

**General Subject: Governance**

**Specific Title: By-Laws**

The Unitarian Church of Evanston shall set forth its strategic governance practices in its by-laws that may be amended from time to time in accordance with the by-law provision for their modification.

The Board of Trustees is responsible, in collaboration with the Executive Team, for determining when the by-laws require revision and shall lead an open process to develop recommendations for approval by the congregation.

Date originally approved by the Board of Trustees: January 19, 2011

Revision dates:

To be reviewed on or before: January, 2016

**General Subject: Governance**

**Specific Title: Policies, Guidelines and Procedures**

The Board of Trustees, as charged in the by-laws with the administration of the church, shall adopt policies as deemed appropriate for maintaining clarity of function and responsibility in church administration. Policies governing the church shall be approved by a two-thirds vote of Board members present at a regularly scheduled meeting of the Board and shall be in writing. There are no policies of the Board that are not written and have not been so approved. Each policy shall be reviewed, modified as may be appropriate, and reapproved by the Board at intervals not to exceed five (5) years.

All policies shall be readily available to the membership, and it is the responsibility of the Executive Operations Director to ensure their accessibility.

Administrative aspects of the church that do not rise to the level of policy may be approved as a guideline and require a simple majority vote of the Board members present at a regularly scheduled meeting of the Board. There are no guidelines of the Board that are not written and have not been so approved. Each guideline shall be reviewed, modified as may be appropriate, and reapproved by the Board at intervals not to exceed five (5) years.

All guidelines shall be readily available to the membership, and it is the responsibility of the Executive Operations Director to ensure their accessibility.

As deemed necessary by the Board, procedures may be approved to direct specific implementation practices of church policies. Procedures shall be approved by a simple majority vote of the Board members present at a regularly scheduled meeting of the Board. There are no procedures of the Board that are not written and have not been so approved. Each procedure shall be reviewed, modified as may be appropriate, and reapproved by the Board at intervals not to exceed five (5) years.

All procedures shall be readily available to the membership, and it is the responsibility of the Executive Operations Director to ensure their accessibility.

Date originally approved by the Board of Trustees: January 19, 2011

Revision dates:

To be reviewed on or before: January, 2016

**General Subject: Governance**

**Specific Title: Responsibilities of the Board of Trustees  
and its Members**

The responsibilities of the Board of Trustees are as stated in the by-laws of the church.

Members and officers of the Board of Trustees are elected in accordance with the by-laws.

The roles and responsibilities of a member of the Board of Trustees shall be identified in a written job description that shall be reviewed and updated as necessary by the Board at intervals not to exceed three years.

It is the responsibility of each Board member to know and understand the governance structure and policies of UCE and their individual role(s) and responsibilities as well as that of the Board as a whole.

The Executive Operations Director is responsible for maintaining the Board Member job description, a copy of which will be given to the Nominating & Recruiting Committee, and shall ensure its timely review and revision by the Board.

Date originally approved by the Board of Trustees: January 19, 2011

Revision dates:

To be reviewed on or before: January, 2016

**General Subject: Governance**

**Specific Title: Annual Goals of the Board of Trustees**

The Board of Trustees shall develop and approve a set of written annual goals no later than August 31<sup>st</sup> of each year, the purpose of which is to guide the focus of the Board's efforts in support of the near-term needs and strategic mission of the church.

The President of the Board is responsible for ensuring the timely development of the goals using a collaborative process involving the entire Board of Trustees.

The annual goals of the Board, once approved, shall be readily available to the membership, and it is the responsibility of the Executive Operations Director to ensure their accessibility.

Date originally approved by the Board of Trustees: January 19, 2011

Revision dates:

To be reviewed on or before: January, 2016

**General Subject: Governance**

**Specific Title: Meetings of the Board of Trustees**

All meetings of the Board of Trustees shall be open to any member of the church, membership being defined in the by-laws, and its professional staff. Meetings shall take place on the church property in accordance with a schedule published at least seven days in advance of each meeting. It shall be the responsibility of the Executive Operations Director to publish the schedule of Board meetings on the master schedule maintained for the purpose of informing members of events taking place at the church.

All meetings of the Board of Trustees shall be in accordance with the by-laws of the church including the taking of minutes that will record the agenda, subject matter and overview of verbal discussions as well as copies of all written reports submitted to the Board, whether discussed by the Board or not. The Executive Operations Director shall ensure the meeting minutes are made readily available to any member of the congregation within one week of their approval by the Board typically via the church's website and/or posting on a bulletin board.

The Board of Trustees may, at its sole discretion and upon a simple majority vote of the members then present, go into Executive Session. Only members of the Board of Trustees shall be present for the Executive Session along with any minister, professional staff and/or member specifically invited to be present by the President of the Board of Trustees. The meeting minutes of the Board shall specify only the fact that the Board went into Executive Session and the time the Session began. No other information shall be recorded in the meeting minutes regarding the Executive Session.

The Executive Operations Director shall ensure all meeting minutes of the Board, inclusive of financial statements, are archived in both paper and electronic format with suitable backup, for a minimum of ten years.

Date originally approved by the Board of Trustees: January 19, 2011

Revision dates:

To be reviewed on or before: January, 2016

**General Subject: Governance**

**Specific Title: Executive Team**

The Unitarian Church of Evanston shall have a governing structure that includes an Executive Team. The Executive Team shall work collaboratively in support of the mission of the church and all aspects of church life, and it shall consist of all called and interim ministers of the congregation and the Executive Operations Director.

All paid employees of the church shall be supervised by one or more members of the Executive Team, either directly or indirectly. For the purposes of church administration, the Executive Operations Director shall report to the Board of Trustees.

Each member of the Executive Team, in keeping with the important role they individually and collectively fill, shall have an employment contract duly executed with the Board of Trustees that shall specify the terms of their employment. These contracts may be modified from time to time as mutually agreed between the member of the Executive Team and the Board of Trustees. Upon request, copies of the employment contracts shall be made available for review by any member of the church, as defined by the by-laws, in the office of the Executive Operations Director.

Date originally approved by the Board of Trustees: January 19, 2011

Revision dates:

To be reviewed on or before: January, 2016

**General Subject: Governance**

**Specific Title: Executive Committee**

The Unitarian Church of Evanston shall have a governing structure that includes an Executive Committee. The Executive Committee shall consist of the President Emeritus, President, and Vice President of the Board of Trustees and the Executive Team. If they so choose, the Executive Committee may invite an additional member of the Board to be a member of the Executive Committee by simple majority vote.

The purpose of the Executive Committee is to strategically develop the agenda for the Board in support of the mission of the church. The Executive Committee also exercises the power of the Board of Trustees between regular meetings of the Board when timing is critical.

The Executive Committee is chaired by the President of the Board, and in his/her absence the Vice President.

Meetings of the Executive Committee are not open to anyone other than members of the Executive Committee; however, the agenda and list of attendees for a meeting of the Executive Committee shall be included in the consent agenda for the next meeting of the Board of Trustees.

Date originally approved by the Board of Trustees: January 19, 2011

Revision dates:

To be reviewed on or before: January, 2016

**General Subject:        Staff Roles & Responsibilities**

**Specific Title:         Job Descriptions**

All regular, paid employees of the church whose wages are reported on an IRS Form W-2 shall have their roles and responsibilities defined by a written job description developed and approved by the Executive Team. Each job description shall also include the number of anticipated hours the employee will work per week or month, whether paid on a salary or hourly basis, and the name and title of their immediate supervisor.

The Executive Operations Director is responsible for ensuring all employees, excepting members of the Executive Team, have an approved written job description that is updated as required to clarify job responsibilities. The written job description shall be reviewed at least annually with the employee by their immediate supervisor to ensure the duties accurately reflect the role of the employee and are mutually understood by the supervisor and employee.

Members of the Executive Team shall have their roles and responsibilities delineated in their Employment Agreement, whether as part of the Agreement or as a separate attachment that may or may not be referred to as a job description.

Date originally approved by the Board of Trustees: January 19, 2011

Revision dates:

To be reviewed on or before: January, 2016

**General Subject:        Staff Roles & Responsibilities**

**Specific Title:         Staff Annual Goals**

All regular, paid employees of the church whose wages are reported on an IRS Form W-2 shall have annual written goals that specify particular priorities for that year consistent with their individual general job description. The goals shall be developed collaboratively with the supervisor and employee in support of the overall mission and near-term objectives of the church. Written goals, for the upcoming church year, shall be approved by the employee's supervisor no later than June 30<sup>th</sup> based on UCE's fiscal calendar.

Similarly, each member of the Executive Team shall work collaboratively with the Board of Trustees, and are individually responsible to have written annual goals. The minister's goals shall be in place no later than June 30<sup>th</sup> of each year, and the Executive Operations Director's goals shall be in place no later than August 30<sup>th</sup>.

The Executive Operations Director is responsible for ensuring all employees, excepting members of the Executive Team, have approved written goals.

Date originally approved by the Board of Trustees: January 19, 2011

Revision dates:

To be reviewed on or before: January, 2016

**General Subject: Governance**

**Specific Title: Integrated Stewardship Committee**

UCE shall have a permanent Integrated Stewardship Committee (ISC), the purpose and responsibility of which will be to maintain the financial health of the church.

The committee will have responsibility for eight areas:

1. Overall financial planning for the church
2. Budgeting
3. The Annual Pledge Drive
4. Fundraising
5. Capital Campaigns
6. Endowment
7. Stewardship Education including regular communications with the congregation
8. Financial record keeping.

The Chair of the ISC shall be appointed by the President of the Board for one year and must be a concurrently serving member of the Board. The President of the Board shall not be a member of the ISC. An individual may serve more than one term as Chair of the ISC, but must be reappointed by the President of the Board.

The ISC will report in writing to the Board at its regularly scheduled meetings, and the report will be included as part of the minutes of the Board.

Date originally approved by the Board of Trustees: January 19, 2011

Revision dates:

To be reviewed on or before: January, 2016

**General Subject:        Budgeting**

**Specific Title:         Pledge Income & Expenses**

The Board, through the budget working group and Integrated Stewardship Committee, shall recommend to the congregation for approval operating budgets based on pledge income from members and pledging friends that is verified by signature as of the day of the annual meeting at which the budget is approved. Further, the Board shall ensure that individual budgeted expenses are researched, to the extent practical, to ensure realistic estimates of anticipated church expenditures.

Date originally approved by the Board of Trustees: January 19, 2011

Revision dates:

To be reviewed on or before: January, 2016

**General Subject:        Budgeting**

**Specific Title:         Annual Budgeted Surplus**

The Board, through the budget working group and Integrated Stewardship Committee, shall recommend to the congregation for approval operating budgets with a surplus equivalent to a minimum of 1% of the total budgeted revenue.

Surplus funds, if any, at the end of a fiscal year shall be placed in a reserve fund recorded on UCE's Balance Sheet. The reserve fund shall be allowed to grow until the value of the fund is maintained at a minimum of one month's average operating expense of the church. Amounts in excess of this minimum may, at the recommendation of the Board, be included in the operating budget as a revenue line item entitled, "transfer from reserve fund" to offset budgeted expenses. Prior to budgeting for any transfer from the reserve fund, the Board shall ensure all its Balance Sheet obligations are fully funded.

Date originally approved by the Board of Trustees: January 19, 2011

Revision dates:

To be reviewed on or before: January, 2016

**General Subject: Church Staff**

**Specific Title: Staffing Level & Long-range Staffing Plan**

The Executive Team is responsible for determining the appropriate staffing level, staff mix, and individual employee hours based on the UCE's mission and goals, the membership, the pledge base and annual budget, and other factors as deemed appropriate by the Executive Team.

The Executive Team shall notify the Board of Trustees and the Chair of the Integrated Stewardship Committee of the resignation of an employee, intent to hire or dismiss an employee along with the reason for doing so, and in the case of a new hire, shall ensure a written job description is in place prior to initiating the hiring process.

The Executive Team shall work collaboratively with the Integrated Stewardship Committee in developing and maintaining a three-year staffing plan to support long-range staff planning and budgeting.

The Executive Team and the Chair of the Integrated Stewardship Committee will report annually to the Board on the three-year staffing plan no later than December 31<sup>st</sup> of each year coincident with initiation of the budget planning process.

Date originally approved by the Board of Trustees: April 20, 2011

Revision dates:

To be reviewed on or before: April, 2016

**General Subject: Church Staff**

**Specific Title: Staff Annual Performance Reviews**

All regular, non-executive team employees with job descriptions and annual goals shall have an annual performance review, the purpose of which is to have a constructive and objective review of the employee's prior year performance.

The performance review will be conducted in person with the employee's immediate supervisor and include a written evaluation, the format of which shall be determined by the Executive Team. The written evaluation shall be signed by the employee and their supervisor at the completion of the review.

All annual performance reviews shall be completed no later than June 30<sup>th</sup> of each year, with appropriate written documentation becoming part of each employee's personnel record.

The Executive Operations Director is responsible for coordinating the Executive Team's review of staff performance and maintenance of personnel records.

Date originally approved by the Board of Trustees: April 20, 2011

Revision dates:

To be reviewed on or before: April, 2016

**General Subject: Church Staff**

**Specific Title: Executive Team Annual Reviews**

Each called minister, being in a covenantal relationship with the congregation, shall meet with the President, President Emeritus/a, and Vice President of the Board of Trustees to review the minister's analysis of his/her ministry, highlights of which shall be provided in writing, and progress toward achievement of the current year's goals. This meeting shall be completed no later than January 10<sup>th</sup> to allow for recommended compensation adjustments to be made in support of the following year's budget planning process. Following the meeting, the President shall prepare a written summary of the discussion, a copy of which will be given to the minister. Both the minister's written summary and the President's summary shall be maintained in the office of the Executive Operations Director. Access to these documents is limited to the current President, President Emeritus/a, and Vice President.

In addition, every three years, the settled ministers shall initiate and participate in a congregational self-assessment process that will include an assessment of their ministries in the context of the overall ministry of the congregation. For this purpose, the process outlined in "Assessing Our Leadership" (available at [uaa.org](http://uaa.org)) or another process mutually agreed upon by the ministers and the Board of Trustees shall be used. The results of this assessment shall be included for discussion at the meeting outlined in the paragraph above.

The Executive Operations Director shall have an annual performance review, the purpose of which is to have a constructive and objective review of his/her performance based on the annual goals and job description. The President of the Board of Trustees is responsible for completing the review which will be conducted in person and will include a written evaluation. The written evaluation, which shall be signed by the Executive Operations Director and the President at the completion of the review, shall be maintained in the office of the Executive Operations Director. Access to the performance review is limited to the President Emeritus/a and any current Board member. The full-year performance review shall be completed no later than June 30<sup>th</sup> of each year. In addition, the President shall provide a brief, mid-year review of performance no later than January 10<sup>th</sup> to allow for recommended compensation adjustments to be made in support of the following year's budget process. This mid-year review shall be documented with a brief written summary, a copy of which will be retained in the office of the Executive Operations Director.

Date originally approved by the Board of Trustees: April 20, 2011

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To be reviewed on or before: April, 2016

**General Subject: Governance**

**Specific Title: Executive Team Reports to the Board of Trustees**

Monthly, the Executive Operations Director shall submit a written report to the Board of Trustees, the purpose of which is to inform the Board of progress towards goals and any event or circumstance the Executive Operations Director feels should be brought to the attention of the Board.

Monthly, the ministers will provide a written report to the Board of Trustees at its regular meeting highlighting any aspect of the church or specific work being done by the minister that the minister feels should be brought to the attention of the Board.

Twice annually, at the regularly scheduled Board meetings in January and June, the Executive Team shall formally report on the state of the church both verbally and in writing or presentation slide format. The specific topics in the report shall be at the discretion of the Executive Team, the intent of which is to focus on trends, the ministers' view of the health of the church and congregation, areas of denominational interest, as well as areas of success and concern.

The Executive Operations Director shall maintain the twice annual written reports, which shall also become part of the meeting minutes, separately, both in paper and electronic format for as long as the church shall exist.

Date originally approved by the Board of Trustees: April 20, 2011

Revision dates:

To be reviewed on or before: April, 2016

**General Subject:        Budgeting**

**Specific Title:         Compensation Advisory Group**

The President of the Board of Trustees shall designate, no later than September 30<sup>th</sup> of each year, a serving Board member to chair a group of four individuals, formed and charged annually to review and make recommendations on UCE's Compensation Guidelines. The Executive Team shall appoint a member of the congregation to serve on the Compensation Advisory Group, also by September 30<sup>th</sup>. Together, the Chair and the member appointed by the Executive Team shall recruit an additional member to serve on the Advisory Group from the congregation at large.

The Chair and additional members shall not be then-serving members of the Integrated Stewardship Committee or Budget Working Group, in order to maintain independence from the budgeting process. The Executive Operations Director shall be the fourth member of the Advisory Group, but shall serve only in an administrative support capacity.

The President of the Board of Trustees will meet with the Compensation Advisory Group after it is formed, typically in late October or early November, to review the written overview of the process with the Advisory Group.

The Compensation Advisory Group will complete its review of UCE compensation practices and deliver the compensation summary sheets with salary matrices (but without specific recommendations on salary adjustments) to the Executive Team and Integrated Stewardship Committee along with any recommended changes to the UCE Compensation Guidelines no later than December 31<sup>st</sup>. The compensation summary sheets will provide input to the budgeting process.

Date originally approved by the Board of Trustees: April 20, 2011

Revision dates:

To be reviewed on or before: April, 2016

**General Subject:        Budgeting**

**Specific Title:         Non-Executive Team  
                             Staff Compensation Adjustment**

Annually, the Integrated Stewardship Committee through the budget process shall recommend to the Board of Trustees a single line item amount for adjustments to non-executive team staff salaries and any salary-linked expenses such as employment taxes. The recommended budgeted amount in this line item shall be determined by the Integrated Stewardship Committee based on input from the Compensation Advisory Group and in keeping with the UCE Compensation Guidelines, the budgeted annual church income, and the proportion available to adjust non-Executive Team member compensation in keeping with the overall target ratio of staff compensation to total operating budget.

Following approval by the congregation of the budget at the annual meeting in May, the Executive Team, as part of the formal staff evaluation and goal-setting processes, shall determine any adjustment, up or down, to individual employee hours and total compensation for the coming fiscal year based on the available budgeted amount for all non-executive team employees.

All individual, non-executive team employee compensation adjustments must be completed by June 15<sup>th</sup>, and adjustments begin July 1<sup>st</sup> in accordance with UCE's fiscal calendar for all employees.

Date originally approved by the Board of Trustees: April 20, 2011

Revision dates:

To be reviewed on or before: April, 2016

**General Subject:        Budgeting**

**Specific Title:         Executive Team  
                              Staff Compensation Adjustment**

Annually, the Board of Trustees through the Integrated Stewardship Committee and the budget process shall recommend adjustments to executive team staff compensation early in the budget process, typically in January following a review of the executive team member's performance. The recommended adjustments are based on performance, input from the Compensation Advisory Group, any contractual requirements, projected church income, and the amount available to adjust Executive Team member compensation in keeping with the overall target ratio of staff compensation to total operating budget.

Compensation adjustments will include salary, housing (in the case of the ministers), and all individual benefits.

Date originally approved by the Board of Trustees: April 20, 2011

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To be reviewed on or before: April, 2016

**General Subject:        Budgeting**

**Specific Title:         Total Staff Compensation Ratio**

The Board of Trustees desires funding for UCE staff to allow staffing for growth of the congregation and for total staff compensation to be at the high end of similarly-sized UU congregations. To accomplish this, the Board through the Budget Working Group and Integrated Stewardship Committee will recommend to the congregation a budget that has a target ratio of total staff compensation to total operating budget of 0.70.

Further, of the total amount made available for adjustments to total staff compensation to maintain the target ratio, either up or down, the Board must specify the proportion available to adjust the Executive Team members' compensation and the proportion available to adjust the non-Executive Team employee compensation.

For the Board to recommend a budget to the congregation where the total non-compensation amount exceeds 30% of the operating budget, the Board must vote specifically on this separate from the vote to approve the recommended budget with the meeting minutes recording the rationale and results of the vote. Approval requires a simple majority vote by the members then present.

Date originally approved by the Board of Trustees: April 20, 2011

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To be reviewed on or before: April, 2016

**General Subject:       Financial Accounting**

**Specific Title:         Pledge Income Paid Early & Late**

Every fiscal year, there are many pledge payments from members and pledging friends paid either before or after the fiscal year for which the payment is intended. For UCE to manage to the fiscal year budget based on total pledged income, UCE shall apply all early pledge payments made prior to the fiscal year to an account held on the balance sheet under the heading "Next Year Pledges Paid Early." The total amount paid early will then be transferred to the P&L statement on a monthly basis to the "Pledge Income" line in equal installments throughout the fiscal year beginning in July.

Because payment of pledges after the close of the fiscal year have historically been relatively uniform year-to-year and significantly lower than early payments, there will be no special accounting for late payments. Late payments will be accounted for on the P&L "Pledge Income" line in the month in which they are received.

The Executive Operations Director shall ensure the Accounting Manager follows this practice when developing the monthly financial statements.

Date originally approved by the Board of Trustees: April 20, 2011

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To be reviewed on or before: April, 2016

**General Subject: Governance**

**Specific Title: Consent Agenda of the Board of Trustees**

All regular meetings of the Board of Trustees shall utilize a consent agenda to minimize the need to review routine information as part of each meeting, while still maintaining this information as part of the church record.

Routine written status reports from the Executive Team and other members of the professional staff, the agenda for the monthly Executive Committee meeting, the Integrated Stewardship Committee including the monthly financial statements, and similar standing or special committee reports shall generally be considered part of the consent agenda.

Each document intended to be a part of the consent agenda shall be sent electronically to each Board member sufficiently in advance of the Board meeting to allow for review.

Prior to approving the consent agenda by simple majority vote, any Board member for any reason may request that an item be removed from the consent agenda so that it may be discussed by the full Board at a time on the agenda designated by the President. For items remaining as part of the consent agenda and as approved, no additional discussion shall take place, and the consent agenda documents shall become a part of the meeting minutes.

The Secretary of the Board shall ensure that all components of the consent agenda are made a part of the regular Board meeting minutes.

Date originally approved by the Board of Trustees: April 20, 2011

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To be reviewed on or before: April, 2016

**General Subject:       Financial Accounting**

**Specific Title:         Transfer of Undesignated Estate Bequests or  
                              other Estate Gifts to the Endowment Fund**

A bequest or other estate gift received from a deceased member or friend of the church without written direction as to use of the funds shall be defined as an undesignated estate bequest/gift. Such funds shall be deposited to UCE's Endowment Fund with the following exception:

If the deceased was a pledging member or friend of the church, the Board may direct undesignated estate bequest/gift funds first be used to fulfill any unpaid amount of the member or friend's pledge to the operating budget. Should the Board wish to make this request, such request must be made within two months of receipt of bequest funds.

When a bequest or other estate gift is *designated for a particular purpose or to fund a particular special account*, the gift shall go to that purpose or fund.

Date originally approved by the Board of Trustees: April 20, 2011

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To be reviewed on or before: April, 2016

**General Subject:       Financial Accounting**

**Specific Title:         Transfer of Undesignated Memorial Gifts to the  
                              Endowment Fund**

From time to time UCE may receive gifts in memory of a deceased member or friend of the church, defined as memorial gifts.

When a gift is designated for a *particular purpose or to fund a particular special account* by the donor, the gift shall go to that purpose or fund.

If the use of the gift is not designated, that amount will be transferred to the Endowment Fund, subject to the following condition:

When a gift is not designated for a particular purpose, and if the Memorial Fund has a balance of less than \$2,000, the bequest shall first be used to bring the balance of the Memorial Fund to \$2,000 with the remaining amount being deposited in the UCE Endowment Fund.

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