

Board - Executive Team Relationships

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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"](#) ~~Monitoring Report Schedule and Content" table."~~