

CEDAR LANE UNITARIAN UNIVERSALIST CONGREGATION

BOARD POLICY MANUAL

Date approved: June 17, 2014
Revised May 16, 2023

1. Definitions of Terms	3
2. Philosophy of Governance and Ministry	5
3. Vision and Strategy	6
3.1. Mission Statement	6
3.1.1. Core Values Statement	6
3.2. Vision Statement	7
3.3. Annual Goals and Priorities	7
3.4. Covenant of Right Relations	7
4. Governance	8
4.1. Board Covenant	9
4.2. Board Officers and Executive Committee	9
4.3. Board Committees	10
4.4. Board Task Forces and Similar Time-limited Groups	10
4.5. Board Member Expectations and Responsibilities	11
4.6. Board Meetings	11
4.7. Congregational Meetings	12
4.8. Nominating and Leadership Development Committee (NLDC)	12
5. Delegation of Authority	12
5.1. Global Delegation to Executive Staff	12
5.2. Budget Delegation	13
5.3. Executive Limitations	13
5.4. Delegation to Others	13
5.5. Powers Reserved to the Board	14
6. Guidance and Limitations	14
6.1. Staff Structure and Compensation	14
6.2. Care for Staff and People	15
6.3. Disruptive Behavior and Right Relations	15
6.4. Care for Resources	15
6.5. Membership	16
6.6. Conflict of Interest Policy	16
6.7. Policy Concerning Political Activity	16
6.8. Policy for Spending Endowment Appropriations	17
6.9. Policy Concerning Non-Pledge Gifts	17
6.10. Ministers Emeriti	18
6.11. Affiliated Community Ministers	18
6.12. "Share-the-Plate" Ministry	19
7. Agreements of the Board	19
8. Oversight	19

8.1. Monitoring	19
8.2. Evaluation	20

Foreword:

Notes to the reader:

- **main policy points** in this document have a different appearance than regular text.
 - Main policy points appear in Bold 12-point Bree Serif, as in
 - **“To explore the eternal, to nurture community, to build a more just world.”**
 - Other text appears in 11-point Arial, as in this sentence.
- **Monitoring (reporting) requirements** in this document are underlined. Since Google Docs also underlines Links, not all underlining indicates a Monitoring requirement.
- **Bookmarks** appear on most section headers, providing direct links between Manual & Appendix for that section. Please don't change the Bookmarks.
 - CAUTION: redoing heading numbers (using the Markdown tool) erases all Bookmarks. So anytime you update heading numbers, you must remake all Bookmarks and their inter-document Links.

Notes to future authors:

- please maintain synchronization between the Table of Contents (i.e. headings) here and in the companion Appendix document.
- Please maintain the direct links between Manual and Appendix using Google Docs “Bookmarks”.
- This was written using Google Docs, with the “Markdown Tools” free Add-on to provide heading numbers. Editing the manual using the same tools will maintain formatting integrity, and avoid the need to purchase a Microsoft Word license.
- For help with Google Docs, try this [beginner's guide](#).

1. Definitions of Terms

Cedar Lane Unitarian Universalist Congregation (CLUUC, Cedar Lane): a non-profit, religious corporation founded in 1951.

Committee (Board Committee, Standing Committee): A group whose job it is to help the Board make policy. It does its work primarily for the Board. A committee takes assignments from the Board and reports directly to the Board. The Nominating and Leadership Development Committee is an exception to this definition, being the one committee of the congregation instead of a Board Committee.

Congregation: The congregation, which is the highest governing authority in the CLUUC, is composed of members who are eligible to vote when gathered at a duly called Congregational Meeting. Rules for membership, voting, and official meetings are set forth in Cedar Lane's Articles of Incorporation and Bylaws.

Core Values: Core Values are those values and behaviors that the congregation intends to honor in all of its endeavors. The Unitarian Universalist Principles are an example of Core Values. The question, "What principles do we intend to observe, no matter what?" helps lead to the discovery of Core Values.

Executive Staff: The Senior Minister and Executive Director.

Governance: Governance is a collective, democratic process that produces these policies designed to direct many individual decisions. It is best accomplished through democratic or representative bodies, including Congregational Meetings, the Board of Trustees, and Board Committees. The Board of Trustees, under the leadership of the President, is responsible for leading the governance of Cedar Lane.

Governance by Policy: The Board's role is to define priorities of CLUUC that are consistent with a congregationally approved mission and vision, while the staff's role is to fulfill the mission and vision through executing programs with the help of our members. GbP is intended to empower this entire institution to realize the mission and vision in accord with our core values while furthering board established goals and priorities. The primary way the Board will oversee the staff's work is through the creation, monitoring, and evaluation of these policies that provide expectations and limits to the staff. **The Executive Staff shall seek clarity on policy interpretation as needed.**

Member: A member of Cedar Lane Unitarian Universalist Congregation is a person, at least 16 years of age, who engages in the worship and work of Cedar Lane, has signed the membership

roll, and demonstrates ongoing engagement in Cedar Lane activities.

Ministry: Ministry is the practical work of the congregation, and consists of continually choosing means and methods, allocating resources, hiring staff, recruiting volunteers, and giving them leadership and support that will enable them to serve the mission effectively. Ministry is best accomplished through empowered teams of people who share a sense of calling to particular forms of service. The Executive Staff is responsible for directing the congregation's ministry in accordance with its Mission and Vision and Board policies.

Ministry Teams: Ministry teams implement the Vision and Mission of the congregation. The ministry teams include all people, both paid and volunteer, who carry out the work on a day-to-day basis. Ministry teams report to an assigned staff member.

Mission: The mission is why the congregation exists and the good that it means to do. It answers the questions: Who are we? Why are we here?

Strategic Plan: The strategic plan contains the congregation's longest-range intentions to further the mission and vision. A strategic plan answers the question, "What directions will we pursue to achieve our vision?"

Task Force: A task force is a strategic group appointed by and responsible to the Board to address a specific issue, not under the purview of an existing committee, for a specified length of time.

Vision Statement: A vision statement is a declaration about what the congregation wants to become. It is a guiding star, an imagined future state of the congregation as it becomes a better vehicle to serve our Mission. It answers the questions: Where are we going? What do we want to become? What will our congregation look like if we serve our Mission well? Whose lives do we intend to impact and in what way?

2. Philosophy of Governance and Ministry

BOT approved 05/16/2023

The congregation of Cedar Lane Unitarian Universalist Congregation is an autonomous, covenanted body, participating in a denomination that has a set of [principles](#) that we share in common. Until the 8th Principle is included on the UUA principles link, quote it here:

“Journeying toward spiritual wholeness by working to build a diverse and multicultural Beloved Community by our actions that accountably dismantle racism and other oppressions in ourselves and our institutions.”

All power and authority derives from the congregation. The Cedar Lane congregation elects a Board of Trustees to function as its governing body and calls a Senior Minister who serves as its spiritual leader and head of staff. The Board’s focus on governance is to advance the long-term mission and vision of the congregation, which it shall accomplish primarily by:

- **Engaging the congregation in periodically discerning and articulating the congregation’s Mission, Vision, Strategic Plan, and Core Values; (periodic reviews described in section 2)**
- **Establishing strategic priorities and clear goals to fulfill them;**
- **Developing policy guidance;**
- **Regularly monitoring and evaluating the congregation’s leadership and management, including its own, for policy compliance that includes mission, vision, strategic directions, goals, and priorities;**
- **Examining congregational systems, policies, and actions through an 8th Principle lens;**
- **Reporting annually to the congregation any exceptions to (non-compliance with) these policies.**

Under the leadership of the Executive Staff, the focus of ministry is to fulfill the spiritual, and programmatic needs and goals of the congregation in accordance with Board policies. These shall be accomplished primarily by:

- **Choosing bold and creative means and methods not precluded by these policies;**
- **Allocating sufficient resources;**
- **Hiring appropriate staff;**
- **Recruiting responsible volunteers and providing them with the requisite authority, guidance, oversight, and support to achieve both their objective purposes and personal fulfillment.**

All leaders and member volunteers of the congregation

- **are empowered to be bold and creative in furtherance of mission and vision, unless precluded by these policies.**
- **will operate in a manner that is consultative, collaborative, collegial, and inclusive, observing our core values, including care and respect for every person.**
- **leaders shall communicate with the congregation on a regular basis their plans,**

activities, and results.

(See the corresponding section in the Appendix for examples of exception reporting.)

3. Vision and Strategy

3.1. Mission Statement

Congregation approved 04/11/2015

Board initiates congregational review every 10 years, Congregation to approve changes.

“To explore the eternal, to nurture community, to build a more just world.”

3.1.1. Core Values Statement

BOT approved 02/17/2015

Board review every 5 years.

Our Core Values express our Mission as follows:

Explore the Eternal

Pursue our spiritual journeys independently together, sharing our quest for understanding, wonder, and meaning.

- Participate in worship.
- Be generous with our time, talent, resources, and creativity.
- Open the hearts and minds of children and adults to live with love and to transform lives.

Nurture Community

Broaden and deepen our shared relationships in a culture of understanding, kindness, generosity and love.

- Welcome and support all persons, valuing the diverse and unique gifts of each.
- Be good stewards of our resources and facilities.

Build a More Just World

Act in concrete and substantial ways to advance social and economic justice.

- Commit to live in harmony with nature through thoughtful, compassionate, and courageous action.

- Challenge systems of inequity and oppression whether they violate human dignity or the interdependent web of existence.

3.2. Vision Statement

Congregation approved 05/22/2016

Board initiates congregational review every 10 years, Congregation to approve changes.

“Cedar Lane Unitarian Universalist Congregation is a community where love works. Together, we explore the eternal, nurture community, and build a more just world. Together, we dare to embody beloved community.”

The [Vision 2020 final report](#) enumerated Strategic Directions to advance our Mission and Vision. The Board then developed a Strategic Plan to implement these Strategic Directions. (See the corresponding section in the Appendix for the Strategic Plan.)

3.3. Annual Goals and Priorities

BOT approved 05/16/2023

Working from the strategic plan and with the Executive Staff each fall, the Board shall develop and approve a short list of goals and priorities for the coming fiscal year. The Board also decides which open questions from the strategic plan to explore this year.

The Executive Staff shall be accountable to the Board for achievement of the current goals and priorities through the collaborative work of the Senior Staff, reviewing progress with the Board quarterly.

(See the corresponding section in the Appendix for recent goals and priorities.)

3.4. Covenant of Right Relations

The well-being, strength, and reputation of our congregation depend on a sense of fellowship among the members, guests, and staff, which thrives in an atmosphere of trust, respect, and cooperation.

Congregation approved 10/29/2017

Board review every 5 years, Congregation to approve changes.

“We of Cedar Lane Unitarian Universalist Congregation strive to build and maintain a welcoming, safe, and inclusive community for all who worship and work here—one where trust, acceptance, and caring thrive.

As a diverse community bonded by love and gratitude, we encourage all who enter here to join us as together we promise to:

Bring our best selves to every encounter, to honor, strengthen, and preserve the ties that unite us.

Assume the good intentions of others, including those whose attitudes, aims, worldviews, or spiritual paths might differ from our own.

Listen to one another mindfully, with empathy and kindness, seeking both to understand and be understood.

Communicate with one another directly, with respect, honesty, and compassion.

Practice generosity of spirit and substance that together we advance our mission.

Help one another as we are able, and openly ask for help when we need it.

Forgive ourselves and others when we fall short, and begin again in love.

To live this covenant as a congregation, we promise to embody these aspirations to the best of our ability in all our interactions with and for this, our beloved community.”

4. Governance

CLUUC is governed by its Board of Trustees according to the terms of its [Articles of Incorporation](#), its [Bylaws](#), and the laws of the State of Maryland and Montgomery County within a Governance by Policy framework. The framework used “Governance and Ministry” by Dan Hotchkiss, Second Edition, 2016 as a starting point.

4.1. Board Covenant

BOT approved 05/16/2023

Members of the Board annually covenant to state how they will be with, and behave toward one another and to the congregation as a whole.

(See the corresponding section in the Appendix for a sample.)

4.2. Board Officers and Executive Committee

BOT approved 05/16/2023

Officers of the Board:

- **President**
- **President-Elect**
- **Secretary and Assistant Secretary**
- **Treasurer and Assistant Treasurer**

In addition to duties bestowed by the Bylaws, or described in this appendix, each Officer of the Board shall possess such powers and duties as are normally incident to the office.

(See the corresponding section in the Appendix for detailed responsibilities of each Officer.)

Executive Committee:

In addition to membership and duties described in Bylaws VII.7 (June 5, 2022), the Executive Committee shall meet with the Executive Staff monthly, at a time and place designated by the President in consultation with the Executive Staff. The Board President shall chair the Executive Committee. This committee develops the agenda for each Board meeting, including preliminary agendas for each month at the start of the Board year using the Appendix's templates for Budgeting Calendars and Monitoring Calendars. The Executive Committee communicates these preliminary agendas to the rest of the Board and relevant committees.

Procedures for Elections of President and President-Elect:

(See the corresponding section in the Appendix for detailed procedures.)

Procedures for Filling Unexpired Terms of Board Members:

In the event of a vacancy on the Board, refer to Bylaws VI.6 (June 5, 2022).

4.3. Board Committees

BOT approved 05/16/2023

Standing Committees of the Board include: Development/Fundraising, Endowment, Financial Policy, Governance, Human Resources and Mosaic Makers. The committees shall operate and advise the Board in accordance with their Board-approved Charters and in response to requests from the Board. Committees will annually review their Charter and recommend to the Board any amendments by the September Board meeting, which shall become effective when approved by the Board.

The Board shall appoint the members and Chairs of each of its Standing Committees at its July meeting. Committees shall submit their membership and leadership lists for Board action by June 30.

(See the corresponding section in the Appendix for Charters of the Standing Committees.)

4.4. Board Task Forces and Similar Time-limited Groups

BOT approved 05/16/2023

The Board of Trustees may establish groups with a specific charge and predetermined length of service, e.g. a task force, to address issues outside the domain of the Standing Committees. These groups shall operate and advise the Board in accordance with their Board-approved Charges. Groups that span Board years will annually review their Charge and have it approved by the Board by the September Board meeting. The Board shall appoint voting members and leaders of each group. Members may be removed by the Board at any time.

Groups meet on a self-determined schedule and as requested by the Board. A majority of voting members shall constitute a quorum. Groups hold open meetings, published on the Cedar Lane calendar. A majority can vote to close a meeting when the agenda includes confidential or sensitive information. Groups shall forward a report of each meeting to the Board via the Board secretary, and submit other reports to the Board as requested. For business conducted outside of a meeting, e.g. a decision by email, the group shall forward a summary to the Board via the Board secretary.

(See the corresponding section in the Appendix for the current Charges.)

4.5. Board Member Expectations and Responsibilities

BOT approved 06/17/2014

Certain expectations are associated with the Board member's role as a congregational

leader. The Board shall act in accord with the Articles of Incorporation, Bylaws, and these Policies. In recognition that their example influences the congregation as a whole:

- Trustees are expected to play a visible and active role in the life of the congregation, including in worship, religious education, social justice, and special events.
- Trustees, to the best of their ability, are expected to be generous in financial stewardship.
- Trustees are expected to represent the broad interests of the congregation, not one particular group or function.
- Trustees have a legal obligation to comply with limitations and regulations delineated in the Articles of Incorporation, Bylaws, and this Policy Manual.

(See the corresponding section in the Appendix for detailed responsibilities.)

4.6. Board Meetings

BOT approved 05/16/2023

The Board of Trustees shall meet at least monthly at a time and place determined by the President in consultation with the Executive Staff. A quorum consists of a majority of voting members. An agenda for the meeting approved by the Executive Committee and all documents pending discussion and decision shall be distributed at least three days in advance of the meeting. Minutes, documents, and reports requiring no action shall be included in the Consent Agenda. All documents shall be retained in digital storage, along with an offline backup, and be available for member review.

(See the corresponding section in the Appendix for details.)

4.7. Congregational Meetings

BOT approved 05/16/2023

The format for Cedar Lane Congregational Meetings, including the Annual Meeting, shall accommodate remote attendance. The State of Maryland generally defers to corporation bylaws and articles related to remote, virtual, or hybrid meeting formats. Since CLUUC's articles of incorporation and bylaws do not forbid meeting via remote communications, virtual meetings are legal and permitted.

(See the corresponding section in the Appendix for details.)

4.8. Nominating and Leadership Development Committee (NLDC)

BOT approved 05/16/2023

The Nominating and Leadership Development Committee (NLDC) shall be a permanent committee elected by and accountable directly to the congregation. The NLDC shall conduct searches for candidates, maintain a roster of candidates, and nominate qualified persons from among the active membership as candidates for election to the Board of Trustees, and for appointment to committees and ministry teams. The NLDC shall lead the development of leadership skills of Cedar Lane members and friends.

(See the corresponding section in the Appendix for the Charter of the NLDC.)

5. Delegation of Authority

5.1. Global Delegation to Executive Staff

BOT approved 05/16/2023

- 1. The Executive Staff is empowered to make all programmatic and administrative decisions not explicitly reserved to the Board of Trustees, assigned by the Board to some other person or entity, or prohibited by these policies. Any exceptions to these policies shall be reported to the Board no later than its next meeting.**
- 2. The Executive Staff may delegate to staff (including volunteer leaders) any portion of globally delegated authority not specifically prohibited or limited by these policies.**

The relationship between the Board and Executive Staff is collaborative, as the Board and the Executive Staff are engaged in a shared ministry. The Board and Executive Staff shall work actively to create and sustain right relationships based on mutual trust, understanding, and respect.

5.2. Budget Delegation

BOT approved 05/16/2023

The Board of Trustees delegates responsibility for preparing and managing the annual Operating Budget and the Capital Reserve to the Executive Staff. The Board retains responsibility for approving proposed budgets in consultation with the Board Treasurer, the Financial Policy Committee and the congregation.

(See the corresponding section in the Appendix for details.)

5.3. Executive Limitations

BOT approved 05/16/2023

The Board places limits on the delegation of powers related to human resources procedures and financial planning.

(See the corresponding section in the Appendix for detailed limitations.)

5.4. Delegation to Others

BOT approved 05/16/2023

The Board of Trustees delegates to the Endowment Committee responsibility for all matters pertaining to the management and administration of the Cedar Lane Unitarian Universalist Congregation Endowment Fund and for the investment of Cedar Lane's Investment Fund and any contingency accounts.

This responsibility includes:

- stewardship and investment of assets;
- maintenance of appropriate records;
- provision of financial information and advice to the Board of Trustees; and
- transfer of endowment funds according to procedures and limitations outlined in the Endowment Committee Charter.

Responsibility for the actual transfer of money is delegated to the Executive Director who will provide specific information in each case to the Board Treasurer.

5.5. Powers Reserved to the Board

BOT approved 05/16/2023

The Board reserves to itself the following powers:

- 1. to affiliate the congregation with other organizations, and to take related actions such as setting contribution levels, appointing delegates, and voting in elections of affiliated bodies.**
- 2. to commit the congregation to positions on public or nonpartisan political issues. This provision shall not limit the right of clergy or lay leaders to express personal opinions and to identify themselves by their positions in the congregation.**
- 3. to approve all donor-imposed restrictions on gifts.**
- 4. to accept or decline any grant on behalf of Cedar Lane.**

6. Guidance and Limitations

6.1. Staff Structure and Compensation

BOT approved 05/16/2023

The Senior Minister and Executive Director shall constitute the Executive Staff that is responsible for implementing the congregation's Mission and Vision. They shall assure staff compliance with all federal, state, and local laws and regulations, standards and guidelines of the UUA, UUMA, and LREDA, Board policies, shall report exceptions and non-compliance in the annual report, and shall ensure that the staff's working conditions are fair, humane, respectful, and professional.

The following positions are designated as "Senior Staff": Executive Staff, Assistant/Associate Minister(s), the leader of religious education, and the Music Director. These Senior Staff will collegially share the responsibilities of ministry (see definition in section 1). Non-executive Senior Staff members are not expected to be involved in financial and/or administrative management outside their area of responsibility.

(See the corresponding section in the Appendix for procedures related to compensation.)

6.2. Care for Staff and People

BOT approved 05/16/2023

The Executive Staff shall be responsible for taking care to prevent harm to the members, guests, and staff who take part in congregational activities or use Cedar Lane property, and shall have the power to take all necessary steps to deal with situations where such persons are at risk.

(See the corresponding section in the Appendix for particular situations and details.)

6.3. Disruptive Behavior and Right Relations

BOT approved 05/16/2023

Cedar Lane Unitarian Universalist Congregation has adopted a Covenant of Right Relations to encourage the open exchange of opinions in an environment safe for expression. The Board approved procedures to promptly address any behavior that creates a perceived threat to the physical, emotional, or spiritual well-being of our members and friends, and to restore right relations when necessary.

(See the corresponding section in the Appendix for details.)

6.4. Care for Resources

BOT approved 05/16/2023

In accordance with its fiduciary duty as entrusted by the membership of Cedar Lane Unitarian Universalist Congregation, and in order to operate effectively and efficiently, the Board of Trustees delegates to the Executive Staff the responsibility to prevent harm to the reputation and assets of Cedar Lane.

(See the corresponding section in the Appendix for details.)

6.5. Membership

BOT approved 05/16/2023

Despite the absence of creed or doctrine, Unitarian Universalists share common values and principles. It is expected that members will understand them and the commitments associated with membership.

(See the corresponding section in the Appendix for further definition of membership, eligibility, rights, responsibilities, and the process for becoming a member.)

6.6. Conflict of Interest Policy

BOT approved 05/16/2023

All trustees, employees, volunteers on committees, task forces, and teams of Cedar Lane Unitarian Universalist Congregation shall scrupulously avoid any conflict between their personal, professional, or business interests and the interests of the congregation. Further, each has a moral and legal obligation to disclose any, and all, possible conflicts, and shall annually acknowledge such responsibility.

(See the corresponding section in the Appendix for details.)

6.7. Policy Concerning Political Activity

BOT approved 05/16/2023

As a 501(c)(3) tax-exempt organization, Cedar Lane is subject to IRS requirements and laws like the 1954 [Johnson Amendment](#). As stated in the Articles of Incorporation, Article the Seventh, the law prohibits activities on behalf of a candidate for public office. Article the Seventh also states that lobbying cannot be a substantial activity. See the [IRS page on 501\(c\)\(3\) organizations and lobbying](#) for a more detailed explanation of prohibited legislative activity and the "substantial part" test.

Cedar Lane can participate in issue advocacy and other non-partisan political activities, e.g. voter education, voter registration, or candidate forums not favoring any individual.

6.8. Policy for Spending Endowment Appropriations

BOT approved 05/16/2023

The Endowment Committee, in accordance with its Charter, determines the funds available for annual appropriation. Spending of the appropriation is authorized through the annual budgeting process, as described in Bylaws X.5 (June 5, 2022).

First, the primary use of the appropriations is for preserving Cedar Lane's buildings and grounds. Appropriated funds will be first applied to the Capital Reserve for this purpose as recommended by the Executive Staff in consultation with the Financial Policy Committee.

Second, appropriated funds may be applied to the operating budget as needed and approved by the Board.

6.9. Policy Concerning Non-Pledge Gifts

BOT approved 05/16/2023

The congregation will actively encourage non-pledge gifts from members and friends including planned giving.

1. Endowment gifts:
 - a. Designated: to be used as specified by the donor
 - b. Unrestricted: applied to the endowment
2. Non-endowment gifts:
 - a. Designated: to be used as specified by the donor
 - b. Unrestricted: applied to general income

GENERAL CONSIDERATIONS

The Financial Policy Committee shall bear a continuing responsibility to develop flexible procedures for receiving gifts which are sufficiently simple and sound, to instill confidence among potential donors that non-pledge gifts will be handled responsibly and with a minimum of red tape and delay.

The Financial Policy Committee recommends to the Board for its approval the purpose, control, and sunset date (normally 10 years maximum) for all non-endowment gift funds. Such Funds will be treated as Restricted Assets.

(See the corresponding section in the Appendix for further details concerning use and management of non-pledge gifts.)

6.10. Ministers Emeriti

BOT approved 05/16/2023

Minister Emerita or Minister Emeritus is an honorary title conferred by the

congregation of Cedar Lane Unitarian Universalist Congregation by vote at a Congregational Meeting. The title may be granted to honor long and meritorious service to the congregation at the conclusion of a minister's service to Cedar Lane.

Length of service in order to be considered for emeritus status should generally be at least ten years of continuous service at Cedar Lane. Shorter periods of time or non-continuous service may be considered in unusual circumstances.

Meritorious service means exceptional, markedly effective service as reflected in growth, innovative programming, enhancement of Cedar Lane's role in the denomination and/or in the larger community, or the like.

(See the corresponding section in the Appendix for details.)

6.11. Affiliated Community Ministers

BOT approved 05/16/2023

A covenant between a Unitarian Universalist congregation and a Unitarian Universalist Community Minister seeks to promote shared purposes in a wider ministry beyond the congregation. The Board of Trustees of the Cedar Lane Unitarian Universalist Congregation may covenant to affiliate with a Community Minister as one means of accomplishing the congregation's mission. A Community Minister entering this covenant does so believing that their ministry will flourish best when undertaken in relationship to a congregational community of support and accountability.

(See the corresponding section in the Appendix for details.)

6.12. "Share-the-Plate" Ministry

BOT approved 05/16/2023

The Board of Trustees delegates to the Social Justice Ministry Team (SJMT) responsibility for preparing and managing a ministry of sharing plate collection proceeds with other non-profit organizations.

(See the corresponding section in the Appendix for details and limitations to this delegation.)

7. Agreements of the Board

BOT approved 05/16/2023

The Board of Trustees enters into affiliation agreements, memoranda of understanding, employment contracts, and other agreements on behalf of Cedar Lane.

(See the corresponding section in the Appendix for the current set of such agreements.)

8. Oversight

BOT approved 05/16/2023

Oversight policies enable the Board of Trustees to ensure that our congregation is fulfilling its mission and working toward its vision. These policies set standards for the congregation's life and work, establishing a plan for monitoring and evaluating that work so that the Board, staff, committees, and volunteer program leaders are both supported and held accountable. They provide the means by which the congregation continually learns from and makes best use of its experience.

The Board of Trustees, staff, ministry teams, and Board Committees shall engage in a regular ongoing process of monitoring and evaluation, thereby encouraging open communication and regular feedback among all whose work contributes to achieving the congregation's Mission and Vision.

8.1. Monitoring

BOT approved 05/16/2023

Regular and effective monitoring by the Board is essential to evaluating the congruence between our vision and our reality. For monitoring to be effective it must involve both clear and timely reporting with proper attention to the reports. This is a crucial step in governance by policy.

The Board shall establish and follow a systematic monitoring calendar, revised periodically, to clarify requirements, timing, data, and formats, e.g., spreadsheets, dashboards, charts, etc.

Systematic monitoring is designed to:

- Foster excellence;
- Focus on Mission, Vision, and Board-adopted goals;
- Ensure that Board policies are adhered to;
- Assess progress toward goals and objectives;
- Reveal the need to adjust strategies, policies, and programs;

NOTE: Statements that describe monitoring criteria and requirements for particular policies appear throughout this document and are underlined.

(See the corresponding section in the Appendix for the current monitoring calendar.)

8.2. Evaluation

BOT approved 05/16/2023

Regularly scheduled evaluations of Cedar Lane personnel are intended to enable those who give and receive them to better carry out their work for our congregation and to make well-informed career decisions. Evaluations should be forthright, respect human relationships and the values of our congregation, and be based on careful preparation.

Written summaries shall be kept in Cedar Lane files and handled in accordance with Cedar Lane retention and access policies.

(See the corresponding section in the Appendix for procedures related to evaluation.)