

## **I. ORGANIZATIONAL STRUCTURE AND GUIDELINES AND DUTIES FOR BOARD MEMBERS**

### **1. Board of Trustees**

Purpose of the Board: The Board of Trustees holds in trust the welfare of the church and is responsible for the broad direction of the church. The Board must see to it that the purpose of the church, as articulated in the Bylaws and current Mission statement, is adhered to.

The Board should be concerned with all aspects of the church at the policy level. (Policy is a general principal or statement of intent or direction that provides guidance to staff, committee chairs, and the congregation in reaching decisions with respect to the particular matters entrusted to their care. Policy would include: committee responsibilities, program direction and changes, job descriptions, membership, monetary resources, governance documents, and personnel documents.

The Board of Trustees is a working Board. The duties of a working Board go beyond policy decisions and include time, energy, and expertise. Board members must be members of the church, as defined in the Bylaws.

### **2. Duties of the Working Board**

The duties of the board are set forth in Article VII of the Bylaws. In operational terms, they include the following:

1. Set and implement policy, adhering to church Constitution and By-Laws.
2. Staff Board Appointed Committees and create and staff Ad Hoc Committees, as needed. Make appointments to fill mid-term vacancies due to resignation or removal of elected (Board and Nominating Committee) positions.
3. Recommend annual budget to the congregation.
4. Transact business between annual meetings.
5. Provide for on-going evaluation of the organization.
6. Contribute expertise to the church organization (legal, financial, artistic, training, administrative, for instance). See that long-range planning is done.
7. Review Constitution and Minister's Articles of Understanding every five years.
8. Provide for support to all committees and communication with the congregation.

#### **2.1. Duties of Every Board Member**

1. Attend Board meetings and be a prepared participant.
2. Responsibly carry out individual assignments: e.g., officer, committee liaison, or special assignment.
3. Keep personal copy of policy handbook up to date, with policy change sheets supplied by the Administrator.
4. Be informed on all aspects of the organization's purpose, objectives and programs; and the Constitution.
5. Cultivate a broad range of relationships with diverse members of the congregation.
6. Understand the budget and overall finances.
7. Participate in church activities.
8. Focus on the welfare of the whole church, putting any special interests aside.
9. Respect committee and staff reports and recommendations; but do not abdicate personal responsibility for exercising informed and independent judgments.

10. Be loyal to decisions made by the majority of the Board.
11. Stay out of day-to-day operations.

Note: When Board members are involved as volunteers in work, they serve the staff member or volunteer leader of that activity.

### **2.1.A. President**

1. Conducts Board meetings and congregational meetings.
2. Conducts election of new Board officers at the Board meeting following the Annual Meeting.
3. Following the election of Board officers, appoints remaining Board positions, and ensures that all Board members understand and fulfill responsibilities.
4. Is a member of the Executive Committee (see below).
5. Calls for a vote for removal of Board members with three unexcused absences from regular Board meetings.
6. Communicates often with Board members, Minister, and Administrator.
7. Remains neutral during Board discussions and does not vote except in case of tie.
8. Refers to the Board tickler calendar to meet essential deadlines.
9. Is responsible for Annual Meeting planning.

### **2.1.B. Vice President**

1. Serves in place of the President when necessary.
2. Is a member of the Executive Committee (see below).
3. Chairs the Board meeting if the President wishes to participate in the discussion.
4. Shares administrative duties with the President as requested.

### **2.1.C. Secretary**

1. Arranges distribution of typed minutes to Board and staff.
2. Sends meeting notices as necessary.
3. Takes minutes at all congregational meetings.
4. Delivers official, signed minutes to archives annually.
5. Is a member of the Executive Committee (see below).
6. Acknowledges letters received by the Board.

**2.1.D. Executive Committee** (Comprised of the President, Vice-President, Secretary, and the Minister, ex officio, who work together in a collaborative model as a leadership team.)

1. Is empowered to act for the Board in times of emergency.
2. May discuss problems or policy prior to Board meeting.
3. May assist President in planning the Annual Meeting.
4. Meets regularly and sets board meeting agendas using input from board members, staff, and church members.

## **3. Board Meetings Agenda & Procedures**

Agenda: A list of items of business to be brought before a meeting.

1. The Executive Committee designs the agenda; takes input from staff, Board and/or church members.
2. The agenda is added to the board electronic shared folder to Board members by at least the Sunday before the Board meeting.

3. Liaison and staff reports are added to the board Google Drive at least 2 days prior to the meeting.
4. The Executive Committee sets the time allowance for each agenda item, thus encouraging the meeting to move along.
5. Someone on the Board should be knowledgeable and designated to see that Parliamentary procedure is followed to the best ability of current board members.
6. Where possible, it is Board policy to delay action on major policy items for one month after presented to allow careful consideration.
7. Changes in church policies should be accomplished by formal motion and majority vote of the Board.

#### **4. Removal of Board Members**

##### **4.1 Removal for Absence from Board Meetings**

Regular attendance at Board meetings is expected. The case of any member who does not regularly attend meetings will be reviewed by the Executive Committee who will make a recommendation to the Board regarding retention on the Board. Any trustee who fails to attend more than three consecutive Board meetings without notice to the President, shall automatically be retired and the President shall declare such position vacant.

##### **4.2 Removal for Misconduct**

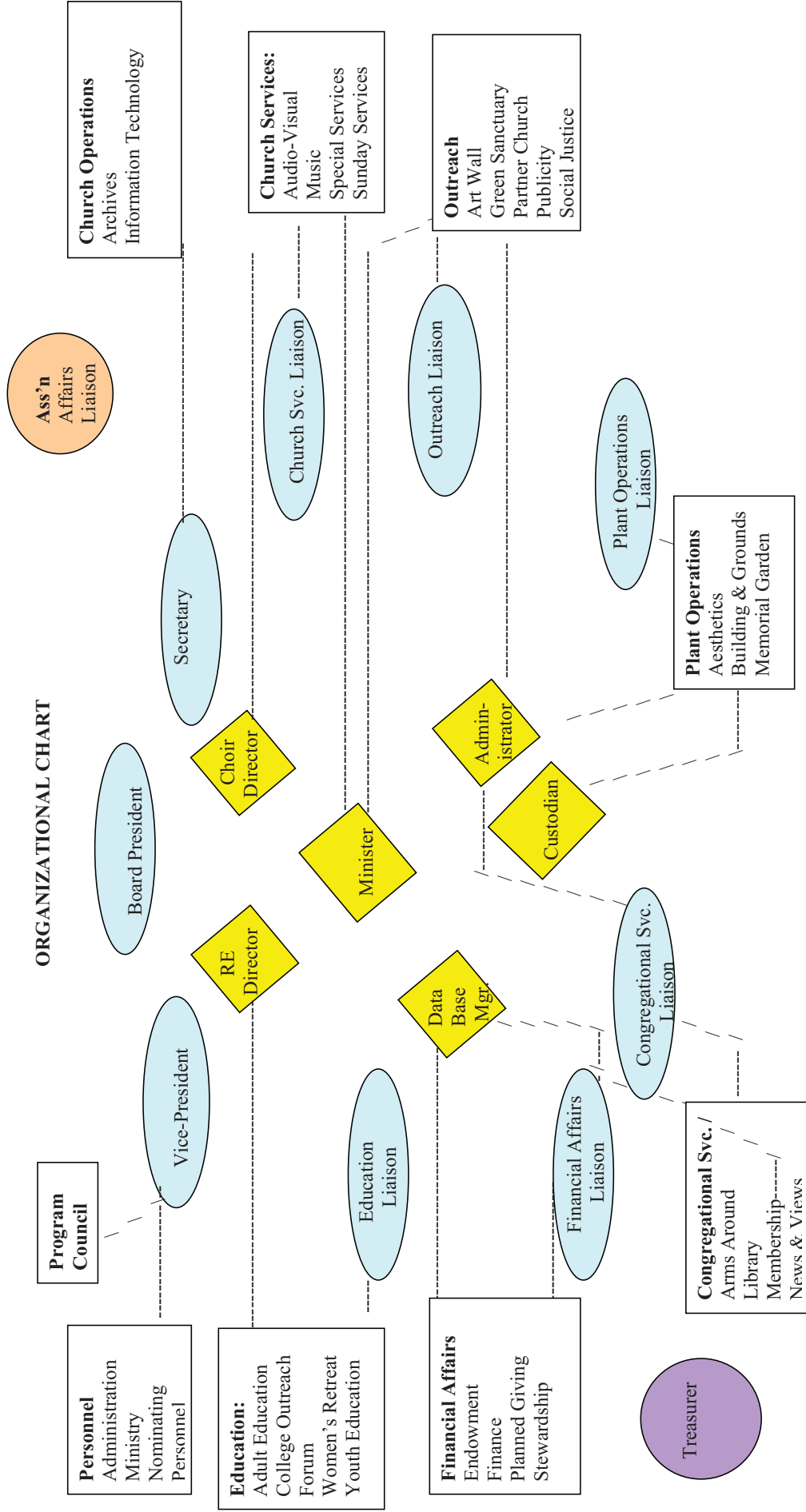
The Board recognizes that there are some instances in which a Board member may need to be removed for misconduct. In exercising its power under the bylaws to remove an officer or Board member, the Board will follow the procedures as they are outlined below:

4.2.1 If a situation arises in which board members believe that another member should be removed for cause, they will contact the Executive Committee.

4.2.2 In the instance that the board member who another believes should be removed is a member of the Executive Committee, the member under discussion will not participate in Executive Committee conversations about their removal.

4.2.3 When the Executive Committee believes that the concern has merit, a member of the Executive Committee will notify the member in writing and offer a hearing before the Board. Pending such a hearing, the Executive Committee may suspend the member's voting privileges during board meetings. If the Board decides to remove one of its members for any reason, it must do so by a two-thirds majority vote.

# ORGANIZATIONAL CHART



Notes: The Board President may scramble liaison assignments among groups, from year to year, based on board members' experience and interests  
 Special Liaisons (shown in circles above) may or may not be board members with or without other assignments.

# BOARD TICKLER

## JUNE

### PRE-BOARD MEETING

- ◆ Receive from Personnel Committee staff performance evaluations, new staff goals, and any merit bonus recommendations. Also, any recommendations for revisions in staff Articles of Understanding/job descriptions (except Minister – see Constitution).
- ◆ Receive from Stewardship Committee report on completed annual canvass, continuing committee roster and committee's recommendations for new Stewardship Committee members.

### BOARD MEETING

- ◆ Old and new Boards meet together for a potluck and meeting.
- ◆ Board Secretary distributes updated Church Policies Handbook to new board members and staff, including reviewed ticklers.
- ◆ Elected board members and Lead Administrative Officer review all performance evaluations.
- ◆ Approve or suggest revisions to staff goals.
- ◆ Approve or revise recommendations for merit bonuses.
- ◆ Approve or revise recommendations for changes to staff Articles of Understanding and/or job descriptions (if changes are made, board members should mark these in new handbooks).
- ◆ Biennially at June Board meeting, set minimum pledge amounts for "supporting members" and "friends" (See Constitution, III 3 a.).
- ◆ Appoint new Stewardship Committee members, or refer to Board Recruiter.
- ◆ New board elects Board officers.
- ◆ New Board President accepts board member preferences and makes appointments for liaison assignments. (Traditional Board Liaison assignments are: Church Operations, Financial Affairs, Plant Operations, Education, Congregational Services, Outreach/Community Relations, Church Services, Personnel, Recruiter.)
- ◆ Set date for summer board training.

### BY MONTH END

- ◆ Each new board liaison should read the committee charges in the Policies Handbook and talk, if possible, with the former liaison to learn about any problems or uniqueness of the committee. Then contact the chair of each committee and learn when the committee is meeting, see if there is anything needed from him/her and arrange to attend.
- ◆ Outgoing board Secretary submits record of year's meetings and minutes to archives.

## JULY/AUGUST

### BOARD MEETING

- ◆ Discuss goals for the coming year.
- ◆ Plan all-church retreat.
- ◆ Review safety and security measures.
- ◆ Set date and recipient for fall (September) special collection.

- ◆ Schedule Fall Program Council meeting (focused on calendar setting) for September or early October.

Note: Board training is traditionally held at this meeting.

## **SEPTEMBER**

### PRE BOARD MEETING

- ◆ Board Liaisons report any changes in their committees' membership; any recommendations for changes in the Committee Descriptions; and a “work plan” for the church year based on committee goals and budget received.

### BOARD MEETING

- ◆ Review the goal statements/purposes of committees.
- ◆ Finalize retreat details.

### BY MONTH END

- ◆ All major church events should be placed on the church calendar by the Minister, Sunday Services Committee, the Board, the Administrator and R.E. Director (e.g., budget hearing, annual meeting, fundraisers, Canvass Sunday, RE events, etc.).

## **OCTOBER**

### BOARD MEETING

- ◆ Finalize church goals with input from the all-church retreat and committee goals; and plan implementation of goals. (Staff and committees may revise previously submitted goals, as needed.)
- ◆ Appoint any needed new Stewardship Committee members, if not already done.

## **NOVEMBER**

### BOARD MEETING

- ◆ Set date and recipient for winter (December) special collection.
- ◆ Schedule Winter Program Council meeting (focused on assessment of activities) for December or early January.

### BY MONTH END

- ◆ Stewardship Committee Liaison confirms the committee is meeting and organizing.

## **DECEMBER**

### BOARD MEETING

- ◆ Begin thinking about budget needs and goals for next year.

## **JANUARY**

## BOARD MEETING

- ◆ Begin to prepare by-law changes, if any, for Annual Meeting in May. (Minister's Articles of Understanding should be reviewed triennially; any changes to be approved at the annual meeting.)
- ◆ Finish Board budget request to turn in by the date specified by the Finance Committee.
- ◆ Receive report about plans for the canvass.

## BY MONTH END

- ◆ Liaisons remind committees of due date for budget requests for the following church fiscal year. These should be placed in the Finance Committee's box.
- ◆ Recruiter should ask Associational Affairs for recommendations for delegates for District meeting (usually April) and General Assembly (June).

## **FEBRUARY**

### BOARD MEETING

- ◆ Appoint/approve/notify delegates for Heartland District Annual Meeting in April, with recommendations from Associational Affairs Liaison.
- ◆ Determine preliminary budget.
- ◆ Confirm that Finance Committee is planning March Budget Hearing; arrange any needed assistance.
- ◆ Set date and recipient for spring (March) special collection.
- ◆ Schedule Spring Program Council meeting (focused on committee recruiting) for March or early April.

### BY MONTH END

- ◆ Nominating Committee Liaison confirms constitutionally required notices relating to annual meeting are placed in newsletter by Nominating Committee and Administrator.

## **MARCH**

### BY MONTH END

- ◆ Board liaisons remind committee chairs to prepare annual reports and turn them in to the Administrator. The report should explain committee's plans for recruiting new committee members, and the goals met for the year. Also, committee chairs should provide an estimate to the Treasurer how much of their budget they plan to spend by the end of June.
- ◆ Board liaisons alert committee chairs to select replacements for people retiring from their committees and to select a chairperson for the following year. Board appointed committees, except Stewardship (see June) should provide suggestions to the board for new committee members.

## **APRIL**

### PRE-BOARD MEETING

- ◆ Liaisons report their committees' rosters for the following year (for board appointed committees, new members will be added in May or June).

### BOARD MEETING

- ◆ Plan Annual Meeting, including lunch and childcare. Board member terms are for 3 years from June to June. Recognize retiring officers, Board members and staff.
- ◆ Board &/or leadership training should be scheduled for the summer and planning for the fall retreat should begin.
- ◆ Appoint/approve/notify delegates to the UUA General Assembly, usually held in late June.
- ◆ Receive Stewardship Committee report.
- ◆ Receive from the Nominating Committee at least 3 candidates for Board of Trustees and 2 candidates for Nominating Committee.

## **MAY**

### BOARD MEETING

- ◆ Finalize plans for the Annual Meeting.
- ◆ Appoint replacements for Newsletter Editorial Team as needed and all board appointed committees, except Stewardship (see June).
- ◆ Set date and recipient for summer (June) special collection.
- ◆ Plan potluck supper before the June Board meeting to include old and new Board members. (New Board members and staff are guests. The old Board members provide the food.)
- ◆ Finalize plans for the summer Board and/or Leadership Training.
- ◆ Receive recommendations from staff for their support committees and make appointments.
- ◆ Board Secretary collects Church Policies Handbooks for updating (distribution in June).



## **IMPORTANT DATES FOR STAFF & COMMITTEES**

### **JUNE**

- Database Manager sends out statements of outstanding pledges.
- Database Manager sends out pledge statements for pledges for the new fiscal year.
- Administrator reviews building fees for the coming year.
- Treasurer arranges for staff salary increases to go into effect July 1 and sends letters of notification to staff.
- Stewardship Committee submits final report of stewardship campaign and continuing committee roster, and makes recommendations for new members to the Board prior to the June Board meeting.

### **JULY**

- New fiscal year begins July 1.
- Treasurer arranges for any staff merit bonuses to be paid.

### **AUGUST**

- Building & Grounds Committee performs all necessary maintenance checks.

### **SEPTEMBER**

- For the September Board meeting, committees report any changes in committee membership; goals and work-plans for the year; and recommend any needed changes to their Committee Descriptions.
- Database Manager updates member/friend list (for new directory).
- Administrator produces church directory (if not a picture directory) and a committee directory.
- All major church events should be placed on the church calendar by the Minister, Sunday Services Committee, the Board, the Administrator and R.E. Director (i.e., budget hearing, annual meeting, fundraisers, Stewardship Sunday, RE events, etc.).
- Database Manager sends first quarter pledge statements (through 9/30).
- Traditionally, Fall Retreat is held and all-church goals for year set.

### **OCTOBER**

- Staff and Committees may revise annual goals to complement all-church goals.

### **DECEMBER**

- Stewardship Committee begins planning for Canvass.
- Database Manager sends pledge statements through the end of December.

## **JANUARY**

- Administrator provides an active member count number for the UUA and MidAmerica Region.
- Finance Committee reviews insurance coverage on building and grounds (every 5 years or when circumstances dictate).
- Finance Committee solicits budget requests for following year from all committees.
- Database Manager sends out calendar year contribution tax statements.

## **FEBRUARY**

- Administrator puts article in the newsletter announcing the deadline for signing the Bond of Union and requirements for people who want to vote at the Annual Meeting in May.
- Nominating Committee begins nomination process and publicizes the alternate method for nominating Board candidates, (see By-Laws Article IX – Nominating Committee).
- Finance Committee submits preliminary budget recommendation to Board.

## **MARCH**

- Nominating Committee publicizes Board and Nominating Committee candidates.
- Budget Hearing held; arranged by Finance Committee.
- Finance Committee submits recommendations for staff salary and benefit packages for the next church year to the board including a pot for merit raises.
- Database Manager sends pledge statements through the end of March.

## **APRIL**

- Staff and committees prepare annual reports for the annual meeting (collected by Administrator).
- Staff will be asked by Personnel Committee to prepare self-evaluations.
- Personnel Committee collects 'stakeholder' input for staff evaluations.
- Database Manager updates member/friend list (needed for Canvass).
- Stewardship campaign begins (may begin in late March).
- Committees recruit new members and select Chair for next year.
- Nominating Committee consults with Administrator to prepare absentee ballots for the Annual Meeting.
- Minister, Sunday Services, and R.E. Director meet to begin scheduling for the next church year.

## **MAY**

- Treasurer projects financial statement for the annual report.
- Staff performance evaluation meetings are scheduled by Personnel Committee representatives.
- Staff Articles of Understanding, Letters of Agreement and/or Job Descriptions (except Minister -- see Constitution) are reviewed.
- Staff goals for the upcoming year are drafted.
- Personnel Committee Chair communicates finalized Performance Evaluations; staff goals; any recommended revisions to Articles, Letters &/or Job Descriptions and any recommended merit bonuses to the Board President prior to the June Board meeting.
- Newsletter Editorial Group prepares the calendar of deadlines and mailing dates for the summer months and the next church year.