FIRST UNIVERSALIST CHURCH OF DENVER

BOARD-STAFF LINKAGE

The Board will hold the Senior Minister accountable for the operational organization, its achievements, and its conduct.

A. The Management Team: The Management Team shall be defined by the Board, and currently consists of the Senior Minister, Congregational Administrator, and the Financial Liaison to the Board.

B. Unity of Control: Only decisions of the Board acting as a body are binding on the Senior Minister.

1. Decisions or instructions of individual Board members, officers, or Board committees are not binding on the Senior Minister except in those instances in which the Board has specifically authorized the exercise of such authority.

2. In the case of Board members or Board committees requesting information or assistance without Board authorization, the Senior Minister is expected to decline such requests that require, in the Senior Minister’s opinion, a material amount of staff time or funds, or are disruptive.

C. Accountability of the Senior Minister: The Senior Minister is the Board’s only link to operational achievement and conduct. Accordingly, all authority and accountability of volunteer and paid staff (including non-employee consultants) is considered by the Board to be the authority and accountability of the Senior Minister.

1. The Board will never give instructions to persons who report directly or indirectly to the Senior Minister.

2. The Board will refrain from evaluating, either formally or informally, any staff member other than the Senior Minister except at the request of the Senior Minister.

3. The Board will view Senior Minister performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends and compliance with Senior Minister Limitations will be viewed as successful performance.
4. Persons who report directly or indirectly to the Senior Minister will communicate with the Board only as directed by the Senior Minister or as required by Board-established monitoring policies.

D. Delegation to the Senior Minister: The Board’s job is generally confined to establishing top-level policies, leaving implementation and subsidiary policy development to the Senior Minister. Accordingly, the Board will instruct the Senior Minister through written policies that prescribe the organizational ends to be achieved and proscribe Senior Minister Limitations to be avoided, allowing the Senior Minister to use any reasonable interpretations of these policies.

1. The Board will develop policies instructing the Senior Minister to achieve certain results, for certain specified constituents. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends.

2. The Board will develop policies that limit the latitude the Senior Minister may exercise. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Senior Minister Limitations.

3. As long as the Senior Minister uses a reasonable interpretation of the Board’s Ends and Senior Minister Limitations, the Senior Minister is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.

4. Should the Senior Minister deem it necessary to violate a policy set by the Board before Board approval can be sought, the Senior Minister shall inform the Board Moderator or another Board member if the Moderator is not available, in advance. Such notice only ensures that no violation is intentionally kept from the Board; it is not a request for approval. Response from the Board Moderator or individual Board members, either approving or disapproving the proposed violation, does not exempt the Senior Minister from subsequent Board judgment of the action, nor does it impede any Senior Minister decision.

5. The Board may change the Ends and Senior Minister Limitations. By doing so, the Board changes any latitude of choice given to the Senior Minister. As long, however, as any particular delegation is in place, the
Board will respect and support the Senior Minister’s choices that further the Ends and do not violate the Senior Minister Limitations.

E. **Monitoring Senior Minister Performance**: Systematic and rigorous monitoring of Senior Minister performance will be solely in light of the expected Senior Minister job outputs: organizational accomplishment of Ends, and organizational operation within the boundaries established by the Senior Minister Limitations. The Bylaws of First Universalist Church of Denver recognize a role for the Committee on Ministry (COM) in Senior Minister performance evaluation. COM and the Board must work together to perform Senior Minister performance evaluation. It will be the general responsibility of the COM to evaluate the programmatic and ministerial aspects of Senior Minister performance, while it will be the general responsibility of the Board to evaluate the fiduciary, financial, and corporate management duties of Senior Minister performance. It remains the sole responsibility of the Board to make final judgments about Senior Minister performance. It is the responsibility of the Committee on Ministry to establish a schedule and appropriate method of data collection sufficient to conduct an annual Senior Minister performance review and to report to the Board their determination of her/his performance.

1. The purpose of monitoring is to determine whether and to what extent Ends and Senior Minister Limitations are being met. Data that does not measure these will not be considered to be monitoring data.

2. The Board acquires monitoring data by one or more of three methods:
   
   a. By internal report, in which the Senior Minister discloses compliance information to the Board;
   
   b. By external report, in which an external, disinterested third party selected by the Board (i.e., Committee on Ministry) assesses compliance with Ends and Senior Minister Limitations;
   
   c. By direct Board inspection, in which one or more Board members designated by the Board, or the Board as a whole, assesses compliance with the appropriate Board policy criteria based on observation.

3. In every case, the standard for compliance shall be any reasonable Senior Minister interpretation of the policy being monitored.
4. All policies that instruct the Senior Minister 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. Internal reports will be required to be delivered to the Board sufficiently before scheduled meetings to permit prior review.

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<thead>
<tr>
<th>Policy</th>
<th>Frequency</th>
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<tbody>
<tr>
<td>Program Review</td>
<td>At least three times per year</td>
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<tr>
<td>Financial Planning and Budgeting</td>
<td>Semi-Annually</td>
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<tr>
<td>Financial Condition and Activities</td>
<td>Quarterly</td>
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<tr>
<td>Endowment, Trusts, and Special Funds</td>
<td>Semi-Annually</td>
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<tr>
<td>Asset Protection</td>
<td>Annually</td>
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<tr>
<td>Compensation, Benefits, Employment Policies and Labor Relations</td>
<td>Annually</td>
</tr>
<tr>
<td>Operations</td>
<td>Semi-Annually</td>
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<tr>
<td>Ends</td>
<td>Annually</td>
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F. Monitoring Board Performance: The Board systematically will monitor its own performance, relative to its Governance Process and Board-Staff Linkage, by including a portion of these policies for review semi-annually.