

## Board-Staff Linkage

Approved by the Board on January 11, 2022

*This policy describes how the Board will delegate authority to the Executive Team, and thereby to the staff. It describes what is being delegated and the way in which performance will be monitored.*

**III. BOARD-STAFF LINKAGE:** The Board influences the operations of the organization only by providing Ends and Administrative Limitation policies to the Executive Team.

**A. Composition of Executive Team:** The Executive Team is composed of the Senior Minister and the Executive Director.

**B. Unity of Control:** Only decisions of the Board acting as a whole are binding on the Executive Team. Decisions or instructions of individual Board members, officers, or committees are not binding on the Executive Team except in rare instances when the Board has specifically authorized such exercise of authority.

**C. Delegation:** The Board delegates all authority for decisions about operations to the Executive Team.

1. The Executive Team is authorized to operate the daily business of the Unitarian Universalist Congregation of Columbia (UUCC) as allowed by the UUCC Bylaws and Board policies:
  - a. The Executive Team is authorized to establish, create, and alter practices and procedures and organizational structure; make decisions; take actions; and develop activities toward achieving Ends.
  - b. The Executive Team may not perform, or cause to be performed, any act, or allow any situation, which is contrary to Administrative Limitations policies.
  - c. Except for the Board and its committees, the Executive Team has authority over and may instruct any staff, paid or volunteer.
2. The Board may not instruct any staff, paid or volunteer, except the Executive Team.
3. The Executive Team will designate in writing to the Secretary of OBIC, prior to the OBIC annual meeting, the five Directors and one Alternate to serve on behalf of UUCC as members of the OBIC Board of Directors for that calendar year. With the understanding that the OBIC Board of Directors has an independent legal responsibility as a non-profit corporation, the Executive Team will work with the UUCC OBIC Board

members to facilitate the accomplishment of UUCC Ends.

4. The Board may add to or change the Ends and/or Administrative Limitations policies; these changes may affect the authority delegated to the Executive Team.
5. Whenever a hired ministerial vacancy exists, the Board of Trustees shall provide for the selection of a Ministerial Search Committee, consisting of 6 members selected by the congregation from a group of self-nominated candidates and a seventh member appointed by the Board of Trustees.

Working with the Senior Minister, the Ministerial Search Committee will develop the requirements for the position and advertise the opening. The Search Committee and the Senior Minister will review the incoming resumes, writing samples, and recordings, and decide together on the candidates to invite for telephonic interviews.

Each final candidate will be invited for an interview with the Ministerial Search Committee and the Senior Minister. Ultimately, the top candidate will be presented to the Board for approval.

The Senior Minister will make the official offer and finalize the salary and benefits package.

**D. Accountability:** The Executive Team is accountable for the performance of the organization.

1. The Board will view the performance of the Executive Team as identical to that of the organization, so that accomplishment by the organization of Ends and avoidance of proscribed means will be viewed as successful Executive Team performance.
2. Except for the Board and its committees, all staff, whether paid and volunteer, is accountable to the Executive Team. The Board may not evaluate any staff that reports directly or indirectly to the Executive Team.
3. The Executive Team is accountable for its violations of Administrative Limitations policies.

**E. Monitoring and Performance Measurement:** The performance of the Executive Team is monitored solely on whether the organization accomplishes the Ends and operates within the Administrative Limitations policies.

1. The Board monitors the Executive Team through reports from the Executive Team or others, or by Board examination of organizational

accomplishments and the means used to obtain them.

- a. The Executive Team adheres to a schedule for reports to be determined by the Board.
  - b. The Executive Team provides information requested by the Board for monitoring purposes.
2. The Board consistently and regularly conveys to the Executive Team its policies, decisions, ends, administrative limitations policies, and associated rationale.

## Change History

Date	Who	Changes(s)
08/21/07	Jim C.	<p>Section III.A changed to make the composition more generic; removed reference to DLRE</p> <p>Section B Reorganized and renumbered</p> <p>Section D.3. The A-Team is accountable for its violations of Limitations policies as opposed to all violations of the organization.</p>
01/08/08	Jim C.	<p>Section E. Added item 2, "The Board consistently and regularly conveys..." I overlooked this change when I made the 8/21/07 revision.</p> <p>Removed highlights of changed sections.</p> <p>Turned off change tracking in final document.</p>
1/31/11	Maureen	<p>Updated III.A, Composition of Executive Team, to reflect current structure</p>
04/06/11	Maureen	<p>Deleted "in consultation with the Nominating Committee" in III.C.3.</p> <p>UUCG is spelled out the first time it appears in the policy, then is UUCG each time thereafter.</p> <p>Re-formatted for consistency in the outline, capitalization, etc.</p>
08/01/12	Maureen	<p>Added "Senior" to the title "Minister"</p>
02/10/13	Maureen	<p>Changed number of OBIC Board members from six to five</p>
01/14/14	Maureen	<p>Added C.5. – Hired Minister Process</p>
1/11/22	Colette G.	<p>Capitalized "Board" throughout and re-formatted for consistency</p>