

**EMERSON UNITARIAN UNIVERSALIST CHURCH
BOARD-EXECUTIVE TEAM RELATIONSHIP**

I. BOARD-EXECUTIVE TEAM RELATIONSHIP

The Board will hold the Executive Team accountable for the operational organization, its achievements and conduct.

A. THE EXECUTIVE TEAM: The Executive Team (ET) shall be comprised of the Minister and 2 members of the congregation, other than Board Members or Committee Chairs. It shall be a two year term appointment for lay members with an option for a second term. To be appointed by the Board and the Minister.

B. UNITY OF CONTROL: Only decisions of the Board acting as a body are binding upon the ET.

1. Decisions or instructions of individual Board Members, Officers or Committees are not binding on the ET except in rare circumstances when the Board has specifically authorized such exercise of authority.

2. In the case of Board Members or Committees requesting information assistance, the ET can refuse such requests that require, in the ET's judgment, a material amount of staff time or funds or are disruptive.

A. ACCOUNTABILITY OF THE EXECUTIVE TEAM: The ET 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 ET.

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

2. The Board will refrain from evaluating, either formally or informally, any staff other than the ET and the Minister.

3. The ET is accountable to the Board for (1) ensuring that Ends policies are achieved, (2) not violating Executive Limitations policies.

A. DELEGATION TO THE EXECUTIVE TEAM: The Board's job is generally confined to establishing top level policies, leaving implementation and subsidiary policy development to the ET. As long as the ET uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the ET is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.

1. The Board will develop policies instructing the ET to achieve certain results, for certain recipients, within a specified budget. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends Policies.

2. The Board will develop policies that limit the latitude the ET may exercise in choosing the organizational Means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations Policies.

3. As long as the ET uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the ET is authorized to establish all subsidiary policies, make all decisions, take all actions, establish all practices and develop all activities. Should the ET deem it necessary to

violate Policy, it shall inform in advance the Board President or another Board member if the President is not available. Informing is simply to guarantee no violation may be intentionally kept from the Board, not to request approval. Response from the Board President or individual Board members, either approving or disapproving, does not exempt the ET from subsequent Board judgment of the action, nor does it impede any ET decision.

- a. Nothing in this policy, however, requires the ET to report Policy violations that arise in the course of the church's Minister performing pastoral duties.
1. The Board may change the Ends and Executive Limitations policies, thereby shifting the boundary between Board and ET domains. By doing so, the Board changes the latitude of choice given to the ET. But as long as any particular delegation or assignment is in place, the Board will respect and support the ET's choices.

A. MONITORING EXECUTIVE TEAM PERFORMANCE: Systematic and rigorous monitoring of ET job performance will be solely in light of the expected ET job outputs: organizational accomplishment of Policies on Ends and organizational operation within the boundaries establish in Policies on Executive Limitations.

1. Monitoring is simply to determine the degree to which 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 ET discloses compliance information to the Board.
 - b. By external report, in which an external, disinterested third party selected by the Board assesses compliance with the Policies.
 - c. By direct Board inspection, in which a designated Board member or members, or the Board as a whole, assess compliance with the appropriate policy.
1. In every case, the standard for compliance shall be any reasonable ET interpretation of the Policy being monitored.
2. All policies that instruct the ET 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.
3. The ET may come back to the Board if a policy appears to be undoable, or if more resources are necessary.
4. Each policy shall contain criteria for monitoring.