

Southwestern Unitarian Universalist Conference

Board Policy Manual

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Southwestern Unitarian Universalist Conference Ends Policy

1. Global Ends Policy

The SWUUC is a growing community of healthy congregations grounded in our covenantal faith. The congregations walk together in love, seek the holy and are in right relationship with the world. Therefore (in order of priority):

1.1. Healthy Congregations.

To effectively further their mission:

- 1.1.1. The congregations in the SWUUC are ever-growing in their membership, resources and the depth of the spiritual experiences of their members;
- 1.1.2. Congregational leaders are equipped with necessary resources and training; and
- 1.1.3. The congregations are connected and in right relationship with their communities, one another and our UUA.

1.2. Faith-in-Action.

- 1.2.1. SWUUC is composed of congregations who proclaim with words and deeds the values of justice, reason and compassion embodied in our faith.

1.3. Extension

- 1.3.1. Unitarian Universalism is increasingly visible, recognized and accessible in our conference.

Southwestern Unitarian Universalist Conference Executive Limitation Policy

2. Global Executive Limitation Policy:

The DE shall not allow any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted fiscal, business, or professional ethics, including the Unitarian Universalist Ministers Association Code of Professional Conduct, the Liberal Religious Educators Association Code of Professional Practices, and the UUA District Staff Code of Conduct, and any other applicable UUA codes of conduct, or is contrary to Unitarian Universalist values as expressed in the Principles of the UUA.

2.1. Communication and Support to the Board

The DE shall not permit the Board to be uninformed or unsupported in its work. Accordingly, the DE shall not fail to:

- 2.1.1. Submit monitoring, and other types of data required by the Board on a regularly scheduled basis (see Linkage policies) in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored.
- 2.1.2. Provide the Treasurer with access to necessary information in order for the Treasurer to independently report to the Board about the quality and accuracy of financial information gathered and prepared by the DE.
- 2.1.3. Let the Board be aware of relevant trends, anticipated adverse media coverage, and material external and internal changes.
- 2.1.4. Marshal staff and external points of view, issues, and options upon request for informed Board choices.
- 2.1.5. Advise the Board if, in the DE's opinion, the Board is not in compliance with its own policies on Governance Process and Board-DE Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the DE.
- 2.1.6. Provide workable mechanisms for official Board, officer, or committee communications as requested by the Board.
- 2.1.7. Deal with the Board as a whole except when fulfilling requests for information from officers or committees duly charged by the Board.
- 2.1.8. Report in a timely manner any actual or anticipated non-compliance with any policy of the Board.
- 2.1.9. Supply for the consent agenda all items delegated to the DE, yet required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto.

Southwestern Unitarian Universalist Conference Executive Limitation Policy

2.1.10. Provide support to the Board in planning and convening all meetings involving the Board.

2.1.11. Operate with a strategic plan that specifies how the ends are to be realized and outcomes to be attained for specific periods of time. This plan will be integrated with the multiyear plan specified in 2.6. Financial Planning and Budgeting.

2.2. Emergency DE Succession

In order to protect the Board from the adverse effects from the sudden loss of the DE's services, the DE shall not fail to:

2.2.1. Provide for staff familiarity with Board and DE issues, processes, and plans for achieving ends sufficient to allow the staff to operate independently until the Board and UUA could provide an interim DE.

2.2.2. Communicate an emergency succession plan to the Board.

2.3. Treatment of SWUUC Congregations and their Constituents

With respect to interactions with SWUUC Congregations and their constituents or those applying to be congregations, the DE shall not cause or allow conditions, procedures, or decisions that are unsafe, disrespectful, unfair, unnecessarily intrusive, misleading, or that fail to provide appropriate confidentiality or privacy or that are not in accordance with UU principles. Accordingly, the DE shall not fail to:

2.3.1. Be inclusive, culturally sensitive, anti-oppressive and anti-racist

2.3.2. Establish a clear understanding of the nature of the interactions that congregations and their constituents may expect.

2.3.3. Provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.

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2.4. Treatment of Staff

With respect to the recruitment, hiring and treatment of paid and volunteer staff, the DE may not cause or allow conditions that are not just, equitable or compassionate or not in accordance with UU principles. Therefore, the DE shall not:

2.4.1. Cause or allow actions that fail to provide appropriate confidentiality or privacy.

2.4.2. Allow treatment or interactions that:

2.4.2.1. Fail to be inclusive, culturally sensitive, anti-oppressive, and anti-racist.

2.4.2.2. Constitute sexual harassment or verbal, emotional, or physical abuse.

2.4.2.3. Fail to provide reasonable accommodation to those with special needs.

2.4.3. Operate without written hiring practices and personnel policies that clarify personnel rules for staff, provide a process for effective handling of grievances, and protect against wrongful conditions.

2.4.4. Discriminate against any staff member for expressing dissent in an ethical manner.

2.4.5. Prevent staff from grieving to the Board when:

2.4.5.1. Internal grievance procedures have been exhausted or

2.4.5.2. The staff member alleges that Board policy is inadequate or has been violated to his or her detriment.

2.4.6. Fail to acquaint staff with their rights as defined by these policies.

2.4.7. Fail to prepare and keep current job descriptions for all paid and significant volunteer staff positions of the District.

2.4.8. Fail to recruit candidates in an open and equitable manner.

Southwestern Unitarian Universalist Conference Executive Limitation Policy

2.5. Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the DE shall not cause or allow jeopardy to fiscal integrity or public image or disregard equitable and just employment practices.

Therefore, the DE shall not:

- 2.5.1. Change his or her own compensation or benefits.
- 2.5.2. Promise or imply permanent or guaranteed employment.
- 2.5.3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed, including UUA compensation guidelines.
- 2.5.4. Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year.
- 2.5.5. Establish or change retirement benefits so as to cause unpredictable or inequitable situations, including by:
 - 2.5.5.1. Providing less than a basic level of benefits to all full-time employees.
 - 2.5.5.2. Incurring unfunded liabilities.
 - 2.5.5.3. Allowing any employee to lose benefits already accrued under any foregoing plan.

2.6. Financial Planning and Budgeting

Financial planning for any fiscal year or the 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 multiyear plan. Therefore, the DE shall not allow budgeting that:

- 2.6.1. Contains too little information to enable credible projection of revenues and expenses, cash flow, and disclosure of planning assumptions.
- 2.6.2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be available in that period, without prior agreement with the Board.
- 2.6.3. Provides less for Board prerogatives during the year than is set forth in the Cost of Governance policy.

Southwestern Unitarian Universalist Conference Executive Limitation Policy

2.7. Financial Conditions and Activities

With respect to the actual, ongoing financial conditions and activities, the DE shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in the Ends policies. Therefore, the DE shall not:

- 2.7.1. Expend more funds in any given fiscal year than have been budgeted unless approved by the board.
- 2.7.2. Expend more funds than have been received in the fiscal year to date, with the exception that up to a \$20,000 variance against budget is permissible in any given period or period to date provided that the DE has a plan to prevent any greater variance to occur in any fiscal year.
- 2.7.3. Indebt the organization or use unrestricted reserves in an amount greater than \$10,000 in any fiscal year, without Board approval.
- 2.7.4. Use any restricted reserves for purposes other than their designated purpose unless authorized by the Board to do so.
- 2.7.5. Fail to settle payroll and debts in a timely manner.
- 2.7.6. Fail to fund retirement fund liabilities.
- 2.7.7. Allow UUA-required payments, tax payments or other government ordered payments to be overdue or inaccurately filed.
- 2.7.8. Make a purchase or commitment with income borrowed from budget of a different annual period without disclosing purchase to the Board.
- 2.7.9. Acquire, accept donation of, encumber or dispose of real property without consent of the board.
- 2.7.10. Fail to actively pursue receivables after a reasonable grace period.
- 2.7.11. Enter into credit arrangements with individual credit limits totaling more than \$5000 without Board approval.
- 2.7.12. Accept donations in cash or in kind which would compromise the values of the District.
- 2.7.13. Accept donations in cash or in kind where there is a difference between the donor's intent and that of the District.
- 2.7.14. Fail to take such action as may be possible to ensure that the financial affairs of the District are carried on in a manner consistent with the laws of the State of Texas and the Federal Government and conducted in accordance with the bylaws of the District, or to advise the Board of any material deviation.
- 2.7.15. Fail to secure tax exemptions whenever and wherever possible.

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- 2.7.16. Allow SWUUC operating funds (funds other than the Endowment Fund which are held for short term use and not held for investment purposes) to be held in a manner that compromises a high level of security and return, or results in insufficient liquidity to allow funds to be available as needed for program or administrative purposes.
- 2.7.17. Allow any grant or scholarship making body of the SWUUC to function without adequate policies, procedures, and accounting controls in place to ensure fairness, effectiveness, and fiscal responsibility in their processes.

2.8. Asset Protection

The DE shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked. Therefore the DE shall not:

- 2.8.1. Fail to reasonably insure against theft and casualty losses and against liability losses to Board members, staff, and the organization itself in an amount greater than the average for comparable organizations.
- 2.8.2. Allow un-bonded personnel access to material amounts of funds.
- 2.8.3. Unnecessarily expose the organization, its Board, or its staff to claims of liability.
- 2.8.4. Make any expenditure wherein normally prudent protection has not been given against conflict of interest.
- 2.8.5. Fail to protect intellectual property, information, and files from loss or significant damage.
- 2.8.6. Allow the SWUUC Endowment Fund to be invested in a manner contrary to the Endowment Fund investment policy adopted by the Board.
- 2.8.7. Endanger the District's public image, credibility, non-profit status or its ability to accomplish its Ends.

Southwestern Unitarian Universalist Conference Linkage Policy

Southwestern Unitarian Universalist Conference Linkage Policy

3. Global Board – DE Linkage Policy

The Board's sole official connection to the District's operating organization, its achievement and conduct will be through the District Executive.

3.1. Unity of Control

Only officially passed motions of the Board acting as a body are binding on the DE. Accordingly:

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

3.2. Delegation to the DE

The Board will instruct the DE through written policies that prescribe the organizational ends to be achieved and proscribe organizational situations and actions to be avoided, allowing the DE to use any reasonable interpretation of these policies. Accordingly:

- 3.2.1. As long as the DE uses any reasonable interpretation of the Board's Ends and Executive Limitations policies the DE is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities. Such decisions of the DE shall have full force and authority as if decided by the board.
- 3.2.2. The Board may change its policies, thereby shifting the boundary between Board and DE domains. By doing so, the Board changes the latitude of choice given to the DE. But as long as any particular delegation is in place, the Board will respect and support the DE's choices.

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3.3. Accountability of the DE

The DE is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned is considered the authority and accountability of the DE, accordingly:

- 3.3.1. The Board will never give instructions to persons who report directly or indirectly to the DE.
- 3.3.2. The Board will refrain from evaluating, either formally or informally, any staff other than the DE, except if asked by the UUA to participate in an evaluation of a co-employed staff member.
- 3.3.3. The Board will view DE performance as identical to District performance so that District accomplishment of Board-stated Ends and compliance with board-proscribed limitations on means will be viewed as successful DE performance.

3.4. Monitoring of DE Performance

The Board will systematically, regularly, and rigorously monitor the DE's performance. The evaluation will be solely against organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Executive Limitations policies. Accordingly:

- 3.4.1. Monitoring is simply to determine the degree to which board policies are being met. Information that does not do this will not be considered to be monitoring information.
- 3.4.2. Monitoring data can be:
 - 3.4.2.1. Internal: An internal report in which the DE discloses interpretations and compliance information to the board;
 - 3.4.2.2. External: A report from a disinterested third party selected by the Board selects assesses compliance with board policies.
 - 3.4.2.3. Direct: An inspection by the Board, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
- 3.4.3. The standard for compliance shall be any reasonable DE interpretation of the Board's policies. The board is the final arbiter of reasonableness but will always judge with a "reasonable person" test rather than with interpretations favored by board members.
- 3.4.4. All policies that instruct the DE will be monitored at a frequency and by a method chosen by the board. The board may also monitor any policy at any time by any method, but will ordinarily depend on a routine schedule. Non-compliance, if applicable, shall be reported by the DE at every board meeting.
- 3.4.5. Monitoring Schedule: See Appendix A

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Southwestern Unitarian Universalist Conference Governance Process Policy

4. Global Governance Process Policy (Global Governance Commitment)

The purpose of the board, on behalf of its owners, the SWUUC member congregations, is to see to it that SWUUC, a district of the UUA, (a) achieves appropriate results for our member congregations at an appropriate cost as specified in board Ends policies, and (b) avoids unacceptable actions and situations as prohibited in board Executive Limitations policies.

4.1. Governing Style

The board will govern lawfully and in accordance with the Principles and Purposes of the UUA, observing the principles of the policy style governance model, with an emphasis on (a) outward vision rather than internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and District Executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactively rather than reactively. Accordingly, the Board will:

- 4.1.1. Cultivate and maintain a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will 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 will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling the Board commitments.
- 4.1.2. Direct, control, and inspire the organization through the careful establishment of broad written policies reflecting values and perspectives of the Board and the SWUUC Member Congregations about ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term effects (District Ends), not on the administrative or programmatic means of attaining those effects.
- 4.1.3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, submission of expense vouchers, ensuring continuance of governance capability, and adherence to the agreed upon Board Covenant of Right Relations (see Board Governance Policy on Board Covenant of Right Relations).
- 4.1.4. Commit to continual Board development including (a) orientation and training of new members in the Board's governance values and process, and (b) regular Board discussion on process improvement.

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- 4.1.5. Monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Executive Linkage categories.
- 4.1.6. Promote openness in all governance matters:
 - 4.1.6.1. Provide advance notice of dates and locations of regular business meetings and make agendas, reports, and minutes available promptly;
 - 4.1.6.2. Provide avenues for comment on meeting agenda issues;
 - 4.1.6.3. Accommodate observers at regular business meetings with the exception of executive sessions.
- 4.1.7. The Board commits to educating itself in anti-racist and anti-oppressive behaviors, and to working in an anti-racist and anti-oppressive manner in order to ensure that all Board policies are inclusive.

4.2. Duties of the board

Responsibilities of the board as an informed agent of the member congregations are those that ensure appropriate district performance. Accordingly the board will produce:

- 4.2.1. Meaningful, effective connection between the district and the SWUUC member congregations.
- 4.2.2. Written governing policies that, at the broadest levels, address each category of organizational decisions. Specifically, these are:
 - 4.2.2.1. Ends: District products, effects, benefits, outcomes, recipients, and their cost or relative worth (what good for which recipients at what cost).
 - 4.2.2.2. District Executive (DE) Limitations: Constraints on DE authority that establish the prudence and ethics boundaries within which all DE activity and decisions must take place.
 - 4.2.2.3. Governance Process: Specification of how the Board conceives, carries out, and monitors its own task.
 - 4.2.2.4. Board-DE Linkage: How power is delegated and its proper use monitored; DE role, authority and accountability.
- 4.2.3. Assurance of District effectiveness through at least annual:
 - 4.2.3.1. Assessment of DE performance against Ends and DE Limitations policies, and
 - 4.2.3.2. Assessment of Board effectiveness against Ends policies.
- 4.2.4. Assurance of specified asset oversight by:

Southwestern Unitarian Universalist Conference Governance Process Policy

- 4.2.4.1. Approving the use of unrestricted reserves.
- 4.2.4.2. Approving the creation, designated purposes and dissolution of restricted reserves.
- 4.2.4.3. Approving non-budgeted expenditures of over \$5,000.
- 4.2.4.4. Establishing an audit committee to oversee a bi-annual audit

4.3. Agenda Planning

To fulfill its responsibilities with a governance style consistent with board policies, the board will follow an annual agenda that (a) completes an annual exploration of Ends policies and (b) continually improves board performance through board education, self evaluation, deliberation and enriched input from member congregations .

4.3.1. The Routine Board Meeting Schedule will be as follows:

Meeting	Comments
1. Late July before start of SWUUSI. Sunday afternoon	Governance/workshop forum at SWUUSI
2. Early November in conjunction with Fall Conference. Friday afternoon	Saturday workshop/forum with congregational leaders.
3. Early February Friday evening to Saturday afternoon	Forum with local congregational leaders.
4. Late April in conjunction with Spring Conference & Annual Meeting Friday afternoon	Saturday workshop/forum with congregational leaders. Sunday morning Board orientation & training

4.4. President's Role

- 4.4.1. The Board President assures the integrity of the board's process, fulfills duties specified for the District President's office in the SWUUC Constitution, represents the Board in appropriate connection with the UUA, and occasionally represents the board to outside parties.
- 4.4.2. The result of the President's job is that the Board behaves consistently with its own policies and those legitimately imposed upon it from outside the organization. Specifically:
 - 4.4.2.1. Meeting discussions content will be only issues that, according to Board policy, clearly belong to the Board to decide, not the Executive.
 - 4.4.2.2. Deliberation will be fair, open, and thorough but also timely, orderly, and to the point.

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- 4.4.3. The authority of the President consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-DE Linkage, with the exception of (a) the employment or termination of the DE and (b) 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. Therefore, the President:
- 4.4.3.1. Is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
 - 4.4.3.2. Has no authority to make decisions about policies created by the Board within Ends and DE Limitations policy areas. Therefore, the President has no authority to supervise or direct the DE independently of the Board.
 - 4.4.3.3. May represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations within areas delegated to the President.
 - 4.4.3.4. May delegate this authority but remains accountable for its use.
- 4.4.4. The President presides at the Annual Meeting of the SWUUC Member Societies.
- 4.4.5. The President represents the District in the District Presidents' Association and in appropriate discussions with the UUA.

4.5. Vice President's Role

- 4.5.1. The Board Vice President, an officer of the Board, performs all duties of the President in the case of the absence of the President.

4.6. Secretary's Role

- 4.6.1. The Board Secretary, an officer of the board, (a) ensures the integrity and timely availability of records of meetings of the Members and the Board, (b) ensures the integrity and timely availability of Board documents including policies (c) oversees credentialing of Member Society delegates to certify the quorum at the District Annual Meeting and (d) responds to correspondence sent to the board (e) assures secure maintenance of the legal documents of the organization (Example: Incorporation documents).

4.7. Treasurer's Role

The Treasurer, an officer of the Board, fulfills duties of the office specified in the SWUUC Constitution but has no additional responsibility for budgetary matters which represent means and therefore reside in the DE's authority.

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4.7.1. The treasurer will ensure that the Endowment Committee has an adequate trust document in place and that the committee acts in accordance with Board approved policies.

4.8. Executive Committee

An Executive Committee comprised of the Officers of the Board (President, Vice-President, Secretary and Treasurer) shall have the power to act in exigent matters, subject to the approval of the Board as defined in Section 5.1 of the SWUUC Constitution. Actions of the Executive Committee will not detract from the Board's sense of group responsibility in its governing style.

4.9. Board Member's Code of Conduct and Covenant of Right Relations

The Board commits itself and its members to respectful, ethical, businesslike, and lawful conduct consistent with UUA principles, including proper use of authority and appropriate decorum when acting as board members. The Board grounds its behavior in our UU tradition to work toward interpersonal and institutional right relations through covenantal practices. Accordingly, the members of the SWUUC Board:

4.9.1. Covenant to actively pursue our faith's ends, offering each other radical trust and respect, heartening and challenging one another to advance our faith with courage, tenacity, and urgency. Each board member affirms loving commitment to:

- a. honesty and kindness in communications by speaking directly and constructively with one another, assuming good intentions;
- b. include humor in our perspective and in relationship with one another;
- c. listen to one another;
- d. respond to each other in a prompt and courteous manner;
- e. handle differences with courtesy, fairness, and generosity of spirit;
- f. attend meetings, honor commitments and stay engaged in the work of the Board;
- g. identify common goals;
- h. be patient with ourselves, others, and the process of change;
- i. keep our decision-making processes transparent;
- j. mentor and aid one another to be fully integrated, productive, and engaged in their work;
- k. and give generously of our spiritual gifts.

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4.9.2. Must represent unconflicted loyalty to the interests of the SWUUC Member Societies. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any Board member acting as a beneficiary of District services.

4.9.1. Must avoid conflict of interest with respect to their fiduciary responsibility. Specifically:

4.9.1.1. There must be no self-dealing or any conduct of private business or personal services between any Board member and the District except as procedurally controlled. Members will annually disclose their involvements with other organizations, vendors, associations or private business or personal services with the district which might be or might reasonably be seen as being a conflict.

4.9.1.2. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.

4.9.1.3. Board members must not use their Board position to obtain employment by the District or the UUA for themselves, family members or close associates. Should a Board member decide to seek or accept such employment, he or she must disclose their intention to the Board and recuse themselves from any discussion related to the employment.

4.9.2. May not attempt to exercise individual authority over the District except as explicitly set forth in Board policies, specifically:

4.9.2.1. Board members' interaction with the DE or with other District staff must recognize the lack of authority vested in individuals except as explicitly Board-authorized.

4.9.2.2. Members will refrain from voicing individual judgments of the performance of the DE or District Staff except when participating in Board deliberations about whether the DE has interpreted Board policy reasonably.

4.9.2.3. Board members' interactions with public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.

4.9.2.4. Board members will refrain from making derogatory attacks directed at individuals, congregations, or initiatives of the SWUUC or the UUA.

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

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4.10. Board Committee Principles

Board committees, working groups and task forces, when used, will exist to help the board do its job and will never interfere with delegation from board to the DE.

- 4.10.1. Board committees are to help the Board do its job, not to help or advise 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 direct dealings with current staff operations.
- 4.10.2. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with the authority delegated to the DE.
- 4.10.3. Board committees cannot exercise authority over staff. The DE will not be required to obtain approval from any Board committee before taking executive action.
- 4.10.4. Board committees are to avoid over-identification with organizational parts rather than the whole.
- 4.10.5. This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the DE.

4.11. Cost of Governance

The board will invest in its governance capacity by assuring that:

- 4.11.1. Board skills, methods, and supports will be sufficient to assure governing with excellence. Specifically:
 - 4.11.1.1. Training and retraining will be used to orient new Board members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
 - 4.11.1.2. Outside monitoring assistance will be arranged so that the Board can exercise confident control over District performance. This includes but is not limited to fiscal audit.
 - 4.11.1.3. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to SWUUC Member Society viewpoints and values.
- 4.11.2. Costs will be prudently incurred, though not at the expense of restricting participation or endangering the development and maintenance of superior capability. Specifically:
 - 4.11.2.1. The Board will expend funds on such activities as board and board committee meeting costs; board member training, including

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attendance at conferences and workshops; audit and other third-party monitoring of District performance; outreach to SWUUC Member Societies including surveys, focus groups, forums and convocations; and participation in District Presidents Association meetings. Generally, meeting costs include reasonable reimbursement of Board and Board committee members for amounts spent to enable them to attend meetings.

- 4.11.2.2. Board members and committees will follow established administrative practices regarding the submission of expenses for reimbursement and payment of bills for goods and services.

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Appendix A Monitoring Schedule

Policy	Method	Frequency	Board Meeting
Monitoring of DE Performance			
1.x Ends (all Ends policies)	Internal	Annual	July
(individual Ends policies)	Internal	Annual (?)	Nov., Feb., Apr. (1 or 2 @ each meeting)
2.1.11 Strategic Plan	Internal	Annual	April
2.1 Communication and Support of the Board	Direct Inspection (except strategic plan 2.1.11, which would be Internal)	Annual	April
2.2 Emergency DE Succession	Internal	Annual	April
2.3 Treatment of SWUUC Congregations and their Constituents	Internal	Annual	November
2.4 Treatment of Staff	Internal	Annual	November
2.5 Compensation and Benefits	Internal	Annual	February
2.6 Financial Planning and Budgeting	Internal	Annual	February
2.7 Financial Conditions and Activities	Internal	Quarterly	Each meeting
2.8 Asset Protection	Internal	Annual	February
Monitoring of Board Performance			
3.x Board-DE Linkage policies	Internal	Annual	July
4.1 <i>Governing Style</i>	Internal	Annual	<i>Jan or March Board teleconference</i>
4.2 <i>Duties of the Board</i>	Internal	Annual	<i>May-June Board teleconference</i>
4.2.4.4 Audit	External	Biannually	February
4.3 <i>Agenda Planning</i>	Internal	Annual	<i>March Board teleconference</i>
4.4-4.8 <i>Officers roles</i>	Internal	Annual	<i>March Board teleconference</i>
4.9 Board Covenant	Internal	Annual	July
4.10 <i>Board Communication Principles</i>	Internal	Annual	<i>September Board teleconference</i>
4.11 Cost of Governance	Internal	Annual	February