

FOX VALLEY UNITARIAN UNIVERSALIST FELLOWSHIP GOVERNING POLICIES

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**BYLAWS OF THE
FOX VALLEY UNITARIAN UNIVERSALIST FELLOWSHIP**
(Originally adopted by the Fellowship May 22, 2005, last revised June 4, 2017)

ARTICLE I NAME

The name of this society shall be the “Fox Valley Unitarian Universalist Fellowship, Inc.,” hereafter referred to as the Fellowship.

ARTICLE II PURPOSE

The purpose of this society shall be to join its members into a religious and educational fellowship to develop human character and personal responsibility, to further individual belief and to advance liberal religion through study, service, and spiritual contemplation.

ARTICLE III NON-DISCRIMINATION

The Fellowship affirms and promotes the full participation of persons in all our activities and endeavors including membership, programming, hiring practices and the calling of religious professionals without regard to age, race, religion (except in regard to ministers), color, gender, gender identity/expression, national origin, ancestry, physical or mental challenge, sexual orientation, marital status or any other protected category. All members and employees are expected to support these goals and programmatic activities related to non-discrimination.

ARTICLE IV MEMBERSHIP

Section 1. Conditions and Privileges

Membership is open to all people without discrimination. Neither shall there be any creedal test, expressed or implied. Members are eligible to vote at congregational meetings and hold office after they have been members for a period of eight (8) weeks. Members may attend any meetings of the Governing Board, committees, task forces, or ministry teams, except when the Governing Board goes into executive session. Members below the legal age shall be prohibited from signing binding documents on behalf of the Fellowship and may not serve as President.

Section 2. New Membership

Any person, at least sixteen (16) years of age, or who has completed the Fellowship’s “Coming of Age” program, may become a member of this Fellowship by declaring himself or herself in accord with the purpose and mission of the Fellowship, making a pledge, and signing the membership book. The Governing Board may grant an exception to the age requirement.

Section 3. Requirements for Continued Membership

Any member who has made a financial contribution of record in the previous two (2) years shall remain a member of this Fellowship. This requirement can be waived by a minister.

Section 4. Resignation or Transfer

Any member may withdraw or transfer their membership at any time by notifying a member of the Fellowship staff in writing.

Section 5. Cessation of Membership

Any member who has neither made a financial contribution of record nor has been otherwise active in the life of the Fellowship for the previous two (2) years may be removed from the membership rolls. Members who cannot be located may also be removed. Reasonable efforts shall be made to contact members prior to removal. The Governing Board, following consultation with a minister, may terminate membership by two-thirds vote if the member's actions are harmful or threatening to the Fellowship. A member whose membership was terminated may appeal to the Governing Board for reconsideration. The Governing Board may decline a new membership within eight (8) weeks after the membership book is signed.

ARTICLE V DENOMINATIONAL AFFILIATION

This Fellowship shall be a member of the Unitarian Universalist Association.

ARTICLE VI FISCAL YEAR

The fiscal year shall be July 1 - June 30.

ARTICLE VII CONGREGATIONAL AUTHORITY

Section 1. Authority

The ultimate authority for all matters pertaining to the operation of the Fellowship shall rest with the Congregation, which shall consist of the members of the Fellowship. The Congregation shall function as a legally constituted body at all annual and special meetings. The Congregation shall elect the Governing Board members and shall elect committee members when specified in these bylaws. The Congregation shall call the Senior Minister and any other called ministerial positions.

Section 2. Annual Meetings

The Annual Meeting of the Fellowship shall be held at a date, time and place determined by the Governing Board. The business of the Annual Meeting shall include election of officers and members-at-large of the Governing Board, election of any committee specified by bylaws, approval of the budget for the next fiscal year, reports of committees and staff, and any other business that may need to be conducted.

Section 3. Special Business Meetings

Special business meetings of the Fellowship may be called by the Governing Board or upon written petition to the Governing Board by 20% of the Fellowship's members. The purpose and proposed agenda must be stated in the petition. At special meetings, the business acted upon shall be restricted to items on the agenda.

Section 4. Notice of Meetings

Written notice and an agenda for all congregational meetings shall be mailed or otherwise provided to each member at least fourteen (14) days before the meeting.

Section 5. Quorums and Conduct of Meetings

A quorum for conducting business shall be 10% of the membership, except in the case of calling or dismissing a minister, buying or selling property, or changing the stated purpose of the Endowment Fund. In the latter three cases, a quorum shall consist of 25% of the membership. Non-members shall be welcome at all meetings and may be given the courtesy of the floor, but non-members may not vote or make motions.

Section 6. Voting

- A. Elections shall be by secret ballot unless the membership calls for a voice vote.
- B. If there are no more than two (2) candidates nominated for a single position on the Governing Board, the candidate receiving the greater number of votes is elected.
- C. If there are more than two (2) candidates nominated for any position on the Governing Board, the ballot shall be designated to permit the designation of first, second, third, etc., choice. If no candidate receives a majority of the first-choice votes cast, the candidate receiving the lowest first-choice vote shall be eliminated and each of the ballots cast for such candidate shall be redistributed in accordance with the second choice indicated thereon. This process shall be repeated until one candidate receives a majority of all votes cast or until only two (2) candidates remain, at which time the one receiving the greater number of votes is elected.

Section 7. Proxies and Absentee Ballots

Members may request an absentee ballot from the Secretary if they are unable to attend a congregational meeting. The ballots must be received at the Fellowship prior to the start of the meeting. However, absentee ballots will not be included in the official count to establish a quorum. Absentee ballots on a resolution will be included only if the resolution is not amended. Members' names will not appear on the ballots. Proxies are not allowed.

Section 8. Motion to Rescind

Any action of the Governing Board may be overturned by a 2/3 vote on a motion to rescind at a duly called Congregational Meeting.

ARTICLE VIII GOVERNING BOARD: AUTHORITY AND RESPONSIBILITIES

Section 1. Authority

The Governing Board shall act on behalf of the membership as the overall governing body of the Fellowship. The Governing Board shall be responsible solely to the membership of the Fellowship and shall be subject to the orders of the membership.

Section 2. Responsibilities

A. The Governing Board shall be responsible for the health of the entire Fellowship. To this end, the Governing Board shall:

1. Ensure that the Fellowship has up-to-date Mission, Vision, and Ends Statements.
2. Develop appropriate and necessary policies to guide the operations of the Fellowship.
3. Develop appropriate polices and procedures to guide the operation of the Governing Board, including job descriptions for all board members.
4. Appoint any appropriate and necessary committees that shall report to the Governing Board.
5. Approve appropriate job descriptions for members of the Executive Team.
6. Monitor and assess the ministry, programs and administration of the Fellowship.
7. Monitor and evaluate progress toward achieving the Fellowship's plans and vision.
8. Be responsible for the management of all funds and property of the Fellowship; members of the Governing Board shall not be liable for any losses, which may be incurred upon the investments of the assets of the Fellowship.
9. Approve all expenditures of unbudgeted funds in excess of \$1,000.
10. Approve all contracts that require the expenditure of unbudgeted funds or that require the expenditure of funds in future fiscal years.

B. The Governing Board shall designate an Executive Team to implement the plans, programs, and policies of the Fellowship. The Executive Team shall report to the Governing Board.

Section 3. Meetings

- A. The Governing Board shall hold regular meetings at least six (6) times each year. All voting members are expected to attend at least 75% of meetings and should not miss more than two (2) consecutive meetings.
- B. A quorum for conducting the business of the Governing Board shall be a majority of voting members, at least two (2) of whom shall be officers.
- C. All meetings of the Governing Board shall be open meetings, except when the Board votes to adjourn into executive session. No formal or final action may be taken by the Governing Board in executive session.

ARTICLE IX GOVERNING BOARD: OFFICES AND TERMS

Section 1. Composition

- A. The Governing Board of the Fellowship shall consist of the President, Vice President, Treasurer, Secretary, and five members-at-large. The Senior Minister is a non-voting member of the Governing Board and shall serve as staff representative to the Governing Board.
- B. All voting members of the Governing Board shall have been members of the Fellowship for at least eight (8) weeks.

Section 2. Terms of Office

- A. The President shall be elected for a 2-year term and shall serve one term of office.
- B. The Vice-President shall be elected for a 1-year term and shall serve a maximum of four (4) consecutive terms of office.
- C. The Secretary and Treasurer shall be elected to 2-year terms and shall serve a maximum of two (2) consecutive terms.
- D. Members-At-Large shall be elected to 2-year terms and shall serve a maximum of three (3) consecutive terms.
- E. Officers and Members-At-Large shall take office on the first day of the fiscal year following their election.

Section 3. Length of Service

No person shall serve more than six (6) consecutive years on the Governing Board. Any person leaving the Governing Board after four (4) or more consecutive years of service shall not be eligible to serve on the Governing Board for at least two (2) years.

Section 4. Vacancies

- A. When a vacancy occurs, the Leadership Development Committee shall submit to the Governing Board the name of a candidate to fill the vacancy. The Governing Board shall appoint the candidate to fill the vacancy until the next Annual Meeting. An election will be held at the Annual Meeting to fill unexpired terms. A partial term will count as the first term for purposes of term limits.
- B. Should the office of President become vacant, the Vice President shall become President, serving until the next Annual Meeting. The Leadership Development Committee shall submit to the Governing Board the name of a candidate to fill the office of Vice President. The Governing Board shall appoint the candidate to fill the vacancy until the next Annual Meeting. Elections will be held at the Annual Meeting to fill both unexpired terms.

- C. Should the offices of President and Vice President both become vacant, the Secretary shall become acting President. A new President and Vice President shall be elected at a special meeting of the Fellowship to be held within 30 days of the vacancies.

Section 5. Removal

An officer or member-at-large who does not comply with assigned responsibilities may be removed by a majority vote of the entire Governing Board, or by a majority vote of the membership at a duly called congregational meeting.

ARTICLE X COMMITTEES

Section 1. Leadership Development Committee

- A. The Leadership Development Committee shall be comprised of a minimum of four (4) people, elected at the Annual Meeting to serve in the subsequent fiscal year. Nominations for this committee may be made by the current Leadership Committee or from the floor. Committee members shall be elected to 2-year, rotating terms and shall serve a maximum of two (2) consecutive terms.
- B. The Leadership Development Committee shall present a slate of candidates for the Governing Board, the Leadership Development Committee, and the Planned Giving Committee at the Annual Meeting.

Section 2. Planned Giving Committee

- A. The Planned Giving Committee shall be comprised of a minimum of four (4) elected members of the Fellowship. One (1) of the elected members may be a current Governing Board member, in addition to the treasurer who shall serve as an ex-officio voting member of the committee. Committee members shall serve three-year rotating terms, and there shall be a limit of two (2) consecutive terms. In the event of a vacancy, the Governing Board may appoint a member to fill the vacancy until the next Annual Meeting.
- B. The Planned Giving Committee shall meet at least quarterly. A quorum shall consist of three (3) members. The Chair or Secretary will forward complete and accurate records to the governing Board Treasurer.
- C. The Planned Giving Committee shall report quarterly to the Governing Board, providing a written summary of Endowment Fund activities and making recommendations regarding fund management.
- D. The Planned Giving Committee shall provide a written summary of Endowment Fund activities at each Annual Meeting of the Fellowship.
- E. Members of the Planned Giving Committee shall not be liable for any losses, which may be incurred upon the investments of the assets of the Endowment Fund.

Section 3. Audit Committee

- A. The Governing Board shall appoint an Audit Committee comprised of a minimum of 2 people with broad financial/accounting knowledge as available.
- B. The Audit Committee will perform a review of Fellowship financial records and tests of internal controls within one month of the end of the first, second and third quarters of each fiscal year and prepare a review of fourth quarter and year-end financial records within two months of the close of the fiscal year.
- C. The Audit Committee will provide a report of audit activity to the Governing Board Treasurer each quarter and to the congregation annually.
- D. The Audit Committee will assist the Executive Team with a periodic review and update of the Fellowship's Financial Procedures Manual.
- E. No member of the Audit Committee will bear any liability based on opinions stated about Fellowship financial records.

ARTICLE XI: EXECUTIVE TEAM

Section 1. Composition

- A. The Executive Team shall be comprised of the Senior Minister and such other staff or lay leaders as designated by the Board.
- B. The Senior Minister shall function as chair of the Executive Team.
- C. The Executive Team shall report to the Governing Board.

Section 2. Responsibilities

- A. The Executive Team shall work collaboratively to implement the plans, programs, and policies of the Fellowship.
- B. The Executive Team shall monitor progress toward achieving the Mission, Vision, and Ends Statements of the Fellowship and shall regularly report their findings to the Governing Board.
- C. The Executive Team shall oversee the daily operations and programs of the Fellowship. The Executive Team is authorized to enter into contracts that require the expenditure of budgeted funds. The Executive Team may not commit the Fellowship to the expenditure of unbudgeted funds in excess of \$1,000.
- D. The Executive Team shall be responsible for the supervision of all other staff. The Executive Team shall establish a reporting structure that appropriately aligns staff duties with Executive Team member responsibilities.

ARTICLE XII: CALLED MINISTERS

Section 1. Called Ministers

- A. The Congregation shall call to its pulpit a Senior Minister and may call such other subordinate ministerial positions as are approved by the Governing Board.

- B. Calling Ministers
 - 1. When a vacancy in the ministry occurs or is anticipated, the Governing Board will consult the Unitarian Universalist Association for appropriate procedures.
 - 2. A Ministerial Search Committee will be formed. The Senior Minister shall be a member of the Ministerial Search Committee when a search is being conducted for any other ministerial position.
 - 3. The Ministerial Search Committee will follow Unitarian Universalist Association guidelines in the calling process.
 - 4. The decision to call the minister will require at least 85% of the votes cast at a special meeting of the Fellowship. The agenda at this meeting shall be limited to the calling process. If the Fellowship does not call the candidate, the process shall begin again with the formation of a new Search Committee.

Section 2. Duties and Expectations

- A. Ministers shall have freedom of the pulpit as well as freedom to express opinions outside the pulpit. Ministers shall represent the Fellowship to the community.
- B. Ministers shall be responsible for the conduct of the religious activities of the Fellowship, ministering to the Congregation, and other functions associated with Fellowship programs in ways that implement the mission and vision established by the Congregation and that are consistent with the policies of the Fellowship as established by the Governing Board.

Section 3. Dismissal

The Governing Board shall call a special meeting of the Fellowship to discuss and vote on the dismissal of a Minister if and only if 20% of the Fellowship's members sign and submit a petition requesting such a meeting. The Governing Board shall give at least 30 days notice of this meeting. A majority of the votes cast shall be required to dismiss the Minister. Upon vote of dismissal, the Minister shall have at least three (3) months notice of termination. Salary and benefits shall continue during this time. Should a Minister be charged with a crime, the Governing Board shall have the authority to suspend the Minister with pay for up to 90 days.

ARTICLE XIII RULES OF PROCEDURE

The rules carried in Robert's Rules of Order Newly Revised shall govern the Fellowship in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the Fellowship may adopt.

ARTICLE XIV AMENDMENTS

These bylaws may be amended or repealed at any Annual Meeting or special meeting of the Fellowship by two-thirds vote of members present. Proposed changes to these Bylaws shall be given to the Governing Board at least six (6) weeks prior to the Annual Meeting or special meeting. Notice to members of any proposed changes shall be enclosed with the meeting notice and agenda.

ARTICLE XV DISSOLUTION

In the case of dissolution of the congregation, all of its property, real and personal, after paying all just claim upon it, shall be conveyed to and vested in the Unitarian Universalist Association or its legal successor, and the Fox Valley Unitarian Universalist Fellowship Governing Board shall perform all actions necessary to effectuate such conveyance.

ENDS (EN)

EN-1. Mission (Approved 5-20-12, Reaffirmed 6-4-17)

Welcoming, Growing, Leading

Welcoming everyone
Growing in mind and spirit
Leading in social justice

EN-2. Vision (Approved 6-4-17)

We strive to be a compassionate congregation, guided by our Unitarian Universalist principles.
We are a strong and vital fellowship where connections are important,
questioning is encouraged, and traditions are built and honored.

Welcoming Everyone

We will engage deeply in the challenging work of examining our own assumptions,
biases and privilege.

We will reach out to each other and the wider, borderless community
with radical kindness and hospitality.

Growing in Mind and Spirit

We will actively strive to live our best, most meaningful lives through
personal spiritual practice and involvement in congregational life.

We will be a community that fosters intellectual curiosity
and nurtures the spirit among people of all ages.

Leading in Social Justice

We will have the courage to act, both individually and collectively,
to build a more just and equitable world.

We will have the wisdom to know when to lead, and when to follow the lead of others.

EN-3. Values (Approved 4-18-06; Amended 10-17-06)

The Fox Valley Unitarian Universalist Fellowship honors the ambiguity and uncertainty that is ever present in the ongoing search for greater meaning in life. The Fellowship strives to embody the following:

- A. A sense of intimacy and connection between members
- B. An inclusive and welcoming atmosphere
- C. A nurturing, respectful and authentic spiritual environment
- D. A membership that is active and generous
- E. A sense of purpose in building a better world

EN-4. Ends Statement (Approved 4-17-2018)

Ends Statements | 2018 - 2023

Rooted in our Unitarian Universalist identity, the people of the Fellowship embrace our collective responsibility to live our values within and beyond our walls. Across the lifespan, we:

- Love each other in times of joy, sorrow, and transition
- Live a life of purpose, rooted in spiritual practice, service, and wonder
- Create a culture of radical hospitality and compassion
- Form deep and authentic relationships across differences
- Are a visible presence and resource, courageously challenging injustice and inequity
- Work to end discrimination and systemic racism within ourselves, our congregation, and the world around us
- Generously share our time, talent, and treasure, in a spirit of joy and abundance

Ends Statements noted in the Five-Year Plan (See Appendix II) are the Ends adopted prior to the Ends Statements listed above which were adopted 4/17/18. A new 5 year plan will be developed in 2018-2019 based on the new Ends Statements above.

EN-5. Moral Ownership (Approved 4-18-06)

The moral ownership of the Fox Valley Unitarian Universalist Fellowship is its congregants.

EN-6. Primary and Secondary Stakeholders (Approved 4-18-06)

In accordance with its vision, FVUUF will prioritize its planning and resources toward:

- A. Primary Stakeholders
 - 1. Congregation
 - 2. Visitors
 - 3. Potential congregants
 - 4. UU Congregations we intentionally support

5. Groups we intentionally support
- B. Secondary Stakeholders
1. Vendors and other commercial and professional contractors
 2. The community at large

EN-7. Planning (Approved 4-18-06; Amended 6-26-14)

The Board, Executive Team and congregation shall regularly engage in planning as specified in the Board-approved planning model.

A. Five-Year Plan

1. A comprehensive planning process shall be conducted at least every five years resulting in congregational approval of a new 5-year plan.
2. In accordance with the Fellowship's policy governance model, the 5-Year Plan is to be guided by the Ends Statements, which flow from the Vision Statement and are intended to help us achieve our Vision.
3. Ends Statements describe the intended recipients and the desired effect we want to achieve during a particular 5-year period.

B. Implementation Plan

1. The Executive Team is to oversee development of an annual Implementation Plan that contains measurable tasks and activities that are the means for accomplishing 5-Year Plan Ends Statements.
2. Specific tasks and activities are developed by the Executive Team, ministry teams, and committees in the areas where they have responsibility.

EXECUTIVE LIMITATIONS (EL)

Through its Executive Limitations policies the Governing Board defines the boundaries within which the Executive Team can operate to implement the Board's Ends policies. The Policy Governance method encourages negative wording for Executive Limitation policies (they are sometimes called the "don't do it" policies). These policies define behaviors, actions, and conditions that are not acceptable; they set boundaries. The Executive Team is free to use any operational means that are reasonable interpretations of the boundaries.

EL-1. Global Executive Team Constraint (Approved 3-21-06)

The Executive Team shall not participate in or allow illegal activity in the administration of the organization. The Executive Team shall not fail to make its best effort to uphold (1) the Unitarian Universalist principles, (2) the FVUUF Bylaws, Mission and Ends policies, and (3) commonly accepted business and professional ethics and practices.

EL-2. People and Personnel

EL-2A. Treatment of Congregants (Approved 3-21-06; Amended 6-26-14)

Spirit: To establish standards for the treatment of members, friends and visitors

With respect to interactions with and among congregants, the Executive Team shall not deliberately cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, the Executive Team shall not:

1. Violate the confidentiality of member pledge information, except as required by members of the Stewardship and Audit Committees to carry out their responsibilities.
2. Fail to steward facilities that provide a reasonable level of safety, upkeep, access and functionality.
3. Fail to maintain and enforce procedures to ensure the safety of congregants and children while at the Fellowship or at Fellowship functions.
4. Fail to establish, publicize and follow written policies for processing member grievances and suggestions.
5. Fail to limit the use of the membership directory to members and friends of the Fellowship for personal, non-commercial purposes.

EL-2B. Treatment of Staff and Volunteers (Approved 3-21-06; Amended 9-19-06: Amended 6-26-14)

Spirit: To establish standards for the treatment of staff and volunteers.

With respect to the treatment of paid staff and volunteers, the Executive Team may not deliberately cause or allow conditions that are unsafe, unfair or unprofessional.

Accordingly the Executive Team shall not:

1. Discriminate against existing or potential staff based on age, race, religion (except in regard to ministers), color, gender, national origin, ancestry, physical or mental challenge unrelated to job performance, sexual orientation, marital status or any other protected category.
2. Fail to provide job descriptions of Executive Team members for Board approval, as required by the Bylaws, Article VIII, Section 2.A.5.
3. Operate without written and publicized personnel policies that clarify personnel rules for paid and volunteer staff, and provide for effective handling of grievances.
4. Fail to ensure that paid staff members receive written reviews at least annually.

5. Prevent staff from grieving to the Board for review and final resolution when (a) internal grievance procedures have been exhausted and (b) the employee alleges that Board policy has been violated.

EL-2C. Compensation and Benefits (Approved 3-21-06)

Spirit: To establish fair compensation for employees and protection of the Fellowship from unfunded liabilities.

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Executive Team may not cause or jeopardize fiscal integrity or public image.

Accordingly, the Executive Team shall not:

1. Change individual Executive Team members' compensation, benefits, or allocated professional expenses.
2. Promise or imply permanent or guaranteed employment. Employees must be hired in an "at will" status.
3. Establish current compensation and benefits that:
 - a. Deviate materially from the nonprofit or geographic market for the skills employed.
 - b. Create obligations for more than one year or exceed available funding.
4. Establish deferred or long term compensation and benefits that:
 - a. Cause unfunded liabilities to occur or in any way commit the organization to benefits that incur unpredictable future costs.
 - b. Provide less than the established basic level of benefits to all full-time employees.
 - c. Allow any employee to lose benefits already accrued from any forgoing plan.

EL-3. Financial Management

EL-3A. Planning and Budgeting (Approved 3-21-06; Amended 6-26-14)

Spirit: To establish that a reasonable budget is prepared and followed.

Financial planning for any fiscal year or the remaining part of any fiscal year may not risk financial jeopardy.

Accordingly, the Executive Team shall not:

1. Allow budgeting that contains too little information to enable credible:
 - a. Projection of revenues and expenses,
 - b. Separation of capital and operational items,
 - c. Tracking of cash flow,
 - d. Disclosure of planning assumptions.
2. Fail to adjust the amount budgeted for non-salary line items during the course of the year if it is projected that a year-end deficit is likely to occur.
3. Fail to present a proposed budget for Board approval before the Annual Meeting of the congregation.

EL-3B. Financial Condition and Activities (Approved 3-21-06; Amended 6-26-14)

Spirit: To establish boundaries for indebtedness and deviation from budgeted expenditures.

With respect to the ongoing financial condition and activities, the Executive Team shall not fail to follow the spirit of the approved budget or allow the development of fiscal jeopardy.

Accordingly, the Executive Team shall not:

1. Indebt the organization in an amount greater than can be repaid by otherwise unencumbered revenues within 90 days.
2. Fail to settle payroll and debts in a timely manner.
3. Expend any endowment or designated funds other than for the purposes determined at the time of receipt or designation.
4. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by otherwise unencumbered revenues within 60 days.
5. Shift funds from Endowment to temporarily cover cash flow.

6. Allow actual expenses to deviate materially from the approved budget.
7. Commit the Fellowship to the expenditure of unbudgeted funds as described in the By-Laws.
8. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
9. Fail to appropriately pursue unpaid pledges and non-pledge receivables.
10. Authorize a line of credit without the approval of the Board.

EL-3C. Grants and Contracts (Approved 3-21-06)

The Executive Team may not enter into any grant or contracts that require the expenditure of unbudgeted funds or the expenditure of funds in future fiscal years without the review and approval of the Board.

EL-3D. Gifts (Approved 3-21-06; Amended 6-26-14)

The Executive Team shall not accept any gift with restrictions that would significantly obligate the organization. The Executive Team shall not accept any gift that does not comply with the Endowment and Gift Acceptance Policies.

EL-4. Asset Management

EL-4A. Asset Protection (Approved 3-21-06)

Spirit: To establish protection of financial and physical assets of the Fellowship.

The Executive Team shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the Executive Team or their express designees shall not:

1. Fail to insure against theft and casualty losses at replacement value less reasonable deductible and/or co-insurance limits.
2. Fail to insure against corporate liability and personal liability of Board members, staff and volunteers taking into account pertinent statutory provisions for indemnification and exemptions applicable to Wisconsin non-profit organizations.
3. Allow personnel access to material amounts of funds without fiscal controls and oversight.
4. Fail to establish and follow a sound cash-handling procedure.
5. Subject facilities and equipment to improper wear and tear or insufficient maintenance.

6. Unnecessarily expose the organization, its Board, or staff to claims of liability or risk the nonprofit status.
7. Receive, process, or disburse funds under controls insufficient to meet the (Board) appointed auditor's standards or other government standards.
8. Invest operating capital in insecure instruments, including uninsured checking accounts and bonds or CDs of less than A rating.
9. Fail to protect intellectual property, information, and files from significant damage. Ministers of the Fellowship are the sole owners of their intellectual property.

EL-4B. Asset Utilization (Approved 3-21-06)

The Executive Team or their express designees shall not:

1. Fail to use its best efforts to mobilize the Congregation and staff to fulfill the Fellowship's Ends policies, Unitarian Universalist principles and the Fellowship's Long-Range plan.
2. Fail to use its best efforts to welcome the outside community into the Fellowship's sanctuary and center.
3. Fail to use its best efforts to increase and diversify the membership of the Fellowship.

EL-5. Communication to and Support of the Board (Approved 3-21-06)

The Executive Team shall not fail to inform and support the Board as needed for the successful governance of the organization.

Accordingly, the Executive Team shall not:

1. Fail to submit monitoring data required by the Board in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies.,
2. Fail to inform the Board of relevant trends, anticipated adverse media coverage, material external and internal changes, and most importantly, changes in assumptions upon which any Board policy has previously been established.
3. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.
4. 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.

5. Fail to supply information on all items delegated to the Executive Team yet required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto.
6. 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.
7. Fail to recommend changes in Board policies as the need arises.

EL-6. Practices

EL-6A. Code of Conduct (Approved 3-21-06)

The Executive Team shall not fail to operate without a procedural policy against misconduct and dishonesty that meets accepted business practices of the accounting industry. For purposes of this policy, misconduct and dishonesty must include but not be limited to:

1. Theft or other misappropriation of assets, including assets of the corporation or others with whom the Fellowship has a business relationship.
2. Misstatements and other irregularities in corporation records, including the intentional misstatement of the results of operations.
3. Forgery or other alteration of documents.
4. Fraud and other unlawful acts.

EL-6B. Teamwork (Approved 3-21-06)

Executive Team members shall not:

1. Fail to speak as one voice after the Executive Team reaches a decision on a particular matter.
2. Fail to include and consult with each other on all significant issues.
3. Fail to honor and support each other's views and positions.

EL-6C. Continuous Operation (Approved 3-21-06)

In the event a member of the Executive Team is unable to participate due to absence or emergency, the remaining team members will not fail to continue all operations while the Board considers the need for a replacement.

EL-6D. Removal and Replacement (Approved 3-20-07)

Executive Team members shall not:

1. Dismiss another member of the Executive Team without the approval of the Board.
2. Fill a vacant Executive Team position without the approval of the Board.

BOARD-EXECUTIVE TEAM RELATIONSHIP (BE)

BE-1. Global Relationship (Approved 3-21-06)

The Board's connection to Fellowship operations is solely through its designated Executive Team. The Board will hold the Executive Team accountable for the operational organization, its achievements, and conduct.

BE-2. The Executive Team (Approved 3-21-06)

Spirit: To establish Executive Team composition and replacement of a team member due to emergency.

The Executive Team shall be comprised of the Senior Minister and such other staff or lay leaders as designated by the Board. The Senior Minister shall function as the chair of the Executive Team. In the event a member of the Executive Team is unable to serve due to an emergency or extended absence, the Executive Team will cover the responsibilities of the missing member until a replacement is designated by the Board.

BE-3. Unity of Voice (Approved 3-21-06)

Spirit: To establish how the Board decides/directs as a group, not as individuals.

Only decisions of the Board acting as a body are binding on the Executive Team. As a result:

- A. Decisions or instructions of individual Board members, officers, committees or Fellowship members 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 is expected to decline such requests that, in the Executive Team's opinion, are disruptive or require a significant amount of staff time or funds.

BE-4. Accountability of the Executive Team (Approved 3-21-06)

The Executive Team shall report to the Governing Board. The Executive Team operates and conducts itself in two ways - independently and through volunteer and paid staff (including non-employee consultants). The Executive Team is the Board's only link to operational achievement and conduct. Accordingly, the Board considers all volunteer and paid staff (including non-employee consultants) to be under the authority of and accountable to the Executive Team. The exception to this is individuals serving on committees that report to the Board.

Accordingly, the Board will not:

- A. Give instructions to persons who report directly or indirectly to the Executive Team.
- B. Evaluate, either formally or informally, any staff other than the Executive Team.

The Board will view Executive Team performance as identical to organizational performance, so that organizational accomplishment of Board-stated *Ends* and avoidance of Board-prohibited *Means* will be viewed as successful Executive Team performance.

BE-5. Delegation to the Executive Team (Approved 3-21-06)

Spirit: To establish how the Board delegates responsibility and authority to the Executive Team by providing clear goals and limitations and granting wide latitude in their interpretation and implementation.

A. Board Responsibility

The Board's job is generally confined to establishing top-level policies, leaving implementation and subsidiary policy development to the Executive Team. Accordingly, the Board will instruct the Executive Team through written policies that prescribe the organizational *Ends* to be achieved and prohibit *Means* to be avoided, allowing the Executive Team to use any reasonable interpretation of these policies.

Accordingly, the Board will:

1. Develop policies instructing the Executive Team 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. Develop policies that limit the latitude the Executive Team 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.

- B. The Executive Team will use any reasonable interpretation of the Board's *Ends* and *Executive Limitations* policies and is thus authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities within the defined boundaries.
- C. The Board may change its *Ends* and *Executive Limitations* policies, thereby shifting the boundary between Board and Executive Team domains. By doing so, the Board changes the latitude of choice given to the Executive Team. But as long as any particular delegation to the Executive Team is in place, the Board will respect and support the Executive Team's choices.

BE-6 Intentional Policy Violation (Approved 3-21-06)

Should the Executive Team deem it necessary to contradict Policy, it will inform the Board President or one of the Board officers in advance. Informing the Board is simply to guarantee no contradiction may be intentionally kept from the Board, not to request approval. Any response, either approving or disapproving, from the Board President or individual Board members does not exempt the Executive Team from subsequent Board judgment of the action. The Board expects a recap of the outcome of Executive Team actions that contradict policy.

BE-7. Monitoring Executive Team Performance (Approved 3-21-06, Amended 6-16-15)

Spirit: To establish clear and reasonable standards and schedules for monitoring and evaluating the performance of the Executive Team.

Systematic and rigorous monitoring of Executive Team job performance will be solely in light of the expected Executive Team job outputs. These are (1) organizational accomplishment of the Boards' *Ends* policies and (2) organizational operation within the boundaries established in the Board's *Executive Limitation* policies.

- A. 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.
- B. The Board will acquire monitoring data by one or more of three methods:
 - 1. By internal report, in which the Executive Team discloses compliance information to the Board
 - 2. By external report, in which an external, disinterested third party selected by the Board assesses compliance with Policies
 - 3. By direct Board inspection, in which a designated Board member or members, or the Board as a whole, assess compliance with the appropriate policy criteria.

C. In every case, the standard for compliance shall be any reasonable Executive Team interpretation of the Policy being monitored

D. 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 the routine schedule shown below in the “Governing Board Schedule.”

Governing Board Schedule and Content (Approved 3-21-06; Amended 10-17-06, Amended 10-21-08, Amended 3-17-09, Amended 6-16-15, Amended 9-20-16, Amended 6-4-17, Amended 8-8-18)

All meetings include X-Team and financial reports in addition to the special activities noted by month below.

AUGUST

- Prior year financial review
- EL-4A: Asset Protection
- EL-4B: Asset Utilization
- Quarterly Report: *Planned Giving Committee*

SEPTEMBER

- EL-2B: Treatment of Staff & Volunteers
- Quarterly Report: *Audit Committee*

OCTOBER

- Bylaw review (odd years)
- Policy review (even years)
- EL-6A: Code of Conduct
- Report: *Leadership Development Committee*

NOVEMBER

- EL-6B: Teamwork
- Quarterly Report: *Planned Giving Committee*

DECEMBER

- Quarterly Report: *Audit Committee*
- Board Social/Potluck (President)

JANUARY

- EL-3B: Financial Condition and Activities
- Report: *Leadership Development Committee*

FEBRUARY

- EL-5: Communication/Support of the Board
- Quarterly Report: *Planned Giving Committee*

MARCH

- Board budget forecasting
- EL-6C: Continuous Operation
- EL-6D: Removal and Replacement
- Quarterly Report: *Audit Committee*

APRIL

- Annual meeting preparation (agenda, material distribution, Q&A session, etc.)
- EL-2C: Compensation and Benefits
- EL-3A: Planning and Budgeting
- Report: *Leadership Development Committee (including candidate slate)*

MAY

- Approve annual budget proposal
- Assign annual meeting responsibilities
- Quarterly Report: *Planned Giving Committee*

JUNE

- Annual meeting retrospective
- EL-2A: Treatment of Congregants
- EL-3C: Grants and Contracts
- X-Team annual review
- Board self-evaluation (Vice-President)
- Quarterly Report: *Audit Committee*

GOVERNANCE PROCESS (GP)

GP-1. General Governance Process Policy (Approved 3-21-06)

The Governing Board of the FVUUF will act on behalf of the members of the Fellowship and in compliance with its policies to promote the accomplishment of the Fellowship's mission with appropriate use of resources and to prevent unacceptable activities and conditions within the Fellowship, as defined by the Bylaws, the Ends, and these policies.

GP-2. Governing Style (Approved 3-21-06)

The board will govern with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouraging diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction among board, Senior Minister and Executive Team roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) acting proactively rather than reactively.

Accordingly the Board will:

- A. Cultivate a sense of group responsibility. The Board, not the Executive Team, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to Executive Team initiatives. 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. 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 direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Fellowship's values and perspectives about ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term effects on the organization, not on the administrative or programmatic means of attaining those effects.
- C. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability. Continued Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvements.

GP-3 Board Job Description (Approved 3-21-06)

The job of the Board is to represent the members of the FVUUF in determining and ensuring appropriate organizational performance.

Accordingly, the Board:

- A. Is the link between the Executive Team and the membership.
- B. Will produce written governing policies that, at the broadest levels, address each category of organizational decision.
 1. **Ends:** Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 2. **Executive Limitations:** Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decision must take place.
 3. **Governance Process:** Specification of how the Board conceives, carries out, and monitors its own task.
 4. **Board-Executive Team Relationship:** How power is delegated and its proper use monitored.
- C. The Board will assure Executive Team performance in accordance with Board policies.

GP-4 Board Officer and Member Job Descriptions (Approved 3-21-06)

The Board shall develop appropriate job descriptions for all Board members.

GP-4A. President (Approved 3-21-06)

The President ensures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

Accordingly, the President:

1. Ensures that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will be only those issues, which according to Board policy, clearly belong to the Board to decide, not the Executive Team.
 - b. Deliberations will be fair, open, and thorough but also timely, orderly, and kept on task.
2. Has the authority to make decisions that fall within topics covered by Board policies in Governance Process and Board-Executive Team relationship, 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. The President:

- a. Has no individual authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the President has no individual authority to supervise or direct the Executive Team.
 - b. May represent the Board to outside parties in announcing Board-stated positions.
 - c. Sets the agenda and chairs Board meetings, with all the commonly accepted power of that position (for example, ruling, recognizing).
 - d. Sets the agenda and presides at all congregational meetings of the Fellowship.
 - e. May spend the funds budgeted for Board expenses.
 - f. May delegate the authority of Section 2 to elected members of the Board but remains accountable for its use.
3. Sees that the policies and decisions of the Board or Congregation are implemented.
 4. Signs all contracts as the authorized representative of the Board.
 5. Is authorized to sign checks.

GP-4B. Vice President (Approved 3-21-06)

1. Presides over the Board or performs any other duties of the President in the absence or at the request of the President.
2. Consults closely with the President.
3. Establishes the schedule for and presides over the Board's monitoring of its own performance.
4. Shall perform other functions and duties as may be specified by the Board.

GP-4C. Treasurer (Approved 3-21-06; Amended 3-20-07; Amended 6-26-14)

1. Has as broad financial expertise as possible.
2. Leads the Board in its oversight role of assuring that accurate records of all financial transactions of the Fellowship are kept and that all financial procedures are robust and verified.
3. Leads the Board's efforts to monitor the Executive Team's implementation of both the Ends and Executive Limitations policies, whenever financial resources are involved.

4. Advises the Board about any emerging financial needs, concerns or policy issues, including both budgetary considerations and process issues that reflect on the integrity of the financial monitoring process.
5. Receives any reports of violation of procedures in the Financial Procedures Manual or auditing matters and recommends appropriate controls to the Board.
6. Receives quarterly reports from the Board's Audit Committee and annual reports of either internal or external audits of the Fellowship's financial condition and procedures; assures that the Audit Committee fulfills its responsibilities.
7. Interviews and recommends an external professional auditing firm to conduct periodic audits of the Fellowship's financial condition and procedures; provides an estimated budget expense for the FY in which the external audit will occur.
8. Provides a written and oral financial report on oversight activities to the congregation at its Annual Meeting.
9. Receives quarterly from the Planned Giving Committee a written summary of Endowment Fund activities and recommendations regarding fund management; reports this information to the full Board.
10. Trains Board members to read and understand the Fellowship's financial statements and monitoring reports.

GP-4D. Secretary (Approved 3-21-06, Amended 6-17-14, Amended 1-19-16)

1. Ensures that Board meeting minutes are recorded, distributed to the members of the Board and the Executive Team in a timely manner, and posted for congregational access.
2. Ensures that minutes of other proceedings of the Board and all congregational meetings are recorded and distributed.
3. Distributes and processes absentee ballots for voting by members who are unable to attend a congregational meeting.
4. Checks for actual Fellowship membership before a congregational meeting.

GP-4E. Members-at-Large (Approved 3-21-06)

1. Represent the interests of the Fellowship as a whole in Board deliberations.
2. Serve on ad hoc committees appointed by the Board.

GP-5. Agenda Planning (Approved 3-21-06)

The Board will follow an annual agenda that (1) completes re-exploration of Ends policies annually, (2) continually improves Board performance, (3) sets forth priorities for the upcoming FVUUF fiscal year, (4) systematically monitors and reviews Board policies and (5) requires periodic reporting from Board committees.

GP-6. Board Member's Code of Conduct (Approved 3-21-06)

The Board commits itself and its members to ethical, business like, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly,

- A. Members must represent unconflicted loyalty to the interests of the congregation. This accountability supercedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supercedes the personal interest of any Board member acting as a consumer of the Fellowships services.
- B. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 1. There must be no self dealing or any conduct of private business or personal services between any Board member and the church staff except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - 2. When the Board is to decide upon an issue about which a Board member has a conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
 - 3. Board members must not use their positions to obtain employment by the Fellowship for themselves, family members, or close associates. Should a member of the Board desire such employment, he or she must resign from the Board prior to consideration.
 - 4. Members must disclose their involvement: with other organizations, with vendors, or with other associations that might produce a conflict.
- C. Members will respect the confidentiality appropriate to issues of a sensitive nature.
- D. Members will speak with one voice upholding the decisions of the Board.

GP-7. Board Committee Principles (Approved 3-21-06)

The By-Laws enable and govern the establishment of Board Committees. Board committees may not speak or act for the Board except when formally given such authority by the Board for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Executive Team.

GP-8. Monitoring Board Performance (Approved 3-21-06, Amended 1-19-16)

The Board will annually discuss and systematically monitor its own performance, relative to its Governance Process and Board-Executive Team policies, by reviewing portions of these policies on a regular schedule.

GP-9. Governance Investment (Approved 3-21-06)

The Board will invest in its governance capacity.

Accordingly,

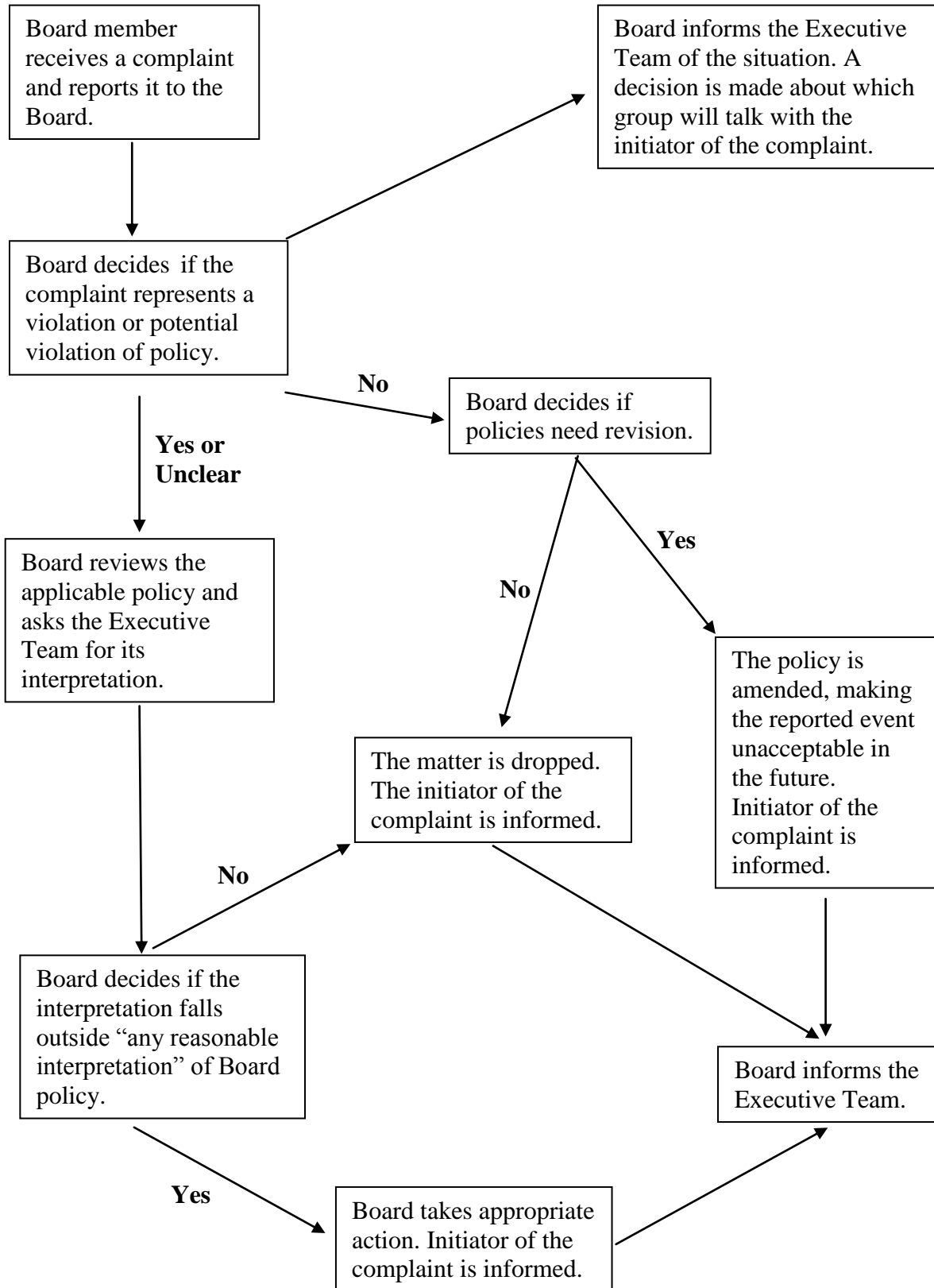
- A. Board skills, methods, and support will be sufficient to assure governing with excellence.
- B. Training and retraining will be used to orient new member and candidates for membership, as well as to maintain and increase existing member skills and understandings.
- C. Costs will be prudently incurred.

GP-10. Complaint and Inquiry Process (Approved 3-21-06)

The Board will address any complaints or concerns the Board or its members receive solely in relationship to Board policies. A “Board Complaint and Inquiry Process Guideline” is outlined on the following page.

Concerns received unrelated to Board policy will be conveyed to the Executive Team and utilize the Healthy Congregation procedures to resolve.

Board Complaint and Inquiry Process Guideline



GP-11 Board Committees (Approved 3-20-07)

The Board shall develop appropriate job descriptions for all Board committees.

GP-11A. Audit Committee (Approved 3-20-07; Amended 6-26-14)

1. Appointed by and reports to the Board.
2. Composed of at least two members, having as broad expertise in accounting procedures as possible.
3. Designs, maintains and implements audit procedures designed with the following goals:
 - a. To obtain independent assurance that all financial records fairly represent the financial condition of the Fellowship.
 - b. To ensure that the year's financial activity has been properly recorded in accordance with UUA recommended accounting procedures.
 - c. To ensure adherence with the Financial Procedures Manual.
 - d. To maintain confidence in the integrity of the congregation's financial system and the persons responsible for handling the finances.
4. Conducts internal audits within one month of the end of the 1st, 2nd and 3rd quarters of the FY. Prepares a full audit within 2 months after closing of the books for the FY.
5. Supervises and oversees an audit by an outside accounting firm.
6. Provides reports of its audits to the Board Treasurer.
7. Gives the Board a process update, at least quarterly, that describes how the different financial functions are working together to ensure the financial integrity of the Fellowship's funds.
8. Evaluates internal controls and reviews the procedures of each financial function annually and recommends any changes to the Board.

GP-11B. Planned Giving Committee (Approved 6-19-07, Amended 1-19-16)

1. Elected by the congregation and reports to the Board.
2. Exists to enhance the mission of the Fellowship by encouraging, receiving and administering gifts to the Fox Valley Unitarian Universalist Fellowship Endowment Funds.
3. Has composition of members as indicated in the By-Laws.
4. Meets at least quarterly with a quorum consisting of three members.
5. Provides complete and accurate records to the Governing Board Treasurer.
6. Reports quarterly to the Governing Board, providing a written summary of Endowment Fund activities and making recommendations regarding fund management.

7. Provides a written summary of Endowment Fund activities at each Annual Meeting of the Fellowship.
8. Maintains written operating procedures which are in accord with Fellowship Bylaws and resolutions adopted by the Congregation.
9. Provides a current set of operating procedures to all committee members, the Governing Board Treasurer and the Fellowship Secretary who maintains the archives.
10. Educates the congregation and promotes awareness of planned gifts through regular publicity and events that highlight the importance of planned giving.

GP-11C. Leadership Development Committee (Amended 1-19-16)

1. Elected by the congregation and reports to the Board.
2. Has composition of members as indicated in the By-Laws.
3. Anticipates succession needs for volunteer positions and identifies future volunteer leaders, in concert with staff and current volunteer leadership.
4. Prepares slate of candidates for the Governing Board, the Leadership Development Committee, and the Planned Giving Committee; presents these at least two weeks in advance of the annual meeting; and conducts these elections at the annual meeting.
5. Submits names to fill vacancies on the Governing Board.
6. Assists the Executive Team as needed to fill other committee leadership positions.
7. Identifies and addresses development needs of present and prospective leaders with appropriate training and development opportunities.
8. Reports to the Governing Board at least three times annually, in person or in writing.

Appendix I – Format for Recording Dates of Original Approval and Amendments to Policies. (Approved 6-19-07; Amended 6-26-14)

1. Main headings followed by sub-policies (e.g., EL-6) have no date affixed.
2. Sub-policies have the dates of original approval and subsequent amendments placed within parentheses following the policy title. All dates are retained in sequence.
3. Main headings that stand alone with no sub-policies (e.g., BE-5) are dated as in 2.
4. The footer contains only the page number at the right.
5. Amended policies physically replace prior policies in the complete Policy Set.
6. The Fellowship Secretary maintains an electronic archive of the original policy and the amendments to the policy.

Appendix II – Five Year Plan - The five year plan and Ends Statements noted in the five year plan below are for reference only and will be replaced by a new plan to be developed in 2018-2019 based on the Ends Statements approved on 4/17/2018 (see EN-4).

Fox Valley Unitarian Universalist Fellowship
5-Year Plan
Adopted June 2013

Background

In May 2010 the Governing Board adopted a new planning model that calls for the Fellowship to regularly engage in a 5-year planning cycle. Specific elements of the planning model need to occur each year of the cycle, including the creation of a new plan every five years.

The first year of the new planning cycle occurred during the Fellowship's 2011-2012 fiscal year and resulted in the adoption of a new Mission Statement and a new Vision Statement. This fiscal year (i.e., 2012-2013) is the second year in our planning cycle, and the primary activity this year has been the creation of a proposed 5-Year Plan.

In accordance with the Fellowship's policy governance model, the 5-Year Plan is to be guided by Ends Statements, which flow from the Vision Statement and are intended to help us achieve our Vision. Ends Statements describe the intended recipients and the desired effect we want to achieve during a particular 5-year period.

Unlike past plans that have contained goals and very specific objectives, this proposed plan contains suggested strategies for each of the Ends Statements. The suggested strategies support the Ends Statements and are intended to further elaborate upon, or illustrate, them. Suggested strategies are not intended to be prescriptive, and they are not necessarily the specific means for achieving the ends.

However, it is important that specific means be devised for achieving the desired ends. This happens in two ways. First, the planning model calls for the Governing Board to adopt Annual Objectives, derived from the 5-Year Plan's Ends Statements, which focus on the specific ends that we want to work toward accomplishing during a given year. The Annual Objectives prioritize the Ends Statements and may prioritize strategies contained in the Plan. Annual Objectives are to be set prior to development of the annual budget so that the budget can appropriately address the agreed upon priorities for the year. The Annual Objectives are also to be reviewed throughout the year in order for progress to be monitored.

Second, the X-Team (i.e., the Fellowship's executive staff team) is to oversee development of an annual Implementation Plan that contains measurable tasks and activities that are the means for accomplishing Annual Objectives and 5-Year Plan's Ends Statements. The Implementation Plan describes exactly what we want to do in a given year and the resources required for these activities. Specific tasks and activities are developed by the X-Team, Ministry Teams, and Committees in the areas where they have responsibility. The X-Team develops activities for the Fellowship as a

whole, and those activities are monitored by the Board. Ministry Teams and Committees determine their own activities, which are monitored by the X-Team.

The proposed 5-Year Plan has been developed by the Crystal Ball Committee with the assistance of the Governing Board and staff. Last year's process to develop a new Vision Statement and a new Mission Statement included a great deal of broad-based congregational input, and these statements were formally approved by the Congregation in May 2012. Because the development of Ends Statements flows from the Vision, congregational input into the Plan came primarily through the Vision. However, the Crystal Ball Committee has worked with the Board, X-Team, and staff to develop the Plan.

Vision Statement

The Fox Valley Unitarian Universalist Fellowship is a vibrant, welcoming, caring, and diverse community. We are guided by our Unitarian Universalist principles, which challenge us to grow in mind and spirit and inspire us to build a better world. We reach out to the wider community to be leaders in social justice and to invite those who share our vision to join us. We are a deeply committed community where values and action matter. (Adopted May 20, 2012)

Ends Statements and Strategies

The Ends Statements below align with the areas included in the Vision Statement, and they include the required elements of desired effect and intended population. The suggested strategies for achieving our ends are the results of discussions by the Committee, Governing Board, and staff. Costs will need to be projected and considered in selecting more focused Annual Objectives and developing specific implementation plans.

What follows are proposed Ends Statements, with some suggested strategies, in the four areas articulated in the Fellowship's Vision Statement.

Welcoming

Throughout the vision and planning processes, it was clear that the Fellowship is deeply committed to welcoming everyone, from those who are new to the community to those who have been long-time members and friends. To be truly welcoming requires that we all accept our responsibility to be informed about and engaged with our UU heritage, our community, and each other.

Ends Statement: People of northeast Wisconsin seeking a liberal religious spiritual home will find the Fellowship a loving and caring community that will joyfully accept and include them.

Strategy Ideas:

⇒ Initiate efforts to make sure that our new space and our transition to using it are welcoming.

- ⇒ Initiate training for the entire Congregation on being welcoming, including how to talk about Unitarian Universalism, how to effectively welcome new people and each other, and that welcoming is everyone's responsibility.
- ⇒ Increase the methods for accessing and experiencing the Fellowship's programs whether at remote locations or through the use of modern technologies.
- ⇒ Engage in market research and additional marketing to targeted audiences, including an increased emphasis on social media and advertising.
- ⇒ Increase communication about opportunities for and the benefits of small group participation.

Spiritual Growth

A mission of the Fellowship is to inspire spiritual growth in people of all ages, and throughout the planning process a number of themes emerged related to this mission. The importance of keeping youth and young adults engaged was regularly articulated and deemed important enough to require a separate Ends Statement. Similarly, the contribution of the music program in spiritual development was frequently noted.

Ends Statement: Seekers of all ages will find a nurturing and liberating environment that will feed the spirit and challenge the mind.

Strategy Ideas:

- ⇒ Expand the music program to provide more offerings and more opportunities for participation for all ages.
- ⇒ Initiate efforts to increase cultural competence and cultivate diversity.
- ⇒ Expand Journey Group participation to 50% of the membership.
- ⇒ Continue to offer a wide range of service topics, and tie all programming to common themes.
- ⇒ Strengthen the connection of children and youth to the worship life of the Fellowship, e.g., offer more intergenerational programming.

Ends Statement: Youth (ages 12-17) and young adults (ages 18-35) will discover lasting ways to connect to the Fellowship and the greater Unitarian Universalist community.

Strategy Ideas:

- ⇒ Increase ministerial and staff time specifically devoted to meeting the needs of young members, and offer more youth and young adult programming.
- ⇒ Regularly survey youth and young adults for their ideas on how to strengthen their connections.
- ⇒ Provide more opportunities for youth including youth led services and outings or service projects.
- ⇒ Enlist young adults to assist with youth programming.
- ⇒ Offer more opportunities for youth involvement in the music program.

Social Justice Leadership

Leading in social justice is a mission of the Fellowship, and several aspects of this mission emerged during the planning process. Institutionally, the Fellowship can be a leader in advocating for social justice, but it can also assist in preparing individual members and friends to participate in social justice activities aimed at building a better world.

Ends Statement: Members and friends of the Fellowship will be a bold voice for those suffering injustice, will advocate public policies that value the worth and dignity of all, and will extend our hearts and hands to those in need in our community and beyond.

Strategy Ideas:

- ⇒ Provide opportunities for participation by all ages, including, but not limited to, a social justice component in the religious education program, a social justice training program for adults, focused social action task forces, and one-time social action events.
- ⇒ Facilitate social justice in the wider community through providing meeting space for outside groups, hosting conferences and workshops, drafting public policy documents, and providing information about opportunities to influence social justice policies.
- ⇒ Provide pastoral and mutual support for Fellowship or community members engaged in social justice work.
- ⇒ Manage Fellowship business practices consistent with our social justice principles.
- ⇒ Build a strong endowment to help fund social justice projects.

Mutual Commitment

Mutual commitment by members and friends is required to enable the Fellowship to achieve its mission and vision. Throughout the planning process, the importance of our commitment to giving our time, talent, and money was stressed. Not only are we committed to supporting our staff, building, and programs, but we are committed to strengthening Unitarian Universalism by developing our Oshkosh satellite and collaborating with neighboring congregations.

Ends Statement: We are generous and creative people dedicated to supporting the staff, programming, and infrastructure that make our shared dreams a reality.

Strategy Ideas:

- ⇒ Strengthen the leadership development program to ensure that the Fellowship continues to be served by well-trained and prepared leaders.
- ⇒ Support the Stewardship Committee in its efforts to create a culture of generosity within the Fellowship.
- ⇒ Develop more methods for helping members and friends discover how they can connect with the Fellowship in areas about which they are passionate.
- ⇒ Find creative ways to tell the story of the impact the Fellowship makes on our community, the region, and the world.

- ⇒ Find ways for older adults to stay connected to our caring community that will allow them to share their wisdom while living out their lives to the fullest.

Ends Statement: We will strengthen our Oshkosh satellite and collaborate with our neighboring and partner Unitarian Universalist congregations to make Unitarian Universalism stronger and more vibrant.

Strategy Ideas:

- ⇒ Increase the ministerial presence at the Oshkosh satellite and work toward weekly services there.
- ⇒ Develop a formal religious education component of the programming at the Oshkosh satellite.
- ⇒ Be more intentional about including activities at the Oshkosh satellite in Fellowship communication and marketing efforts.
- ⇒ Work with the Fond du Lac and Green Bay congregations to strengthen our relationship and engage in collaborative activities.
- ⇒ Increase awareness, understanding, and participation in international partner church relationships.

Appendix III – Endowment and Gift Acceptance Policies

Fox Valley Unitarian Universalist Fellowship - Endowment and Gift Acceptance Policies

The Endowment

The Planned Giving committee serves as the steward of the Fox Valley Unitarian Universalist Fellowship Endowment Fund (the “Endowment”). The goal is to grow the fund through contributions as well as achieve a market return in alignment with socially responsible investment.

Before any distributions from the Endowment are considered, the value of the Endowment must exceed 20% of the current fiscal year’s operating budget (for example, an \$800,000 operating budget would require the Endowment be at least \$160,000). A Mission Account will be created when this threshold has been reached. The Mission Account will fund activities that strengthen the mission of the Fellowship including special projects and social actions.

At the beginning of each calendar year the Planned Giving Committee will evaluate annual earnings and recommend an amount for distribution. The distribution recommendation will be made each year prior to March 1 so that the Board and Executive Team can be aware of any Mission Account funds available for use in the next fiscal year’s budget. The maximum available for distribution will be an amount equal to the change in value of the account over the past year (Jan 1 to Dec 31), excluding any contributions, such that the balance does not drop below the 20% threshold.

Funds in the Mission Account will carry over from fiscal year to fiscal year if the Board chooses not to spend them. Monies not designated for the Mission Account will be returned to the Endowment and become part of the principal. Should the Endowment drop below the 20% threshold (increased budget, negative earnings, decrease in asset value), additions to the Mission Account shall cease until the threshold is again reached. Once designated for the Mission Account, funds will not be returned to the endowment fund even in the case of the endowment not meeting the 20% threshold.

Gift Allocation

1. It is the goal of the Executive Team, Governing Board, and Planned Giving Committee to honor donor intent regarding use of funds when receiving gifts.
2. When an intent (such as Endowment or some other special fund) is designated, it will be honored provided the Fellowship currently accepts gifts into that fund.
3. Gifts that are given without intent, but which come from an estate, will, or bequest, will be allocated to the Endowment regardless of amount.
4. When gifts below \$5,000 are given without intent, and do not come from an estate, will, or bequest, they will be treated as unpledged income, and will not be allocated to the Endowment.
5. When gifts of \$5,000 or more are given without intent, and do not come from an estate, will, or bequest, the Governing Board will determine best use of the gift.

Gift Acceptance

Certain gifts to the Fellowship may require a review process.

1. The Planned Giving Committee will review gifts that:
 - a. have designations
 - b. require an appraisal
 - c. have limited market value
 - d. have social and/or ethical issues
 - e. have environmental concerns
 - f. request naming rights
 - g. may not be consistent with the Fellowship's mission or goals, or
 - h. raise other concerns
2. The Planned Giving Committee will review such gifts in collaboration with the Executive Team or its designated representative. A recommendation will be submitted to the Governing Board accompanied by an explanation for the recommendation.
3. The Governing Board will determine whether to accept the gift based on the information provided by the Planned Giving Committee, Executive Team, the donor/estate and other involved parties.
4. The Governing Board may choose to work directly with the donor if there is mutual interest in modifying the gift/proposal to meet the Fellowship guidelines.
5. Donors of gifts with any designations will be asked to complete a donor intent form in consultation with the Business Administrator or a member of the Planned Giving Committee. The form will state that "If the designated purpose of the gift becomes dated through changes in uses of the Fellowship's property and spaces, or due to obsolete program priorities, the Governing Board reserves the right to re-purpose the gift, while honoring the spirit of the original designation."
6. Gifts to the Fellowship designated for the "Ministers' Discretionary Fund" may be reported by the Ministers to the Board at their discretion and request, but are not accepted, managed or overseen by the Planned Giving Committee.

Gift Acknowledgment

1. An acknowledgment for legal and tax purposes, in the form of the quarterly giving statement, shall be sent to the donor from the Business Administrator.
2. The chair of the Planned Giving Committee, the minister(s) and/or Governing Board President may send a note of appreciation and recognition to the donor.
3. The Governing Board president will send a letter of regret when a gift must be declined which will include an explanation of the decision.
4. The Business Administrator will add the donor's name to the Acorn Society list, if not already a member.
5. No rooms or items within the Fox Valley Unitarian Universalist building shall be named in recognition of gifts of any size.

Tangible Gifts

Tangible gifts to the Fellowship are welcome and appreciated. Tangible gifts are received for the benefit of the Fellowship and will be used in accordance with the Board's Ends, accordingly:

1. Tangible gifts can include, but are not limited to, fine arts, real estate, and other property.
2. All tangible gifts become the property of the Fellowship once accepted.

3. Decisions regarding the use, placement, maintenance, repair, restoration or liquidation of tangible gifts with a value of \$1000 or less are vested with the Executive Team. The Executive Team shall not fail to notify the Governing Board about the acceptance or liquidation of these tangible gifts.
4. The Executive Team shall not fail to notify the Governing Board of the offers of tangible gifts with a value greater than \$1000. The Board may vote the acceptance and liquidation of these tangible gifts and it may create additional policies to further describe the use of these tangible gifts.
5. The Executive Team shall not accept tangible gifts as payment of a pledge.
6. The Executive Team shall not fail to have any official documents relating to the transfer of real or personal property signed by a designated officer of the Fellowship determined by the Board.
7. The Executive Team must not fail to express appreciation on behalf of the Fellowship to the donor of any tangible gift, and when appropriate, request that the Planned Giving Committee or the Governing Board contributes to the show of appreciation.

Gift Record Keeping

1. A donor intent form is recommended for gifts not intended for the Endowment.
2. The Business Administrator is responsible for maintaining complete and accurate records and informing the Planned Giving Chair of all gifts received to the Endowment.
3. The Audit Committee will perform an audit of the Endowment every other year as part of its audit cycle. The audit report will be shared with the Planned Giving Committee chair.
4. The principal of the Endowment may not be used for any purpose except in the case of extraordinary circumstances. In the event of extraordinary circumstances, when all other options have been exhausted, the Governing Board may recommend borrowing from the Endowment. Any borrowing must be approved by a congregational vote and be accompanied by a repayment plan.

The Planned Giving Committee receives its authority to act from the “Resolution to Implement the Endowment Fund” adopted by the congregation May 21, 2000.

Revised/Updated: Planned Giving Committee

Signed: ___ Pat McQuillan _____ Date: _ 04/18/2017

Reviewed/Approved: FVUUF Governing Board

Signed: ___ Heather Urness _____ Date: _ 04/18/2017

Gift Allocation Decision Tree

