

GOVERNANCE

Mel Gill, Nonprofit Author & Consultant

“...the processes, structures and organizational traditions that determine how power (authority) is exercised, how stakeholders have their say, how decisions are taken and how decision-makers are held to account.”

CONGREGATIONAL GOVERNANCE

Dan Hotchkiss, Alban Institute - *Governance and Ministry – Rethinking Board Leadership*

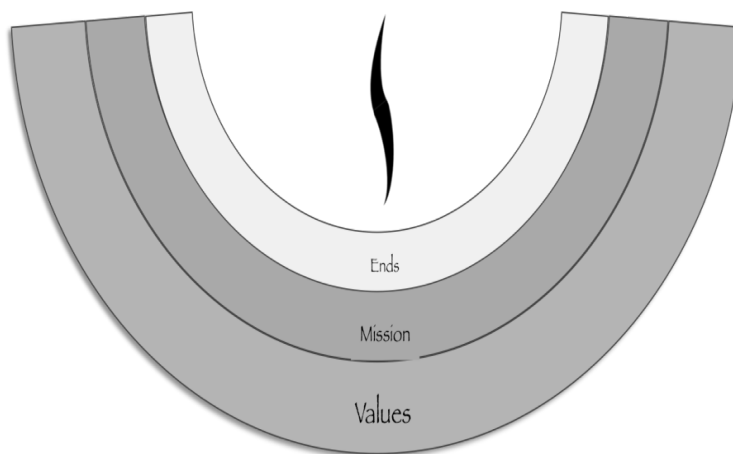
“**Governance** is holding the whole institution and its work in trust (ensuring that it serves its mission), voicing its intentions, making its biggest decisions, and taking responsibility for its performance.”

Dan Hotchkiss “Governance Question”

“What is our process for deciding to make a major change, empowering people to make it happen, and holding them accountable for the results.”

Unity Consulting – *Governance Question*

How can we govern to liberate the energy and creativity of the congregation to awaken compassion, transform souls and bless the world?



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FOUNDATION OF CONGREGATIONAL GOVERNANCE

Values: What qualities of our religious community will we carry forward into our future?

Mission (Global End): What overarching difference are we here to make and for whom? Whose lives do we intend to change and in what way?

Ends: What specific, measurable differences will we make, for whom, and at what cost or priority by some specified time in the future?

The flame that lights the chalice: Informed through close connection to *your sources of authority and accountability*, including, but not limited to, your members.

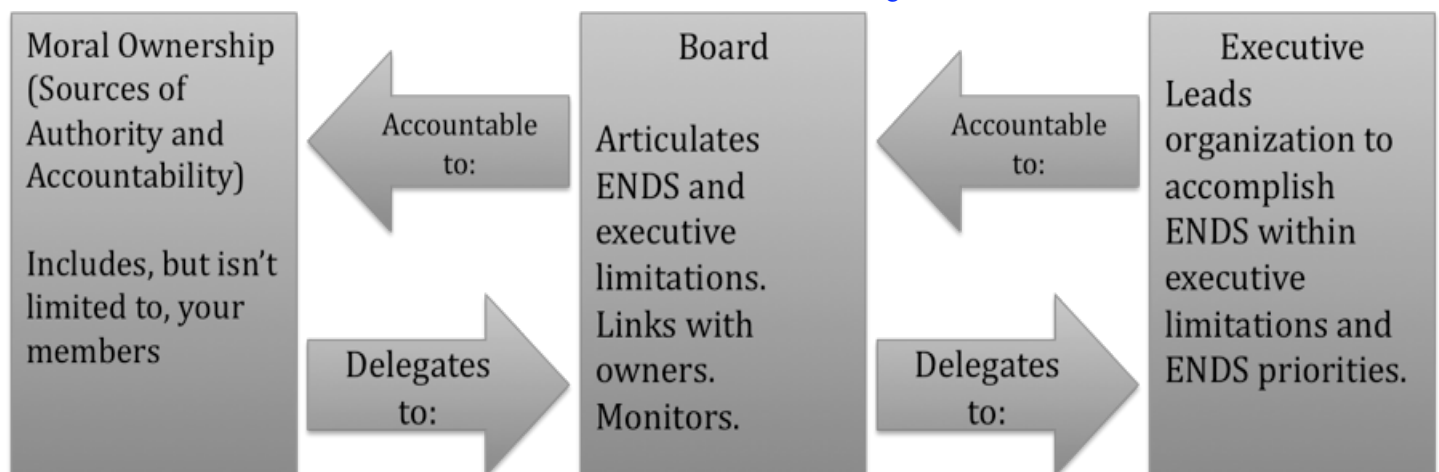
Policy-Based Governance (Carver-style Policy Governance[®] adapted in a UU congregational setting) focuses on promoting accountability, clarity regarding roles & responsibilities, and a process for evaluating performance that maintains right relationship.

Principles of Policy Governance[®] for Congregations

In Policy Governance[®], congregation Boards:

1. **Govern on behalf of a moral ownership that is not seated at the table. (*Trusteeship*)**
2. **Speak as a Board with one voice or not at all.**
3. **Govern primarily through policy.**
Four areas of Board governing policy:
 - Ends policies
 - Executive Limitation policies
 - Governance Process policies
 - Board-Executive Relationship policies.
4. **Delegate exclusively to the Executive Leader.**
5. **Distinguish Ends from Means.**
Ends answer three questions:
 1. What difference do we want to make?
 2. For which people?
 3. At what cost or priority?*Everything else is means.*
6. **Control Means through Executive Limitations.**
7. **Develop policies as nested sets.**
8. **Monitor Executive performance effectively.**
9. **Commit to Board discipline.**

Note: Policy Governance[®] is the registered service mark of John Carver; the authoritative website for the Policy Governance[®] model can be found at www.carvergovernance.com



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