

**FIRST UNITARIAN UNIVERSALIST CHURCH OF SAN ANTONIO  
BOARD / MINISTER LINKAGE POLICIES**

**Policy 3.0: Global Board / Minister Linkage Policy**

The Board will hold the Minister accountable for the operational organization and for operating under an annual plan approved by the Board.

**Policy 3.1: Unity of Voice**

Only decisions of the Board acting as a body, stated in officially passed motions, are binding on the Minister.

Accordingly:

- 1) Decisions or instructions of individual Board members, officers, committees or Congregation members are not binding on the Minister except in rare instances when the Board has specifically delegated the exercise of such authority.
- 2) In the case of Board members or committees requesting information or assistance without Board authorization, the Minister can refuse such requests that require, in the Minister's opinion, a material amount of staff time or funds, or are disruptive.

**Policy 3.2: Accountability of the Minister**

The Minister is the Board's primary link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Minister.

Accordingly:

- 1) The Board will never give instructions to persons who report directly or indirectly to the Minister.
- 2) The Board will refrain from evaluating, either formally or informally, any staff other than the Minister.
- 3) The Board will view Minister performance in relationship to organizational performance; spiritual leadership and initiative; worship leadership; assistance in setting and articulating First UU's vision; professional and inspired performance and oversight of the Church's programs; leadership for serving members in their needs for pastoral care, including crisis intervention and visitation of the homebound, sick, dying, and bereaved, both directly and in conjunction with the Church's own pastoral care program; and ceremonial services and counsel to members of the Church.

**Policy 3.3: Delegation to the Minister**

The Board will delegate authority to the Minister through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the Minister to use any reasonable interpretation of these policies.

- 1) The Board will develop policies instructing the Minister to achieve defined results, for defined recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called the Ends policies.

- 2) Each year the Minister, Board of Trustees, and Committee on Ministry, with the assistance of an outside facilitator, will engage in a retreat for the purpose of arriving at specific understandings about the sharing of power and responsibility, goals for the coming year, and a plan for periodic review and renewal of the ministry of the Church.
- 3) The Board will develop policies that limit the authority the Minister 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 Minister Limitations policies.
- 4) As long as the Minister uses any reasonable interpretation of the Board's Ends and Minister Limitations policies, the Minister is authorized to establish any further policies, make any decisions, take any actions, establish any practices, and develop any activities.
- 5) The Board may change its Ends and Minister Limitations policies at any time. As long as any particular set of policies is in place, the Board will support the Minister's choices.

### **Policy 3.4 Strategic Planning**

The Board and the Minister shall collaborate to develop a charge to the Strategic Planning Committee. The Strategic Planning Committee shall act as a steering committee for the strategic planning process. The Strategic Planning Committee shall assist and facilitate the preparation of strategic planning documents, which will include reports on both the long and short term goals, together with a projection of financial needs for the Church. The Strategic Planning Committee shall submit its report to the Board of Trustees.

- 1) The recommendations from the Strategic Planning Committee shall not be binding upon the Minister or the Board unless or until those recommendations are incorporated into the Board's Policies.

### **Policy 3.5: Evaluating Minister Performance**

The Board will prepare a regular evaluation of the Minister. Performance will be assessed based on the Minister's contract and the First UU's Bi-Laws.

Accordingly,

- 1) Performance will be monitored by regular and systematic reports, according to a schedule set by the Board.
- 2) The purpose of monitoring is to determine whether and to what extent Ends, the Policies and Minister Limitations are being met.
- 3) The Board will acquire monitoring data using one or more of the following methods:
  - a. By internal report, in which the Minister discloses compliance information to the Board;
  - b. By direct Board inspection, in which one or more Board members designated by the Board, or the Board as a whole, assesses compliance with the appropriate Board policy criteria.
- 4) In every case, the standard for compliance shall be any reasonable interpretation of the policy being monitored.
- 5) The Board will develop the monitoring/evaluation jointly with the Minister.
- 6) All policies that instruct the Minister will be monitored on a routine basis.