



*Board of Directors, 2020-2021*

# Board of Directors' HANDBOOK



**FIRST UNITARIAN  
CONGREGATION OF OTTAWA**

## 1.0 Introduction

The purpose of this document is to provide current and prospective Directors and Officers, and other members of the Congregation, with information on the operations of the Board and on the roles, duties and expectations of Directors and Officers.

In addition to this document, Directors and Officers are expected to familiarize themselves with General Operating By-law No. 8 and with the Governance Manual which outlines the roles and responsibilities of the Board and staff, the Board's relationship to staff and the overall management of policies and procedures. The Governance Manual also includes the charters of Committees of the Board.

## 2.0 Structure of the Board of Directors

The legal framework for the Board of Directors comes from General Operating By-Law No. 8 which gives the Board the general authority to "manage or supervise the management of the affairs of the Congregation", subject to the terms of its incorporation.

The Board consists of eight (8) elected Directors. In addition, the immediate Past-President is an ex-officio Director for one year, with voting privileges. The by-law also defines four (4) Officers of the Congregation, the President, Vice-President, Secretary, and Treasurer. Although the Secretary and Treasurer do not have to be Directors, it has always been our practice that they are Directors. Therefore, the Board of Directors consists of the four Officers, four "at-large" members, and, when applicable, the immediate Past-President.

The Lead Minister of the Congregation is not a member of the Board, but works closely with the Board, has the right to receive Board meeting notifications and meeting minutes, and is strongly encouraged to be present and fully participate in all Board meetings (without a vote). The Lead Minister can be excluded from meetings when the Board is discussing their position, salary and benefits. The Board, led by the President, is responsible for supervising the Lead Minister and ensuring that an annual performance evaluation is completed.

The Board operates largely on a policy-based governance model, with day-to-day operations of the Congregation delegated to the Lead Minister, Operations Manager, Finance and Human Resources (HR) Manager, and other staff or volunteer leaders.

## 3.0 Board Member Conduct

Directors are expected to conduct themselves in a manner which reflects their role as leaders of the Congregation. This means being as active as possible in the life of the Congregation, contributing financially to the best of their ability as well as making every effort to fully respect and live our Congregational and Relational covenants and exemplifying right relations behavior. In addition to these covenants, Board members are also guided by the Board covenant which is contained as Appendix E of this handbook. The Board will periodically review its covenant to ensure that it continues to reflect best practices and our highest aspirations.

## 4.0 Meetings of the Board

### 4.1 Meetings

Regular meetings are generally held once a month, except in July (usually) and December (usually). Meetings currently are held on the third Wednesday of the month and begin at 7:00 pm unless otherwise agreed to. Every effort is made to finish before 9:30 p.m., but meetings sometimes extend later. The day of the month and the time of starting the meetings may be changed from time to time by general agreement of Board members.

In October and April, the Board regularly meets twice, with an extra meeting the first Wednesday of the month to finalize preparations for the Fall Congregational Meeting (late Oct) and Annual General Meeting (late April).

Other than the above, additional Board meetings may be held where necessary to deal with important issues. The timing of these meetings is normally by agreement among Board members. Although 100% attendance at Board meetings is not required, it is expected that all Directors will do their best to attend as many meetings as possible.

To ensure orderly and efficient meetings, Simplified Robert's Rules of Order (Appendix A) are followed. All Board members have a responsibility for ensuring adherence to the planned time frame for meeting by exercising discipline to limit discussion to issues that really need to be dealt with by the Board and keeping discussion focused. Advance preparation is important to avoid lengthy rambling discussions.

In the policy-based governance model, evaluation and oversight of programs and activities is a significant component of Board activity. As part of the oversight role, guests may be invited to Board meetings, to provide updates on the work of their committees, teams, or organizations. This helps to promote good two-way communication between the Board and these groups.

A calendar of annual Board activities is included as Appendix B.

#### **4.2 Preparation for meetings**

Board members are expected to read and consider documents distributed in the advance meeting package, such as draft meeting minutes and agendas, policy documents, proposed motions, financial statements, and staff reports. Minutes of meetings will normally be available within ten days of the meeting. The proposed agenda and other materials should be distributed by the Friday before the meeting at which they are to be considered. This allows Board members the weekend to review the material and to raise any questions or concerns. By exception, and with cause, the Secretary may agree to distribution as late as two days in advance (Monday).

#### **4.3 Documents for Submission in Advance of Meetings**

The Board often makes decisions based on written submissions provided in advance of the meeting, with the opportunity for focused discussion during Board meetings. All submissions should be less than 2 pages (not including appendices) and should outline:

- A. Draft motion being sought;
- B. Brief background information on the group seeking the motion, including their charter and the group members supporting the motion;
- C. Brief summary of issue requiring the board's attention and the link to the congregational mission and/or strategic plan;
- D. Reference to attached background or supplemental documents;

The Board may request additional information, from those who have submitted materials for consideration, up to 2 days before the meeting. The Board welcomes PowerPoint and other audiovisual presentations, but insists on the importance of the written documents for its decisions.

#### **4.4 Board Business Between Meetings**

Board members can expect to receive a large volume of emails about Board and Congregational business and will need to check their email messages regularly.

Some Board business, including routine matters such as approval of minutes or matters of an urgent nature, may be dealt with by email between meetings. Board members are expected to respond promptly to emails requesting approval of motions, within 48 hours. Where a Board member votes against a motion sent out by email, a brief explanation should be provided.

## **5.0 Board Member Duties**

The roles and responsibilities of directors are outlined in Appendix C. The additional roles and responsibilities of the Officers (the President, Vice-President, Secretary and Treasurer) are outlined in Appendices D1-D4.

### **5.1 Congregational Meetings**

It is desirable that all Board members attend all Congregational Meetings, of which there are usually two per year, one in late April (Annual General Meetings), and one in late October (Fall Congregational Meeting). The President, Secretary, and Treasurer are required to actively participate in these Congregational Meetings, and other Board members may play a role from time to time and are expected to support decisions of the Board presented at the meetings.

### **5.2 Board Retreat**

The Board has an annual planning and orientation retreat, normally in June. The agendas of the retreat vary, but there is normally a focus on strategic planning and on setting and reviewing progress on annual priorities and goals.

### **5.3 Board Member Duties on Sunday Mornings**

On Sunday mornings, Board members take turns in being available, along with the Welcome and Membership Team, at the back of Worship Hall before and after the service. The responsibilities include being available to provide and receive information and helping the Sound operator with the distribution and tracking of the assisted listening devices.

Another important part of the Sunday morning duties is making Board announcements at the designated point in the service. Although this can include announcements submitted through the office, the practice has been to keep announcements brief and focus on sharing information on Board activities and decisions. All Board members present at Sunday services are encouraged to wear their "Board Member" tags, so that people can identify and talk to them, especially during the hospitality time following the service.

### **5.4 Town Hall meetings**

Town Hall meetings are designed for the Board to communicate with and receive input from the Congregation on various subjects. In some cases, the Town hall may be an 'open mic' meeting where congregants are invited to ask questions of the Board and raise any issues they may have.

There is usually one Board Member who takes the lead in organizing a particular Town hall meeting, although other groups sometimes organize a Town Hall. For example, the Denominational Affairs Team usually leads a Town Hall in February on CUC business. It is expected that all Board members will attend as many as Town Halls as possible.

### **5.5 Board Committees**

Board members will normally serve on at least one Board committee. There are currently seven committees reporting to the Board: Campus Planning, Finance, Governance, Personnel, Communication and Outreach and Embracing Diversity. The Treasurer normally chairs the Finance Committee. While the Board representative on Committees is expected to share information about Board directions, priorities and policies, communications from Committees to the Board is expected to be through the Committee Chair.

### **5.6 CUC meetings and other events**

Board members, like other UUs, are encouraged to attend the Canadian Unitarian Council (CUC) Annual General Meeting (which can be done on-line) and biennial conference (in person), or other events related to the life of

our denomination, including regional conferences or training offered by the CUC. The Congregation's voting delegates (there are seven currently) to the CUC AGM usually include a couple of Board members.

In general, Board members are encouraged to keep abreast of CUC activities and to attend at least one CUC ACM before or during their tenure.

## 6.0 Officers of the Congregation

The Officers - President, Vice-President, Treasurer, and Secretary – have specific responsibilities as defined in General Operating By-law No. 8. They typically do not meet as a group separately from the Board, although may do so to plan Board activities.

## 7.0 Executive Team

The Executive Team includes the Minister, President, and one or two other Board members. It acts as a bridge between Board leadership and the Minister, providing support, historical and organizational context, and general advice to the Minister and to Board leadership on policy and on operational and administrative matters as they arise. It also acts as a confidential sounding board on staff-related matters, and can be used to discuss how to deal with issues, including triaging items coming to the Board.

## References

This document is intended to be read in conjunction with **General Operating By-Law No. 8** and the **Governance Manual**.

### Document history

*Last revisions by Guy Belleperche, March 2021*

### **Appendix A - Simplified Robert's Rules of Order**

Everyone has the right to speak once if they wish, before anyone may speak a second time. Everyone has the right to know what is going on at all times. Only urgent matters may interrupt a speaker. The [members] discuss only one thing at a time.

How to do things:

1. You want to bring up a new idea before the group. After recognition by the President, present your motion. A second is required for the motion to go to the floor for debate, or consideration.
2. You want a motion just introduced by another person to be killed. Without recognition from the President simply state "I object to consideration." This must be done before any debate. This motion requires no second, is not debatable and requires 2/3 vote.
3. You want to change some of the wording in a motion under debate. After recognition by the President, move to amend by 1) adding words, 2) striking words or 3) striking and inserting words.
4. You like the idea of a motion under debate, but you need to reword it beyond simple word changes. Move to substitute your motion for the original motion. If it is seconded, debate will continue on both motions and eventually the body will vote on which motion they prefer.
5. You want more study and/or investigation given to the idea under debate. Move to refer to a committee. Try to be specific as to the charge to the committee.
6. You want more time to study the proposal under debate. Move to postpone to a definite time or date.
7. You are tired of the current debate. Move to limit debate to a set period of time or to a set number of speakers. Requires 2/3 vote.
8. You have heard enough debate. Move to close the debate. Requires 2/3 vote. Or move to the previous question. This cuts off debate and brings the assembly to a vote on the pending question only. Requires 2/3 vote.
9. You want to postpone a motion until some later time. Move to table the motion. The motion may be taken from the table after 1 item of business has been conducted. If the motion is not taken from the table by the end of the next meeting, it is dead. To kill a motion at the time it is tabled requires 2/3 vote. A majority is required to table a motion without killing it.
10. You want to take a short break. Move to recess for a set period of time.
11. You want to end the meeting. Move to adjourn.
12. You are unsure that the [president] has announced the results of a vote correctly. Without being recognized, call for a "division of the house." At this point a standing vote will be taken.
13. You are confused about a procedure being used and want clarification. Without recognition, call for "Point of Information" or "Point of Parliamentary Inquiry." The [president] will ask you to state your question and will attempt to clarify the situation.
14. You have changed your mind about something that was voted on earlier in the meeting for which you were on the winning side. Move to reconsider. If the majority agrees, the motion comes back on the floor as though the vote had not occurred.
15. You want to change an action voted on at an earlier meeting. Move to rescind. If previous written notice is given, a simple majority is required. If no notice is given, as 2/3 vote is required.

You may INTERRUPT a speaker for these reasons only:

- to get information about business - point of information
- to get information about rules - parliamentary inquiry
- if you can't hear, safety reasons, comfort, etc. - question of privilege
- if you see a breach of the rules - point of order
- if you disagree with the [president]'s ruling - appeal

You may influence WHAT the [members] discuss:

- if you would like to discuss something - motion
- if you would like to change a motion under discussion - amend

You may influence HOW and WHEN the [members] discuss a motion:

- if you want to limit debate on something - limit debate
- if you want a committee to evaluate the topic and report back - commit
- if you want to discuss the topic at another time - postpone or lay it on the table
- if you think people are ready to vote - previous question

**Appendix B - BOARD CALENDAR**

January	- Privacy Policy report from Operations Manager
February	- Investment update from investment manager - Identify upcoming Board vacancies and skills required for new Board members; VP to liaise with Nominating Committee
March	- Adoption of audited financial statements (with recommendation of Audit Committee) - Approval of voting delegates for the CUC AGM
April	- Board self-evaluation - Review/adoption of Annual Report for presentation at AGM - Preparation for Annual General Meeting, including approval of package and review of motions
May	- Orientation for new Board members - Appointment of signing officers
June	- Board retreat/discussion of strategic priorities - Lead Minister evaluation
July	No meeting
August	- Identification of nominees for Nominating Committee
September	- Board recommendations for Nominating Committee slate - Townhall on budget for upcoming year
October	- Adoption of budget for presentation to Congregation - Preparations for Fall Congregational Meeting
November	-
December	No meeting

**APPENDIX C: DIRECTOR ROLES AND RESPONSIBILITIES**

Length of Term	Three Years, renewable for a maximum total 6 years
Collaborative Relations	As determined based on Committee assignments.
Last Updated:	January 29, 2021

*All Directors play an active role in the overall leadership of the Congregation, including establishing with input from congregants the strategic direction for the Congregation, overseeing the management of the activities and affairs of the Congregation, establishing policies and priorities and monitoring compliance.*

**Qualifications:**

- Must be a voting member of First Unitarian Congregation of Ottawa (FirstU) in good standing and have active involvement within the Congregation.
- Able to attend regular scheduled monthly meetings of the Board and participate in Board decision-making.
- Able to work collaboratively and cooperatively as part of the Board team.
- Able to think conceptually and strategically.
- Able to accept and use appropriate authority.
- Able to listen and engage with openness and compassion.
- Be familiar with the Bylaws, the Governance Manual and other official Board and Congregational policies.
- Be familiar with the broader Unitarian Universalist movement, including the role of the Canadian Unitarian Council.

**Principal Responsibilities:**

- Provide leadership, consensus with approved Board decisions and support of officers.
- Provide input into visioning and long-range planning.
- Ensure compliance with bylaws and policies.
- Provide input to governing policies.
- Be sensitive to issues within the Board and Congregation and make suggestions for improvement.
- Educate Congregation members on issues as needed.
- Provide leadership in modeling welcoming and outreach to newcomers.
- Support the Minister and management team. The Board should not instruct staff or teams regarding their duties; these fall under the purview of the Minister or their staff link.
- When asked by members of the Congregation to solve a particular problem, refer them as necessary to the appropriate individual who can assist them or offer to pass along their comment.
- Keep a broad perspective on issues of interest to the Congregation.
- Only speak on behalf of the Board or Congregation when authorized by the Board to do so. When speaking to congregants, be clear that you are expressing your own views unless there is an official Congregational or Board position.
- Serves on (a) Board Committee(s), as assigned.

**Time Requirements:**

- Prepare for and attend Board meetings (normally monthly for approximately 2 hours; preparation time approximately 2 to 3 hours)
- Prepare for Board and Congregational meetings by thoroughly reading advance material.
- Participate in Sunday Service Board announcements.
- Attend and participate in annual Board retreat.
- Attend services regularly and other church events as available.
- Attend meetings of a Board Committee as assigned.
- Attend and take an active role in Congregational meetings in support of Board officers.



**APPENDIX D1: ELECTED OFFICERS - ROLES AND RESPONSIBILITIES - PRESIDENT**

Length of Term	Elected annually and can be re-elected for a maximum of 4 consecutive one-year terms. Normally serves two terms (i.e. two years)
Collaborative Relations	Lead Minister, Committee Chairs
Last Updated:	January 29, 2021

*The primary role of the President is to assure the integrity of the Board process and ensure the Board acts consistently with FirstU’s bylaws, Governance Manual and policies. The President leads the Board and Congregation in developing and supporting the Congregation’s mission, vision and values. The President also represents the Board and, where agreed with the Lead Minister, the Congregation to outside parties.*

In addition to the Qualifications, Responsibilities and Time Requirements of Directors, the President has the following attributes:

**Qualifications:**

- Ability to chair efficient and effective meetings;
- Ability to effectively represent the Board within and outside the Congregation.

**Principal Responsibilities:**

- Chairs Board, Congregational meetings and Board-led Townhalls, ensuring that deliberation is timely, fair, thorough and orderly;
- With the Board secretary, finalizes the agenda for Board meetings, ensuring that meeting content consists only of those items which, according to Board policy, clearly belong to the Board and not the Lead Minister;
- Serves as a member of the Executive Team with the Lead Minister and two other members of the Board to triage issues to go to the Board and work with the Minister to address day-to-day issues;
- Leads the Board in the ongoing supervision and annual evaluation of the Lead Minister;
- Leads the Board, with Congregational input, in the development of a strategic plan at least every five years and in identifying annual priorities for the Vision of Ministry;
- Proposes, in consultation with the Board, a slate of candidates for the Nominating Committee for approval by the Congregation at the Fall Congregational Meeting;
- Leads the Board in appointment of Committee members and chairs;
- Through Townhalls and other vehicles, communicates with the Congregation about Board activities and Board positions and solicits input on key directions and issues;
- Makes decisions on behalf of the Board that fall within or are consistent with Board policies on governance process and the Board-Minister relationship;
- Represents the Board to outside parties in communicating Board policy and positions.
- Acts as signing officer on behalf of Congregation.

**Time Requirements:**

- Bi-weekly meeting of Executive Team
- Input and review of agendas for Board and Congregational meetings, Board retreats and Town Hall meetings led by the Board.
- Liaison with CUC officials and consultants as needed for guidance on Board related matters.

**APPENDIX D2: BOARD OFFICERS - ROLES AND RESPONSIBILITIES - VICE-PRESIDENT**

Length of Term	Elected annually and can be re-elected to the same position for a maximum of 4 consecutive one-year terms. Normally serves two terms (i.e. two years)
Collaborative Relations	Nominating Committee
Last Updated:	January 29, 2021

*The primary role of the Vice-President is to serve as a second to the President, handling duties as delegated by the President. The Vice-President normally succeeds the President and hence will use the time as Vice-President to develop an understanding of the role of President and develop the skills and experience necessary for a smooth transition.*

In addition to the Qualifications, Responsibilities and Time Requirements of Directors and the President, the Vice-President has the following responsibilities:

**Principal Responsibilities:**

- Work closely with the President on a regular basis and undertake duties and responsibilities as delegated by the President, including chairing Board meetings in the President’s absence;
- Serve as the Board liaison to the Nominating Committee and ensure the Nominating Committee is aware of upcoming vacancies on the Board and needed skills;
- Provide input to the agenda for Board and Congregational meetings;
- Handle the scheduling for Board announcements and related duties;
- Maintain the calendar of Board meetings and activities.

**Time Requirements:**

- Coordination of scheduling and calendaring.
- Periodically attending meetings of the Nominating Committee.

**APPENDIX D3: BOARD OFFICERS - ROLES AND RESPONSIBILITIES - SECRETARY**

Length of Term	Elected annually and can be re-elected to the same position for a maximum of 4 consecutive one-year terms. Normally serves two terms (i.e. two years)
Collaborative Relations	Operations Manager, Lead Minister
Last Updated:	January 29, 2021

*The Secretary undertakes the preparations for Board and Congregational meetings and keeps accurate minutes of those meetings. The Secretary makes sure that the Board’s actions, including preparations for Congregational meetings, are in line with First U’s bylaws and other governing documents. Under the bylaws, the Secretary is also the custodian of the corporate seal as well as all books, papers, records, documents and other instruments belonging to the Congregation; this custodian role has been delegated to the Operations Manager.*

In addition to the Qualifications, Responsibilities and Time Requirements of Directors, the Secretary has the following attributes:

**Qualifications:**

- Ability to take clear, accurate minutes.

**Principal Responsibilities:**

- Under the direction of the President, prepares agendas for Board and Congregational meetings with input from Board officers and the Minister.
- Ensures that Board and Congregational meetings are scheduled in the Congregational calendar.
- Keeps and updates an annual calendar of Board activities.
- Maintains a list of items that are tabled intentionally or unintentionally by the board and obligations for the board to meet with its committees with a view to proposing these for board agendas in a timely manner.
- Liaises with the chairs of board committees (when added to a meeting agenda by the President) to ensure that submissions are organized according to Board expectations and are submitted on time.
- Prepares and distributes packages for Board meetings including all relevant reports and documentation.
- Records and distributes accurate minutes of Board and Congregational meetings, including providing a copy of approved minutes and any key documents approved such as committee charters to the Operations Manager for retention.
- Records and retains confidential minutes from in camera sessions held by the Board.
- Prepares packages for Congregational meetings for approval by Board and subsequent distribution by office staff and ensures adherence to requirements for advance notice to members, including posting of Nominating Committee slate prior to Fall Congregational Meeting; finds scrutineers and verifies that voting cards and quorum requirements are available.
- Provides copies of policies approved by the Board to the Operations Manager for retention.

**Time Requirements:**

- Time before and after Board and Congregational meetings preparing packages, finalizing minutes and undertaking any necessary follow-up.

**APPENDIX D4: BOARD OFFICERS - ROLES AND RESPONSIBILITIES - TREASURER**

Length of Term	Elected annually and can be re-elected to the same position for a maximum of 4 consecutive one-year terms. Normally serves two terms (i.e. two years)
Collaborative Relations	Finance Manager, Lead Minister, Finance Committee,
Last Updated:	January 29, 2021

*According to the by-law, the Treasurer is responsible for the maintenance of proper accounting records as well as the deposit of money, the safekeeping of securities and disbursement of funds, and for reporting to the Board on the financial position of the Congregation. The day-to-day management of Congregational finances is delegated to staff (Lead Minister and Finance Manager) with the Treasurer overseeing the financial affairs of the Congregation and ensuring financial policies are in place.*

In addition to the Qualifications, Responsibilities and Time Requirements of Directors, the Treasurer has the following attributes:

**Qualifications:**

- Basic awareness of financial accounting practices and ability to read and understand financial statements.

**Principal Responsibilities:**

- Chairs the Finance Committee.
- With the Finance Committee, prepares for Board approval policies governing the financial management of the Congregation, including investment policies.
- Prepares and maintains, with assistance of the Finance Committee and the Chief of Staff (Lead Minister), a five-year financial plan.
- Works with the Finance Manager to ensure appropriate financial reports are made available to the Board in a timely manner.
- In collaboration with the Finance Manager, obtains input to the annual operating budget including from Congregational teams and committees.
- Ensures an inclusive and transparent process is in place for developing the annual operating budget, including obtaining input from Congregational teams and committees.
- Presents the annual operating budget to the Board for adoption and to the Congregation for approval at the Fall Congregational Meeting.
- Reviews Financial Reports monthly and signs off on cash statements.
- With the Finance Committee, reviews the year-end financial statements.
- Presents the audited financial statements to the Congregation for approval at the Annual General Meeting.
- Advises Board Officers of non-routine transfers between operating and investment funds.
- Holds periodic educational sessions for the Board and Congregation on matters relating to the Congregation’s finances.
- Acts as signing officer on behalf of the Congregation

**Time Requirements:**

- Planning and attending Finance Committee meetings and preparing reports from the Committee back to the Board.
- Working with the Finance Committee, Chief of Staff (Lead Minister), Finance Manager to develop the five-year financial plan and annual budget.
- Reviewing Financial Reports and cash statements monthly.
- Presenting budgets and financial statements at Congregational meetings and holding supplementary Townhalls as necessary to ensure transparency on financial reporting.
- Preparing and presenting periodic educational sessions.
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#### APPENDIX E - Board Covenant

In addition to abiding by the Relational and Congregational covenants, the Board of Directors covenants and affirms to honour a common intention to serve the mission of the Congregation for the benefit of both the membership and the wider world. Through supportive relationships and service, the Board pledges to help sustain individual well-being, create community, and to encourage lives of integrity, joy and service. We promise to each other that we will:

Be considerate toward one another. We will do this by:

- Following through on our individual tasks,
- Asking for help when we need it,
- Being on time for meetings,
- Arriving prepared for meetings by having thoughtfully read materials in advance
- Being fully present for each meeting,
- Staying on schedule during the meetings so that they end on time.

Be open, honest and respectful. We will do this by:

- Truly listening to one another,
- Considering ideas not our own,
- Being tolerant of other ideas so we all feel free to contribute,
- Admitting our own mistakes,
- Granting ourselves permission to state the obvious and ask questions whose answers might be apparent to others,
- Bringing disagreements or concerns directly to the people involved so that we can maintain a healthy working environment.

Serve our role to the best of our ability. We will do this by:

- Remembering that we are working to fulfill the mission, not our personal desires,
- Maintaining focus on the priorities and goals of the Board,
- Working only on issues that belong to the Board,
- Pushing the bounds of creativity,
- Being familiar with the Congregation's bylaws, policies, tradition and finances.

Foster a spirit of patience and courage. We will do this by:

- Acknowledging that we each bring unique skills and styles to the work of the Board,
- Being willing to disagree with respect.

Speak with one voice. We will do this by:

- Remembering that only the Board, as a whole, and not its individual members as such, has any power or authority except as explicitly delegated by policy.
- Representing and supporting the decisions of the Board regardless of our personal opinions or the vote that we cast on the decision.

Develop and promote genuine relationships. We will do this by:

- Getting to know each other well enough to build trust,
- Taking time to have fun, relax and laugh with one another.

Honour our Faith by:

- Taking time periodically to engage in shared spiritual study and reflection,
- Always remembering that as leaders we hold a special commission to live out our Unitarian Universalist principles and bring them to bear on our work and decisions.