



First Unitarian Society of Milwaukee Board of Trustees Policies

Approved and adopted
4-23-2019

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1 Nested Bowls

1.1 Values

At the heart of First Church, we value:

- Wonder
- Authentic Connection
- Love
- Justice

1.2 Mission

We gather together to:

Nurture the Spirit

Engage the Mind

Inspire Action

1.3 Ends

We, the people of First Church, build community where we:

- 1.3.1 Value, develop, and celebrate the gifts that come from authentic connection across difference, emphasizing racial, ethnic, and generational difference.
- 1.3.2 Recognize power differences and challenge injustice where it arises.
- 1.3.3 Follow the leadership of people most affected by injustice, partnering to move the Milwaukee community toward justice.
- 1.3.4 Generously give and receive support, connection, and care in times of joy and challenge.
- 1.3.5 Promote Unitarian Universalism and our shared values in the world.
- 1.3.6 Open ourselves to wonder, making ourselves vulnerable and available to find meaning, inspiration, and transformation.
- 1.3.7 Create communal experiences celebrating our interconnectedness.
- 1.3.8 Create accessible, courageous, and innovative welcome to people who might find a sense of belonging and a spiritual home with us.

1.4 Sources of Authority

As elected representatives of the members of the congregation, the Board of Trustees of the First Unitarian Society of Milwaukee is morally accountable to the following (in descending order of influence):

- The current members and children and youth of the congregation
- The future members of the congregation
- The past members of the congregation
- The heritage, traditions, and ideals of Unitarian Universalism

The Board is morally responsible to:

- The staff of First Unitarian Society of Milwaukee
- Our neighbors in our local community

2 Governance Process

The purpose of the Board is to act intentionally on behalf of its Sources of Authority and to ensure that the Church fulfills its mission and its stated ends with an effective use of resources and within the boundaries of legal and ethical behavior.

2.1 Governing Style

The Board will govern lawfully, intentionally, and ethically with emphasis on: a) outward vision rather than internal preoccupation, b) encouragement of diversity in viewpoints, c) spiritual and strategic leadership more than administrative detail, d) clear distinction between the role of the Board and the role of the Senior Minister, e) collective rather than individual decisions, f) the future, rather than the past or present, g) being proactive rather than reactive.

Accordingly:

- 2.1.1 The Board will cultivate a sense of group responsibility. The Board shall deliberate in many voices but govern in one. After subjects have been discussed and voted upon, both majority and minority shall support the action taken and speak with one voice. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
- 2.1.2 The Board, not the Senior Minister, will be responsible for effective governance. The Board will be the initiator of policy, not merely a reactor to Senior Minister or staff initiatives.
- 2.1.3 The Board's major policy focus will be on the desired Ends, not on the administrative or programmatic means of attaining those Ends.
- 2.1.4 The Board will dedicate itself to effective governance. Commitment will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability.
- 2.1.5 Continued Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvements.
- 2.1.6 The Board will address a topic or issue only after it has answered these questions:
 - Whose issue is this, Senior Minister or Board? Is the issue about Ends or Means? If it is about Means, does the issue affect Ends in a significant way? If so, then the Board will determine the broadest way to address the issue so that it is still under existing Board policy

- Has the Board dealt with this subject in a policy? If so, what has the Board already said on this subject? How is this specific issue related? If the Board has already addressed the matter, does the Board wish to change what it has already said?

2.2 Board Role Description

The role of the Board is to represent the Sources of Authority in ensuring organizational health and effectiveness. This responsibility is subject to provisions in the Church Bylaws defining the respective responsibilities of the Board, Staff, and Congregation.

Accordingly:

- 2.2.1 The Board is the governance liaison that conveys the vision of the Sources of Authority to the Senior Minister.
- 2.2.2 The Board will produce and maintain written governing policies that address at the broadest level the categories listed below:
 - a. Ends: The difference we make in the world and for which people.
 - b. Board Governance: How the Board conceives, carries out, and monitors its own task.
 - c. Board-Senior Minister Relationship: How authority is delegated and its proper use monitored.
 - d. Senior Minister Limitations: Constraints on the Senior Minister that establish the prudence and ethics boundaries within which Senior Minister activity and decisions must take place.
- 2.2.3 The Board will assure Senior Minister performance in advancing the Ends and complying with the Senior Minister Limitations policies.
- 2.2.4 The Board operates within the Bylaws approved by the congregation.

2.3 Annual Agenda Planning

The Board will intentionally plan and structure its work together to accomplish its governing tasks.

Accordingly, each Church year the Board will:

- 2.3.1 Conduct regular dialogue with the Sources of Authority about their values and their vision of the future and provide education and communication to enhance the congregation's understanding of this Church's Policy Governance structure.
- 2.3.2 Review the Ends to consider their relevance and priority.
- 2.3.3 Continually improve Board performance through investment in Board education and enrichment opportunities.
- 2.3.4 Systematically monitor and review all Board policies, updating them as appropriate.
- 2.3.5 Require periodic reporting from Board committees.

2.4 Role of the President

The President is a specially empowered member and officer of the Board who:

- Serves as the President of the congregation,
- Ensures the integrity of the Board's process,
- Occasionally represents the Board to congregants and outside parties,
- Presides at meetings of the Board and of the Church membership, and
- Fulfills other such duties and responsibilities as may be assigned by the Board or the Church.

Accordingly:

- 2.4.1 The President ensures that the Board acts consistently with its own rules and those legitimately imposed upon it from outside the organization.

Governance Process

2.4.1.1 Meeting discussion content will be only those issues that, according to Board policy, clearly belong to the Board to decide or to monitor.

2.4.1.2 Deliberation will be fair, open, and thorough, but also efficient, time-limited, and to the point.

2.4.2 The authority of the President consists in making decisions that fall within the policies in Governance Process and Board-Senior Minister Relationship, except where the Board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in these policies.

2.4.2.1 The President is empowered to chair Board meetings with all the commonly accepted authority of that position.

2.4.2.2 The President, as an individual, has no authority to make decisions about policies created by the Board within Ends and Senior Minister Limitations policy areas. Therefore, the President, as an individual, has no authority to supervise or direct the Senior Minister.

2.4.2.3 The President may represent the Board to outside parties in announcing Board-stated positions and in stating the President's own decisions and interpretations within the area delegated to that role.

2.4.2.4 The President may delegate their authority to another Board member, but remains accountable for its use.

2.4.2.5 The President presides at all business meetings of the congregation.

2.5 Role of the Vice President

The Vice President is an officer of the Board who:

2.5.1 Presides over the Board or performs any other duties of the President in the absence or at the request of the President.

2.5.2 Consults closely with the President.

2.5.3 Shall perform other functions and duties as may be specified by the Board.

2.6 Role of the Secretary

The Secretary is an officer of Board whose purpose is to assure the integrity of the Board's record. The Secretary:

Governance Process

- 2.6.1 Ensures that accurate Board meeting minutes are recorded, available to the members of the Board and the Senior Minister in a timely manner, posted for congregational access, and archived for safe keeping.
- 2.6.2 Ensures the minutes of other proceedings of the Board and all meetings of the members are recorded and distributed.
- 2.6.3 Ensures written notice of the annual meeting and special meetings of the members and sees to the posting of a list of voting members in advance of member meetings in accordance with corporate bylaws.
- 2.6.4 Ensures maintenance of the master copy of the current policies by recording amendments, distributing current policies to Board members, the Senior Minister, and the congregation.

2.7 Role of the Treasurer

The Treasurer is appointed by the Board of Trustees from among the membership and shall serve a 3-year term that may be renewed for an additional 3 years. If the Treasurer is not also a Trustee, he/she shall be a member ex-officio and be a regular attendee (at a minimum, quarterly) at Board Meetings (without vote). The Treasurer:

- 2.7.1. Leads the Board in its oversight role of assuring that accurate records of all financial transactions of the Church are kept and that all financial procedures are sound and verified.
- 2.7.2. Leads the Board's efforts to monitor the Senior Minister's implementation of both the Ends and Executive Limitations policies, whenever financial resources are involved.
- 2.7.3. Advises the Board about any emerging financial needs, concerns or policy issues, including both budgetary considerations and process issues that reflect on the integrity of the financial monitoring process.
- 2.7.4. Receives any reports of violation of procedures relating to financial or auditing matters and recommends appropriate controls to the Board.
- 2.7.5. Provides a written and oral financial report on oversight activities to the congregation at its Annual Meeting.
- 2.7.6. Trains Board members to read and understand FUSM's financial statements and financial monitoring reports.

2.8 Board Members Code of Conduct

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly:

- 2.8.1 Board members must adhere to the Board Covenant (Appendix 1) and the Covenant from the Board to the Executive Staff (Attachment 2). These Covenants will be reviewed periodically and modified as is deemed appropriate.
- 2.8.2 Board members must act in good faith in the best interests of the Sources of Authority of the Church. This obligation supersedes any other loyalty such as that to advocacy or interest groups and membership on other Boards or staffs, as well as the personal interest of any Board member acting as a consumer of the Church's services.
- 2.8.3 Board members must avoid any conflict of interest with respect to their fiduciary responsibilities. Each Board member, before joining the board and on an annual basis thereafter, shall complete a Disclosure Statement, disclosing potential or actual conflicts of interest.
- 2.8.4 Taking into consideration individual circumstances involving a contract or transaction, the Board may waive the conflict of interest if:
 - Full disclosure is made to the Board of the specific terms of the contract or transaction by the interested Board member;
 - The Board determines that the contract or transaction is fair, reasonable and in the best interest of the Church; and
 - 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 Board Member). The interested Board member may be present during the Board's discussion of the conflict to answer questions raised by any Board member, but may not be present during the Board's vote.

The minutes of the Board meeting shall clearly state that the above requirements have been met.

- 2.8.5 Should a Board member be considered for employment or be employed by the Church or act as a paid consultant, the Board member must resign from Board service.

- 2.8.6 Board members will respect the confidentiality appropriate to issues of a sensitive nature.

2.9 Board Committee Principles

The Board may establish committees to help carry out its responsibilities. Committees will be used sparingly to preserve the Board functioning as a whole, and will not interfere with delegation from Board to the Senior Minister.

Accordingly:

- 2.9.1 Board Committees are to help the Board do its job, but may not speak or act for the board except when formally given such authority by board action and for specific and time limited purposes.
- 2.9.2 Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Senior Minister.

2.10 Cost of Governance

The Board will invest time and money to develop and maintain its governance capability.

Accordingly:

- 2.10.1 The Board will have the skills, methods and support it needs to assure effective governing.
 - 2.10.1.1 Outside monitoring assistance will be arranged as needed so that the Board can exercise confident control over organizational health and effectiveness. This includes but is not limited to a financial audit.
 - 2.10.1.2 Outreach mechanisms will be used as needed to ensure the Board's ability to listen to the viewpoints and values of its Sources of Authority.
- 2.10.2 Training will be used to orient new members of the Board, as well as to maintain and increase existing Board skills and understandings.

3 Board-Senior Minister Relationship

The Board's official connection to church operations, achievements, and conduct is solely through delegated authority to the Senior Minister.

3.1 Unity of Voice

Only official policy decisions of the Board are binding on the Senior Minister.

Accordingly, decisions or instructions by individual Board members, officers, committees or congregation members are not binding on the Senior Minister except in instances when the Board has specifically delegated the exercise of such authority.

3.2 Authority and Accountability of the Senior Minister

The Senior Minister is the Board's only operational link to operational achievement and conduct, so that all authority and accountability of staff, both paid and volunteer, is considered the authority and accountability of the Senior Minister. The Board will refrain from giving instructions to or evaluating, either formally or informally, persons who report directly or indirectly to the Senior Minister.

3.3 Delegation to the Senior Minister

The Board shall instruct the Senior Minister through written policies that prescribe the Ends to be achieved and describe situations and actions to be avoided, allowing the Senior Minister to use any reasonable interpretation of these policies. The Senior Minister is responsible for implementation and may further delegate to staff and lay leaders.

Accordingly:

3.3.1 The Board will develop Ends policies instructing the Senior Minister to achieve specified results, for specified recipients, at a specific cost or priority. All issues that are not ends issues as defined here are means issues.

3.3.2 The Board will develop Senior Minister Limitations policies that limit the organizational means the Senior Minister may choose. The Board will never prescribe organizational means delegated to the Senior Minister.

- 3.3.3 As long as the Senior Minister uses any reasonable interpretation of the Board's Ends and Senior Minister Limitations policies, the Senior Minister is authorized to establish any further policies and procedures, make any decisions, take any actions, establish any practices, and develop any activities.

3.4 Monitoring Senior Minister Performance

The Board will assess the Senior Minister's performance, defined only by progress toward accomplishment of Ends and compliance with Senior Minister Limitations.

Accordingly:

- 3.4.1 Monitoring is done simply to determine compliance with Board policies.
- 3.4.2 The Board will acquire monitoring data. Information the board receives that does not help it determine compliance with Board policies will not be considered monitoring data. The Board may acquire monitoring data by one or more of the following methods:
- a) By internal report, in which the Senior Minister 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.
 - c) By direct Board inspection, in which a designated member or members of the Board or the Board as a whole assesses compliance with Board Policies.
- 3.4.3 In every case, the standard for compliance shall be any reasonable interpretation by the Senior Minister of the policy being monitored. The Board is the final arbiter of reasonableness, using a reasonable person standard.
- 3.4.4 The Board may monitor compliance with all policies that instruct the Senior Minister at any time by any method, but the Board will ordinarily depend on a routine monitoring schedule.
- 3.4.5 The Board will conduct an Annual Review of the Senior Minister. In addition, Sr. Minister compensation will be reviewed annually in conjunction with the Annual Review or in accordance with any employment agreement or contract. The results of this review will be shared with the Senior Minister in a timely fashion.
- 3.4.6 The Board will monitor the Senior Minister throughout the year through a series of periodic reports that the Board and Senior Minister will agree upon as to type and

Board-Senior Minister Relationship

frequency prior to the monitoring period. All reports are to be delivered in writing to the Board before the meeting in which the report will be discussed.

4 Senior Minister Limitations

The Senior Minister shall not cause or allow any practice, activity, decision, or congregational circumstance that is imprudent, in violation of professional ethics or commonly-accepted business practices, or unlawful unless such unlawful action is in accordance with our congregational values or our Unitarian Universalist purposes and principles.

4.1 Relationships with Congregants

With respect to interactions with members, friends, and visitors of the Church, the Senior Minister shall not allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality and privacy.

Accordingly, the Senior Minister shall not:

- 4.1.1 Use methods of collecting, reviewing, transmitting, or storing congregant information that fail to protect against improper access to the material.
- 4.1.2 Restrict access of members, friends, and visitors to the opportunity to fully participate in Church activities, as appropriate.
- 4.1.3 Violate the confidentiality of congregant pledge information, except as required to process pledges and run the pledge drive.
- 4.1.4 Fail to establish, maintain, and enforce procedures to ensure the safety of congregants and children while at the Church or at Church functions.
- 4.1.5 Fail to establish, publicize, and follow written policies for processing congregant grievances and suggestions.

4.2 Relationships with Paid and Volunteer Staff

With respect to the treatment of paid and volunteer staff, the Senior Minister shall not cause or allow conditions that are unfair, unsafe, unprofessional, or unclear.

Accordingly, the Senior Minister shall not:

- 4.2.1 Operate without written policies that clarify personnel rules and policies for employees, provide for effective handling of evaluation and grievances, and protect against wrongful conditions such as harassment, nepotism and grossly preferential treatment.

Senior Minister Limitations

- 4.2.2 Violate any provisions stipulated in an Associate Minister's or other Minister's contract with the congregation where it differs from these policies.
- 4.2.3 Prevent staff from grieving to the Board when:
 - internal grievance procedures have been exhausted and
 - the staff member alleges either that:
 - Board policy has been violated to the staff member's detriment, or
 - Board policy does not adequately protect the staff member's rights.
- 4.2.4 Fail to make available to employees a written statement of the personnel policies.
- 4.2.5 Discriminate against any existing or potential staff members on other than clearly job-related criteria, individual performance, or individual qualifications.

4.3 Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Senior Minister shall not cause or allow jeopardy to financial integrity or to public image or the values and principles of the First Unitarian Society of Milwaukee.

Accordingly, the Senior Minister shall not:

- 4.3.1 Change their own compensation, benefits or other allocated professional expenses as established by the Board.
- 4.3.2 Promise or imply permanent or guaranteed employment.
- 4.3.3 Establish current compensation and benefits that:
 - Deviate materially from applicable nonprofit or geographic benchmarks for the skills employed.
 - Create contractual 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.
- 4.3.4 Establish compensation or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
 - Incur unfunded liabilities;

Senior Minister Limitations

- Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity and/or reflecting market conditions and/or other appropriate factors are not prohibited;
- Allow any employee to lose benefits already accrued from any foregoing plan.

4.4 Financial Planning/Budgeting

Financial planning for any fiscal year or remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a documented multi-year staffing and financial plan, currently known as the Predictive Model.

Accordingly, the Senior Minister shall not:

- 4.4.1 Allow budgeting that fails to communicate a reasonably accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 4.4.2 Allow budgeting that puts the Unrestricted Fund Balance below 15% of a typical year's operating expenses.

4.5 Financial Condition and Activities

With respect to FUSM's actual, ongoing financial condition and activities, the Senior Minister shall not cause or allow the development of financial jeopardy or a material deviation of actual expenditures from Board priorities established in Ends Policies, the annual budget, or a documented multi-year staffing and financial plan, currently known as the Predictive Model.

Accordingly, the Senior Minister shall not:

- 4.5.1 Allow actual allocation to deviate materially from Board priorities in Ends policies or budgets; or deviate materially from amounts established in the approved budget categories unless so authorized by the Board.
- 4.5.2 Borrow in amounts greater than can be repaid by certain, otherwise unencumbered revenues within 90 days, without approval of the Board.
- 4.5.3 Expend any endowment or designated funds other than for the purposes determined at time of receipt or designation.

Senior Minister Limitations

- 4.5.4 Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
- 4.5.5 Allow cash to drop below the amount needed to settle payroll and debts in a timely manner.

4.6 Asset Protection

The Senior Minister shall not allow the congregation's assets and property to be unprotected, inadequately maintained, or unnecessarily risked.

To this end, the Senior Minister shall not:

- 4.6.1 Fail to insure against theft and casualty losses to at least 90% of replacement value and against liability losses to Board members, staff, and the congregation.
- 4.6.2 Allow unbonded personnel (staff or volunteer) access to material amounts of funds.
- 4.6.3 Subject facilities, premises, and equipment to improper wear and tear or insufficient maintenance, environmental degradation, nor fail to provide for appropriate building security.
- 4.6.4 Unnecessarily expose the Church, its Board, or staff to claims of liability, or risk its non-profit status.
- 4.6.5 Make any purchase of over \$10,000 without at least two competitive bids.
- 4.6.6 Allow intellectual property ownership to be unclear or undocumented.
- 4.6.7 Allow the intellectual property assets of FUSM to be unprotected. These assets include liturgical materials, curricula, music and any other intellectual property developed during the tenure of staff and ministers unless otherwise specified in letters of agreement or employment contracts.
- 4.6.8 Allow physical and electronic assets and data to lack reasonable protection, including from cyber threats.
- 4.6.9 Receive, process, or disburse funds under controls that are insufficient to meet the Board-approved auditor's standards.

Senior Minister Limitations

- 4.6.10 Operate without a prudent and comprehensive investment policy that aligns with our values, mission and Ends and has been approved by the Board, and fail to provide regular, active oversight of compliance with the policy.
- 4.6.11 Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.
- 4.6.12 Endanger the congregation's public image or credibility, particularly in ways that would hinder its accomplishment of mission or its ability to accomplish its Ends.
- 4.6.13 Fail to develop and implement policies for safe and appropriate building usage.

4.7 Continuous Operations

The Senior Minister shall not operate without a clearly defined plan for the delegation of responsibilities in the event that they or other key staff members are unable to perform their duties, whether due to short-term, long-term, planned, or unplanned absence, that ensures continued Church operations until they return or a long-term replacement is found.

4.8 Senior Minister Well-being

The Senior Minister shall not allow neglect of their well-being to diminish their capacity to serve the congregation and them self. This includes their physical, spiritual, emotional, intellectual, and psychological health and strength, and their right to establish reasonable boundaries between their personal and professional lives.

4.9 Communication and Support of the Board

The Senior Minister shall not cause or allow the Board to be uninformed, misinformed, or unsupported in its work.

Accordingly, the Senior Minister shall not:

- 4.9.1 Submit monitoring information required by the Board in a manner that is not timely, accurate, or in an understandable fashion, or does not directly address provisions of Board policies being monitored.

Senior Minister Limitations

- 4.9.2 Withhold from the Board timely and accurate information on relevant trends, anticipated adverse media coverage, and material external and internal changes.
- 4.9.3 Withhold from the Board any changes in conditions that would invalidate the assumptions upon which any Board policy has been previously established.
- 4.9.4 Withhold from the Board the Senior Minister's opinion on the Board's non-compliance with its own policies.
- 4.9.5 Provide insufficient staff and external points of view, issues, and options as needed for fully informed Board decisions.
- 4.9.6 Deal with the Board in part except when responding to officers or committees duly charged by the Board.
- 4.9.7 Neglect to report in a timely manner actual or anticipated noncompliance with any policy of the Board.

Appendix 1: **Board Covenant**

Recognizing in each other the same strong commitment to the strength and vitality of First Church, we the members of this board make a covenant that we will:

Presume good will and good intentions in all our deliberations

- Listen respectfully
- Not judge, justify, blame or defend
- Oppose ideas, not people
- Apologize when we stumble and fall short of this covenant
- Offer understanding and a hand up to another who stumbles

Respect the value of the time we all give to this work

- Be present and professional in all meetings
- Communicate promptly if unable to attend
- Be concise, brief in agreement, always engaged

Participate vigorously, respectfully, then support our decisions

- Stay engaged in the work, saying freely our likes and dislikes
- Seek other views as urgently as we express our own
- Keep board business in board meetings
- Speak with one (positive) voice to our congregation

Strive to practice servant leadership in all we do

- Recognize that our wisdom is limited
- Seek out and accept with grace the views of our members
- Always focus on the overall good of the whole Society
- Always consider the impact of our decisions and actions on our entire community, including members, both ministers, children and youth, and staff.

Appendix 2: **Covenant between the Board and the Executive Staff**

<u>Covenant from the Board to the Executive Staff</u>	<u>Covenant from the Executive Staff Team to the Board</u>
<p><u>Promises we would like the Executive Staff to make to us:</u></p> <p>That you will offer us your best wisdom, then fully support our decisions.</p> <p>That you will offer us the presumption of good will & intention.</p> <p>That you will respect the expertise/ competencies we bring to our service.</p> <p>That you will communicate directly, openly, and honestly with us about concerns.</p> <p>That you will remember that our service on the board is only one of many commitments.</p> <p><u>Promises we would like to make to the Executive Staff:</u></p> <p>We will respect you and your roles/ responsibilities in the work of the church.</p> <p>We will recognize and respect your professional expertise and competence.</p> <p>We will assume good will and best intentions on your part.</p> <p>We will be honest with you, and be supportive of your process and practice.</p> <p>We will communicate directly and openly with you about concerns.</p> <p>We will respect and support your work/life balance and private space.</p> <p>We will strive always for a Safe, Trusting, Respectful and Productive relationship.</p>	<p><u>Promises we would like to make to the board:</u></p> <p>We will be true to our word.</p> <p>We will be honest with you.</p> <p>We will honor the wholeness of your lives.</p> <p>We will respect you and your wisdom.</p> <p>We will communicate directly with you about concerns.</p> <p>We will respect and make space for your process.</p> <p>We will support your decisions and help carry them out.</p> <p><u>Promises we would like the board to make to us:</u></p> <p>That you will assume we have good intentions.</p> <p>That it is ok for us to be human.</p> <p>That you will be honest with us.</p> <p>That you will be true to your word.</p> <p>That you will communicate directly with us about concerns.</p> <p>That you will respect us and our professional expertise and competence.</p> <p>That you will support and protect the wholeness of our lives.</p>