incur unpredictable future costs. b) Provide less than some basic level of benefits to all full-time employees. c) Allow any employee to lose benefits already accrued from any forgoing plan. 	<ol style="list-style-type: none"> 1) Prohibit such promises in staff handbook and direct monitor staff handbook and hiring letters 2a) Minister report of staff compensation and relationship to market data by source 2b) Minister report of obligations entered into 3a) Sr. Minister report 3b) Staff survey? 3c) Direct monitor employee handbook 3d) Staff Survey

G. Financial Planning

Policy	Monitoring Ideas
<p>With respect to planning fiscal events, the Senior Minister may not jeopardize either programmatic or fiscal integrity of the organization.</p> <p>The Board must review and approve the</p>	<p>To be provided by the Financial Monitoring Committee</p>

<p>annual budget, with sufficient information to permit reasonable Board evaluation in the light of the Church's policies, priorities, and resources, by the April Board meeting of each year.</p> <p>Accordingly, the Senior Minister may not cause or allow fiscal projections that:</p> <ol style="list-style-type: none"> 1) Contain too little detail to enable reasonably accurate projection of revenues and expenses, separation of capital and operational items, cash flow and subsequent trails, and disclosure of planning assumptions. 2) Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period. 3) Do not separately present a plan for capital expenditures and the means to pay for them. Capital expenditures are all repayments of debt and any building additions or equipment purchases over \$1,000.00 each. 4) Deviate materially from board-stated priorities and requirements (see Ends policies) in its allocation among competing fiscal needs. 	
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H. Financial Condition

Policy	Monitoring Ideas
<p>With respect to the actual, ongoing condition of the organization's 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 Ends policies.</p> <p>Accordingly, the Senior Minister may not:</p> <ol style="list-style-type: none"> 1) Expend more funds than have been received in the fiscal year to date unless the debt guideline (next item) is met. 2) Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 90 days. 3) Allow cash to drop below the amount needed to settle payroll and debts in a timely manner. 4) Expend any endowment or designated funds other than for the purposes determined at time of receipt or designation. 5) Conduct inter-fund shifting in amounts greater than can be restored to a condition 	<p>To be provided by the Financial Monitoring Committee</p>

<p>of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.</p> <p>6) Allow actual allocations to deviate materially from board priorities in Ends policies.</p> <p>7) Borrow funds on other than the short-term basis as defined and outlined in these policies.</p> <p>8) Make unbudgeted transfers or "loan" between the general funds and the endowment funds without Board approval.</p> <p>9) Fail to provide cash reconciliations or to inform the Board in writing concerning actual revenues and expenditures, for appropriate comparison and projections, at a frequency specified by the Board</p> <p>10) Deny reasonable access to financial records by the Board, its committees, and authorized outside auditors, when audited.</p>	
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I. Asset Protection

Policy	Monitoring Ideas
<p>The Senior Minister shall not allow the assets of the church to be unprotected, inadequately maintained or unnecessarily risked.</p> <p>Accordingly, the Senior Minister may not:</p> <p>a) Fail to insure against theft and casualty losses at replacement value less reasonable deductible and/or co-insurance limits.</p> <p>b) 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 Minnesota non-profit organizations.</p> <p>c) Allow un-bonded personnel access to material amounts of funds.</p> <p>d) Subject plant and equipment to improper wear and tear or insufficient maintenance.</p> <p>e) Unnecessarily expose the organization, its board, or staff to claims of liability or risk the nonprofit status.</p> <p>f) Make any purchases not provided for in either the capital expenditure or operational projections.</p> <p>g) Make any purchase of over \$1,000.00 without at least two competitive bids.</p>	<p>To be provided by the Financial Monitoring Committee</p>

<p>h) Receive, process, or disburse funds under controls insufficient to meet the board appointed auditor's standards or other government standards.</p> <p>i) Invest operating capital in insecure instruments, including uninsured checking accounts and bonds or CDs of less than A rating.</p> <p>j) Fail to protect intellectual property, information, and files from significant damage, excluding the work of called ministers of the church, who are the sole owners of their intellectual property.</p> <p>k) Endanger the church's public image or credibility, particularly in ways that would hinder its accomplishment of Ends</p>	
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J. Emergency Succession

Policy	Monitoring Ideas
<p>In order to protect the church from sudden loss of the Senior Minister's services, the Senior Minister may not:</p> <ol style="list-style-type: none"> 1. Have fewer than two other staff members familiar with board issues and processes. 2. Fail to have a plan in place for the continuation of full ministerial services in the event of the Senior Minister's absence. 	<ol style="list-style-type: none"> 1) Direct monitor interview of two staff 2) Direct monitor of plan existence

Attachment 2

End Policies Monitoring Possibilities

Our ministry is to bring the Universalist message of love and hope to one another, to our children, and to the work of social justice.

End	Monitoring Idea
<p>First Universalist Church of Minneapolis, founded in 1859, is a large, dynamic religious community whose members of all ages draw spiritual inspiration from the values of Unitarian-Universalism to work together to make our world a better place.</p>	<ul style="list-style-type: none"> • Large – membership level and change • Dynamic – total number of activities and people involved in activities and change in numbers; congregation survey • Spiritual Inspiration – congregation survey • Work Together – same as Dynamic? Limited to social justice?
<p>Our ministers and members enthusiastically embrace as our ministry both leadership of and</p>	

<p>participation within the larger community of our faith, other faiths and secular organizations, offering prophetic voices and courageous transformational actions seeking peace, justice, and environmental harmony.</p>	
<p>Congregants of all ages joyously learn and work together to live the principles of our faith.</p>	<ul style="list-style-type: none"> • All Ages – breakdown of Lifespan by adult, child, young adult? • Work together – cross-tabulation of involvement in activities by age? • Understand values and principles – class evaluations by older students and/or teachers • Children/youth guided – number of adults teaching; survey of parents re: quality
<p>We challenge ourselves—individually, with others, and as a community – to seek lifelong spiritual growth:</p> <ul style="list-style-type: none"> • Through religious education, spiritual practice and self-reflection supported by programs appropriate for all ages; • In worship that brings the intellect, the spirit and the arts together to provide an experience of the holy, including rituals of blessing and celebration • To live our values as we work for peace and justice 	<ul style="list-style-type: none"> • Lifelong spiritual growth – number of adults in Lifespan; Sunday attendance • Inspirational Worship – congregational survey
<p>We are a radically welcoming and caring community that offers deep interpersonal connection, attracts people of diverse identities and perspectives, offers meaningful opportunities for participation to all, and cares for one another in times of need.</p>	<ul style="list-style-type: none"> • Welcome newcomers – number of new members; sample of visitor perceptions; direct monitoring of signage and information; secret shopper program with other churches? • Participation – cross-tabulation of participation by years of membership; groups report membership or event attendance; congregation survey • Care in time of need – number of people cared for, number providing caring response, congregational survey re: satisfaction if needed/received care; direct monitor availability of pastoral care information
<p>We are inspired by our distinctive history and our hopes for the future to serve as stewards of our church by giving generously of our time, our talents and our resources to further the congregational vision we hold in common</p>	<ul style="list-style-type: none"> • Prophetic voice - congregational survey of minister's inspiration, number of activities and participants in justice projects, number of joint projects with other churches and organizations

We are a well-governed congregation whose empowered leaders earn the trust of members by responsibly managing the church's staff, facility, and resources to realize the congregation's vision.

- Giving of talents and resources – number of participants in committees and activities, average pledge, number of pledges, total pledge income; auction or other fundraiser results; congregation survey of time given and opinion of quality of opportunities

How We Work Together

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.

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.

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.

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.

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.

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.