

INTRODUCTION TO BHBC GOVERNANCE

INTRODUCTION TO BHBC GOVERNANCE

How Is the Church Led?

The head of Blythefield Hills Baptist Church is Jesus Christ. As an organization, we seek to reflect His character and priorities in how we relate, in all that we do, and in how we do it. We seek to ensure that every decision is made in a manner consistent with the character of Christ and Biblical teaching. Through the guidance of the indwelling Holy Spirit, we endeavor to discern God's ongoing program for us as a local church. Whenever we decide on an end and implement a plan under His guidance, we do so by faith, seeking to be faithful and effective in the kingdom. Reflection upon needs, opportunities, our unique call, and anticipated resources assist us in discerning God's direction. We know that forward looking vision must keep us seeking to discover the next step God seems to be showing us. We expect that the implementation of Spirit-directed vision will require growth in grace and faith.

Empowered Leadership

On a human level, two groups of people direct the ongoing ministries of Blythefield Hills. Those groups are: (1) the pastors, and (2) the deacons. Together these two groups form the church board.

The pastors are members of the church, empowered by the Spirit and the congregation, to provide general watchcare of people and oversight of ministries. They continually evaluate the teaching ministry of the church and review major strategic initiatives and ministry decisions. They use their wisdom, discernment and shepherding gifts to ensure the church remains on a true course biblically. The Senior Pastor designates a pastoral leadership team which offers oversight, guidance, and development assistance to the rest of pastoral (and high level director) team.

The deacons are members of the church empowered by the Spirit and the congregation to serve as members of the board along with the pastors to participate in the governance process through agreed upon ends, limitations, and linkages. As a whole, they advise on selected and agreed upon aspects of the ministry and matters pertaining to development of adequate ministry facilities and tools. They all are spiritually mature and Spirit-led men who use their God given expertise and gifts, to serve the church and pastors. The Chairman of the board is an elected member of the board.

Administration of Ministry

The way the two groups work together can be stated as follows: in the ministries of the church overall leadership is provided by the pastoral team; these ministries are defined and supported by the policies and broad budget guidelines determined by the board; all the activities of the church carried out with the watchcare and oversight of the pastoral team under the direction of the Senior Pastor and his appointed leadership team. Some governance policies set stipulations which direct positive steps that are to be enacted in ministry and other governance policies set limits which then free other appropriate avenues for ministry development.

Heart of Ministry

Communication, openness and accountability between deacons and pastors is enhanced by: The Senior Pastor with all the rest of the pastoral team serving together with the deacons as active members on the board, working together they develop a consensus on the ends, limitations, and linkages; the board holds the Senior Pastor and his appointed pastoral leadership team accountable for achieving the agreed upon ends with available resources within the agreed upon limitations and linkages. All this is done enacting core values of Christ-centered communication, openness and accountability among the church leaders. It is the expectation, that with the Senior Pastor's oversight, all deacons and pastors will maintain a heart of ministry conditioned by these values.

Policy Type: ENDS

Policy 1.0

Policy Title: ENDS STATEMENT

THE PURPOSE OF THE CHURCH

To promote the true worship of God by means of teaching and preaching the Bible, God's Word, seeking to win the lost to faith in Christ, building up believers, observing the ordinances, and promoting Christian fellowship. Such a local ministry shall be maintained, and the church shall seek to extend a like ministry throughout the world.

MISSION OF THE CHURCH

“Developing authentic whole-hearted followers of Jesus Christ.” (The short version is: “Always making disciples.”)

VISION OF THE CHURCH

Living out the command from Matthew 22:37-40 in community to love God with all that we are and to love our neighbors as ourselves. (The short version is: “living out the double love command in community.”)

Until new ends policies are developed, the ends of the organization will remain as stated explicitly by the Church Board in adopted Church Board documents.

Ends:

A. What Good?

- 1) Biblical truth is taught in love to seekers and believers, building lives to do ministry locally.
- 2) Leadership is developed through all areas of ministry.
- 3) Lives and relationships are being transformed to demonstrate authenticity and true spirituality.
- 4) Fellowship is developed in intimate faith communities with trained leadership.
- 5) Corporate worship is God-centered, encourages edification and evangelism, expresses creativity and beauty, and fosters intergenerational community.
- 6) Biblical truth in love is extended through individuals and agencies locally, regionally and globally.
- 7) Ministry is united and integrated through long and short term strategic planning.
- 8) Facilities are developed and maintained to meet strategic ministry ends.
- 9) Stewardship of time, talent and treasure is developed and lived out.
- 10) Operations will be conducted in a manner that assures fiscal integrity and financial stability.
- 11) Believers will be empowered to utilize their unique gifts and passions to live out the double-love command within the household, local, regional and global settings God places us. Through this, the gospel of Jesus Christ will be shared in words and deeds that extend justice and mercy.

B. For Whom?

Ministry shall be available to seekers and believers in all age groups, locally and regionally and extending globally, subject to the available resources and Church Board policies.

C. At What Cost?

Ministry shall be rendered at a cost not to exceed donated funds.

Policy Type: SENIOR PASTOR LIMITATIONS

Policy 2.0

Policy Title: GLOBAL EXECUTIVE CONSTRAINT

The Senior Pastor shall not cause or allow any practice, activity, decision, or organizational circumstance which is unbiblical, unlawful, imprudent or in violation of commonly accepted business and professional ethics and practices.

- Page 4 2.1 Treatment of Members and Constituents - With respect to interactions with members and attenders or the general public, the Senior Pastor shall not cause or allow conditions, procedures, or decisions that are unbiblical, unsafe, undignified, (1 Tim 3:2-3) or unnecessarily intrusive.
- Page 5 2.2 Treatment of Staff - With respect to the treatment of paid and volunteer staff, the Senior Pastor may not cause or allow conditions that are unbiblical, unfair, undignified, (1 Tim 3:2-3) disorganized, or unclear.
- Page 6 2.3 Financial Planning/Budgeting - The Senior Pastor may not cause or allow financial planning for any fiscal year, or the remaining part of any fiscal year, to deviate materially from the Church Board's ends priorities, risk fiscal jeopardy, or fail to be related to a multi-year plan.
- Page 7 2.4 Financial Condition and Activities - With respect to the actual, ongoing financial condition and activities, the Senior Pastor shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Church Board priorities established in ends policies.
- Page 8 2.5 Emergency Senior Pastor, Leadership Team Succession - In order to protect the Church Board from sudden loss of Pastoral services, the Senior Pastor shall have a process in place for emergency pulpit supply, and a selected member(s) of the Pastoral staff shall be designated by the Senior Pastor to fulfill leadership functions.
- Page 9 2.6 Asset Protection - The Senior Pastor shall not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.
- Page 10 2.7 Compensation and Benefits - With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Senior Pastor shall not cause or allow jeopardy to fiscal integrity or to public image.
- Page 11 2.8 Communication and Support to the Church Board - The Senior Pastor shall not permit the Church Board to be uninformed or unsupported in its work.

Policy Type: SENIOR PASTOR LIMITATIONS

Policy 2.1

Policy Title: TREATMENT OF MEMBERS AND CONSTITUENTS

With respect to interactions with members and attenders or general public, the Senior Pastor shall not cause or allow conditions, procedures, or decisions that are unbiblical, unsafe, undignified, or unnecessarily intrusive.

Further, without limiting the scope of the foregoing by this enumeration, the Senior Pastor shall not:

Fail to provide a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their protections under this policy.

Policy Type: SENIOR PASTOR LIMITATIONS

Policy 2.2

Policy Title: TREATMENT OF STAFF

With respect to the treatment of paid and volunteer staff, the Senior Pastor may not cause or allow conditions that are unbiblical, unfair, undignified, disorganized, or unclear.

Further, without limiting the scope of the foregoing by this enumeration, the Senior Pastor shall not:

Operate without written personnel rules which:

- a) Clarify rules for all pastoral and support staff,
- b) Provide for effective handling of grievances, and
- c) Protect against wrongful conditions, such as grossly preferential treatment for personal reasons.
- d) Set guidelines for and evaluate strategic planning
- e) Set annual reviews for all pastoral and support staff

Policy Type: SENIOR PASTOR LIMITATIONS

Policy 2.3

Policy Title: FINANCIAL PLANNING/BUDGETING

The Senior Pastor may not cause or allow financial planning for any fiscal year, or the remaining part of any fiscal year, to deviate materially from the Church Board's ends priorities, risk fiscal jeopardy, or fail to be related to a multi-year plan.

Further, without limiting the scope of the foregoing by this enumeration, the Senior Pastor shall not:

1. Fail to include credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, unless provision is made to relate given items to capture multi-year funds.
3. Reduce the current assets at any time to less than current liabilities.
4. Provide less for Church Board prerogatives during the year than is set forth in the Cost of Governance policy.
5. Develop, without submitting them for approval, and expend funds for capital campaign projects which are in excess of amounts previously approved by the Church Board and congregation.

Policy Type: SENIOR PASTOR LIMITATIONS

Policy 2.4

Policy Title: FINANCIAL CONDITION AND ACTIVITIES

With respect to the actual, ongoing financial condition and activities, the Senior Pastor shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Church Board priorities established in ends policies.

Further, without limiting the scope of the foregoing by this enumeration, the Senior Pastor shall not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met, or captured multi-year funds are properly used as allowed for in written guidelines.
2. Use any long-term reserves except as allowed for in written guidelines.
3. Cause the church to incur indebtedness other than trade payables incurred in the ordinary course of doing business.
4. Cause the church to incur other indebtedness without congregational approval.
5. Fail to settle payroll and debts in a timely manner.
6. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
7. Make a single extra-budget purchase or commitment of greater than 1% of the annual budget. Splitting orders to avoid this limit is not acceptable.

Policy Type: SENIOR PASTOR LIMITATIONS**Policy 2.5****Policy Title: EMERGENCY SENIOR PASTOR, LEADERSHIP TEAM SUCCESSION**

In order to protect the Church Board from sudden loss of Pastoral services, the Senior Pastor shall have a process in place for emergency pulpit supply, and a selected member(s) of the Pastoral staff shall be designated by the Senior Pastor to fulfill leadership functions.

In order to protect the Church Board from the sudden loss of key leadership staff, the Senior Pastor shall have a process in place to ensure that leadership functions are adequately fulfilled. In addition he shall see that a plan is in place for the emergency temporary replacement of all Pastoral staff members should their services be suddenly lost.

Policy Type: SENIOR PASTOR LIMITATIONS**Policy 2.6****Policy Title: ASSET PROTECTION**

The Senior Pastor shall not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

Further, without limiting the scope of the foregoing by this enumeration, the Senior Pastor shall not:

1. Insure BHBC's property for less than what is considered necessary for prudent risk management. Note: the details of our present insurance policy will be examined to ensure we are not presently under insured.
2. Allow un-bonded personnel access to material amounts of funds unless reasonable safeguards are in place.
3. Subject plant and equipment to improper wear and tear or insufficient maintenance.
4. Make any purchase:
 - a) Wherein normally prudent protection has not been given against conflict of interest;
 - b) That fails to follow the financial practice of securing comparative prices, services and quality when over \$ 5,000.00.
5. Receive, process or disburse funds under controls that are insufficient to meet the Church Board audit/review standards.
6. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions.
7. Endanger through word or deed the organization's God-honoring public image, reputation or credibility, particularly in ways that would not be glorifying to God and would hinder the accomplishment of its mission.
8. Permit the use of church facilities or the pulpit and platform in a manner that is materially contrary to church beliefs or may damage the church's God-honoring public image, reputation or credibility, particularly in ways that would not be glorifying to God and would hinder the accomplishment of its mission.

Policy Type: SENIOR PASTOR LIMITATIONS

Policy 2.7

Policy Title: COMPENSATION AND BENEFITS

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Senior Pastor shall not cause or allow jeopardy to fiscal integrity or to public image.

Further, without limiting the scope of the foregoing by this enumeration, the Senior Pastor shall not:

1. Change his own compensation and benefits, except, as his benefits are consistent with a package for all other employees.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

Policy Type: SENIOR PASTOR LIMITATIONS**Policy 2.8****Policy Title: COMMUNICATION AND SUPPORT TO THE CHURCH BOARD**

The Senior Pastor shall not permit the Church Board to be uninformed or unsupported in its work.

Further, without limiting the scope of the foregoing by this enumeration, the Senior Pastor shall not:

1. Neglect to submit monitoring data required by the Church Board (see policy on Monitoring Performance) in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.
2. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Church Board.
3. Let the Church Board be unaware of relevant trends, anticipated adverse media coverage, threatened or pending material lawsuits, material external and internal changes, particularly changes in the assumptions upon which any Church Board policy has previously been established.
4. Fail to advise the Church Board if, in the Senior Pastor's opinion, the Church Board is not in compliance with its own policies on Governance Process and Church Board-Pastor Linkage, particularly in the case of Church Board behavior that is detrimental to the work relationship between the Church Board and the Senior Pastor.
5. Fail to marshal for the Church Board as many pastoral staff and external points of view, issues and options as the Church Board determines it needs for fully informed Church Board choices.
6. Fail to provide a mechanism for official Church Board officer or committee communications.
7. Fail to deal with the Church Board as a whole except when
 - a) Fulfilling individual requests for information or
 - b) Responding to officers or committees duly charged by the Church Board.

Policy Type: CHURCH BOARD-PASTOR LINKAGE**Policy 3.0****Policy Title: GLOBAL GOVERNANCE- LEADERSHIP CONNECTION**

The Church Board's primary official connection to the operational organization, its achievements and conduct will be through the Senior Pastor and secondarily through the pastoral leadership as designated by the Senior Pastor.

Page 13 3.1 Unity of Control

Page 14 3.2 Accountability of the Senior Pastor

Page 15 3.3 Delegation to the Senior Pastor

Page 16 3.4 Monitoring Senior Pastor's Performance

Policy Type: CHURCH BOARD-PASTOR LINKAGE

Policy 3.1

Policy Title: UNITY OF CONTROL

Only officially passed motions of the Church Board are binding on the Senior Pastor.

Accordingly:

1. Decisions or instructions of individual Church Board members, officers, or Church Board committees are not binding on the Senior Pastor except in rare instances when the Church Board has specifically authorized such exercise of authority.
2. In the case of Church Board members or Church Board task forces requesting information or assistance without Church Board authorization. The Senior Pastor may ask that the church board member or task force obtain board authorization is obtained, in is the pastor's view gathering the requested information would be disruptive to ministry efforts in time or funds.

Policy Type: CHURCH BOARD-PASTOR LINKAGE**Policy 3.2****Policy Title: ACCOUNTABILITY OF THE SENIOR PASTOR**

In order to facilitate optimum effectiveness, the Church Board of BHBC recognizes its responsibility primarily to establish Church Board based ends which will give timely focus to BHBC's ministry. These Church Board based ends shall, in the form of policies, leave implementation and subsidiary policy development to the Pastoral Staff.

The Senior Pastor is responsible to the Church Board for holding the Pastoral Staff accountable for the exercise of authority in areas of achievement and conduct delegated to them individually.

1. The Senior Pastor is authorized to establish all further policies, make all decisions, take all actions and develop all activities, which implement Church Board goals and/or policies.

2. Only the Church Board as a whole has authority over the Senior Pastor. A Church Board member or Church Board task force may request information, but if such a request - in the Pastoral Staff's judgment - requires a significant amount of staff time, the senior pastor may ask that the church board member or task force obtain board authorization for the specific request. Until board authorization is received, such a request can be refused.

Policy Type: CHURCH BOARD-PASTOR LINKAGE**Policy 3.3****Policy Title: DELEGATION TO THE SENIOR PASTOR**

The Church Board in conjunction with the Senior Pastor shall establish Church Board policies that prescribe the agreed upon organization ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Senior Pastor to use any reasonable interpretation of these policies.

Accordingly:

1. The Church Board in conjunction with the Senior Pastor will develop policies guiding the Senior Pastor to achieve certain results, for certain 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 ends policies.
2. The Church Board in conjunction with the Senior Pastor will develop policies that limit the latitude the Senior Pastor 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 Senior Pastor Limitations policies.
3. As long as the Senior Pastor uses a reasonable interpretation of the Church Board's ends and Limitations policies, the Senior Pastor is authorized to establish further policies, make decisions, take actions, establish practices and develop activities.
4. The Church Board in conjunction with the Senior Pastor may change its ends and Limitations policies, thereby shifting the boundary between the Church Board and Senior Pastor domains. By doing so, this changes the latitude of choice given to the Senior Pastor. But as long as any particular delegation is in place, the Church Board will respect and support the Senior Pastor's choices.

Date Page Adopted: February 5, 2007

Approved by: BHBC Board

Last Review:

Policy Type: CHURCH BOARD-PASTOR LINKAGE**Policy 3.4****Policy Title: MONITORING SENIOR PASTOR'S PERFORMANCE**

Systematic monitoring of the Senior Pastor's job performance will be against the expected job outputs: Accomplishment of Church Board policies on ends and organizational operation within the boundaries established in Church Board policies on Pastoral Limitations.

Accordingly:

1. Monitoring is simply to determine the degree to which Church Board policies are being met.
2. The Church Board will acquire monitoring data by one or more of three methods:
 - a) by internal report, in which the Senior Pastor discloses compliance information to the Church Board,
 - b) by external report, in which an external, disinterested third party selected by the Church Board assesses compliance with Church Board policies, and
 - c) by direct Church Board inspection, in which a designated member or members of the Church Board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be a reasonable interpretation of the Church Board policy being monitored. The Church Board is final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by Church Board members or even by the Church Board as a whole.
4. All policies that guide the Senior Pastor will be monitored at a frequency and by a method chosen by the Church Board. The Church Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

POLICY	METHOD	FREQUENCY
Global Senior Pastor Constraint	Internal	Annually (May)
Treatment of Beneficiaries	Internal	Annually (May)
Treatment of Staff	Internal	Annually (May)
Financial Planning/Budgeting	Internal	Semi-annually (November/April)
Financial Condition & Activities	Internal	Monthly (June-May)
Emergency Senior Pastor & Leadership Team, & Pastoral Staff Succession	Internal	Annually (May)
Compensation & Benefits	Internal	Annually (January)
Communication & Support	Direct Inspection	Annually (May)

Policy Type: GOVERNANCE PROCESS

Policy 4.0

Policy Title: GLOBAL GOVERNANCE COMMITMENT

Page 19	4.1	Governing Style
Page 20	4.2	Decision Making
Page 21	4.3	Church Board Job Description (Establish a deacon job description as it relates to the board)
Page 22	4.4	Agenda Planning
Page 23	4.5	Church Board Chairman's Role
Page 24	4.6	Church Board Members' Code of Conduct
Page 25	4.7	Church Board Task Force Principles
Page 26	4.8	Church Board Task Force Structure
Page 27	4.9	Cost of Governance

Policy Type: GOVERNANCE PROCESS**Policy 4.1****Policy Title: GOVERNING STYLE**

The Church Board will govern lawfully and with integrity, with an emphasis on (a) outward vision, (b) encouragement of consensus through meaningful dialogue, (c) strategic leadership more than administrative detail, (d) clear distinction of Church Board and Pastoral Staff roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) pro-activity rather than reactivity.

Accordingly:

1. The Church Board will cultivate a sense of group responsibility. The Church Board, not the Pastoral Staff, will be responsible for excellence in governing. The Church Board will be the primary initiator of ends policy. The Church Board will not use the expertise of individual members to substitute for the judgment of the Church Board, although the expertise of individual members may be used to enhance the understanding of the Church Board as a body.
2. The Church Board, in concert with the Senior Pastor, will direct, inspire and hold accountable the organization through the careful establishment of written ends policies reflecting the Church Board's application of Biblical values and perspectives to BHBC's ministry. The Church Board's major policy focus will be on the intended long-term impacts outside of the pastoral and support staff organization, not on the administrative or programmatic means of attaining those effects.
3. The Church Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Although the Church Board can change its governance process policies at any time, it will observe them scrupulously while in force.
4. Continual Church Board development will include orientation of new Church Board members in the Church Board's governance process and periodic Church Board discussion of process improvement.
5. The Church Board will monitor and discuss the Church Board's process and performance at each meeting. Self-monitoring will include comparison of Church Board activity and discipline to policies in the Governance Process and Church Board-Pastor Linkage categories.

Policy Type: GOVERNANCE PROCESS**Policy 4.2****Policy Title: DECISION MAKING**

In keeping with its commitment to provide proactive leadership, the Church Board will ensure that its ends decisions are well informed, normally following an intentional process of information gathering and deliberation.

Accordingly:

1. Clearly identify the issue to be decided and the policies to which it relates.
2. Gather data (information) to enable understanding of the issue. All relevant data (information) from the following will be considered:
 - a) Biblical Data
 - b) Membership input
 - c) Demographic information
 - d) Pastoral input
 - e) Comparative information
 - f) Cost information
 - g) Input from those who would be affected by the policy
 - h) Resources available or possible
 - i) Limiting and opportunity factors
3. Develop criteria for assessing alternatives.
4. Develop alternatives, including the implications of each alternative.
 - a) Consider short-term consequences.
 - b) Consider long-term consequences.
5. Evaluate alternatives by applying the criteria.
6. Make the policy decision.

Policy Type: GOVERNANCE PROCESS**Policy 4.3****Policy Title: CHURCH BOARD JOB DESCRIPTION**

Specific job outputs of the Church Board, as an informed agent of the membership are those that ensure appropriate organizational performance. Accordingly, the Church Board has direct responsibility to create:

1. The link between the membership and the operational organization.
2. Written governing policies that address the broadest levels of all organizational decisions and situations.
 - a) Ends: Organizational programs, impacts, benefits, outcomes, recipients, and their relative worth.
 - b) Senior Pastor Limitations: Constraints on the Senior Pastor's authority that establish the prudence and ethics boundaries within which all Pastoral activity and decisions must take place.
 - c) Governance Process: Specification of how the Church Board conceives, carries out and monitors its own task.
 - d) Church Board-Pastor Linkage: How power is delegated and its proper use monitored; the Pastoral/Management Team role, authority and accountability.
3. Assurance of successful organizational performance through the monitoring process.

Policy Type: GOVERNANCE PROCESS**Policy 4.4****Policy Title: AGENDA PLANNING**

To accomplish its ends with a governance style consistent with Church Board policies, the Church Board will follow an annual agenda that,

- a) Completes a re-exploration of ends policies annually and
- b) Continually improves Church Board performance through Church Board education, enriched input and deliberation.

1. The cycle will conclude each year on the last day of [November] so that administrative planning and budgeting can be based on accomplishing a one year segment of the Church Board's most recent statement of long term ends.

2. The cycle will start with the Church Board's development of its agenda for the next year.

3. Throughout the year, the Church Board will attend to agenda items as expeditiously as possible.

4. Pastoral monitoring will be included on the agenda if policy criteria are to be debated or monitoring reports show policy violations.

Policy Type: GOVERNANCE PROCESS**Policy 4.5****Policy Title: CHAIRMAN'S ROLE**

The Chairman (Moderator) assures the integrity and effectiveness of the Church Board's process and, secondarily, occasionally represents the Church Board to outside parties.

Accordingly:

1. The assigned result of the Chairman's (Moderator's) job is that the Church Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.

- a) Meeting discussion content will be on those issues that, according to Church Board policy, clearly belong to the Church Board to decide or to monitor.
- b) Information, which is for neither monitoring performance nor Church Board decisions, will be avoided or minimized and always noted as such.
- c) Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.

2. The authority of the Chairman (Moderator) consists in making decisions that fall within topics covered by Church Board policies on Governance Process and Church Board-Pastor Linkage, with the exception of (a) employment or termination of a Senior Pastor and (b) where the Church Board specifically delegates portions of this authority to others. The Chairman (Moderator) is authorized to use any reasonable interpretation of the provisions in these policies.

- a) The Chairman (Moderator) is empowered to chair Church Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
- b) The Chairman (Moderator) has no authority to make decisions about policies created by the Church Board within ends and Pastoral Limitations policy areas. Therefore, the Chairman (Moderator) has no authority to supervise or direct the Senior Pastor.
- c) The Chairman (Moderator) may represent the Church Board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to him.
- d) The Chairman (Moderator) may delegate this authority, but remains accountable for its use.

Policy Type: GOVERNANCE PROCESS**Policy 4.6****Policy Title: CHURCH BOARD MEMBERS' CODE OF CONDUCT**

The Church Board commits itself and its members to biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Church Board members.

1. Members must have loyalty to the membership as a whole, un-conflicted by loyalties to pastoral and support staff, other organizations, and any personal interest as a beneficiary.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a) When the Church Board is to decide upon an issue, about which a member has an unavoidable conflict of interest, then Church Board member will declare his conflict and remain to answer questions and abstain from any vote on the issue.
 - b) Church Board members will not use their Church Board position to obtain employment or financial support in the church for themselves, family members, or close associates.
3. Church Board members may not attempt to exercise individual authority over the church/organization.
 - a) Members' interaction with the Senior Pastor or with Pastoral staff must recognize the lack of authority vested in individual members except when explicitly Church Board authorized.
 - b) Members' interaction with public, press or other entities must recognize the same limitation and the inability of any Church Board member to speak for the Church Board except to repeat explicitly stated board decisions.
 - c) Except for participation in Church Board deliberation about whether reasonable interpretation of Church Board policy has been achieved by the Senior Pastor, members will not express individual judgments of performance of employees or the Senior Pastor.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Members will be properly prepared for Church Board deliberation.

Policy Type: GOVERNANCE PROCESS**Policy 4.7****Policy Title: CHURCH BOARD TASK FORCE PRINCIPLES**

Church Board task forces, when used, will be assigned so as to reinforce the wholeness of the Church Board's job and so as never to interfere with delegation from Church Board to the Senior Pastor.

Accordingly:

1. Church Board task forces are to help the Church Board do its job, not to help or advise the Pastoral staff. Task forces ordinarily will assist the Church Board by preparing policy alternatives and implications for Church Board deliberation. In keeping with the Church Board's broader focus, Church Board task forces will normally not have direct dealings with current pastoral or support staff operations.
2. Church Board task forces may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Senior Pastor.
3. Church Board task forces cannot exercise authority over Pastoral staff. Because the Senior Pastor is accountable to the full Church Board, he and his Pastoral staff will not be required to obtain approval of a Church Board task force before an operational action.
4. Church Board task forces are to avoid over-identification with organizational parts rather than the whole. Therefore, a Church Board task force, which has helped the Church Board create policy on some topic, will not be used to monitor organizational performance on that same subject.
5. Church Board task forces will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group that is formed by Church Board action, whether or not it is called a task force or committee and regardless whether the group includes Church Board members.
7. This policy applies to any individual appointments by Church Board action to carry out necessary responsibilities or duties specified by the board, but where the church board has deemed a task force or committee is not necessary for those responsibilities.

Policy Type: GOVERNANCE PROCESS**Policy 4.8****Policy Title: CHURCH BOARD TASK FORCE STRUCTURE**

A task force or committee is a Church Board Task Force or Committee only if its existence and charge come from the Church Board, regardless of whether Church Board members sit on the task force or committee. The only Church Board task forces or committees are those which are set forth in this policy unless otherwise stated. A task force or committee ceases to exist as soon as its task is complete. This does not apply to non-board ministry/operational task forces or committees.

Anticipated Church Board Task Forces:

1. Administrative Task Force

- a) Charged with recommending the means of regular auditing OF the Church's funds/accounts.
- b) Charged with oversight of compensation structure for Senior Pastor
- c) Charged with assisting the Pastoral leadership team with any matter requiring the Church Board's confidential advice

2. Budgeting Task Force

- a) Charged with setting the broad budget guidelines for Church Board approval
- b) Charged with reviewing the budget recommended by the Pastoral staff as to conformity to those guidelines

3. Facilities Development Task Force

- a) Charged with insuring adequate facilities for ministry

Policy Type: GOVERNANCE PROCESS**Policy 4.9****Policy Title: COST OF GOVERNANCE**

Because poor governance costs more than learning to govern well, the Church Board will invest in its governance capacity.

Accordingly:

- I. Church Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - a) Training and retraining will be used liberally to orient new Church Board members, as well as to maintain and increase existing Church Board member skills and understandings.
 - b) Disinterested monitoring assistance will be arranged so that the Church Board can exercise confident accountability over organizational performance. This includes, but is not limited to, fiscal review/audit.
 - c) Outreach mechanisms will be used as needed to ensure the Church Board's ability to listen to membership viewpoints and values.

2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
 - a) Up to \$1,000 annually for Church Board development such as training, guest experts, membership connection, books, etc.
 - b) Up to \$500 annually for surveys and other means of analyses.