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Governance Policies

Heartland District of the UUA

As revised through November 11, 2011

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15 **ARTICLE 1: Global End Policies**

16 The Heartland District accepts the ENDS policies of the UUA as the ENDS
17 of the district.

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20 **ARTICLE 2: GOVERNANCE PROCESS POLICIES**

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22 **2.1 Global Governance Process Policy**

23 The Board’s purpose, on behalf of the member congregations of the Heartland District, is
24 governance. The Board is accountable for providing governance that enables the District to fulfill
25 its purpose as stated in its bylaws, and accomplish the ENDS, stated in Article 1 hereof, while
26 avoiding unacceptable actions and situations.

27
28 **2.2 Governance Style**

29 The Board will govern with an emphasis on:

- 30 • Outward vision rather than internal preoccupation
- 31 • Encouragement of diversity in viewpoints
- 32 • Strategic, mission-focused leadership more than administrative detail
- 33 • Clear distinction of Board and staff roles under policy based governance
- 34 • Collective rather than individual decision making
- 35 • Future focus rather than present or past
- 36 • Pro-activity rather than reactivity
- 37 • Being permission focused (or Being focused on permission-giving)
- 38 • Unitarian Universalist values

39
40 Accordingly, the Board holds itself accountable to these policies:

41
42 **2.2.1 The Board will cultivate a sense of group responsibility.** The Board, not the
43 staff, will be responsible for excellence in governing. The Board will be the initiator
44 of policy, not merely a reactor to staff initiatives. The Board will use the expertise of
45 individual members to enhance the ability of the Board as a body. The Board will
46 allow no officer, individual or committee of the Board to hinder or be an excuse for
47 not fulfilling Board commitments.

48
49 **2.2.2 The Board will direct, control, and inspire the organization** through the careful
50 establishment of broad written policies reflecting the Board’s values and
51 perspectives about ENDS to be achieved and means to be avoided. The Board’s
52 major policy focus will be on intended long-term effects and results, not on the
53 administrative or programmatic means of attaining those results. The Board will
54 enforce upon itself whatever discipline is needed to govern according to these
55 policies.

56
57 **2.2.3 Continual Board development** will include orientation of new Board members in
58 the Board’s governance process and periodic Board discussion of process
59 improvement.

60
61 **2.2.4 The Board will monitor** and discuss the Board’s process and performance at each
62 meeting. Self-monitoring will include comparison of Board activity and discipline to
63 policies in the Governance Process and Board-District Executive Linkage articles of
64 these policies.

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2.3 Board Procedures

2.3.1. Meetings

- 2.3.1.1 The Board will meet several times a year, as it deems necessary
- 2.3.1.2. Members of the Board will conscientiously prepare for all meetings
- 2.3.1.3. Resources, materials, and agenda action items will be distributed at least 10 days in advance of the meeting.

2.3.2 The Board will meet by phone conference during the months it does not meet in person

- 2.3.2.1 Resources, materials and agenda action items will be distributed at least two (2) days in advance of any phone conference.

2.3.3 Email

- 2.3.3.1 The Board will communicate with each other between meetings primarily via its electronic mailing list
- 2.3.3.2 Under extraordinary circumstances, the President may, in his/her discretion, choose to make a decision via email or conference call between in-person meetings, the method and procedure of which will be announced ahead of time
- 2.3.3.3 The membership of the official Board electronic mailing list will be as follows:
 - All Board members and officers
 - The UUA Trustee
 - The District Executive
 - The District Administrator (with send only privileges)
- 2.3.3.4 The official Board electronic mailing list shall be administered by at least two active managers, pursuant to the rules of the UUA Office of Electronic Communication, which hosts the list. The managers will include the President and the Secretary of the Board

2.3.4 Agenda Planning

In order to accomplish its responsibilities within a governance style consistent with Board policies, the Board will follow a schedule that continually improves Board performance through Board education and enriched input and self-evaluation.

Accordingly,

- 2.3.4.1 The planning and development cycle will begin and end each year at the District Annual Meeting

116

Meeting	Tasks
May/June Retreat or conference call	<ul style="list-style-type: none"> ▪ Orientation of new Board members ▪ Governance training ▪ Planning of dates and places for retreats, dates and times for conference calls ▪ Review of Board budget
August/September Retreat or conference call	<ul style="list-style-type: none"> ▪ Covenant Building for Board Members – Section 2.3.5 and 2.3.6 of Governance Policies ▪ Determine methods of ownership input
November/December Retreat or conference call	<ul style="list-style-type: none"> ▪ Plan participation in annual meeting ▪ Create Board budget
February/March Retreat or conference call	<ul style="list-style-type: none"> ▪ Review and concur with budget proposal ▪ Annual assessment of DE ▪
April	Annual District Meeting

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2.3.4.2 Board education will be held throughout the year

2.3.4.3 Board **self-monitoring schedule**

Meeting	Monitoring
May/June Retreat or conference call	▪ Article 3 Board-DE linkage policies
July or August Conference Call or retreat	▪ 2.1 Governing Style (includes covenant)
August/September Retreat or conference call	▪ 2.3 Board Procedures
September or October retreat or Conference Call	▪ 2.2 Governing Style
November/December Retreat or conference call	▪ 2.4 Board Job Description & 2.8 Sub-Committees
December or January retreat or Conference Call	▪ 2.5 Roles and Responsibilities
February/March Retreat or conference call	▪ 2.8 Cost of Governance
March or April Conference Call or retreat	▪ 2.6 Code of Conduct

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2.3.4.4 District Executive monitoring will be included on the agenda with compliance or non-compliance noted in the minutes

2.3.4.5 At least once per year, the Board will meet with the Heartland District representative to the UUA Board of Trustees to promote linkage between the Board and the UUA

131 **2.3.5 Board Covenant**, adopted August 6, 2011

132 Heartland District Board of Trustees Hereby Covenants together to honor our UU
133 Principles, District bylaws and governance policies, work in right relationship with
134 one another, seek out diverse perspectives and be aware of oppression, while
135 recognizing we come together as a spiritual community.
136

137 **2.3.6** The Board will observe these **norms**:

- 138 • We are fully present
- 139 • We honor each other
- 140 • We allow for critical exploration of ideas without criticizing people
- 141 • We assume best possible motives
- 142 • We include spiritual practices and rituals in meetings
- 143 • We protect confidentiality
- 144 • We take what was learned, not what was said
- 145 • We make time for check-in and check-out
- 146 • We use process observations and track process issues for future work
- 147 • We stay on task and track tasks deferred for future work
- 148 • We pledge to balance trust in each other's due diligence with the need to
149 make good decisions
- 150 • We come prepared to meetings
- 151 • We follow through on commitments
- 152 • We always include fun
- 153 • We let each person finish comments
- 154 • We minimize interruptions
- 155 • We are aware of power dynamics and privilege
- 156 • We affirm that each person's input and participation is valuable
- 157 • We speak from our own experience
- 158 • We listen seeking to understand each person who speaks
- 159 • We avoid anonymous comments
- 160 • We are mindful of boundaries, our own and others'
- 161 • We honor decisions of the Board, and speak with one voice
162

163 **2.4 Board Job Description**

164 While linking to its member congregations' needs, visions, plans, and expectations, the
165 responsibilities of the Board are those that ensure appropriate district performance.
166

167 Accordingly, the Board will:

169 2.4.1. create meaningful, effective connection between the District and the Heartland
170 member congregations by creating and implementing an annual schedule of events,
171 programs, and/or practices to interact with ministers, congregational lay leaders, and
172 other District leaders
173

174 2.4.2 create written governance policies regarding:

176 2.4.2.1 ENDS: District products, effects, benefits, outcomes, recipients and their
177 relative worth which answers for what good, which recipients and at what
178 cost.
179

- 180 2.4.2.2 District Executive (DE) Limitations: constraints on executive authority that
181 establish the prudence and ethical boundaries within which all executive
182 activity and decisions must take place
183
184 2.4.2.3 Governance Process: specifics on how the Board conceives, carries out
185 and monitors its own work
186
187 2.4.2.4 Board DE Linkage: specifics on how the DE is monitored and accountability
188 of the DE to the board.
189
190 2.4.3 assure asset oversight by:
191
192 2.4.3.1 ensuring that the District budget furthers the ENDS of the District.
193
194 2.4.3.2 reviewing and concurring with or requesting amendments to the District
195 Executive's proposed budget prior to its submission to the members of the
196 Annual Meeting
197
198 2.4.3.3 approving expenditures over \$5,000
199
200 2.4.3.4 approving the use of unrestricted reserves
201
202 2.4.4 assure sufficient human resources by working with the Nominating Committee to
203 promote Board service as a lay leadership and personal development opportunity
204

205 **2.5 Officers Roles and Responsibilities**

- 206
207 2.5.1 The **President** assures the integrity of the Board's process, fulfills duties specified
208 for the President in the bylaws, represents the Board in connection with the UUA and
209 occasionally represents the Board to outside parties.
210
211 Accordingly,
212
213 2.5.1.1 The responsibility of the President is that the Board behaves consistently
214 with its own rules and those legitimately imposed upon it from outside the
215 organization.
216
217 According, the President will assure that
218
219 2.5.1.1.1 meeting discussion will be on issues that, according to its policy,
220 belong to the Board to decide.
221 2.5.1.1.2 deliberation will be fair, open, and thorough but also timely,
222 orderly, and to the point
223
224 2.5.1.2 The authority of the President lies in making decisions within areas covered
225 by Board policies on Governance Process and Board-DE Linkage, except
226 where the Board specifically delegates portions of this authority to others.
227 The President may use any reasonable interpretation of these policies.
228 Therefore the President:
229

- 230 2.5.1.2.1 chairs Board meetings with all the commonly accepted power of
231 that position
232
233 2.5.1.2.2 has no authority to make decisions about policies created by the
234 Board within ENDS and DE Limitations areas. Therefore, the
235 President has no authority to supervise or direct the District
236 Executive independently of the Board
237
238 2.5.1.2.3 may represent the Board to outside parties in announcing Board-
239 stated positions and stating the President's own decisions and
240 interpretations within areas delegated to the President
241
242 2.5.1.2.4 may delegate this authority but is accountable for its use
243
244 2.5.2 The **Treasurer** shall be responsible for monitoring compliance with the Board's
245 financial policies and insuring protection of the financial integrity of the District.
246
247 Accordingly, the Treasurer shall:
248
249 2.5.2.1 Organize a volunteer Finance Committee to be used when necessary
250
251 2.5.2.2 Be responsible for:
252
253 2.5.2.2.1 a monthly review of financial statements with the District Executive
254 or designee, for compliance with District Operations Standards
255 and ENDS
256
257 2.5.2.2.2 presenting quarterly direct inspection reports to the Board on
258 financial conditions and activities
259
260 2.5.2.2.3 preparing the Board's portion of the budget and giving this to the
261 District Executive annually
262
263 2.5.2.2.4 presenting the auditor's report to the Board and at the Annual
264 Meeting
265
266 2.5.2.2.5 serving as a member of the Credentialing Committee before the
267 District Annual Meeting.
268
269 2.5.2.2.6 ensuring the Board selects an independent auditor annually and
270 that the audit is completed within three months' of the year-end
271
272 2.5.2.2.7 being familiar with the Board and District Executive issues and
273 processes as described in the Emergency District Executive
274 Succession Policy
275
276 2.5.2.2.8 monitoring District Executive expenses
277
278

279 2.5.3 The **Secretary** is responsible for the integrity of the Board's documents which
280 include but are not limited to the Governance Policies, Bylaws, and minutes.

281 Accordingly, the Secretary shall be responsible for:

282
283
284 2.5.3.1 ensuring the integrity and timely availability of minutes of meetings of the
285 Members and the Board, as well as Board documents including policies

286
287 2.5.3.2 certification of congregations and delegates at the annual meeting

288
289 2.5.3.3 maintaining master copies of all Board documents and providing current
290 copies of these to the District office.

291
292 2.5.4 The **Vice President** shall be responsible for insuring that the Board effectively
293 implements the linkage policies detailed as Section 2.4.1 of this article.

294 295 296 **2.6 Board Members Code of Conduct**

297 The Board commits itself and its members to conduct that is ethical, businesslike, and
298 lawful; to proper use of authority; and to appropriate decorum when acting as Board
299 members.

300 Accordingly:

301
302
303 2.6.1 Members must represent loyalty without conflict to the interests of the ownership.
304 This accountability supersedes any conflicting loyalty such as that to advocacy or
305 interest groups and membership on other Boards or staffs. It also supersedes the
306 personal interests of any Board member acting as a consumer of the organization's
307 services.

308
309 2.6.2 Members must avoid conflicts of interest with respect to their fiduciary responsibility.

310
311 2.6.2.1 There must be no self-dealing or any conduct of private business or
312 personal services between any Board member and the organization except
313 as procedurally controlled, to assure openness, competitive opportunity, and
314 equal access to inside information.

315
316 2.6.2.2 When the Board is to decide upon an issue about which a member has an
317 unavoidable conflict of interest, that member shall absent herself or himself
318 without comment not only from the vote but also from the deliberation.

319
320 2.6.2.3 Board members must not use their positions to obtain employment for
321 themselves, family members, or close associates. Should a member desire
322 employment, he or she must first resign.

323
324 2.6.3 Members will annually disclose their involvements with other organizations, with
325 vendors, or any associations that might produce a conflict.

328 2.6.4 Board members may not attempt to exercise individual authority over the
329 organization except as explicitly set forth in Board policies.

330
331 2.6.4.1 Members' interaction with public, press, or other entities must recognize the
332 same limitation and inability of any Board member to speak for the Board
333 except to repeat explicitly stated Board decisions.

334
335 2.6.4.2 Members will give no consequence or voice to individual judgments of
336 District Executive or staff performance.

337
338 2.6.4.3 Members will respect the confidentiality appropriate to issues of a sensitive
339 nature.

340
341 2.6.4.4 Board members will suspend their other District volunteer involvement
342 during the time they are serving as members of the District Board of
343 Trustees. District volunteer involvement is defined as those volunteer
344 activities that are directly supervised by the District Executive.

345
346 2.6.4.4.1. District trustees shall not serve as Good Offices persons for
347 religious professionals during their term of service on the Board
348

349 2.6.5 If the Board deems it to be in the best interest of the District, the Board will remove
350 an individual from an elected office and declare a vacancy
351

352 **2.7 Board Sub-Committees**

353 Board sub-committees will be made up of Board members. Their purpose will be to do
354 preliminary work to aid the Board in doing its job by presenting information and options.
355

356 Accordingly:
357

358
359 2.7.1 Board committees may not speak or act for the Board except when formally given
360 such authority for specific and time-limited purposes. Expectations and authority will
361 be carefully stated in order not to conflict with authority granted to the District
362 Executive.
363

364 **2.8 Cost of Governance**

365 Because poor governance costs more than learning to govern well, the Board will invest in
366 its governance capacity by assuring that:
367

368 2.8.1 Board skills, methods and supports will be sufficient to assure governing with
369 excellence. Specifically,
370

371
372 2.8.1.1 Training and monitoring will be provided to orient new members as well as
373 to maintain and increase existing member skills and understandings
374

375 2.8.1.2 Outreach mechanisms will be used as needed to ensure the Board's ability
376 to listen to owner viewpoints and values
377

378 2.8.1.3 Outside monitoring assistance will be arranged so that the Board can
379 exercise confident control over organizational performance. This includes,
380 but is not limited to, independent fiscal audit.

381
382 2.8.2 Costs will be prudently incurred, though not at the expense of endangering the
383 development and maintenance of superior capability.
384

385
386

387 **ARTICLE 3: Board-District Executive Linkage Policy: Global**
388 **Governance-DE Connection**

389
390 The Board's sole official connection to the operating organization, its achievement, and conduct
391 will be through the District Executive. Each year, the Board and District Executive will establish
392 and/or renew their covenantal relationship at the first meeting of the fiscal year, with the
393 understanding that their relationship is also governed by a covenant with the Director of
394 Congregational Life (DCL).

395
396 Accordingly, here is our covenant adopted November 12, 2011

397
398 The District Executive, Lisa Presley, and the Heartland District Board of Trustees covenant to
399 assume good intentions as together we:

- 400
- 401 • Honor the ENDS policies of the UUA as the purpose of all the work of the Heartland
402 District and follow the guidelines of the covenant with the DCL and these policies in
403 the relationship between the District Executive, as designer and implementer of
404 programs, and the Board, as visionary stewards on behalf of the Heartland member
405 congregations
 - 406 • Promise that we will speak directly with each other if there are concerns about work
407 or performance, the Board speaking with one voice to the District Executive and the
408 District Executive speaking directly to the Board
 - 409 • Listen carefully, seeking to understand each person who speaks
 - 410 • Direct questions or concerns from lay people or religious professionals to the
411 appropriate party
 - 412 • Honor all of the ethical guidelines outlined in our governance policies
 - 413 • Support our congregations in their work of love and justice.
 - 414 • Work together for the common good in a timely and respectful manner.
- 415

416 **3.1 Unity of Control**

417 Only decisions of the Board acting as a body and that are consistent with Covenant with the
418 DCL are binding on the District Executive.

419
420 Accordingly:

- 421
- 422 3.1.1 Decisions or instructions of individual Board members, officers, or committees of
423 the Board are not binding on the District Executive except in rare circumstance
424 where the Board has authorized such an exercise of authority.
 - 425
 - 426 3.1.2 In the case of Board members or committees requesting information or assistance
427 without Board authorization, the District Executive can refuse such requests that
428 require, in the District Executive's opinion, a material amount of staff time or funds,
429 or that are disruptive.
- 430

431 **3.2 Accountability of the District Executive**

432 The District Executive is the Board's only link to operational achievement and conduct, so that
433 all authority and accountability of staff, as far as the Board is concerned, is considered the
434 authority and accountability of the District Executive. Supervision of the DE falls to the DCL
435 save as set out in these policies concerning financial management aspects.

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Accordingly:

3.2.1 The Board will never give instructions to persons who report directly or indirectly to the District Executive.

3.2.2 The Board will review DE performance on financial matters that are done in compliance with these policies in determining successful DE fiduciary compliance.

3.3 Monitoring District Executive Performance

The Board will regularly monitor the DE's fiduciary performance.

Accordingly:

3.3.1 Monitoring is simply to determine the degree to which Board policies are being met. Data that do not address this will not be considered to be monitoring data.

3.3.2 The Board will acquire monitoring data by one or more of three methods:

3.3.2.1. By internal report, in which the District Executive provides information to the Board,

3.3.2.2. By external report, in which an unbiased third party selected by the Board assesses compliance with Board policies, or

3.3.2.3. By direct inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

3.3.3 The standard for compliance shall be any reasonable District Executive interpretation of the policy being monitored. The Board will evaluate the reasonableness of the District Executive's written interpretations as it evaluates each monitoring report. A motion to accept the report also accepts the interpretations.

3.3.4 All policies that instruct the District Executive will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but it will ordinarily depend on a routine schedule:

Late Summer Meeting	Article 4 Section 2 Financial Conditions and Activities
Fall Meeting	Article 4 Section 2 Financial Conditions and Activities Article 4 Section 4 Compensation and Benefits
Winter Meeting	Article 4 Section 2 Financial Conditions and Activities
Spring Meeting	Article 4 Section 1 Financial Planning and Budgeting Article 4 Section 2 Financial Conditions and Activities Article 4 Section 3 Asset Protection Article 4 Section 6 Ends Focus on Grants and Contracts Article 4 Section 7 Outside Endorsement

475

476 3.3.5 In addition, the Board will receive a direct inspection monitoring report on Global
477 Executive Limitation 4.4 Financial Conditions and Activities from its Treasurer at
478 each meeting.

479
480 3.3.6 The Board will perform direct inspection monitoring of District Operating
481 Standard 4.8, Communication and Support of the Board, annually at the June
482 Board Meeting.

483
484 **3.4 Delegation to the District Executive**

485 The Board will instruct the Executive through written policies which describe organizational
486 situations and actions to be avoided, and the financial standards to be followed, allowing the
487 Executive to use any reasonable interpretation of these policies.

488
489 Accordingly:

490
491 3.4.1 The Board will develop policies that limit the latitude that the District Executive may
492 exercise in financial oversight and spending. These policies will be developed
493 systematically from the most general level to more defined levels and will be called
494 the Executive Limitations policies.

495
496 3.4.3 As long as the District Executive uses any reasonable interpretation of the Board's
497 Executive Limitations policies, the District Executive is authorized to establish all
498 further policies, make all decisions, take all actions, establish all practices, and
499 develop all activities.

500
501 3.4.4 The Board may change its Executive Limitations policies, thereby shifting the
502 boundary between Board and District Executive domains. But, as long as the
503 District Executive is acting within the existing policies, the Board will respect and
504 support the District Executive's choices.

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508 **ARTICLE 4: GLOBAL EXECUTIVE LIMITATION**

509 The District Executive shall not cause or allow any practice, activity, decision, or organizational
510 circumstance that is unlawful, imprudent, or in violation of commonly accepted business and professional
511 ethics or of Unitarian Universalist Principles, which include the Unitarian Universalist Ministers
512 Association Code of Professional Conduct, the Liberal Religious Educators Association Code of
513 Professional Practices, and the UUA District Staff Code of Conduct, and any other applicable UUA codes
514 of conduct, or is contrary to Unitarian Universalist values as expressed in the Principles of the UUA.
515

516
517 **4.1: Financial Planning and Budgeting**

518 Financial planning for any fiscal year or the remaining portion of any fiscal year shall not deviate
519 materially from the priorities embodied in the ENDS policies, risk fiscal jeopardy, or fail to be
520 derived from a multi-year plan.

521 Accordingly, the DE shall not allow plans and budgets that

- 522
523 4.1.1. contain too little information to enable credible projection of revenues and expenses,
524 cash flow, and disclosure of planning assumptions
525
526 4.1.2. plans the expenditure in any fiscal year of more funds than are conservatively
527 projected to be received in that period or than have been accrued for that purpose
528 in previous years without Board approval
529
530 4.1.3. do not include expenditures for Board prerogatives as set forth in the Cost of
531 Governance Policy.
532
533 4.1.4. fail to present to the members of the annual meeting only budgets which have
534 received a recommendation of “do Pass”.
535
536 4.1.5. fail to use the interest of the restricted Gentile Fund solely to support the Religious
537 Education of Heartland District youth and adults.
538
539

540 **4.2: Financial Conditions and Activities**

541 With respect to actual, ongoing fiscal conditions and activities, the District Executive
542 shall not cause or allow the development of fiscal jeopardy or any material deviation of actual
543 expenditures from Board priorities established in the ENDS policies.
544

545 Accordingly, to maintain financial conditions and activities according to these standards the
546 District Executive shall not:

547
548 4.2.1 Income

- 549
550 4.2.1.1 fail to aggressively pursue receivables, including District dues, after a
551 reasonable grace period
552

553 4.2.2 Expenditures

- 554
555 4.2.2.1 spend more funds than have been received and budgeted in the fiscal year
556 without specific Board approval
557

- 558 4.2.2.2 fail to settle payroll and debts in a timely manner

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4.2.2.3 fail to meet all UUA-required payments, tax payments, or other government ordered payments or filings on time and with accurate paperwork filings

4.2.2.4 make a single purchase or commitment exceeding \$1,000 with income from future fiscal years without prior Board approval

4.2.3 Financial Management

4.2.3.1 indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenue.

4.2.3.2 use any long-term dedicated reserves unless authorized by the Board to do so.

4.2.3.3. conduct inter-fund shifting.

4.2.3.4 acquire, encumber, or dispose of real property without Board approval

4.2.3.5 shall not fail to present to the Board for approval a revised plan for income and expenditures in order to respond to financial circumstances that alter the total budget by more than 5%.

4.3: Asset Protection

The District Executive shall not allow the assets of the District to be un-protected, inadequately maintained or unnecessarily at risk

Accordingly, the DE shall not:

4.3.1. fail to insure against theft and casualty loss and against liability losses to Board members, staff, and the organization itself.

4.3.2. fail to arrange bonding for all personnel with access to material amounts of funds.

4.3.3. fail to protect the organization, its Board, or its staff to from claims of liability.

4.3.4. make purchases where prudent protection has not been given against conflicts of interest.

4.3.5. fail to protect intellectual property, information, and files from loss or significant damage.

4.3.6. fail to maintain financial controls that are sufficient to meet generally accepted accounting principles (GAAP)

4.3.7. fail to invest or hold operating capital in secure instruments, including insured checking accounts and bonds of AA rating or higher.

4.3.8 fail to treat staff, volunteers, or members of congregations in such a manner as to protect the District from reasonable legal jeopardy;

610 4.3.9. fail to protect the organization's public image and credibility.

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612
613 **4.4: Compensation and Benefits**

614 Heartland District sets its compensation and benefits in consultation with the UUA and after
615 review of UUA recommendations for its geographical region.

616
617 With respect to employment, compensation, and benefits to employees, consultants, and
618 contract workers, the DE shall not cause or allow jeopardy to fiscal integrity or public image.

619
620 Therefore, the DE shall not::

621
622 4.4.1. change his/her own compensation or benefits without first consulting and getting
623 approval of the Board.

624
625 4.4.2. promise or imply permanent or guaranteed employment.

626
627 4.4.3. establish current compensation and benefits that deviate from the geographic or
628 professional market for the position, including UUA compensation guidelines.

629
630 4.4.4. create compensation obligations over a longer term than revenues can be safely
631 projected, in no event longer than one year, and in all events subject to losses in
632 revenue.

633
634 4.4.5. establish or change pension benefits so as to cause unpredictable or inequitable
635 situations.

636
637 4.4.6. fail to follow mileage reimbursement guidelines for paid staff, as established by the
638 Internal Revenue Service.

639
640
641 **4.5: Communication and Support of the Board**

642 The District Executive shall insure the Board is adequately informed and supported in its work.

643
644 Accordingly The District Executive shall not fail to:

645
646 4.5.1. submit monitoring data required by the Board in a timely, accurate, and
647 understandable fashion, directly addressing provisions of Board policies being
648 monitored, and noting the revision date of each policy article. Refer to Section 3.3.4
649 of these policies, Monitoring District Executive Performance.

650
651 4.5.1.1 provide to the office and the Secretary of the Board an electronic copy of the
652 final version of monitoring reports for the office archive and the Secretary's
653 records.

654
655 4.5.2. inform the Board of relevant trends, anticipated adverse media coverage, and
656 material external and internal changes, that may impact the District and/or the
657 Board.

658
659 4.5.3. inform the Board of any significant deviation from projected income and expenses.

- 661 4.5.4. advise the Board if, in the District Executive's opinion, the Board is not in
662 compliance with its own policies on Article 2, Charge to the Board or Article 3, Right
663 Relationship with Board and Staff, particularly in the case of Board behavior that is
664 detrimental to the work relationship between the Board and the District Executive.
665
- 666 4.5.5. provide to the Board as many staff and external points of view, issues, and options
667 as needed for fully informed Board choices, as requested.
668
- 669 4.5.6. present information in clear and concise formats that differentiate among information
670 of three types: monitoring, decision preparation, and other.
671
- 672 4.5.7. provide appropriate mechanisms for official Board, officer, and committee
673 communications.
674
- 675 4.5.8. deal with the Board as a whole except when fulfilling individual requests for
676 information or responding to officers or committees duly charged by the Board.
677
- 678 4.5.9. report in a timely manner an actual or anticipated noncompliance with any policy of
679 the Board.
680
- 681 4.5.10. supply for the consent agenda all items delegated to the District Executive, yet
682 required by law, contractor, or the Bylaws to be Board approved, along with the
683 monitoring assurance pertaining thereto.
684
- 685 4.5.11. inform the Board of expectations that the Unitarian Universalist Association has for
686 the District Executive.
687

688 **4.6: End Focus of Grants or Contracts**

689 The District Executive will enter into grants or contract arrangements only if they facilitate
690 accomplishment of the ENDS of the District while maintaining the District in compliance with the
691 Executive Limitations.
692

693 Accordingly the District Executive shall not fail to:

- 694 4.6.1. provide methods and activities to preclude grant funds from being used in
695 imprudent, unlawful, or unethical ways.
696
- 697 4.6.2. shall assess and consider an applicant's capability to produce appropriately
698 targeted, efficient results.
699
700

701 **4.7: Outside Endorsement**

702 The District Executive shall not endorse or ally the district with organizations or causes that are
703 not consistent with the ENDS policies and UUA Principles.
704

705 Accordingly The District Executive shall not fail to:

- 706 4.7.1 : notify the Board of any endorsements made under this policy within 7 days.
707
708

709 Appendix – Pertinent information for Board activities

710

711 EMAIL

712 The official Board electronic mailing list is administered by at least two active managers,
713 pursuant to the rules of the UUA Office of Electronic Communication, which hosts the list. The
714 Board's managers include the President and the Secretary of the Board

715

716 The Secretary shall notify the UUA Office of Electronic Communication at oec@uua.org
717 regarding any list manager additions or resignations. Pursuant to the rules of the Office of
718 Electronic Communication, the OEC must approve all new list managers.

719

720 The web addresses for the Board electronic mailing list are:

721 subscribers: <http://lists.uua.org/mailman/listinfo/huud-bot/>

722 admin: <http://lists.uua.org/mailman/admin/huud-bot/>

723

724

725