



United Thank Offering Board

Policies and Procedures

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I. Board Composition and Responsibilities

The UTO Board is comprised of:

- The Executive Committee
 - a. President
 - b. Vice-President
 - c. Secretary
 - d. Financial Secretary (Appointed, Non-Voting)
- 9 Province Representatives
- 2 Appointed Members
- 1 Executive Council Liaison (Non-Voting)
- Up to 2 Young Adult Members-at-Large

Having an understanding of the structure of the organization is beneficial. Helpful resources are posted on the UTO website and UTO blog. Of particular note are:

- The history of the United Thank Offering and how it has evolved over the years;
- The connection of the United Thank Offering to the Episcopal Church Women (*hereafter, ECW*) and to the Domestic and Foreign Missionary Society (DFMS); and
- The UTO Board Orientation Handbook.

The following responsibilities are provided for your reference. Members of the Board are the ambassadors of the spiritual discipline of gratitude in The Episcopal Church. It is the responsibility of each Board member to exhibit professionalism, high standards of service and performance, accountability, the value of discipline, and the importance of teamwork.

A. Prerequisites for Board Participation

Before attending the first meeting each member should:

- have read and completed the following statements and signed a copy to be returned to the UTO Staff, Board President, and Board Secretary: Conflict of Interest Policy and Sexual Harassment Policy;
- have completed the Safe Church Policy training in your local parish or diocese or online to meet the UTO Board requirements, and have submitted a certificate of completion to the UTO Office;
- have completed the Anti-Racism training in your parish or diocese and have submitted a certificate of completion to the UTO Office;
- be physically able to fly and meet the travel and endurance demands of meetings including UTO Grant site visits;
- complete up-to-date personal health and emergency contact form;
- have and maintain a current passport.

B. Tasks Associated with Being on the UTO Board

- **Priorities:**
 1. Carry out the duties of the Board honestly, conscientiously, and loyally.
 2. Be committed to gratitude and mission as top priorities.
 3. Commit to ensuring a positive and productive work environment for all by showing respect to each Board member and commit to the Code of Ethics and Code of Conduct as outlined in this Manual.

4. Collaborate with colleagues in a respectful manner, both on the Board and in your diocese and province.
 5. Maintain up-to-date contact information for your UTO Diocesan Coordinators, ECW Presidents, Bishops, Bishop's Executive Assistants, Province Synod, and others as deemed appropriate.
- **Participation:**
 1. Attend all mandatory Board meetings, including meetings held electronically.
 2. Serve on committees and subcommittees of varying time commitments as appointed by the Board President.
 3. Attend and actively participate in trainings, webinars, and workshops.
 4. Attend the Triennial Meeting as United Thank Offering delegates. No Board member is eligible to serve as General Convention Deputy or Triennial Meeting Episcopal Church Women Delegate during service on the Board.
 5. This is a working Board and may require significant commitment of time, especially during the twice-annual grant review processes.
 - **Correspondence/Communication:**
 1. Submit written Province and Committee Reports by the deadline to the Secretary and Staff Officer to be included in the pre-meeting Dropbox.
 2. Contribute to revision, additional development, and implementation of UTO materials and documents of governance.
 - **Essential Skills for Board Participation:**
 1. Possess or commit to learn marketing, communication, financial, computer, and organizational skills.
 2. Demonstrate knowledge and skill in operating a computer and relevant software, especially Word, Excel, PowerPoint, and Zoom.
 3. Demonstrate proficient use of email, internet, extranet, and websites.
 4. Demonstrate a willingness to collaborate and assume responsibility for assigned tasks.
 5. Demonstrate good communication and organizational skills.
 6. Demonstrate professional presentation skills using current materials and technology.
 - **Granting (for voting Board members):**
 1. Participate fully and in a timely fashion on submitted grant application(s) (read, rank, and submit by deadline) during the granting cycles for both regular and Young Adult/Seminarian grants.
 2. Maintain confidentiality and accountability for actions related to grant process and award announcements, especially unresolved issues, until the grant applicants are notified of their status.

C. Tasks Between Meetings for Province Representatives:

- Educate, support, and work with Diocesan UTO Coordinator(s) to introduce, expand, and maintain UTO in each diocese within the province.
- Establish and maintain frequent communication with the following people in your province: all bishops, bishop support staff, UTO Diocesan Coordinators, ECW Province President, Province Synod staff person, and others as is customary in your province. *(It is the responsibility of each province rep to contact the pertinent ECW or Province Synod or Council to define outside responsibilities.)*

- Keep abreast of Ingathering amounts from the dioceses within your province so that dioceses where amounts drastically decline can be contacted and discrepancies resolved. Financial Secretary/UTO Staff will provide ingathering data periodically to assist province representatives.

II. Elections

All Board Members are eligible for election to any office unless otherwise specified in the bylaws. Members may be nominated for elective office:

- by another member with the nominee's permission, or
- by self-nomination.

Written ballots shall be used in any contested elections. In uncontested elections, a vote can be taken by a motion to cast a unanimous ballot. The first ballot shall have the position and names of those duly nominated. Any nominee receiving the majority of votes shall be elected. In the case of a tie or without a majority of 51%, a second ballot may be necessary, during which the candidate receiving the lowest number of votes will be removed from the ballot, and the Board will vote again. In each successive vote the candidate receiving the lowest number of votes will be removed from the next ballot.

- A vote shall be taken on one position at a time.
- The President shall appoint two (2) Tellers.
- Elections should be held approximately six (6) months prior to the beginning of the next Triennium. Elections may be combined into any full Board meeting either held face to face or electronically. Once elected, officers assume a co-leadership position with current officers. Newly elected officers assume their full responsibilities at the adjournment of General Convention.

III. Meetings

- The minimum notice of any emergency meeting shall be seven (7) days. Notice of an electronic meeting shall be three (3) days. An agenda for the meeting shall be sent by the President via email to the members at least three (3) days before any meeting.
- All voting members of the Board shall be allowed one (1) vote. Proxy votes are not allowed.
- Reference Article V in the Bylaws.
- Written minutes will be taken by the Secretary, if present, or by a Board member or staff person designated by the President.
- Audio recordings may be made of the business meetings, at the discretion of the Secretary, but erased immediately after completing written minutes.

Rules of Order for Board Meetings

Standing Rules

Our meetings:

- begin and end on time, please come ready to start working on time;
- open and close with prayer;
- require your full attention, please silence electronics (especially cell phones) not being used as a part of the in-person or online meeting;
- are enhanced by seeing one another, so attend online meetings via the internet if at all possible, if not, then by phone.

Members of the Board will:

- listen attentively;
- speak one at a time and loudly and slowly enough to allow for the recording of minutes and

- translation when applicable;
- raise their hand to be recognized so the chair can create a list of who speaks in what order so that all might have a chance;
- restrain from cross-talk and side conversations during the active part of the meeting, which hinders others' ability to listen and makes it difficult for the Secretary and translator; if you need to have a private discussion during an in-person business meeting please conduct it outside of the meeting room;
- use "I" statements;
- take care of your own needs—there are breaks scheduled but if you need to use the restroom or get a snack, please do so;
- give everyone the opportunity to speak and value differing opinions;
- maintain confidentiality;
- respect one another.

Parliamentary Procedure

Board Business meetings will be governed per the documents of governance (see *Board Orientation Handbook*) and *Robert's Rules of Order*. Parliamentary procedures exist to facilitate the transaction of business: provide a consistent format, structure, and democratic process and promote concord and collaboration. All members have equal rights, privileges, and obligations.

IV. Record Keeping and Archives

The Archives of The Episcopal Church maintains the official historical records of the General Convention, including those of Interim Bodies (IBs) such as UTO. This canonical responsibility, along with the definition of records, is outlined in Canon I.5.1 and I.5.2. Chairs and Secretaries (as well as subcommittee Chairs) must keep accurate, complete, and orderly records, including organized and dated meeting minutes. Records should be regularly passed on to the General Convention Office or transferred directly to the Archives at the conclusion of the triennium. Both the General Convention Office and the Archives are available to answer questions about creating and maintaining proper records.

A. Records

Records may include the following:

- 1) Pre-meeting materials (the call-to-meeting letter, agenda, documents for review, etc.)
- 2) Meeting docket (including materials distributed at or posted for the meeting and a final agenda)
- 3) Materials distributed at the meeting (including an amended agenda, if needed)
- 4) Meeting minutes and calendars (including those from subcommittees)
- 5) Interim reports (those presented to and received from other bodies)
- 6) Substantive drafts (those focusing on debated topics or on topics of continuing importance)
- 7) Final triennial report (from the Blue Book)
- 8) Position papers, proposals, project outlines, white papers, etc.
- 9) Correspondence received and sent
- 10) Email and electronic discussions (including deliberations on the extranet)
- 11) Topical files (information relating to issues, projects, and tasks under consideration)
- 12) Audio and video tape recordings, websites, video clips, web resources
- 13) Publications (e.g., studies, pamphlets, or guidelines not included in the Blue Book)

B. Meeting Minutes

The Secretary will create minutes at every meeting and post them electronically to the Board extranet site within three weeks of the meeting. If the Secretary is not available the President will assign a Board Member or staff person present to take the minutes. Complete minutes include:

- 1) List of members (present, excused, absent)
- 2) Meeting specifics (location, opening date and time, closing date and time)
- 3) Summary of discussions (organized chronologically)
- 4) Votes that were taken (including results)
- 5) Specifics of the next meeting (location, opening date and time, closing date and time)
- 6) Minute taker's name and email contact
- 7) Written minutes will be taken by the Secretary, if present, or by a Board Member or staff person designated by the President. No tape recordings will be kept of minutes.

The Board will approve the Secretary's minutes at its next meeting, but copies of the pre-approved minutes will be posted online automatically. The Secretary should carefully set aside a paper copy of the minutes for transfer to the Archives at the end of the triennium.

C. Electronic Records on the Extranet

Important records may be maintained as paper files, dated, and maintained in traditional file folders; however, electronic documents should be kept on the Board's extranet site. While upload to the extranet allows for information exchange, Board members should pay special attention to versioning documents as they pass through draft stages by including a version number in the filename along with the date of creation. They should also follow tagging standards and link documents to meetings whenever possible. Please contact the Archives for best practice guidelines for document management in the extranet.

Most extranet records will be archived and made available to successor bodies. Records created outside of the extranet project management site such as special project files, studies, blogs, Gmail and similar other record systems should also be transferred to the Archives by President/Secretaries for reference by future Board members.

When saving records locally, the President and Secretary should date and label electronic records internally since a computer's file creation date can be unreliable. They should thoughtfully organize computer directories using a main folder for each meeting and subfolders for minutes, reports, important email correspondence, and planning. Using clear, intuitive and meaningful file names (e.g., Minutes17Nov09final.doc) is very helpful to future users. Delete unimportant drafts before saving records for transfer to the Archives.

Contact the Archives, through your staff person, before attempting to transfer electronic records; they will advise on suitable file formats and the best means of transferring the data. When transferring electronic records, it is important to attach (in paper and electronic format) a brief description of the files, the organizational system, and any special software used to create the data. Delete unimportant drafts before saving records for transfer to the Archives.

V. Committees

The Standing Committees of the Board shall consist of the following:

- A. Executive Committee;
- B. Communication Committee;
- C. Continuing Review Committee;
- D. Education and Training Committee;
- E. Finance Committee;
- F. The Memorial and Gift Trust Fund Subcommittee of the Finance Committee;
- G. Grants Committee;
- H. The Triennial Meeting Subcommittees, which are a part of the Board Subcommittees;
- I. Province Representative Work Committee;
- J. Special Committees.

Committee members shall serve for the full Triennium.

A. Executive Committee

- 1) The Executive Committee shall consist of the President, Vice President, Secretary, and Financial Secretary. Voting members shall include the President, Vice President, and Secretary. The Financial Secretary and UTO staff are non-voting members of the Executive Committee.
- 2) Meetings of the Executive Committee shall be called by the President or Vice President.
- 3) The Executive Committee shall act for the Board between meetings. It shall have the authority to handle policy pertaining to the operations, structure, and finances of the Board.
- 4) The Executive Committee shall not modify any action taken by the Board regarding grant awards.
- 5) The Executive Committee shall support the President in effectively executing the President's duties as defined in Article IV, Section 3, #1, b.: appoint all committee members, chairpersons, and special committees, fill committee vacancies as needed, in consultation with the Executive Committee.

Additional duties of the Executive Committee, not outlined in the Bylaws are to:

- 1) Provide leadership to the Board;
- 2) Review agendas and provide input to the President for upcoming Board meetings, including site visits and training;
- 3) Prepare and review budgets, reports, and informational requests made by the Executive Council of The Episcopal Church;
- 4) Share minutes of its meetings with the Board after they have been approved by the Executive Committee;
- 5) Provide a method of communication of ongoing activities of United Thank Offering activities.
- 6) The Executive Committee can NOT make a final approval of grants before submitting to the Executive Council. That must be done at a full Board meeting.
- 7) In consultation with the Executive Council Liaison and UTO Staff, request a meeting with GAM at least one time during each triennium—(this should be under President's duties in future bylaws revision).

B. Communication Committee

The Communication Committee shall be responsible for identifying challenges and emerging issues met by communicating the United Thank Offering message. The committee requires two (2) conveners: one (1) responsible for developing materials to support the current UTO base, and one (1) responsible for developing outreach materials to expand UTO participation. The members of the Communication Committee must have solid verbal, written, interpersonal, and computer skills and will work closely with UTO Staff, Office of Communications, and the Executive Committee.

C. Continuing Review Committee

The Continuing Review Committee shall review, monitor, and evaluate the official documents of the Board according to the current Bylaws and Memorandum of Understanding (*hereafter, MOU*). The Chair shall:

- participate in amending the Bylaws with the Executive Council and in consultation with the DFMS attorney;
- serve as a resource on parliamentary procedure during a Board meeting;
- serve as a member of the Nominating Committee;
- will be present at all meetings regarding Board member discipline.

D. Education and Training Committee

1. The purpose of the Education and Training Committee shall be to encourage, support, promote, develop, and coordinate training for the United Thank Offering Coordinators/Grassroots Organizers.
2. A variety of methods—including webinars, online courses, regional conferences, and Triennial meeting workshops—will be used to broaden skills, challenge productivity, and increase and deepen participation in the spiritual discipline of gratitude. These training sessions will enable participants/attendees to provide effective and efficient outreach and ministry in parishes and dioceses.
3. The responsibilities of the Education and Training Committee shall include (but not be limited to):
 - a. Development and Review of Educational Materials
 - i. Consult with the Communications Committee Convener and UTO staff on suggested materials to promote the United Thank Offering and to enhance the teaching of the spiritual discipline of gratitude throughout the church;
 - ii. During the second year of the triennium, develop a questionnaire to survey Coordinators/Grassroots Organizers about what they desire and what they are using for printed materials, webinar topics, workshops, and other educational offering ideas they might have.
 - b. Webinars and Regional Conferences
 - i. Consult with the UTO Staff and Province Representative Committee in conducting webinar trainings annually that are cohesive and localized.
 - ii. Determine relevant and timely topics for webinars or other online educational campaigns to encourage prayerful and grateful giving based on members' feedback on workshop evaluations and requests;
 - iii. Support the planning and execution of Regional Conferences with the UTO Staff;
 - c. Triennial
 - i. Consult with the President and UTO Staff regarding proposed UTO workshops at the Triennial meeting for UTO Coordinators/Organizers and the UTO community to increase participation and understanding, strengthen its ministry and mission, and connect people to a life-changing relationship with Christ to transform the world;

- ii. Identify with staff other opportunities at General Convention where the spiritual discipline of gratitude could be shared.
- d. Other
 - i. Review each Triennium the duties, responsibilities, and activities for a Regional Conference found in the Education and Training Handbook.
 - ii. Maintain a subcommittee including the Vice President, Province Representatives, and UTO Staff to plan and host a Regional Conference.

E. Finance Committee

The Finance Committee oversees the income from three trust funds: 630.02 Wright, Emilie G; 827.00 Bell, Donald H. Memorial; 852.00 United Thank Offering Memorial Trust Fund. Income only is designated for the program needs of the Board; the Finance Committee monitors the expenses in collaboration with Domestic and Foreign Mission Society Finance Office (*hereafter, Finance Office*). The Finance Committee maintains oversight of any Board committee with financial responsibility.

1. The Board's Executive Committee functions as the Finance Committee of the Board, with the possible addition of at least one Province Representative; the Board's Financial Secretary shall be responsible for tracking and reporting all Board finances.
2. This committee shall meet at least one (1) time during a scheduled Board Meeting, and electronically as necessary.
3. The Finance Committee shall:
 - a. prepare, present, and monitor all budgets for the Board's approval;
 - b. evaluate and advise the Board on long-term planning and budgeting;
 - c. prepare and present a draft Triennial Budget for the incoming Board the summer prior to General Convention for approval by the Executive Council of The Episcopal Church;
 - d. receive and review quarterly reports of interest income from the Trust Funds;
 - e. work with the Financial Secretary to review and understand all income and expense reports from the Finance Office;
 - f. be familiar with all applicable Trust Fund documents to ensure the donor's intent is being followed;
 - g. function as a resource for other Board committees that have financial responsibilities;
 - h. maintain oversight of available Ingathering amounts along with DFMS staff;
 - i. receive reports from the staff regarding the Memorial Trust Fund Subcommittee, including quarterly reports on donations, and work with staff on ways to promote giving to the trust and be caretakers of the updated Memorial Trust Book during Triennial/General Convention;
 - j. oversee the collection of Blue Boxes at meetings and at General Convention/Triennial;
 - k. coordinate with Grants Committee regarding distribution of grant funds.

G. Grants Committee

- 1) The Grants Committee shall consist of the Vice President, who is the Chair of the Committee, the Board President, the United Thank Offering Staff, and Board members appointed by the president.
- 2) The leadership of the Grants Committee is a collaborative effort of the Vice President, the UTO Staff, and the Board President.
- 3) The responsibilities of the Grants Committee shall include for the upcoming grant cycle (but not be limited to):
 - a) Develop a grant focus and criteria, taking into consideration the mission priorities of The Episcopal Church;
 - b) Develop the supplemental information, instructions, and grant application form;
 - c) Review all submitted grant applications as a first step to eliminate applications that do not meet criteria by analyzing the budget of all eligible applications for non-fundable items and subtracting those items before forwarding to the Board for review.
 - d) Develop awarded grant descriptions for approval by Executive Council.
 - e) Approve grant extensions and send recommendations to the Board Executive Committee for final approval. (In consultation with the Grants Committee Convener and UTO Staff Officer).
- 4) The Grants Committee Convener shall:
 - a. Develop a grant timeline for each grant cycle.
 - b. Send the focus, criteria, and supplemental information to the UTO Staff to be proofread, approved by Executive Council, and posted online by the date set for the grant cycle.
 - c. Send the grant application and instructions forms to the UTO Staff to be proofread and posted online by the date set for the grant cycle.
 - d. Prepare the final results of the Board assessments of the grants and determine the cut-off for funding and present them to the Board for approval.
 - e. Announce, in the third year, the grant recipients to the delegates of the Triennial Meeting (during General Convention).
- 5) The UTO Staff shall:
 - a. Answer questions and assist applicants and dioceses with the application process.
 - b. Facilitate with the Presiding Bishop's Office the application from the Presiding Bishop and ensure that it is within criteria.
 - c. Prepare all the acceptable applications for the Board members to evaluate and rate in a timely manner, allowing Board members as much time as possible.
 - d. Serve as the main contact to assist with grant applications coming from The Anglican Communion, Companion Dioceses, and Aided Dioceses. In the absence of the Staff, the Vice President will serve in that capacity.
 - e. Hold an electronic meeting between the Grants Committee and appropriate DFMS staff, inviting interested Board members, to review the grants applications from the Anglican Communion, Companion/Partnership Dioceses, and Aided Dioceses.
 - f. Process all paperwork for approved grants for the archives, and finance department for the processing of payment of grants in a timely fashion.
 - g. Send a communication (letter or email), to all applicants following Executive Council approval and a certificate and award check to successful applicants.
 - h. Send reminders of when extension requests are due and when final reports are due.

H. General Convention/Triennial Meeting Tasks (Review for revisions)

- 1) All members of the Board are members of the General Convention/Triennial Meeting Subcommittees. The Board President shall appoint all Subcommittee Members and Subcommittee Conveners.
- 2) The General Convention/Triennial Meeting Subcommittees are as follows:
 - a) Booth Subcommittee;
 - b) Board Memory Subcommittee;
 - c) New and Former Member Subcommittee;
 - d) Presentation Subcommittee (under Grant Committee);
 - e) Workshop Subcommittee.

I. Province Representatives Work Committee

The Province Representatives Work Committee is a collaborative effort between the Province Representatives, the Staff, and the President, as necessary, to ensure timely, cohesive, and relevant approaches to support the work of Coordinators/Organizers within each Province. This committee is also responsible for helping with orientation of new Board members.

J. Special Committees

The Board President shall appoint Special Committees.

VI. Policies and Procedures for Personal Conduct

The following information is provided to help members understand key policies that guide the work of the Board. Some of these are mandated to us through the Constitution and Canons of The Episcopal Church while others are particularly important given the sensitive nature and intricate granting process we undertake each year. If you have further questions regarding these policies, please ask.

A. Statement of Confidentiality

Confidentiality is defined as "spoken, written, acted on, etc., in strict privacy or secrecy."

Excerpted from www.dictionary.reference.com/browse/confidentiality

The practice of confidentiality is often misunderstood among members of a Board like United Thank Offering (UTO), because of the extensive number of meetings and communiqués exchanged related to Board business. Many exchanges of information are confidential and should not be shared with anyone outside the Board.

One easy way to remember what is confidential and what is not is: unless it is posted on the Extranet in the form of minutes, *Fact Sheets*, other shared documents, grant announcements, e-newsletters or edited missives, it is probably confidential. Sometimes there are outcomes that are NOT confidential, but the discussion that leads up to them is often best kept confidential. It is best to err on the side of caution rather than unwittingly to cause harm.

The purpose of maintaining confidentiality is to protect individuals—DFMS staff and members of the Board, as well as the people, parishes, and dioceses that UTO serves, and The Episcopal Church. Harm comes when people overhear and repeat misinformation, in some cases affecting a person's job, whether paid or

volunteer, or relationship with a supervisor.

One major source of breaches of confidentiality is to attribute a remark or action to a specific individual outside the meeting. Gossip is the source of many breaches of confidentiality and is not something that serves the greater good. As a Christian organization, we strive to do God's will in love, and not to cause any type of harm. Although breaches of confidentiality are often unintentional, serious and especially intentional breaches can result in removal from the Board, especially in relation to the granting process.

Remember, unless it is posted on the web page for all to read and see, it is best kept confidential. Please ask yourself the question, as an ambassador for the Board, "Will my comments benefit the ministry of UTO or could they do harm?" If your comment will cause UTO or an individual harm, then don't say it.

B. Codes and Policies

The purpose of establishing the Code of Ethics and Conduct is to provide guidance to the members of the Board regarding behavioral and ethical matters as they address their duties and obligations, enhancing relationships, encouraging teamwork and fostering respect within the professional boundaries of the Board.

1) Code of Ethics

Board members shall:

- a) behave with integrity, in an ethical and professional manner in their interactions within, in regard to, and on behalf of the Board;
- b) maintain and exhibit high standards, morals and values, using professional judgment at all times, as well as, handling all matters confidentially, exercising due diligence;
- c) not engage in conduct that will compromise, discredit or diminish the integrity of the Board or its members;
- d) be sensitive to the UTO Office and fellow Board members' workload when requesting assistance;
- e) be respectful of each other and will not utilize Board or Committee Meetings, UTO functions or activities to upstage or embarrass colleagues;
- f) respectfully consider the opinions of others during deliberations, strive for integration of viewpoints or consensus building in decision making, and will respect the judgment of the Board in regard to its decisions;
- g) strive to cultivate and maintain good relations with the public, press, and constituents, recognizing limitations to speak for the Board as set forth in the Board Bylaws, Board Policies and Procedures, and DFMS Policies
- h) assume others are doing their best and working from a place of goodness and gratitude.

2) Meeting Conduct

Name badges or table cards are required and shall be displayed during all Board functions. Attire should be clean, comfortable, and appropriate for the activity. Be sensitive to cultural differences. If you have questions, do not be afraid to ask.

C. Reimbursement Policy

The Board functions on an annual balanced budget. Thus, we must be diligent in managing the cost of our ministry and cannot overspend on any project, meeting or item. Therefore:

- 1) Meetings:

- a) All changes in travel (meaning coming early or leaving late from an in-person meeting) must be approved by the Board President prior to booking your plane ticket;
 - b) Please book your plane ticket as soon as the call to meeting is issued from the General Convention Office in order to get the lowest fare, and remember that the DFMS travel policy is that you must book the lowest fare available;
 - c) All meeting reimbursement requests are sent to the General Convention Office.
- 2) Purchases for the Board:
- a) All unbudgeted expenditures of \$500 or less must be approved prior to purchase by the Board President in writing and expenditures over \$500 must be approved by the Executive Committee;
 - b) Contracts can only be signed and completed by the Senior Officers of DFMS;
 - c) Any expenses that are not incurred while participating in a meeting must be accompanied by approval from the Board President and sent to the UTO Staff for processing and payment.

VII. General Information

This is a living document and will be reviewed and amended as the Board deems necessary. All suggested revisions or areas deemed not covered in this document must be submitted in writing, at least 30 days in advance of a meeting, to the Executive Committee. Matters not addressed in this document are covered in the Board Bylaws and the Memorandum of Understanding between the Board and DFMS.

Approval of all revisions of this document and like documents will be made by the entire Board.

VIII. Committee Handbooks

A. Continuing Review Committee Handbook

The Continuing Review Committee, the standing committee of governance, is one of the most influential committees and the “conscience of the United Thank Offering Board.” The Continuing Review Committee Convener shall govern according to the rules and regulations of United Thank Offering, consulting the President regarding all matters of governance.

The committee is responsible for reviewing, monitoring, and revising the following United Thank Offering Board documents of governance: United Thank Offering Board Bylaws; United Thank Offering Grant Application and Instructions; United Thank Offering Grant Criteria, Definitions, and Policy; United Thank Offering Policies and Procedures.

The Continuing Review Committee shall:

- 1) Place all recommended changes before the United Thank Offering Board for review, discussion, and approval. All approved changes will be forwarded by the United Thank Offering Board President to the Executive Council of the Domestic and Foreign Missionary Society as a point of record management and accountability.
- 2) Evaluate the credentials of Board members to determine if they are eligible to serve.
- 3) Assess the Board’s current composition and identify missing qualities, skills, and characteristics.
- 4) Revise job descriptions for Board officers, committee, and subcommittee members as necessary.
- 5) Ensure the Board engages in self-assessment, holding all members of the United Thank Offering Board accountable for their actions, behavior, code of conduct, work ethics, and oath of confidentiality.

- 6) Examine Board performance, how members are communicating, fulfilling responsibilities, achieving the objectives and goals in the ministry of United Thank Offering.
- 7) Research, review, investigate all matters of the Board and make recommendations to the Board President, Executive Committee or the entire United Thank Offering Board regarding insubordination, any discrepancies or violations, and all matters of concern brought before the Continuing Review Committee.
- 8) Support all members of the Board, encouraging teamwork and exemplary representation.
- 9) Promote community in the ministry of mission by connecting people, ideas, and resources through respectful and professional relationships.
- 10) Hold all members of the United Thank Offering Board accountable and responsible in matters of the Board.

The Secretary of the United Thank Offering Board is a member of the Continuing Review Committee.

A member of the Continuing Review Committee shall be appointed by the United Thank Offering Board President to serve as the Nominating Committee Chair.

Nominating Committee duties include but are not limited to:

- 1) The Nominating Committee Chair shall post thirty (30) days "Notice(s) of Election(s)." Elections shall be held for the following positions as required in the United Thank Offering Board Bylaws:
 - President
 - Vice President
 - Secretary
 - Finance Officer
- 2) It is important for the Nominating Committee to:
 - Review the United Thank Offering Board Bylaws election process.
 - Handle all business of the Nominating Committee confidentially.
- 3) All matters of the Nominating Committee shall be conducted legally and ethically.
- 4) The Report of the Nominating Committee shall be submitted to the President and voting body of the United Thank Offering Board prior to discussion with or distribution to nonmembers of the Committee.

The Nominating Committee Chair shall:

- 1) Contact all nominees and request submission of a brief biography stating their qualifications. Review qualifications, scrutinize the job description for the position in question, ensure nominees understand the duties of the office and agree to serve, if elected, and execute all responsibilities in a professional manner.
- 2) Carefully examine the qualifications of each suggested nominee and obtain consent before placing the name in nomination.
- 3) Complete her work when she presents the Report to the Presiding Chair.

B. Communications Committee Handbook

The Communication Committee shall be responsible for identifying challenges and emerging issues met by communicating the United Thank Offering message. The committee requires two (2) conveners: one (1) responsible for developing materials to support the current UTO base, and one (1) responsible for developing outreach materials to expand UTO participation. The members of the Communication

Committee must have solid verbal, written, interpersonal, and computer skills. and will work closely with UTO Staff, Office of Communications, and the Executive Committee.

The Communication Committee responsibilities shall include but not be limited to:

- 1) Define and execute appropriate strategies recognizing internal and external communication opportunities and solutions;
- 2) With the help of the survey from the Education and Training Committee, generate ideas for the creation of new materials to encourage new and support ongoing participation in UTO appealing to diverse populations;
- 3) With the help of the staff and Young Adult Board Members, investigate new ideas for how to introduce and teach the spiritual discipline of gratitude;
- 4) Solicit monthly bulletin inserts and newsletter articles to be posted on the UTO blog;
- 5) Solicit from the Board prayers for the Triennial UTO Prayer Book and coordinate the solicitation of prayers from individuals outside the Board.

The Communications Committee Shall:

- 1) Investigate ways of sharing UTO information on other platforms, including through the communications of groups such as: ECW, Daughters of the King, Girls Friendly Society, Church Periodical Club, Episcopal Camp and Conference Centers, and so on;
- 2) Solicit stories from parish and diocesan UTO Coordinators/Organizers for the monthly e-newsletter;
- 3) Research how other organizations are getting their message out for ideas that UTO could also utilize;
- 4) With the help of the Province IX Representative, find creative solutions to getting UTO materials to overseas dioceses;
- 5) Make sure the UTO Blog is kept up to date with timely information.

C. Education and Training Committee Handbook

The United Thank Offering Education and Training Committee shall encourage, support, and engage UTO Coordinators/Grassroots Organizers by providing customized training to enhance and promote the UTO ministry within their respective parishes and dioceses.

In an effort to meet the expressed needs of coordinators, our goal is to provide a variety of training opportunities through webinars, on-line courses, regional conferences, and Triennial meeting workshops to build and strengthen skills, increase and deepen participation in the spiritual discipline of gratitude, and foster a renewed focus in ministry outcomes. As a result of attending these training sessions, coordinators will be able to provide effective leadership and outreach in parishes and dioceses.

The responsibilities of the Education and Training Committee shall include but not be limited to:

- 1) Development and review of Educational Materials
 - The Education Committee shall consult with the Communications Committee Convener and UTO staff regarding suggested topical training materials and to determine if existing or new materials are required.
 - Materials developed will be designed to promote the United Thank Offering and enhance the teaching of the spiritual discipline of gratitude throughout the church.
 - The UTO staff will archive training materials developed for use by Province and Diocesan Representatives.

- 2) Development of a questionnaire for coordinators the second year of Triennium
 - During the second year of the triennium, the Education Committee shall develop a questionnaire for coordinators to ascertain their training topics of interest, resources needed and to request their materials and new ideas.
 - Based on the results of the questionnaire, Triennial workshops, subsequent webinars and/or on-line courses will be designed in collaboration with UTO staff and the Communications Committee Convener.
- 3) Webinars and Regional Conferences
 - The Education Committee shall consult with the Province Representative Committee and the UTO staff in the coordination of the annual webinar schedule and topics. Webinars will reflect the interest expressed by coordinators (via questionnaire) and requests as a top priority.
 - Webinar topics may also include the history of UTO, communication tools and resources, practical tips and techniques for new and continuing coordinators on planning a successful Ingathering Service of Gratitude, How to increase the visibility of UTO, How to use the spiritual discipline of gratitude throughout the church, new UTO initiatives, Best Financial Practices and annual granting information.
 - The goal of the Regional Conferences is to provide an opportunity for members of the Board within specific geographic regions and UTO staff to meet and connect with coordinators to hear and address their concerns and provide support and the necessary tools for continued growth and visibility of UTO.
 - The UTO Board and staff shall determine at its spring meeting the number and geographic locations planned for Regional Conferences each year of the Triennium to maximize outreach. Ingathering data, Self-Study results, and other data deemed appropriate may be used to prioritize Regional Conference locations. The Regional Conferences shall not exceed funds earmarked in the annual budget. The duration of the conference will vary (full day vs. half day) and agendas tailored to the needs of the coordinators within the region.
- 4) Triennial Workshops
 - The president of the National Episcopal Church Women (NECW) will inform the UTO President and staff of its plans for the Triennial Meeting including the theme, workshop requirements, schedules, etc.
 - Upon notification from NECW to the president of the number of workshops allotted to UTO and other detailed information, the Education Committee shall consult with the President and UTO staff regarding proposed workshops.
 - A review of triennium trainings offered including webinars, regional conferences, and the results of the second-year coordinators questionnaire will determine proposed workshop topics.
 - The President will submit a summary of UTO workshop topics, presenters, and other related information requested to NECW.

The Education Committee shall:

- 1) Support and execute the planning activities/tasks of the Regional Conferences with the Province Representative Committee and UTO staff which may include but not be limited to:
- 2) Identify the site for the Regional Conference that is accessible by car and local transportation, finalize date and duration of conference.

- 3) Assist in the design of a flyer for placement in the e-newsletter, UTO and TEC website. (Province Representative(s) within the region will invite their Diocesan Coordinators and contacts of the date, time and place of the Regional Conference.)
 - a. To ensure the widest distribution of the Regional Conference announcement, the Communication Committee Convener will be consulted on other appropriate outreach venues.
 - b. Invitations may also be extended to the Presiding Bishop's staff, members of the Episcopal Church Women Board, and staff of the dioceses within the region of the conference and others deemed appropriate.
- 4) Develop the agenda/schedule, identify presenters, roles and responsibilities of members, and ensure educational materials needed are provided.
- 5) Work with UTO staff to coordinate hospitality, meals/refreshments, materials delivery, audio-visual, media needs and worship services.
- 6) Develop an evaluation form to be completed by attendees at the conclusion of the day.
- 7) Work with staff to obtain small UTO token giveaways (surplus from Convention) and Certificates of UTO's Thanks and Gratitude for attendees.

D. Grants Committee Handbook

The Grants Committee shall consist of the Vice President, who is the chair of the Grants Committee, the Board President, the United Thank Offering Staff Officer, and Board members appointed by the president. The leadership of the Grants Committee is a collaborative effort of the Vice President, the UTO Staff Officer, and the Board President.

The responsibilities of the Grants Committee shall include for the upcoming grant cycle (but not be limited to):

- 1) Develop a grant focus and criteria, taking into consideration the mission priorities of The Episcopal Church and present it to the Board for approval.
- 2) Develop the supplemental information, instructions, and grant application form.
- 3) Develop a grant timeline for the grant cycle.
- 4) Send the focus, criteria and supplemental information to the UTO Staff Officer to be posted online by the date set for the grant cycle.
- 5) Send the grant application and instructions forms to the UTO Staff Officer to be posted online by the date set for the grant cycle.
- 6) Hold an electronic meeting between the Grants Committee and the Global Partnerships Team, inviting interested Board members to review the grants applications from the Anglican Communion, Companion/Partnership Dioceses, and the Aided Dioceses.
- 7) Review all submitted grant applications as a first step to eliminate applications that do not meet criteria.
- 8) Analyze the budget of all eligible applications for non-fundable items and subtract them before submission to the Board.
- 9) Prepare all the acceptable applications for the Board members to evaluate and rate in a timely manner allowing board members as much time as possible.

- 10) The UTO Staff Officer will serve as the main contact to assist with grant applications coming from The Anglican Communion, aided dioceses, and companion/partnership dioceses. In the absence of the Staff Officer, the Vice President will serve in that capacity.
- 11) Prepare the final results of the Board assessments of the grants and determine the cut off for funding and present them to the Board for approval.
- 12) Develop awarded grant descriptions for approval by Executive Council.
- 13) The UTO Staff Officer will send a communication, letter or e-mail, signed certificate and the award check to successful applicants following Executive Council approval.
- 14) The UTO Staff Officer will send a communication, letter or e-mail, to unsuccessful applicants explaining why their grant application was not awarded.
- 15) Announce, in the third year, the grant recipients to the delegates of the Triennial Meeting (during General Convention).
- 16) Approve grant extensions and send recommendations to the Board Executive Committee for final approval. (In consultation with the Grants Committee Convener and UTO Staff Officer)

E. Finance Committee Handbook

The purpose of the Finance Committee is to manage the fiscal affairs of United Thank Offering.

Responsibilities shall include but are not limited to:

- 1) develop a proposed Board Triennium budget for the following Triennium as well as separate calendar year budgets for the current Triennium;
- 2) monitor DFMS bookkeeping and financial reporting;
- 3) monitor UTO Trust funds managed by DFMS and
- 4) maintain supporting invoice documentation provided by UTO Staff for UTO transactions for board reference.

This committee reports to the President of the United Thank Offering Board and is accountable to the United Thank Offering Board. The members of the Finance Committee are appointed by the President of the United Thank Offering Board. The United Thank Offering Finance Secretary is the committee's convener.

The Finance Committee shall:

1. Assure United Thank Offering operates in accordance with the financial practices and guidelines of the Domestic and Foreign Missionary Society (DFMS).
2. Provide direction for the entire Board for financial responsibility and accountability. In conjunction with the Education committee, review and update Ingathering collection and submission policies at the parish and Diocesan for publication. Present a webinar and/or workshop on UTO Best Financial Practices at least once per Triennium. As needed, with the consent of the Executive Committee, recommend honorariums and gratuities.
3. Present a Financial Report at Board Meetings. Reports would detail UTO's revenues and expenditures, Trust Fund investments and other matters related to its financial condition.
4. With the assistance of UTO Staff and the Executive Committee, submit a proposed Triennium budget (for the following Triennium) to DFMS in accordance with the TEC budget process. Prepare revisions to the proposed Triennium budget based on DFMS review with the support of the UTO Staff and Executive Committee. The Executive Committee will keep the Board informed and apprised of the steps in the budget process review.

5. Ensure UTO's funds are spent appropriately (i.e., restricted funds). With the assistance of UTO staff, monitor the Memorial Trust Fund to ensure amounts given are properly deposited into the Trust Fund.

F. Province Representative Work Committee Handbook

A senior provincial member will chair this committee to provide mentorship for in-coming Board members, fulfilling the duties listed below. However, in certain instances when a senior provincial member is not available to provide mentorship, the duties of the Province Leader/Mentor may be assigned to two newer provincial representatives deemed experienced with UTO. They will work under the guidance of the President in collaboration with the UTO Staff to mentor the incoming Board members.

The Province Representative Work Committee Chair shall:

- 1) Develop a brief questionnaire noting the needs, questions, and concern of each new Board Member;
- 2) Make a list of the forms each needs to complete and monitor their completion (i.e., emergency form, health needs, etc.);
- 3) Review and monitor completion of requirements necessary to serve on the Board such as:
 - a) Install Zoom on their computer and learn how to access it;
 - b) Complete the Safeguarding God's Children Program;
 - c) Complete the Anti-Racism Program
- 4) Assist with how to's such as:
 - a. In Person Meetings:
 - i. Book flights;
 - ii. Complete the Reimbursement form to use after a Board Meeting and keeping up with receipts;
 - iii. Complete Monthly Activity Sheet before Board Meetings;
 - iv. Participating in Board Worship Activities and Prayer at meals;
 - b. Communicate with Diocesan Coordinators/Organizers:
 - i. Send out "Fact Sheet" after each face-to-face meeting;
 - ii. Participate in and conduct a Webinar;
 - iii. Compile bulletin inserts and monthly highlights for publication in E-News; and
 - iv. Perform duties of the Province Rep at their own Provincial Meetings
 - c. Participate in the granting process such as:
 - i. Review and understand the Focus and Criteria for each grant cycle;
 - ii. Access and log in to read the grants;
 - iii. Access and complete the Google Doc to communicate availability to attend Zoom meetings, give grant ratings, etc.
 - iv. Determine rating to give each grant based on the rubric provided.
 - v. Attend the Global Partnerships meeting to discuss foreign grant applications.
 - d. Update the database with changes in leadership within your Province and get certificates for those rotating out of leadership;

- e. Access the Ingathering Reports, when to share, what to share, and ways to help Diocesan Coordinators/Organizers work in increasing giving.
- f. Complete other tasks that arise, e.g. ordering materials once annually.