

Policies
Board of Trustees
Pacific Southwest District
Unitarian Universalist Association of Congregations



The mission of the Pacific Southwest District is to proclaim the positive faith of liberal religion by promoting the Principles and Purposes of the Unitarian Universalist Association, serving as a resource for local congregations and helping to extend influence in the larger community.

Revised: February 18, 2007

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I. Ends

The Pacific Southwest District supports member congregations and institutions that transform lives and society and manifest Unitarian Universalist values.

The desired state of the Pacific Southwest District in the future is:

A. Ever-growing congregations are meeting the spiritual and social needs in the congregation and larger community.

Among the indicators of success are:

1. The total number of Unitarian Universalists in the PSWD is increasing.
2. All congregations are actively creating a sense of beloved community among members.
3. All congregations have an active strategic plan.
4. All congregations are engaged in Lifespan Faith Development.
5. All congregations are addressing identified community spiritual needs.
6. All congregations are addressing identified community social needs.
7. All congregations are addressing identified issues of racism and oppression.
8. All congregations are connected with other UU congregations, the PSWD and the UUA.

B. Congregations are generous and financially stable.

Among the indicators of success are:

1. All congregations are paying their staff in accordance with Fair Compensation guidelines.
2. All congregations are supporting the UUA and PSWD at Fair Share levels.
3. All congregations regularly donate significant resources to service organizations.
4. All congregations are operating with a budget based on their strategic plan.
5. All congregations conduct organized campaigns to raise operating, capital and endowment funds.

C. Congregations are served by responsive, inspired, effective and visionary leadership, grounded in UU tradition.

Among the indicators of success are:

1. All ministers and professional staff are trained to perform their duties.
2. All lay leaders are trained to perform their congregational duties.

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II. Governance Process

The purpose of the Board of Trustees of the Pacific Southwest District of the Unitarian Universalist Association on behalf of current and future UUs is to ensure that the District achieves its ends and avoids unacceptable actions and situations.

A. Governing Style

- The Board will govern in a manner that will
- Promote Unitarian Universalist values
 - Display outward vision rather than internal preoccupation
 - Encourage diversity in viewpoints
 - Provide strategies for a mission-focused leadership
 - Forge a strong governance/Executive Team link that clearly defines Board and Executive Team roles
 - Reflect collective rather than individual decisions
 - Hold a future focus (long term) rather than present or past focus
 - Conduct itself in a proactive rather than reactive manner
 - Be sensitive to the needs of the congregations

Accordingly,

1. The Board accepts responsibility for governance of the organization
 - a. The Board, not the staff, will be responsible for excellence in governing.
 - b. The Board will be the initiator of policy, not merely a reactor to staff initiatives.
 - c. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided.
 - d. The Board's focus will be on the intended long-term effects outside the organization, not on the administrative or programmatic means of attaining those effects.
2. The Board will cultivate a sense of group responsibility.
 - a. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
 - b. 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.

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II. Governance Process (cont'd)

The purpose of the Board of Trustees of the Pacific Southwest District of the Unitarian Universalist Association on behalf of current and future UUs is to ensure that the District achieves its ends and avoids unacceptable actions and situations.

A. Governing Style (cont'd)

3. The Board will enforce upon itself whatever discipline is needed to govern with excellence.
 - a. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability.
 - b. Continual Board development will include
 - i. Orientation of new Board members in the Board's governance process.
 - ii. Periodic Board discussion of process improvement.
 - c. The Board will 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 Team linkage categories.

B. Duties of the Board

It will be the responsibility of the Board to:

1. Write appropriate policies to meet the District's Ends
 - a. The Board will produce written governance policies that, at the broadest levels, address each category of organization decision:
 - i. Ends: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - ii. Governance Process: Specification of how the Board conceives, carries out, and monitors its own task.
 - iii. Board-Executive Team Linkage: How power is delegated and its proper use monitored; the Executive Team role, authority, and accountability.
 - iv. Executive Team Limitations: constraints on Executive Team authority that establish the prudence and ethics boundaries within which all Executive Team activity and decisions must take place.
 - b. Establish written norms/values concerning Board tasks and conduct
2. Assure the organization's effectiveness
 - a. The Board will produce assurance of Executive Team performance, measured only against ends and Executive Team limitations policies.
 - b. The Board will measure its effectiveness against the Ends policies.
3. Monitor the financial condition and activities of the district

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II. Governance Process (cont'd)

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B. Duties of the Board (cont'd)

4. At the end of each committee of the whole, the committee will draft a report that will be presented to the Board for inclusion in the minutes.
5. Create and maintain a link with the Camp de Benneville Pines Board of Directors
6. Propose and pass resolutions encouraging actions by other bodies or individuals in consonance with the seven principles of the UUA or discouraging actions against the seven principles, as the Board deems appropriate

C. Duties of the President

It will be the responsibility of the President to:

1. Assure the integrity and fulfillment of the Board's Role in accordance with its governing process policies and with those rules legitimately imposed upon it from outside the organization by:
 - a. Communicating with the Executive Team
 - b. Fostering fair, open deliberations
 - c. Ensuring that the agenda deals only with the Board's Role
2. Represent the Board to the member congregations and to outside parties
3. Make decisions that fall within topics, policies on Governance Process, and Board Executive Team linkage, except where the Board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The President is empowered to chair Board meetings, with all the commonly accepted power of that position (for example, ruling, recognizing).
 - b. The President has no authority to make decisions about policies created by the Board within Ends and Executive Team Limitations policy areas. Therefore, the President has no authority to supervise or direct the Executive Team.
 - c. The President may represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
 - d. The President may delegate this authority but remains accountable for its use.

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II. Governance Process (cont'd)

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D. Agenda Planning

To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda that (1) completes re-exploration of Ends policies annually and (2) continually improves Board performance through Board education and enriched input and deliberation.

Accordingly:

1. The cycle will start with the Board's development of its agenda for the next year.
 - a. Consultations with selected groups in the ownership or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year.
 - b. Governance education and education related to Ends determinations (for example, presentations by futurists, demographers, advocacy groups, and staff) will be arranged in the first quarter, to be held during the balance of the year.
2. The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one-year's segment of the Board's most recent statement of Ends.
3. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
4. Executive Team monitoring will be included on the agenda.

E. Board Owner Linkage

Owners are the congregation's representatives or their designees (board presidents, ministers and religious educators). The purpose of board-owner linkage is to facilitate the Board's ability to articulate a vision for the District that the owners are able to recognize and support. The responsibility of the Board is to provide the link between the District leadership and the owners.

Accordingly:

1. The Board will meet with the owners several times per year, including District Assembly.
2. The Board will use available technology to link with owners regularly.
3. The Board will attempt to link with owners representing all congregations by the above means within a two year cycle.
4. Information provided by owners that relates to district policies shall be discussed by the Board during regular business meetings.
5. Information provided by owners that relates to district operations shall be provided to the Executive Team as appropriate.

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II. Governance Process (cont'd)

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F. Code of Conduct

The Board commits itself to:

- Act in a manner that reflects UU values and is ethical and lawful
- Act in a manner that is prudent and responsible and expeditious, efficient and effective
- Act with proper use of authority
- Act with proper attention to responsibility
- Act in a manner that is respectful of all even when being critical of or disagreeing with other points of view

Accordingly,

1. Members must represent unconflicted loyalty to the interests of the ownership. The 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 consumer of the organization's services.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - a. Members' interaction with the Executive Team or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - b. Members' interactions with the 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.
 - c. Members will give no consequence or voice to individual judgments of Executive Team or staff performance.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.

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II. Governance Process (cont'd)

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G. Board Task Forces

When used, Board task forces should never:

1. Threaten the wholeness of the Board
 - a. Board task forces may not speak or act for the Board except when formally given such authority for specific and time-limited purposes.
 - b. Board task forces are to avoid over-identification with organizational parts rather than the whole.
2. Interfere with the delegation of authority to the Executive Team
 - a. Board task forces are to help the Board do its job, never to help or advise staff.
 - b. Board task forces cannot exercise authority over staff.

H. Cost of Governance

Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity and will promote excellence by:

1. Ensuring that Board skills, methods and supports will be sufficient to assure governing excellence
 - a. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
 - b. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.
 - c. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values.
2. Providing reasonable financial assistance for transportation/hotels as needed to ensure broad participation
3. Providing training for new trustees and officers
4. Incurring costs in a prudent manner

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III. Board Executive Team Linkage

The Board's sole official connection to the operational organization, its achievement and conduct will be through the Executive Team. When there is a conflict of policies, programs, or priorities between the PSWD Board and the UUA, the Board shall consult with the UUA. Pending the resolution of the conflict, the Executive Team shall take such action as the PSWD Board directs.

A. Unity of Control

1. Only decisions of the Board, acting as a body, which are formally communicated by the chair or authorized representative are binding on the Executive Team.
 - a. Decisions or instructions of individual Board members, officers, or committees are not binding on the Executive Team except in rare instances when the Board has specifically authorized such exercise of authority.
 - b. In the case of Board members or committees requesting information or assistance without Board authorization, the Executive Team can refuse such requests that require, in the Executive Team's opinion, a material amount of staff time or funds, or are disruptive.

B. Accountability of the Executive Team

Recognizing that the organization's performance is exclusively from the Executive Team's performance, the Executive Team is the Board's only link to operational achievement and conduct.

1. The Board will refrain from evaluating, either formally or informally, any staff other than the Executive Team.
2. The Board will view Executive Team performance as identical to organizational performance, so that the organizational accomplishment of Board-stated Ends and avoidance of Board-proscribed means will be viewed as successful Executive Team performance.

C. Delegation to the Executive Team

The Board will instruct the Executive Team through written policies that describe the organization's Ends to be achieved and organizational situations and actions to be avoided, allowing the Executive Team reasonable interpretation of these policies.

1. The Board will develop policies instructing the Executive Team to achieve certain results for the congregations of the District within the budget. These are the Ends policies.
2. The Board will develop policies that limit the latitude the Executive Team may exercise in choosing the organizational means. These are Executive Team Limitation policies.
3. As long as the Executive Team uses any reasonable interpretation of the Board's Ends and Executive Team Limitations policies, the Executive Team is authorized to establish all further policies, make all decisions, and take all actions that flow from these initial policies.

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III. Board Executive Team Linkage (cont'd)

The Board's sole official connection to the operational organization, its achievement and conduct will be through the Executive Team. When there is a conflict of policies, programs, or priorities between the PSWD Board and the UUA, the Board shall consult with the UUA. Pending the resolution of the conflict, the Executive Team shall take such action as the PSWD Board directs.

C. Delegation to the Executive Team (cont'd)

4. The Board may change its Ends and Executive Team Limitations policies, thereby shifting the boundary between Board and Executive Team domains, but as long as a policy is in place, the Board will respect and support the Executive Team's choices.
5. Given that the Executive Team is the Board's only link to operational activity, Board requests for services from the staff will only be made through the Executive Team.

D. Monitoring Performance of the Executive Team

There will be systematic and rigorous monitoring of Executive Team job performance against Ends and Limitations as set forth in the policies of the Board. Monitoring will be scheduled and focused and will be the basis for the annual evaluation to be submitted to the UUA and the UUA District Services renewal contract.

1. Monitoring is simply to determine the degree to which Board policies are being met. Data that do not do this will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one or more of three methods:
 - a. By internal report, in which the Executive Team discloses compliance information to the Board.
 - b. By external report, in which a disinterested third party selected by the Board assesses compliance with Board policies.
 - c. By direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be any reasonable Executive Team interpretation of the Board policy being monitored.
4. Monitoring Reports shall be submitted in a standardized format consisting of six sections:
 - a. Policy
 - b. Interpretation
 - c. Compliance Statement
 - d. Resolution (required if not in compliance)
 - e. Commentary (optional)
 - f. Attachments (as required)

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III. Board Executive Team Linkage (cont'd)

The Board's sole official connection to the operational organization, its achievement and conduct will be through the Executive Team. When there is a conflict of policies, programs, or priorities between the PSWD Board and the UUA, the Board shall consult with the UUA. Pending the resolution of the conflict, the Executive Team shall take such action as the PSWD Board directs.

D. Monitoring Performance of the Executive Team (cont'd)

5. All policies that instruct the Executive Team 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 will ordinarily depend on a routine schedule:

Policy	Method	Frequency
Treatment of Recipients of Services	Internal	Annually
Treatment of Staff	Internal	Annually
Financial Planning and Budgeting	Internal	Quarterly
Financial Condition and Activities	Internal	Quarterly
Asset Protection	External	Annually
Emergency Executive Team Succession	Internal	Annually
Compensation and Benefits	Internal	Annually
Communication and Support Direct	Inspection	Annually
Board Ends Policies	Internal	Quarterly
	Direct Inspection	Semi-annually

6. The performance of the Executive Team shall be formally assessed annually in accordance with the following process which recognizes the Executive Team is co-employed by the UUA and the PSWD, and is accountable to both.

[DP refers to District President and DDS refers to UUA Director of District Services.]

Step 1 (August Retreat):

PSWD Board modifies and approves its Ends and Executive Team Limitation policies as appropriate.

Step 2 (August):

PSWD Executive Team is asked to modify its first draft of goals in line with PSWD Board Ends and Executive Team Limitation policies *and* the UUA vision, mission, and priorities.

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III. Board Executive Team Linkage (cont'd)

The Board's sole official connection to the operational organization, its achievement and conduct will be through the Executive Team. When there is a conflict of policies, programs, or priorities between the PSWD Board and the UUA, the Board shall consult with the UUA. Pending the resolution of the conflict, the Executive Team shall take such action as the PSWD Board directs.

D. Monitoring Performance of the Executive Team (cont'd)

- Step 3 (September):
The PSWD Board and the Director for District Services (DDS) review the Executive Team draft goals and make suggestions to the Executive Team. Both the PSWD Board and the DDS have a role in helping the Executive Team be successful, so the topic of how goals can be achieved is discussed. The Executive Team writes a final version of its goals, based on feedback received from the PSWD Board and the DDS, and submits a copy to each for review and approval.
- Step 4 (September/October):
The PSWD Board modifies its Ends policies as appropriate to incorporate the final goals for the Executive Team.
- Step 5 (Quarterly):
The Executive Team creates Monitoring reports as required by PSWD Board policies describing progress towards goals and identifying support needed from either the PSWD board or the DDS to reach goals. The report is sent to both the DP and the DDS.
- Step 6 (March/April):
Each year, the Executive Team prepares a "self-assessment" of performance based on goals. This self-assessment should summarize the Monitoring reports submitted year-to-date and is sent, typically by email, to the PSWD Board and the DDS for review.
- Step 7 (April):
The DP (representing the PSWD Board) and the DDS together review and discuss the self-assessment, typically by phone. For UUA goals feedback is solicited from those individuals and congregations with whom the District Staff person has worked in the prior year. This may be done through phone calls, written surveys, email solicitation of feedback, or from comments and suggestions made throughout the year. The DP (representing the PSWD Board) and the DDS will coordinate the details of how this feedback is solicited and who is responsible for gathering the feedback. (Note: Feedback that is received during the year will be shared with the Executive Team as it arrives, not held back until the annual performance assessment).
- Step 8 (April/May):
The PSWD Board writes a first draft of the Annual Assessment in the format specified by the DDS. The DP (representing the PSWD Board) and the DDS discuss the draft and needed modifications. A final version is then written by the DDS.

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III. Board Executive Team Linkage (cont'd)

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D. Monitoring Performance of the Executive Team (cont'd)

- Step 9 (May):
The DP (representing the PSWD Board) joined by the DDS presents the assessment to the Executive Team, typically by phone.
- Step 10 (June):
The PSWD Board reviews its Ends and Executive Team Limitation policies and determines where modifications are needed, using information from Owner Linkage.
- Step 11 (June):
The Executive Team creates a draft of the next year's goals in the light of what has been learned during the past year. The key in creating goals is that they:
- a. Be tied to PSWD and UUA vision and mission
 - b. Create clear expectations
 - c. Involve the Executive Team, the PSWD Board and the DDS
 - d. Include measurable results
 - e. Are realistic and attainable

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IV. Executive Team Limitations

The Executive Team shall neither cause nor allow any practice, activity, decision, or organizational circumstance that is fiscally imprudent or contrary to Unitarian Universalist values as expressed in the Purposes and Principles of the Unitarian Universalist Association of Congregations.

A. Treatment of Individuals

With respect to current and potential recipients of organization services or paid and volunteer staff, the Executive Team shall not cause or allow actions that undermine the inherent worth and dignity of the individual or are not just, equitable and compassionate.

Additionally, the Executive Team shall not allow treatment or interactions that

1. Fail to provide appropriate confidentiality or privacy.
2. Deny access to those with special needs.
3. Fail to be inclusive, culturally sensitive, non-oppressive and non-racist.
4. Constitute sexual harassment or verbal, emotional or physical abuse.

B. Treatment of Staff

With respect to the treatment of paid and volunteer staff, the Executive Team may not cause or allow conditions that are not just, equitable or compassionate.

Additionally, the Executive Team shall not

1. Operate without written personnel policies that
 - a. Clarify personnel rules for staff,
 - b. Allow staff to express an ethical dissent,
 - c. Provide for internal handling of grievances, and
 - d. Allow staff to bring grievances to the board when
 - i. Internal grievance procedures have been exhausted and
 - ii. Staff alleges that board policy has been violated to his or her detriment
2. Fail to acquaint staff with their rights as defined by personnel policies.
3. Fail to prepare and keep current job descriptions for all paid and significant volunteer staff positions of PSWD.
4. Fail to recruit staff in an open and equitable manner based on candidate's
 - a. Commitment to the relevant Ends
 - b. Skills needed for position
 - c. Ability to work as a team member

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IV. Executive Team Limitations (cont'd)

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C. Compensation and Benefits

Employment compensation and benefits of consultants, employees, contract workers and volunteers shall not jeopardize the fiscal integrity of the PSWD and the UUA, or disregard equitable and just employment practices.

Additionally, the Executive Team shall not:

1. Change their compensation or benefits.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses in revenue.

D. Emergency Succession

In order to protect the Board from sudden loss of Executive Team services, the Executive Team shall not fail to prepare and keep current an Emergency Succession Plan.

E. Financial Planning

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the priorities of PSWD Ends policies or fail to base the budget on principles of fiscal conservatism.

Additionally, the Executive Team shall not

1. Fail to present to the Board of Trustees the budget for the coming year.
2. Fail to provide the Board with details of proposed financial commitments in advance.
3. Plan expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
4. Fail to budget for the work of the Board such amount as the Board may specify.

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IV. Executive Team Limitations (cont'd)

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F. Financial Condition and Activities

With respect to the actual ongoing financial conditions and activities, the Executive Team shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from priorities of the Ends and other policies.

Additionally the Executive Team shall not:

1. Commit the organization to multi-year financial commitment (except office equipment) without explicit Board Approval.
2. Reduces the current assets at any time to less than twice current liabilities.
3. Fail to take such action as may be possible to ensure that the financial affairs of the PSWD are carried on in a manner consistent with the laws of the State of California and conducted in accordance with the By-Laws of the PSWD, or to advise the Board of any material deviation.
4. Fail to take such action as may be possible to ensure that the receipt and disbursement of funds and the accounting thereof is accurate.
5. Fail to take such action as may be possible to ensure that disbursements are consistent in amount and character with the PSWD Budget approved by member societies, or to advise the Board of any material deviation.
6. Fail to take such action as may be possible to ensure that the financial statements of the PSWD present fairly the financial position of the PSWD and the results of its operations, or to advise the Board of any material deviation.
7. Fail to advise the Board if receipts are, or are likely to be, materially less than budgeted.

G. Asset Protection

The assets of PSWD shall not be unprotected, inadequately maintained, underinsured, or unnecessarily risked.

Additionally, the Executive Team shall not control operating reserves.

H. Grants and Contracts

The Executive Team may not enter into any grant or contract arrangements without Board approval, except for office equipment.

Policies
Board of Trustees
Pacific Southwest District
Unitarian Universalist Association of Congregations



The mission of the Pacific Southwest District is to proclaim the positive faith of liberal religion by promoting the Principles and Purposes of the Unitarian Universalist Association, serving as a resource for local congregations and helping to extend influence in the larger community.

IV. Executive Team Limitations (cont'd)

The Executive Team shall neither cause nor allow any practice, activity, decision, or organizational circumstance that is fiscally imprudent or contrary to Unitarian Universalist values as expressed in the Purposes and Principles of the Unitarian Universalist Association of Congregations.

I. Relationship to Board

The Executive Team shall not permit the Board to be uninformed or unsupported in its work.

Additionally the Executive Team shall not:

1. Fail to provide prompt, accurate and complete information to the Board of Trustees. In the event the entire Board is not available, it is the Executive Team's responsibility to report directly to the President.
2. Fail to apprise Board of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
3. Fail to advise the Board if, in the Executive Team's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Executive Team Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Executive Team.
4. Fail to marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices.
5. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
6. Fail to provide a mechanism for official Board, officer, or committee communications.
7. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
8. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
9. Fail to supply for the consent agenda all items delegated to the Executive Team yet required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto.
10. Fail to apprise the Board of the duties which the UUA expects the Executive Team to discharge.
11. Fail to advise the Board when, in the opinion of the Executive Team, one or more policies ought to be adopted, abolished or modified.
12. Fail to apprise the Board of any material criticism from any source known to the Executive Team concerning the discharge of the duties of the Executive Team.
13. Fail to properly retain official Board documents.
14. Fail to respond to requests from the General Assembly Planning Committee for workshops and to provide ample opportunities for PSWD congregations to do workshops.