

EFFECTIVE BOARDS

Single Board Guide

ALLIANCE  NW

DEAR PASTOR/ELDER/GOVERNING BOARD,

This guide is designed to maximize ministry, minimize pointless and/or non-productive meetings, clarify roles and responsibility of church board members, and transition your church to a single board system with a majority of elders.

For many pastors, the church board is friend or foe. Many boards, and pastors, are not aware of what the responsibility of the board is, where their power stops, nor how the lead through policy governance. Unfortunately, some boards view themselves as “protectors of the church” and even protectors -from- the pastor. Some board see themselves as “representatives” of the people. This is understandable as church leaders here in America have grown up in a Democracy, or representative forms of government. However, the church is designed to operate less as a democracy and more as a Theocracy. The board is a group of leaders growing as discerners of God’s heart. This means the members need a 30k foot view, able to see the big picture and govern as under-shepherds.

We at the District Office are here to serve you as you make the transition from a struggling board, or a two-board system into a productive, strategic, discerning, one 1 board structure. After walking many churches through this process, we have learned some helpful things along the way that we are eager to share with you.

The purpose of this packet is to guide you through the information and steps you will need to take to reshape your church board.

Prayerfully,

A handwritten signature in black ink that reads "Monty". The signature is written in a cursive, flowing style.

Monty Wright
District Superintendent

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1. WHY A ONE BOARD STRUCTURE?

A healthy and equipped board will be the foundation for a church that avoids mission drift- and ensures that leaders stay centered on Jesus and the unique vision/mission He has given their church. A healthy board makes sure the vision is supported, resourced, and shared. Such a board has learned how to govern well, determined where the lines of authority lay, and learned their individual and group roles.

A One-board structure with a majority of elders is the best way to eliminate potential power struggles and ensure you can recruit, train, and install the best male and female board members in your church. This one-board structure also ensures that all board members are getting the same information simultaneously. It eliminates communication breakdowns, missed communications, and missed information. This structure also ensures the opportunity for governance alignment and healthy decision-making. This document has been crafted to help you see the importance of, further understand, and implement a one-board structure for your church.

Most pastors inherit a leadership culture and governance structure created by someone else. Most pastors have not received training in "Board Best Practices" or "Board development." The lack of board training creates an unfortunate predicament where the governance authority is not designed, equipped, or aware of how to best lead a congregation through the storms of ministry.

Various denominations approach governance structures differently with varying results. The Christian and Missionary Alliance allows churches to operate with a two board (Elders and Governing) or a one board (elders or a majority of elders) structure. It has been the experience of the District team that a "One Board system with a majority of Elders" is the most practical and healthy way to navigate the waters of church governance.

Some potential pitfalls of the two-board structure are:

- A lack of clarity concerning where the power and/or ultimate decision making happens.
- Very often there are battle lines drawn in the two-board structure where the elders on one side feel they should make all the decisions because they are the "spiritual" leaders of the church, however, the Governing Board feels that they should make the ultimate decisions because they are the "legal and fiduciary" responsible group who are also spiritual.
- When the battle lines are drawn, the group holding the funds tends to exert control causing the twins of discord and division to rear their ugly heads.

A one-board structure that is male-only often lacks the perspective of women who help us fully reflect the image of God. A male-only structure can seem like a "good-ole-boys" club to many church members. Additionally, it prohibits some of a church's gifted women from being able to serve in key executive roles.

It is for all of these reasons and more that this document has been designed to serve the local churches of the Alliance Northwest. As leaders of Jesus' church, may we choose to lead with integrity and the humility needed for this crucial role.

2. WHAT DOES IT LOOK LIKE?

STRUCTURE OPTIONS

Options from the C&MA Manual (additional options listed in the Manual)

a) Single Board System with a Majority of Elders (Recommended)

The governance authority of the Church shall be known as the Governing Board. The number serving as the Governing Board shall be at least five, including the senior pastor. The Governing Board shall consist of the senior pastor and the following: Secretary, Treasurer, Assistant Treasurer, and one or more members at large. At least two or more of the above positions are to be filled by an elder in order for there to be a majority of elders. The qualifications for elders are set out in 1 Timothy 3:1-13 and Titus 1:6-9. Other members of the Governing Board are expected to maintain a lifestyle in keeping with the spirit and intent of these same references. Further, each must be an active member of the Church. The duties of leaders are set forth in the Constitution, these bylaws, and position descriptions adopted by the Governing Board. A quorum for the legal conduct of business shall be two-thirds of the board membership.

b) Single Board System with all Elders

The governance authority of the Church shall be known as the Board of Elders. The number serving as the Board of Elders shall be at least five, including the senior pastor. The Board of Elders shall consist of the senior pastor and the following: Secretary, Treasurer, Assistant Treasurer, and one or more members at large. All positions are to be filled by elders. The qualifications for elders are set out in 1 Timothy 3:1-13 and Titus 1:6-9. Further, each must be an active member of the Church. The duties of leaders are set forth in the Constitution, these bylaws, and position descriptions adopted by the Board of Elders. A quorum for the legal conduct of business shall be two-thirds of the board membership.

For the purpose of this guide, we are focusing on the "Single Board Structure." However, regardless of the structure you are using or intend to use, there are a number of key characteristics or traits that need to be evident in the functionality of your board. The following "Six Traits of a Healthy Board" is derived from **Board Source*.

SIX TRAITS OF A HEALTHY BOARD

Good governance should be celebrated. It represents a significant achievement, one to recognize and reward. The gratification of contributing to a productive board that enables an organization to advance its mission is reward in itself, but those responsible for making it happen deserve a medal. This formula is neither complex nor profound, but few organizations apply it consistently or thoroughly. Those that do, find that while effective governance takes time, flexibility, intention, and attention, it makes all the difference in the world to the nonprofit organization and to the community it serves.

1. Board Meetings:

As the boardroom is the formal place where the board acts on its authority, a focused, well planned, and effectively executed meeting is the crux of decision making.

2. Strategic Planning:

The strategic planning process charts a future course and then drives the actions that move the organization forward. It informs the board's structures, aligning committees and task forces with strategic objectives and shaping their work, timetables, and checkpoints. And it guides the leadership prospecting process.

3. Streamlined Structure:

When aligned with the strategic priorities of the organization, an efficient structure allows board and staff to apply their skills in concert to fulfill the mission.

4. Composition of Board & Staff:

With the right people in the right positions, working on the right mission, success is within reach. The minimum size of the LC shall be no less than 5 and up to 9 (Based on size and conversation with the DS, the following are potential guidelines to consider)

- a) 0-200 ~5
- b) 201-500 ~7
- c) 501-1000 ~9
- d) 1000+ ~ consult the District Office

5. Leadership of the Board & Organization:

Look at any high-performing organization and you will find it led by a board chair and chief executive committed to a constructive partnership built on a shared understanding of mission and vision; reciprocal communication; and mutual respect, trust, and support for each other and the partnership.

6. The Mission:

A clear, concise, and compelling mission unifies and motivates the board and staff to achieve meaningful results.

3. WHAT ARE THE RESPONSIBILITIES?

(Board Oversight)

Building from the six healthy traits, standard Non-profit boards function around three primary areas of oversight: Fiduciary, Generative, and Strategic. However, the church is more than a non-profit organization, it is a Divine organism created by God to fulfill His mission in the world. Grasping the Divine genesis of the church board requires a fourth ingredient ensuring the headship of Jesus over His church. The fourth needed area is Formation. Boards need to prioritize Spiritual formation as part of their agenda beyond compulsory prayer at the beginning and end of the meetings.

Formative:

- Surrendering Control to Jesus
 - Is there sufficient time to engage with Scripture?
 - Have you provided sufficient time for prayer?
 - Are you Cultivating a culture of discernment over decision making?
 - Do you move to prayer when prompted by the Spirit?
 - Are you helping members form deeply as the foundation of governance?

Fiduciary:

- Ensuring The Necessary Resources
 - Are the organizations strategic priorities adequately reflected in the annual budget?
 - Does the board expect all its members to be active participants in fundraising efforts?
 - Does the board's composition reflect the strategic needs of the congregation?
 - Does the board contract with an outside auditor for the annual audit?
 - Does the board have a clear understanding of the organization's financial health?

Generative:

- *Providing Oversight*
 - Is the board confident that the chief executives' skills and other qualities represent a good match for the organization's strategic needs?
 - Does the chief executive receive an annual performance review by the board?
 - Are all board members familiar with the chief executive's compensation package?
 - Does the board seek, and review information related to the organization's reputation?
- *Generating Policy*
 - Does the organization have up-to-date risk management policies and plans?
 - Are organizational policies regularly reviewed?
- *Board Operations*
 - Does the board regularly assess its own performance?
 - Are board policies regularly reviewed?
 - Do committees and task forces actively engage board members in the work of the board?

- Do board members have easy access to information needed for effective decision making?
- Have you discussed the limits of the board?

Strategic:

- Establishing Identity and Direction
 - Has the board adopted policies related to funds to be pursued and/or accepted in support of the mission?
 - Has the board adopted or revised a strategic plan or defined a strategic direction for the church within the past three years?
 - Does the board ensure that the organizations mission, vision, and values are reflected in the organization’s ministries?
 - Does the board monitor progress toward achievement of goals related to the organization’s ministries?
 - Do board meeting agendas focus the board’s attention on issues of strategic importance?

It may be easier to see how each mode can be addressed with a question:

- Fiduciary: Problems are meant to be spotted and beg the question: What’s wrong?
- Generative: Problems are meant to be framed and beg the question: What’s the key question?
- Strategic: Problems are meant to be solved and beg the question: What’s the plan?

The way the problem is framed can change the answer. Another way to think about these three modes is that the board’s role is distinct in each. When wearing their fiduciary hat, boards are watchdogs focused on compliance. In the strategic mode, boards are strategists setting goals and mobilizing resources toward execution. The generative mode, in my estimation, is the most creative in that it asks board members to be sense makers, interrogating their current reality in anticipation of future challenges facing the organization.

CLARIFYING ROLES:

In a single-board structure with a majority of elders, the board operates as a “one-voice” “one-vote” team. This means that the men and women who comprise the board should be chosen with the highest qualifications for elders. This begs the question, “Is there a distinct difference between the elders and the other board members.” In a one-board structure the elders serve comprise a “committee” to the whole board in the way a finance team is often a committee of the board. In this example, while the finance team is comprised of a couple board members tasked with specific fiduciary responsibilities, the elders are tasked with specific “Biblical Elder Responsibilities.” You will need to determine what these responsibilities are, however, here are *some* suggestions for elder and non-elder responsibilities:

- Elders:
 - a. Researching and studying theological and doctrinal issues and positions.
 - b. Creating and overseeing church discipline policies.
 - c. Taking point on the Lead Pastor annual assessment.
 - d. Safeguarding the ecclesiastical functions in cooperation with the LP.

- Non-Elders:
 - a. Creating and researching needed policy
 - b. Oversight of finances, budget, and budget recommendations.
 - c. Other teams/committees as needed.
 - d. Creating and implementing an onboarding pathway for new board members.

- Officers: can be elected from either of the above
 - a. President – This will be the Lead Pastor – “The pastor shall have general oversight of the work of the Church and shall be the chief executive officer of the Church.”
 - b. Secretary – “The secretary shall keep the minutes of the Governance Authority and Advisory Committee meetings and the general membership roll.”
 - c. Treasurer – “The treasurer shall be responsible for safeguarding Church assets and analyzing Church programs that have financial ramifications.”

***See Appendix 6 for sample role descriptions...**

4. HOW TO IMPLEMENT ONE BOARD GOVERNANCE

Systems, Structure, Strategy

- STEP 1. Contact the District Office for help with the process.
- STEP 2. Launch Leadership discussions around the “WHY” use chapter 1 for guiding thoughts: Create space to inform and ask questions (i.e., table discussion, town hall)
- 1) Staff discussions
 - 2) Small group leaders
 - 3) Current Board
 - 4) vision night/annual meeting
- STEP 3. Establish Board Operation policies (i.e. terms, vacancies, etc.) – see appendix
- STEP 4. Determine needed policies – see appendix
- STEP 5. Vote/resolution with documented minutes is required from the current board/congregation to realign as one board governance with a Majority of elders (send minutes of vote to Julie at District Office).
- STEP 6. Elect board members and offices (see expectations and qualifications)
- STEP 8. Begin operating and functioning as one board governance.
- STEP 9. Establishing The Board Calendar
- 1) Annual Meeting
 - 2) Budget/Budget Assumptions
 - 3) Lead Pastor Evaluation
 - 4) Board Self or Outside Assessment
 - 5) Staff/Board Retreat
 - 6) Strategic Plan Assessment and Measurement
 - 7) Board/Elders Forum
- STEP 10. Establish The Board Agenda
- 1) Create Agenda at least 2 weeks before meeting
 - 2) Follow Example Agenda in Appendix
 - a) Consent Agenda
 - b) Spiritual Formation
 - c) Fiduciary
 - d) Generative
 - e) Strategic
- STEP 11. Connecting Board and Staff (Linkage)
- 1) Staff or Ministry Leaders
 - 2) The Connection Plan

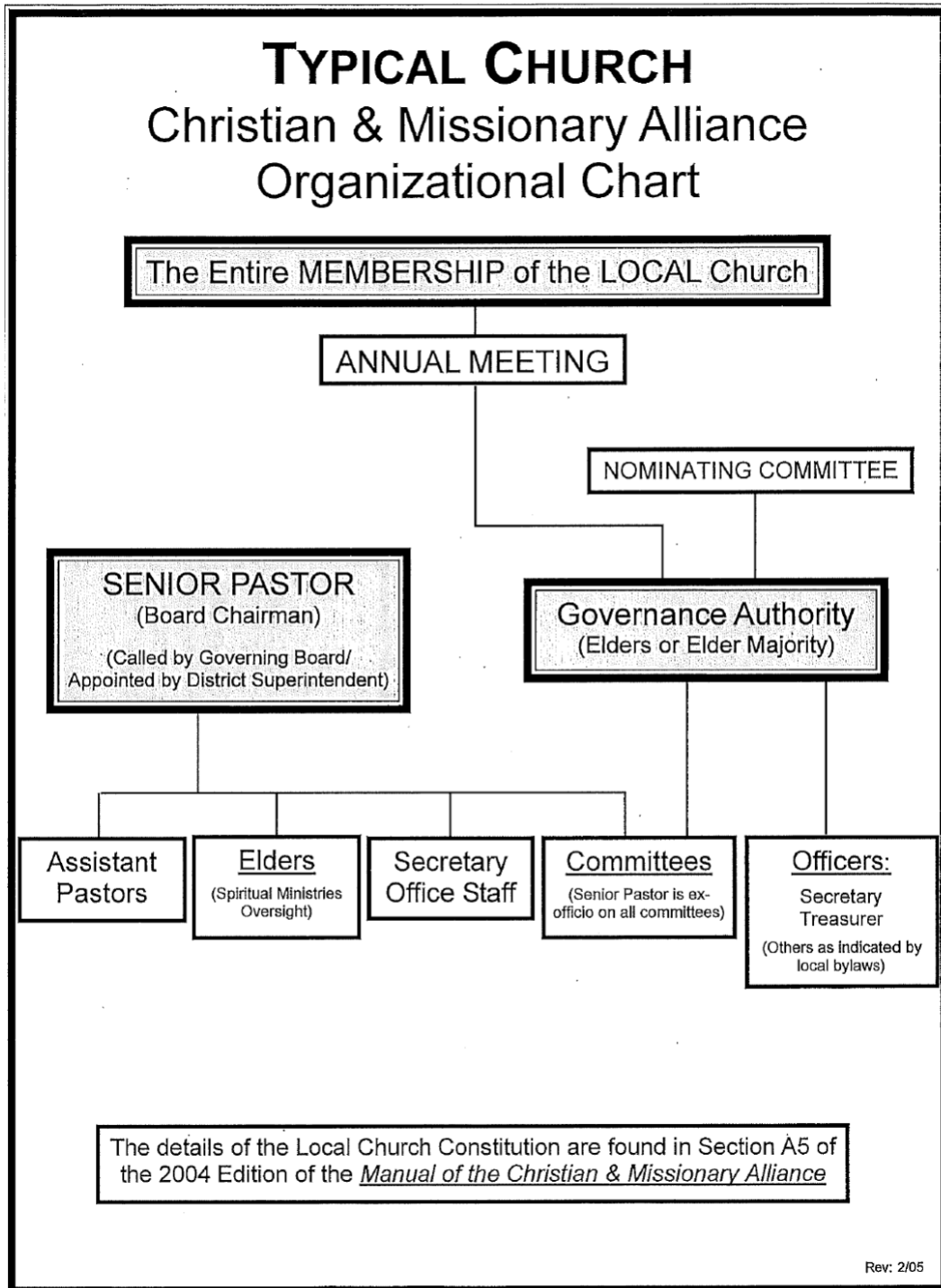
- a. Monthly touch point from board member to staff
 - b. Encourage Staff member and prayer for them
 - c. Discuss progress on their portion of strategic plan
 - d. Update Board on your area of "connection"
- 3) Inform Lead Pastor of any important revelation with connection

APPENDIX

1. Org Charts
2. Uniform Constitution of the C&MA
3. Bylaws Example for ANW churches
4. Board Minutes Example
5. C&MA Statement of Faith
6. Board Expectations, Responsibilities, and job descriptions
7. Board Qualifications
8. Board Covenant
9. Strategic Plan
10. Carver Policy Governance 10 Principles
11. Board Evaluation Tool
12. Lead Pastor Assessment

APPENDIX 1

Organizational Chart



APPENDIX 2

UNIFORM CONSTITUTION FOR ACCREDITED CHURCHES OF THE CHRISTIAN AND MISSIONARY ALLIANCE

Each accredited church of The Christian and Missionary Alliance shall adopt and be governed by the following Constitution.

PREAMBLE

The New Testament teaches that the local church is the visible organized expression of the Body of Christ. The people of God are to live and serve in obedience to the Word of God and under the Lordship of Jesus Christ.

The Christian and Missionary Alliance operates on the presupposition that the congregation finds broader meaning and outreach in fulfilling its biblical responsibilities within the life and witness of the denomination.

This Constitution has three objectives:

1. Set out in general an outline for organization and administration for this church.
2. Define the relationship of this church to the district of which it is an integral part.
3. Relate this church to the denominational framework through which the worldwide work of The Christian and Missionary Alliance is carried out.

The Uniform Constitution for Accredited Churches has been framed and adopted by the General Council, the denomination's highest governing body. The accredited churches of The Christian and Missionary Alliance have participated in this process through their authorized delegates.

This church can, in accordance with this Constitution and in a manner that is consistent with the Bylaws of The Christian and Missionary Alliance, formulate its bylaws so as to carry out its ministry appropriately and efficiently.

This church is an integral part of the district, national, and worldwide fellowship of The Christian and Missionary Alliance and is united in governance, fellowship, and service in order to promote unity of faith in the fullness of Jesus Christ as Savior, Sanctifier, Healer, and Coming King, and to facilitate the spread of the gospel at home and abroad under the guidance of the Holy Spirit.

ARTICLE I NAME

The official name under which this church is incorporated or organized is _____.
(Shall include the words "The Christian and Missionary Alliance").

ARTICLE II RELATIONSHIP

This church is connected with and subordinate to its parent religious organization, The Christian and Missionary Alliance, a Colorado nonprofit corporation. In consideration of the mutual benefits generated and derived from this relationship and understanding that The Christian and Missionary Alliance is relying hereon in agreeing to initiate or continue such relationship, this church agrees to be subject to and abide by the terms and conditions of Article XVI hereof relating to the reversion of property of accredited churches.

ARTICLE III MEMBERSHIP

Section 1. Qualifications.

1. Confession of faith in Jesus Christ and evidence of regeneration.
2. Belief in God the Father, Son, and Holy Spirit; in the verbal inspiration of the Holy Scriptures as originally given; in the vicarious atonement of the Lord Jesus Christ; in the eternal salvation of all who believe in Him and the eternal punishment of all who reject Him.
3. Acceptance of the doctrines of the Lord Jesus Christ as Savior, Sanctifier, Healer, and Coming King.
4. Full sympathy with the mission and core values of The Christian and Missionary Alliance and cooperation by systematic support of its work.
5. Such other qualifications for membership as may be stated in the bylaws.

Section 2. Removal.

Persons may be removed from membership under one or more of the following circumstances:

1. Submission of a written letter of resignation to the elders of the church.
2. Failure to meet the qualifications of membership as stated above.
3. Disciplinary action taken under the Uniform Policy for Discipline, Restoration and Appeal of The Christian and Missionary Alliance.

An appeal of decisions made to remove a person from membership for reasons of qualification or disciplinary action may be submitted to the district superintendent within 30 days of the action.

ARTICLE IV ORDINANCES

Baptism and the Lord's Supper are recognized as the two ordinances of the church.

Believers' baptism by immersion is taught and practiced as the scriptural mode. The pastor or other elders shall oversee baptism. They shall provide the instruction about baptism and shall administer the baptisms themselves or choose other spiritually respected people to do these ministries.

The Lord's Supper is administered regularly. The pastor or other elders shall oversee Communion. They shall provide the instruction about Communion and shall administer the Communion themselves or choose other spiritually respected people to do these ministries.

ARTICLE V GOVERNMENT

There shall be an annual meeting of the members of this church to be held at a time specified in the bylaws at which time the members shall receive reports of ministries, including audited reports of the treasurers, and shall elect church officers, elders, and members of the governance authority. Additional ministry positions shall be filled as specified in the local church bylaws. The governance authority, as specified in the local church bylaws, shall conduct the affairs of the church between annual meetings and shall be amenable to the membership and the district superintendent as constitutionally defined. Other meetings of the members may be called by proper notice to the membership as specified in the bylaws. On general church matters in which no legal questions are involved, it is understood that all members in good and regular standing who have reached the age of 16 years are entitled to vote, but in matters involving titles of property or legal procedure, the laws of the state determine the age at which members are eligible to vote.

ARTICLE VI GOVERNANCE AUTHORITY

Section 1. General.

Each local church shall structure its governance authority in accordance with the governing documents of The Christian and Missionary Alliance, the responsibilities of elders as defined in Article X, Section 1, the bylaws of the district, and the laws of the state in which the church is located. The members of the governance authority shall satisfy the scriptural standards for church leadership and shall be members of this church.

The senior pastor shall be chairman or, at his request, the governance authority shall elect an elder as chairman. An elder also shall be elected as vice chairman. Meetings shall be held for prayer and business, and abbreviated minutes shall be reported to the church as the church may decide. Special meetings may be called by the chairman or by written request of one-half of the governance authority membership. All officers, committees, and organizations except the Nominating Committee are amenable to the collective oversight of the elders.

Section 2. Removal.

In consultation with the district superintendent and the senior pastor, any officer or auxiliary official, except licensed pastoral staff, of this church, whether elected at the church annual meeting or appointed by the governance authority, or any individual member of the governance authority, may be removed by a two-thirds majority vote of the governance authority and the approval of the district superintendent if, in the judgment of the governance authority, the best interests of this church will be served thereby.

ARTICLE VII OFFICERS

The officers shall be members of this church and shall satisfy the scriptural standards for church leadership. They shall consist of the following who, with the exception of the senior pastor, shall be elected at the annual meeting of the church: senior pastor, secretary, treasurer, assistant treasurer, and such other officers as may be designated in the church bylaws or in the state law.

ARTICLE VIII PASTORAL STAFF

The governance authority shall not give consideration to any candidate for the pastoral staff without the approval of the district superintendent. Pastoral staff members shall be called by the governance authority and appointed by the district superintendent. The district superintendent shall suggest to the governance authority the names of such workers as in his judgment have proper qualifications for pastoral staff. Upon appointment by the district superintendent, a pastoral staff member and spouse become members of this church. Pastoral staff include all those whose position calls for licensing as an "official worker," as defined in the General Regulations in the *Manual of The Christian and Missionary Alliance*.

Any member of the pastoral staff may resign from this church by giving due notice of this intention to the district superintendent and the governance authority. The governance authority may, in conjunction with the district superintendent, ask for the resignation of any member of the pastoral staff. Before such action is taken, the governance authority and that member shall follow the guidelines as prescribed by the district superintendent. The district superintendent, with the approval of the District Executive Committee, shall have the authority to remove or transfer a member of the pastoral staff when the governance authority is in disagreement or whenever circumstances make such removal or transfer advisable.

ARTICLE IX DUTIES OF CHURCH OFFICERS

Section 1. Senior Pastor.

The senior pastor shall have oversight of this church. He shall be chairman of the governance authority except as he may choose to proceed according to the provisions in Article VI. He shall preside at all regular or special meetings of the church membership. He is a member ex officio of all church committees and organizations. When the membership has no pastor, the chairman or vice chairman of the governance authority shall have oversight of the church in conjunction with the district superintendent. The senior pastor shall be the president of this church where such office is required by law.

Section 2. Secretary.

The secretary shall keep the minutes of membership meetings and conduct the correspondence of this church as directed by the governance authority. The secretary shall attend and keep minutes of other meetings as specified in the local church bylaws.

Section 3. Treasurer.

The treasurer shall receive all monies of this church and shall be responsible for the payment of all bills on the order of the governance authority as specified by the local church bylaws, keeping proper book records of all transactions, and filing canceled vouchers and receipts for payments made. The governance authority shall determine where funds of this church shall be kept. No offerings shall be solicited from the membership except upon approval of the governance authority.

Section 4. Missionary Treasurer.

When required by local church bylaws, the missionary treasurer shall account for all missionary monies and oversee the forwarding of the same to the treasurer of The Christian and Missionary Alliance on or before the tenth of the following month.

Section 5. Assistant Treasurer.

The assistant treasurer shall, with another person or persons appointed by the governance authority, be responsible to count all monies and keep a separate record of all receipts. The assistant treasurer may be empowered to issue receipts to the donors.

ARTICLE X COMMITTEES AND ORGANIZATIONS

Section 1. Elders.

The call of Christ the Chief Shepherd to men to serve as elders is both discerned and confirmed by the church membership. Elders shall therefore be male members of this church and shall be elected as specified in the church bylaws. The pastor and the other elders are the highest level of servant leadership in the church. As under-shepherds, elders shall serve with the senior pastor to oversee both the temporal and spiritual affairs of the local church in order to accomplish Christ's mission. They shall constitute the Committee on Membership. They shall be the Committee on Discipline in accordance with the Uniform Policy on Discipline, Restoration, and Appeal of The Christian and Missionary Alliance. All officers, committees, and organizations except the Nominating Committee are amenable to the collective oversight of the elders through the governance authority.

Section 2. Deacons.

The deacons shall be members of this church and shall be appointed or elected as specified in the local church bylaws. The deacons shall have charge of those ministries and charities of the church as specified in the bylaws, receive offerings for such purposes and dispense the same, and make monthly

reports as directed. Where there are no deacons, the governance authority shall assume responsibility for their ministries until such are elected or appointed.

Section 3. Deaconesses.

Deaconesses shall be members of this church and shall be appointed or elected as specified in the local church bylaws. The deaconesses shall have charge of those ministries as specified in the bylaws. Where there are no deaconesses, the governance authority shall assume responsibility for their ministries until such are elected or appointed.

Section 4. Trustees.

The trustees shall be members of this church and may be appointed or elected as specified in the local church bylaws. Trustees shall have charge of those ministries and duties as specified in the bylaws, or the laws of the state in which the church is located. Where there are no trustees, the governance authority shall assume responsibility for those ministries and duties until such are elected or appointed.

Section 5. Alliance Women.

Local church Alliance Women may be established. They shall be organized according to the Alliance Women policies as contained in the *CM Handbook*.

ARTICLE XI MISSIONS MOBILIZATION

The church shall participate in the worldwide missions and church planting ministries of The Christian and Missionary Alliance, and the support of the Great Commission Fund. The Governance Authority shall specify the means by which it purposes to mobilize members' involvement, including prayer, recruitment of men and women for vocational ministry both at home and abroad. A Missions Conference or congregation-wide event for missions' mobilization shall be held each year.

ARTICLE XII DISCIPLEMAKING MINISTRIES

A major ministry of this church shall be making disciples of Jesus Christ. The disciple making process includes evangelism, building up believers, equipping workers, and multiplying leaders, among adults, youth, and children. The Governance Authority shall specify how disciple making is to be pursued. The purpose of disciple making ministries is to bring people to a saving knowledge of Christ, teach biblical principles emphasizing missions and the centrality of Christ as Savior, Sanctifier, Healer, and Coming King, and equip people for evangelism and Christian service.

ARTICLE XIII PROPERTY AND RECORDS

Section 1. Property.

This church may acquire, own, dispose of, improve, encumber, and convey property, real and personal, for church purposes, in conformity with the laws of the state where the property is situated.

Real property may be purchased, sold, conveyed, exchanged, mortgaged, or encumbered only by order of the membership through the governance authority in consultation with the district superintendent. In states where trustees are required, the order of the membership shall proceed through them.

Section 2. Records.

The official records of all officers of the church and all its departments are the property of the church. In the event of the death or resignation of the incumbent or upon the election of his successor, the current records of the office shall be passed on to the newly elected officer. All records other than current shall be kept in a secure repository selected by the governance authority.

Section 3. Audit.

All financial records shall be examined annually or at more frequent intervals on order of the governance authority. At least three persons, none of whom is a financial officer or a church staff member, shall be appointed by the governance authority to conduct the examination. They shall follow procedures set forth in the current edition of the *Manual for Alliance Church Treasurers (and Pastors)*. The governance authority shall authorize actions to conform with additional audit standards that may be required by the jurisdiction in which the church is located.

ARTICLE XIV NOMINATING COMMITTEE

A Nominating Committee shall consist of the senior pastor, two members from the church membership, selected by, but not necessarily from the governance authority, and two elected from the church membership in a manner stipulated by the local church bylaws, at least one month prior to the annual meeting.

ARTICLE XV ELECTIONS

In consideration of elections, the Nominating Committee shall present at least one name for each office to be filled. Other nominations may be made by the membership as stipulated in the church bylaws. The officers shall be elected by ballot at the annual meeting. Where only one name is presented, the ballot may be waived by unanimous vote.

ARTICLE XVI REVERSION OF PROPERTY

Recognizing the purpose of the members of this congregation to support both the doctrines and the mission of The Christian and Missionary Alliance through the contribution of their tithes, offerings, and special gifts, and to ensure that the future use of such assets and real property as this church may from time to time acquire shall not be diverted from this purpose, this church adopts the following property reversion clause.

1. Property Reversion Events.

Any of the following shall constitute a "property reversion event:" (a) the decision or action of this church to disaffiliate or otherwise separate itself from The Christian and Missionary Alliance without the prior written approval of such decision or action by the District Executive Committee (or its equivalent) of the district in which this church is located, (b) the failure for any reason of this church to be subject to or abide by any of the purposes, usages, doctrines, or teachings of The Christian and Missionary Alliance, (c) the failure for any reason of this church to qualify as an "accredited church" of The Christian and Missionary Alliance (as such term is defined in the Bylaws of The Christian and Missionary Alliance), or (d) the termination of this church's existence for any reason.

2. Determination of a Property Reversion Event.

The determination of whether a property reversion event has occurred shall be considered and decided by the District Executive Committee (or its equivalent) of the district of The Christian and Missionary Alliance in which this church is located in accordance with

procedures established from time to time by the Board of Directors of The Christian and Missionary Alliance. The decision of such District Executive Committee (or its equivalent) shall be final and binding on The Christian and Missionary Alliance, the district of The Christian and Missionary Alliance in which this church is located, and this church, except an appeal from such decision may be taken, within 30 days of the declaration of a reversionary event, to a committee of three members of the Board of Directors of The Christian and Missionary Alliance. Such appeal shall be limited to the issues of fraud, collusion, or arbitrariness on the part of the district in declaring a reversionary event. The decision of such committee shall be final as a matter of ecclesiastical law.

3. *Consequences of a Property Reversion Event.*

Upon the occurrence of a property reversion event as determined in accordance with paragraph 2 above, legal title to all real and personal property (tangible and intangible), appurtenances, fixtures, and effects of whatever type then owned, held, or used by this church, without regard to how or from whom acquired, shall, upon the demand of the district of The Christian and Missionary Alliance in which this church is located, revert to and become the property of such district of The Christian and Missionary Alliance. During the period of time between the occurrence of the property reversion event and the complete and final transfer of legal title to the district of The Christian and Missionary Alliance in which this church is located, this church shall hold such property in trust for such district to be used exclusively to further the purposes, usages, doctrines, and teachings of The Christian and Missionary Alliance.

4. *Waiver of Certain Property Reversion Events.*

In the event of a property reversion event attributable to differences in doctrine between this church and The Christian and Missionary Alliance, the property reversion process set forth above may be waived upon the approval of:

- a. at least two-thirds of the members in good standing of this church,
- b. the District Executive Committee (or its equivalent) of the district of The Christian and Missionary Alliance in which this church is located, and
- c. Church Ministries of The Christian and Missionary Alliance.

5. *Exclusion of Certain Property.*

Paragraph 3 above shall not apply to any real or personal property which (i) this church owned prior to it becoming an accredited church, and (ii) is expressly identified as property not subject to paragraph 3 above in a written agreement entered into in connection with such accreditation between this church and the district of The Christian and Missionary Alliance in which this church was located upon its accreditation. The exclusion of property pursuant to this paragraph 5, and the agreement described in the preceding sentence, shall (1) terminate ten (10) years after this church's accreditation, and (2) not apply to any church that was in developing status prior to its accreditation.

ARTICLE XVII BYLAWS

Church bylaws not in conflict with this Constitution, the provisions of the Bylaws of The Christian and Missionary Alliance, the bylaws of the district within which the church is located, or the laws of the state are required and will be adopted by a duly called meeting of the church. As a minimum, the church

bylaws will include provisions for the composition and name of its governance authority that is in keeping with Article VI above. A copy of such bylaws shall be filed with the district superintendent.

ARTICLE XVIII AMENDMENTS

This Constitution may be amended only by the General Council of The Christian and Missionary Alliance in accordance with the provisions of Section 10.2 of the Amended and Restated Constitution and Bylaws of The Christian and Missionary Alliance as applied to the Uniform Constitution for Accredited Churches.

ARTICLE XIX CONFORMANCE WITH APPLICABLE LAW

In cases where any provision of this Constitution may not conform to state laws, the district concerned shall be authorized to make such adjustments as necessary in counsel with the vice president for Church Ministries of The Christian and Missionary Alliance so as to conform to such laws.

APPENDIX 3

Template Bylaws for C&MA Church Using Policy Governance

These Bylaws supplement the Uniform Constitution for Accredited Churches of The Christian and Missionary Alliance (Attachment A), in keeping with the provisions of the Preamble which states: "This church can, in accordance with the Constitution and in a manner that is consistent with the Bylaws of The Christian and Missionary Alliance, formulate its bylaws so as to carry out its ministry appropriately and efficiently."

ARTICLE I: NAME

This church shall bear the corporate name of (church name) of the Christian & Missionary Alliance, which has been organized exclusively for religious purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code. The Church maintains its principal office at (address of church office). Changes to the corporate name can only occur by action of the (Governing Body)(see Article VI).

ARTICLE II: PURPOSE & MISSION

(Church name) exists to fulfill its Biblical mandate and purpose to glorify God by following Jesus Christ in authentic Christ-like community, for the good of our lost and needy neighborhood, region and world (Romans 12:1-2; Acts 2:42-47; Ephesians 4; Matthew 28; Acts 1:8).

ARTICLE III: RELATIONSHIP

Section 1

The Church is an integral part of the Alliance Northwest, national, and worldwide fellowship of The Christian and Missionary Alliance and is united in governance, fellowship, and service in order to promote unity of faith in the fullness of Jesus Christ as Savior, Sanctifier, Healer, and Coming King, and to facilitate the spread of the gospel at home and abroad under the guidance of the Holy Spirit.

The Church is organized and shall be operated exclusively as a member church under the authority of The Christian and Missionary Alliance, a church denomination that operates legally as a Colorado nonprofit corporation (the C&MA").

Section 2 Reversion:

All of the corporation's real and personal property shall be subject to the applicable property reversion provisions in Article 16 of the Uniform Constitution of Accredited Churches.

Section 3 Delegates:

Lay Delegate(s) may be appointed annually by the (Governing Body) to the C&MA General Council and the Alliance NW annual conference.

ARTICLE IV: MEMBERSHIP

(Or its equivalent – some may call it "Partnership" as it's a more active concept)

Section 1 Qualification:

Membership is for those 16 years of age and above. Qualifications for membership shall consist of: 1) Confession of faith in Jesus Christ and evidence of a life devoted to following Him (often times baptism is a prerequisite); 2) Agreement with the stated mission, vision, and values of (church name), completion of the Membership process, and a commitment to abide by the church Membership

Covenant (appended); 3) Agreement with the Statement of Faith, the mission, and the core values, of The Christian & Missionary Alliance (appended).

Section 2 Responsibility:

The responsibilities of Membership are: To pursue a Christ-like life, to protect the unity of the church; to share in the responsibility of the Church through prayer, service and financial support; and to regularly participate in the life of the church.

Section 3 Approval:

The Elders of the (Governing Body) shall approve all applicants for Membership upon completion of the Membership process. Paid Pastoral Staff who are licensed for ministry in the Alliance NW and their spouse shall automatically be taken into Membership when hired, provided they meet the requirements and abide by the Membership Covenant.

Section 4 Removal:

Persons who are no longer active in the life of the church may be removed from Membership by action of the Elders or the (Governing body). Persons may also be removed from Membership if their conduct is not in accord with the Membership Covenant (appended).

Section 5 Conflict Resolution:

The Biblical procedure and principles for reconciliation apply in attempting to resolve all relational conflicts within the church. It is the responsibility of the believer to go promptly to another person when he/she has been offended, or when he/she has reason to believe that he/she may have done the offending. A full Biblical procedure for conflict resolution shall be outlined in the Membership Covenant (appended). (Matthew 5:23-24; 18:15-19; Ephesians 4:26-27)

ARTICLE V: ANNUAL MEETING (OR CELEBRATION)

Section 1 Annual Meeting:

There shall be an annual Membership Meeting, at which time the Members shall receive ministry reports regarding the mission/vision of the church, including reports of the treasurer, and elect members of the (Governing Body) and a Treasurer, and celebrate the work of Jesus through (church name). It is understood that all members in good standing (18 years of age and older) are entitled to vote. This meeting constitutes the regular meeting of the corporation.

Section 2 Time and Date:

The Annual Meeting shall be held annually, at a time and place to be fixed by the (Governing body). The schedule and purpose of the meeting shall be announced at least two weeks in advance, with notice given at weekend worship services.

Section 3 Special Meetings:

The (Governing Body) may call special meetings of the Membership. The purpose of such meetings shall be announced at least two weeks in advance, with notice given at weekend worship gatherings.

Section 4 Rights:

Members shall have the right to:

- Affirm the recommendation(s) of the Nominating Committee for (Governing Body) members.
- Affirm the recommendation of the Nominating Committee for Treasurer.

- Submit feedback to the (Governing Body) for final Lead Pastor candidate(s).
- Amend Articles of Incorporation when necessary.
- Adopt, amend or repeal Bylaws.
- Adopt or amend any merger agreement in conjunction with the District Superintendent of the Alliance Northwest.
- Approve the acquisition or improvement of real property that exceeds 10 percent of the annual budget.

Section 5 Quorum:

Those (members) present and voting at a meeting duly called and announced shall constitute a quorum of the (Membership) for the transaction of business. Voting by proxy is not permitted. A two-thirds majority is required for passage of all business.

ARTICLE VI: (GOVERNING BODY)

(Examples of names: Governing Board, Governing Council, Ministry Council, Oversight Team, or Elder Board)

Section 1 Governing Authority:

The (Governing Body) shall be considered the Board of Directors for the purposes of all laws of incorporation of the State of (name of State). It shall exercise all other powers conferred by applicable laws. The (Governing Body) is the Governing Authority at (church name) and shall be responsible for the affairs of the church between Annual Meetings.

Section 2 Composition:

Members of the (Governing Body) shall include the Lead Pastor and non-paid Members of (church name) who are recognized as gifted and qualified to lead and who are serving in a ministry of the church.

These (Governing Body) members can be composed of one of these two options: Option #1: The (governing body) will include a majority of Elders and may include other qualified men and women; or Option #2 The (Governing Body) is made up of Elders.

One additional Member of the Pastoral Staff (paid or non-paid) may serve as a non-voting participant upon request by the Lead Pastor.

Section 3 Number:

The number of (Governing Body) members shall be no less than 5 and no more than 9. The (Governing Body) will determine the number of members needed and communicate that need to the Nominating Committee prior to the Annual Meeting.

Section 4 Qualifications:

The qualifications for Elders are set out in 1 Timothy 3:1-13 and Titus 1:6-9. All members of the (Governing Body) are expected to maintain a lifestyle in keeping with the spirit and intent of these same references. Further, each must be an active member of the Church. (Governing body) members shall have been member of (church name), in good standing, for at least one year prior to serving on the (Governing Body). All (Governing Body) members shall be actively serving in the broader ministry of (church name). (Governing Body) Members shall personally affirm their qualification each year during a designated (Governing Body) meeting.

Section 5 (Governing Body) Member Review:

At any time, the (Governing Body) may review the service and/or life decisions of a (Governing Body) member to determine continued qualification and compatibility with the Vision, of (church name) and his (/her) chemistry within the (governing body). Discontinuance of the (Governing Body) member under review requires a unanimous decision of the other (Governing Body) members.

Section 6 Term:

The term of service shall be three years beginning (on the first day of the month) following a vote from the Membership. (Governing Body) members may serve a maximum of two consecutive terms. Thereafter, previous (Governing Body) members are eligible for reelection or reappointment in the case of a vacancy on the (governing body).

Section 7 Governance:

The (Governing Body) is entrusted by the (Membership) with the governance of the Church. The Ministry Council serves (church name) as follows:

- **Ministry Outcomes:** Given the biblical purposes for the local church the (Governing Body) champions the unique expression (or vision) of those purposes at (church name). This unique expression (or vision) is expressed in specific ministry outcomes. The ministry outcomes are accompanied by an annual budget that is approved by the (Governing Body). It is the responsibility of the (Governing Body) to protect and ensure ministry outcomes are being accomplished by the Lead Pastor through ministry leaders and staff.
- **(Governing Body) Culture:** Addresses how the (Governing Body) makes decisions and how each member is accountable to the others.
- **Lead Pastor Expectations:** Specifies the Ministry Board expectations for the Lead Pastor, the Ministry Board means for evaluating the Lead Pastor against stated Ministry Outcomes, and the Ministry Board's standards and procedures for financial accountability. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board, even if they were to be effective.
- **Ministry Board/Staff Relations:** Specifies how the Ministry Board delegates ministry to the Lead Pastor and monitors the outcomes of the ministry.

Section 8 Treasurer:

A Financial Officer will be elected by the membership as one member of the (Governing Body). The treasurer is responsible to ensure all financial reporting to the (Governing Body) is accurate and in alignment with established policy. The Nominating Committee will bring a nominee for the office of Treasurer to the Annual Meeting for a vote of the membership. If a vacancy occurs the (Governing Body) may by appointment fill the role of Treasurer until the next regularly scheduled annual meeting.

Section 9 Facilitator:

A (Governing Body) Facilitator may be appointed by the Lead Pastor from the (Governing Body) membership and confirmed by two-thirds of the (Governing Body). The (Governing Body) Facilitator:

- Works in concert with the Lead Pastor to set agenda for the (Governing Body) Meetings.
- Convenes and facilitates (Governing Body) Meetings.
- Ensures that basic minutes of all membership meetings and (Governing Body) meetings are kept.

- Serves as the primary representative of (church name) to the Alliance NW District Superintendent when the Lead Pastor position is vacant.
- Represents the church on its corporate charter with the government.

Section 10 Quorum:

A quorum for the legal conduct of business shall be three quarters of current (Governing Body) membership.

Section 11 Vacancies:

The (Governing Body) by a two-thirds majority, may fill vacancies on the (Governing Body) as necessary by appointment until the next Annual Meeting. To complete an unexpired term thereafter, such interim Members must be recommended by the Nominating Committee and voted upon by the Membership at the next Annual Meeting.

Section 12 Membership, Church Discipline & Doctrine:

The Elders from the (Governing Body) shall function as the Committee on Membership and shall have final responsibility for matters of discipline and doctrine within the church.

Section 13 (Governing Body) Meetings:

The (Governing Body) shall meet no less than nine times annually, in addition to the Annual Meeting.

ARTICLE VII: NOMINATING COMMITTEE

Section 1 Composition:

The Nominating Committee shall consist of 1) the Lead Pastor, 2) two (Governing Body) members selected by the (Governing Body); and 3) two Members in good standing elected at the Annual Meeting.

Section 2 Responsibilities:

Nominees for the (Governing Body), and a nominee for Treasurer shall be presented for vote by the Membership at the next Annual Meeting/Celebration.

Section 3 Vacancies:

The (Governing Body) by a two-thirds majority, may by appointment fill vacancies that arise on the Nominating Committee.

ARTICLE VIII: LEAD PASTOR AND OTHER CHURCH STAFF

Section 1 Selection:

The (Governing Body) will give consideration to Lead Pastor candidates in conjunction with the District Superintendent of the Alliance NW. Potential candidates must be licensed (or eligible to be licensed) by the Alliance NW. The (Governing Body) shall be authorized to hire a Lead Pastor in consultation with the District Superintendent and after obtaining feedback on the candidate by the Membership of the church.

Section 2 Responsibility:

The (Governing Body) shall hold the Lead Pastor responsible for providing leadership toward the fulfillment of the Biblical purposes and specific vision of (church name). The Lead Pastor is responsible to the (Governing Body) for leading and giving oversight to the ministries of (church name), will be expected to uphold the Biblical requirements of his office as an Elder and will provide oversight and

management of the church, staff, and care of its (Members). The Lead Pastor shall be the president of the corporation where such office is required by law. (Acts 14:2 20:28-32; Titus 1:5-9; 1 Timothy 3:1-7, 5:17; 1 Peter 5:1-4)

Section 3 Dismissal:

The (Governing Body) has authority, in conjunction with the Alliance NW District Superintendent, to dismiss a Lead Pastor if he should fail to perform his duties satisfactorily or act in a manner inconsistent with the Biblical requirements of an Elder.

Section 4 Employed Licensed Workers:

The Lead Pastor is responsible for the hiring and dismissal of all paid staff including those licensed with the Alliance Northwest. The Lead Pastor or his designate is responsible to supervise, evaluate, and manage the activities of the paid staff and ministry leaders of (church name).

Section 5 Ministry Teams:

The responsibilities of church ministry leaders needed to achieve ministry outcomes will be performed by ministry staff, leaders and teams ultimately accountable to the Lead Pastor or his designate, consistent with and for the purpose of fulfilling the mission, vision and purposes of (church name).

ARTICLE IX BIBLICAL CHARACTER AND STANDARDS

Section 1 Exercise and Expression of the Church's Biblical Beliefs:

As described in the Preamble, the Church is a Christian community of faith that exists to exercise and express its biblical beliefs within the broader community of the C&MA. These beliefs are grounded in a shared understanding of Holy Scripture including those beliefs and standards specifically addressed in the Manual. The Church exercises and expresses its biblical beliefs and standards in the following ways:

- As a Community. The Church understands that the local church is the visible organized expression of the Body of Christ and that the local church finds broader meaning and outreach in fulfilling its biblical responsibilities within the life and witness of the denomination. In addition, those who participate in the life of the Church, including the Church's members and employees, are following the biblical command to live out their faith in community and association with other believers. Accordingly, the Church community is itself an exercise and expression of the Church's biblical beliefs and standards
- Through its Activities. The Church believes that all Church activities, including the responsibilities of every Church member and employee, should be rendered in service to God as a form of worship. Therefore, the Church as a community of faith exercises and expresses its biblical beliefs and standards in every activity, action, and responsibility.

Section 2 Standards for Church Activities and Facilities:

The Church shall engage in activities and use its facilities solely to exercise and express the biblical beliefs of the Church and the C&MA and to further the mission of both. In furtherance of this mission, the Church may provide services or goods to, and may allow use of its facilities by, other groups and persons who are not members of the Church. But no Church activity, nor any use of Church facilities by another group or person, may be conducted or permitted if the Church determines that such activity or use expresses a message of support by the Church for any view contrary to the biblical beliefs of the Church and the C&MA. The determination as to whether any particular activity or use of Church facilities is not permitted requires both spiritual discernment and an understanding of C&MA beliefs and standards, which are applied to each particular circumstance. Such determination shall be made in

conformance with this discernment and these beliefs and standards in the sole discretion of the spiritual leaders of the Church designated by either the governance authority of the Church or the senior pastor and elders. With respect to uses by other groups or persons, the Church may consider without limitation both the content of the proposed activities and whether the group or person is generally perceived as advocating views contrary to the biblical beliefs of the Church and the C&MA.

ARTICLE X: ADMINISTRATIVE PROVISIONS

Section 1 Fiscal Year:

The fiscal year shall be July 1, through June 30 (This is recommended since it follows the ministry cycle of the year but January 1, through December 31 works too). The (Governing Body) approves an annual ministry budget that is tied to ministry outcomes, and holds the Lead Pastor accountable for prudent financial practices.

Section 2 Audits:

As defined and directed by the (governing body), financial records shall be audited at least annually.

Section 3 Amendments:

Amendments to these Bylaws may be adopted by a two-thirds vote of the Membership present and voting at the Annual Meeting or at a legally called Special Meeting of the Membership, provided that the Membership is notified of the text of the proposed amendments at least thirty days before the vote. Minor revisions not affecting theology, ministry philosophy or overall structure of governance shall be made at the discretion of the (Governing Body) (e.g., rewording for clarification of ideas considered confusing, updating legal provisions, adding scriptural references) provided the Membership is notified at the next Annual Celebration.

Section 4 Tax Exempt Status:

(Church name) shall not carry on any activities not permitted to be carried on by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code as presently constituted, (or the corresponding provision of any future United States Internal Revenue Law). The Lead Pastor in consultation with the (Governing Body) shall have ultimate authority over what is prohibited and what is allowable.

APPENDIX 4

(CHURCH) Board Meeting

(DATE) Minutes

1. **Word & Prayer** – Director Name
2. **Approval of Agenda** – motion to approve 2nd & carried
3. **Members** – All Present
4. **Approve Consent Agenda** – motion to approve 2nd & carried.
 - a. Minutes
 - October 6th Meeting Minutes
 - December 18th Executive Meeting Minutes
 - December 19th Electronic Meeting Minutes
 - b. Financial Reports
 - Financial Statements – (Last Quarter Start to Current)
 - c. Housekeeping
 - Approval of Housing Allowance for XXX in the amount of XXXX beginning in 2022.
 - Approval of Housing Allowance for XXX in the amount of XXXX beginning in 2022.
5. **Fiduciary**
 - a. Financial Summary July 2021 to September 2021 – Reported By _____
 - b. General Giving Trends – Reported By
 - c. Approval of Reviewed Financial Statements – Reported By
 - d. Property Update – Reported By
 - Roof Update – Roof is 25 years old and will need to be replaced in the next year. Currently seeking three bids.
 - Lease Updates – Currently leasing our facility to:
 - ABC Church on Sunday evenings
 - Recovery Group Tuesday evenings
6. **Generative**
 - a. Calendar (Meeting Dates 2022)
 - April 5th-6th
 - June 14th-15th
 - October 4th-6th
 - b. Address the Board/Staff Linkage – reminder for Board members to connect with staff member assigned to them.
 - c. Annual Business Meeting – Reported By
 - Approve Business Session Agenda- motion to approve 2nd & carried
 - Welcome
 - Treasurer’s Report
 - Business Committee Report

- Nominating Committee Report
- Elections (Committee & Bylaw)
- Adjournment

d. Elect a new Treasurer – Nomination for BLANK to be Treasurer. Motion 2nd & carried.

7. Prayer over Missional Outcomes – Lead Pastor led in group prayer.

8. Strategy

- a. Planting XYZ Church Plant
 - Conversations with Jon Smith as potential planter.
 - Our church would commit to supporting them with 20 families and \$XXX/month.
- b. Children’s Ministry Expansion
- c. Update on small groups.
- d. Lead Pastor Evaluation

9. Board Meeting Debrief

- a. What cannot be shared from this meeting?
- b. Board Self-Assessment – please complete & return to Lead Pastor.

APPENDIX 5

Statement of faith

There is one God, (1) who is infinitely perfect, (2) existing eternally in three persons: Father, Son, and Holy Spirit. (3)

Jesus Christ is the true God and the true man. (4) He was conceived by the Holy Spirit and born of the virgin Mary. (5) He died upon the cross, the Just for the unjust, (6) as a substitutionary sacrifice, (7) and all who believe in Him are justified on the ground of His shed blood. (8) He arose from the dead according to the Scriptures. (9) He is now at the right hand of Majesty on high as our great High Priest. (10) He will come again to establish His kingdom, righteousness and peace. (11)

The Holy Spirit is a divine person, (12) sent to indwell, guide, teach, empower the believer, (13) and convince the world of sin, of righteousness, and of judgment. (14)

The Old and New Testaments, inerrant as originally given, were verbally inspired by God and are a complete revelation of His will for the salvation of men. They constitute the divine and only rule of Christian faith and practice. (15)

Man was originally created in the image and likeness of God: (16) he fell through disobedience, incurring thereby both physical and spiritual death. All men are born with a sinful nature, (17) are separated from the life of God, and can be saved only through the atoning work of the Lord Jesus Christ. (18) The portion of the impenitent and unbelieving is existence forever in conscious torment; (19) and that of the believer, in everlasting joy and bliss. (20)

Salvation has been provided through Jesus Christ for all men; and those who repent and believe in Him are born again of the Holy Spirit, receive the gift of eternal life, and become the children of God. (21)

It is the will of God that each believer should be filled with the Holy Spirit and be sanctified wholly, (22) being separated from sin and the world and fully dedicated to the will of God, thereby receiving power for holy living and effective service. (23) This is both a crisis and a progressive experience wrought in the life of the believer subsequent to conversion. (24)

Provision is made in the redemptive work of the Lord Jesus Christ for the healing of the mortal body. (25) Prayer for the sick and anointing with oil are taught in the Scriptures and are privileges for the Church in this present age. (26)

The Church consists of all those who believe on the Lord Jesus Christ, are redeemed through His blood, and are born again of the Holy Spirit. Christ is the Head of the Body, the Church, (27) which has been commissioned by Him to go into all the world as a witness, preaching the gospel to all nations. (28) The local church is a body of believers in Christ who are joined together for the worship of God, for edification through the Word of God, for prayer, fellowship, the proclamation of the gospel, and observance of the ordinances of Baptism and the Lord's Supper. (29)

There shall be a bodily resurrection of the just and of the unjust; for the former, a resurrection unto life; (30) for the latter, a resurrection unto judgment. (31)

The second coming of the Lord Jesus Christ is imminent (32) and will be personal, visible, and premillennial. (33) This is the believer's blessed hope and is a vital truth which is an incentive to holy living and faithful service. (34)

[1] Deuteronomy 6:4, [2] Matthew 5:48, [3] Matthew 28:19, [4] Philippians 2:6-11, [5] Luke 1:34-38, [6] 1 Peter 3:18, [7] Hebrews 2:9, [8] Romans 5:9, [9] Acts 2:23-24, [10] Hebrews 8:1, [11] Matthew 26:64, [12] John 14:15-18, [13] John 16:13; Acts 1:8, [14] John 16:7-11, [15] 2 Peter 1:20-21; 2 Timothy 3:15-16, [16] Genesis 1:27, [17] Romans 3:23, [18] 1 Corinthians 15:20-23, [19] Revelation 21:8, [20] Revelation 21:1-4, [21] Titus 3:4-7, [22] 1 Thessalonians 5:23, [23] Acts 1:8, [24] Romans 6:1-14, [25] Matthew 8:16-17, [26] James 5:13-16, [27] Ephesians 1:22-23, [28] Matthew 28:19-20, [29] Acts 2:41-47, [30] 1 Corinthians 15:20-23, [31] John 5:28-29, [32] Hebrews 10:37, [33] Luke 21:27, [34] Titus 2:11-14

APPENDIX 6

Board Expectations & Responsibilities

EXPECTATIONS

- Protect the unity of the Church at all times and at all cost (see Eph. 4:3)
- Praying regularly for the ministry of the Church.
- Serving regularly in the ministry of the Church.
- Giving regularly and sacrificially to support the ministry of the Church.

BOARD MEMBER CHECKLIST (CHURCH LAW & TAX)

- Understanding your role and responsibilities.
- I am familiar with the church's articles of incorporation (or "charter").
- I am aware that it is my responsibility as a board member to ensure that appropriate safeguards are in place to prevent improper use of church funds.
- I am familiar with all the church's insurance policies.
- I am familiar with the Model Nonprofit Corporation Act (if our church is incorporated).
- I understand that I can be liable for disclosing confidential information.
- I understand that, even as a board member, I should not have access to member's giving records (unless our church bylaws specify that members must make a specific financial commitment).
- I realize that there are a number of circumstances in which church board members can be held personally liable.
- I understand that, as a board member, I can be personally liable for making a loan to a church director or officer.
- I understand that "directors and officers" insurance (if our church has this type of insurance) may provide additional coverage for board members.

****Sample Board Expectations taken from "Organizing A Church Board"***

BOARD OF DIRECTORS MEMBER EXPECTATIONS

SPIRITUAL EXPECTATIONS

As a board member of Central Community Church, I pledge to:

- Attend worship on Sundays on a regular basis and, when called upon, to participate in aspects of the service (i.e., Scripture reader, choir member).
- Participate in educational activities of the church, either in a class, discussion or small group, or as a leader in the Christian education program.
- Engage in daily prayer in the power of the Holy Spirit, and especially to pray for my colleagues who are board members, for the pastoral, program and administrative staff of Central Community Church, and for the congregation's ministries and missions.

BOARD OF DIRECTORS RESPONSIBILITIES

As a board member of Central Community Church, I pledge to:

- Attend all meetings of the board of directors unless I have a compelling reason not to attend (i.e., illness, business travel or other needs). When I cannot attend, I will notify the board chair in advance, if possible, to document the reason(s) for my absence.
- Prepare for each meeting by reading all documents and, when called upon, to do research to gather information on various questions or pending board decisions.
- Be available for meetings of task forces, committees or other groups relevant to my areas of interest and responsibility.
- Refrain from criticism, complaint or other negative attitudes or opinions without first discussing any concerns with the board chair, the senior pastor, or other specific parties.
- Seek to maintain unity of Spirit in the bond of peace, and work to build and extend the ministry of the congregation.

PERSONAL EXPECTATIONS

As a board member of Central Community Church, I pledge to:

- Strive to give financially to the church at a tithing level on an annual basis.
- Make every effort to strengthen my marriage and demonstrate love and care for my family. If I am not married, I will make every effort to live a life of purity and generosity in the name of Jesus Christ.
- Maintain an open spirit and a teachable attitude.

I have examined these statements of board member expectations. After praying over them, I promise to serve the Lord as a board member according to these expectations.

SIGNATURE _____
DATE _____

BOARD CHAIR JOB DESCRIPTION

ROLE OF THE BOARD CHAIR

The chair of the board of directors of Central Community Church is a key leader in the ministry. The chair provides direction to the board of directors in the governance of the secular responsibilities of the church as a corporation, and serves as the signing authority for legal and tax matters of the corporation. The chair serves as the official link between the board and the senior pastor in employment matters, and acts as a spiritual partner with the pastor in the shaping of the church's ministry. The chair, with members of the executive committee, shapes the monthly board agenda and chairs the board meetings. The chair also is a link between the board and the members of Central Community Church and meets as needed to hear concerns and to provide direction for any necessary problem resolution. The chair also oversees the annual meeting of the congregation.

BOARD CHAIR QUALIFICATIONS

In addition to the qualifications of a board member, the board chair meets the criteria as spelled out in the church's by-laws. In addition, the person in this office fulfills certain qualifications and requirements:

- Has been a member of the congregation for at least five (5) years.
- Has participated in board officer orientation to learn more about key responsibilities.

KEY SKILLS

In addition to skills sought in all board members, the board chair ideally exercises skills specific to this office:

- Excellence in leadership skills.
- Ability to work with the board to set governance goals for a year.
- Ability to encourage participation by all members in meetings.
- Capability of keeping to an agenda and defining meeting limitations.
- Addresses conflict in a productive and helpful manner.

APPOINTMENT PROCESS

As noted, the board chair will have been a member of Central Community Church for five years or longer. At the January meeting of the board, immediately after the Annual Meeting, the board will elect, per the by-laws, an individual to serve at the board chair. The board chair will serve in this office for no more than two (2) consecutive two-year terms.

BOARD SECRETARY JOB DESCRIPTION

ROLE OF THE SECRETARY OF THE BOARD

The board secretary is the official recorder of the meetings of the board of directors of Central Community Church. The secretary also is the official recorder of the annual meeting of the congregation. Thus, the secretary strives to provide an accurate summary of discussion and decision. With the executive committee and the senior pastor, the secretary develops an agenda for board meetings and for the annual meeting. The secretary maintains the records and documents of board meetings and the annual meeting.

BOARD SECRETARY QUALIFICATIONS

In addition to the qualifications of a board member, the board secretary meets the criteria as spelled out in the church's by-laws. In addition, the person in this office fulfills certain qualifications and requirements:

- Has been a member of the congregation for at least three (3) years.
- Has participated in board officer orientation to learn more about key responsibilities.

KEY SKILLS

In addition to skills sought in all board members, the board secretary ideally exercises skills specific to this office:

- Ability to record accurately the motions, resolutions and votes of the board of directors and, at the annual meeting, of the congregation.
- Ability to summarize the discussions and actions of the board (and the congregation, at the annual meeting) to place into the minutes of each meeting.
- Provide attention to detail regarding composition of the board meeting minutes and the minutes of the annual meeting.
- Provide attention to the distribution of all minutes and other official documents of the board of directors and, at the annual meeting, of the congregation, and filing of all documents pertaining to official business.
- Ability to gather all items to be included on the agendas of the monthly board meetings and the annual meeting of the congregation.

APPOINTMENT PROCESS

As noted, the board secretary will have been a member of Central Community Church for three years or longer. At the January meeting of the board, immediately after the Annual Meeting, the board will elect, per the by-laws, an individual to serve at the board secretary. The board secretary will serve in this office for no more than two (2) consecutive two-year terms.

BOARD TREASURER JOB DESCRIPTION

BOARD TREASURER ROLE

While Central Community Church has staff positions that handle financial management, bookkeeping and banking activities, the church treasurer is the board's fiduciary representative. As such, the treasurer is the board's participant in the monthly compilation of the financial records and the annual audit of those records. It is the treasurer's responsibility to verify the accuracy of the record keeping, and to report in summary fashion the church's financial condition. The treasurer also works with other board members and church staff in the assessment of risks of losses that the board and staff may need to address. Finally, the treasurer reports annually to the congregational meeting about the church's financial condition as well as its long-term investments from legacy gifts and other special sources of income.

BOARD TREASURER QUALIFICATIONS

In addition to the qualifications of a board member, the board treasurer meets the criteria as spelled out in the church's by-laws. In addition, the person in this office fulfills certain qualifications and requirements:

- Has been a member of the congregation for at least three (3) years.
- Has participated in board officer orientation to learn more about key responsibilities.

KEY SKILLS

In addition to skills sought in all board members, the board treasurer ideally exercises skills specific to this office:

- Ability to verify the accuracy of the financial reports and the official books of Central Community Church.
- Capability to participate in the annual certified public audit of the church's books and financial records.
- Ability to explain, in person and/or in writing, the church's income and expense transactions.

APPOINTMENT PROCESS

As noted, the board treasurer will have been a member of Central Community Church for three years or longer. At the January meeting of the board, immediately after the Annual Meeting, the board will elect, per the by-laws, an individual to serve as board treasurer. The board treasurer will serve in this office for no more than two (2) consecutive two-year terms.

APPENDIX 7

Board Qualifications

QUALIFICATION:

- A fully devoted follower of Jesus who has displayed their faith through believer's baptism.
- Display a track record of spiritual care and influence.
- Lives out the values and vision of the Church.
- Member of the church
- Supports the ministry through prayer, service, and giving.
- Affirmed calling of God to fulfill this role at church.
- Lives life above reproach (Honest about sin with God and others and humbly willing to grow in areas of temptation).
- The Husband of one wife.

THE ALLIANCE VERSIONS:

- Confession of faith in Jesus Christ and evidence of regeneration.
- Belief in God the Father, Son, and Holy Spirit; in the verbal inspiration of the Holy Scriptures as originally given; in the vicarious atonement of the Lord Jesus Christ; in the eternal salvation of all who believe in Him and the eternal punishment of all who reject Him.
- Acceptance of the doctrines of the Lord Jesus Christ as Savior, Sanctifier, Healer, and Coming King.
- Full sympathy with the mission and core values of The Christian and Missionary Alliance and cooperation by systematic support of its work.
- Such other qualifications for membership as may be stated in the bylaws.

ALLIANCE LANGUAGE

- The qualifications for Elders are set out in 1 Timothy 3:1-13 and Titus 1:6-9.
- All members of the (Governing Body) are expected to maintain a lifestyle in keeping with the spirit and intent of these same references.
- Further, each must be an active member of the Church.
- (Governing body) members shall have been member of (church name), in good standing, for at least one year prior to serving on the (Governing Body).
- All (Governing Body) members shall be actively serving in the broader ministry of (church name).
- (Governing Body) Members shall personally affirm their qualification each year during a designated (Governing Body) meeting.

APPENDIX 8

(Sample) Board Covenant

CHURCH BOARD COVENANT - GUIDING PRINCIPLES FOR BOARD MEMBERS

As spiritual leaders in our congregation we must demonstrate by example godly Christian relationships, attitudes, and behavior. As members of the church board, we commit ourselves to:

1. Pray daily for members of the church board, the pastoral team and the ministry of our church;
2. Speak respectfully about each other in all contexts;
3. Address and resolve conflicts quickly and biblically;
4. Extend forgiveness when offended and carry no grudges;
5. Care for other board members when they are in difficulty;
6. Come to board meetings prepared, informed, and in prayerful dependence upon the Holy Spirit for wisdom;
7. Once the board has taken a decision, to support the board. If unable to do so, then be willing to resign;
8. Be honest in all board dealings and discussions, voluntarily identifying potential conflicts of interest and never pursuing a personal agenda;
9. Hold all board discussions in complete confidence;
10. Agree that the board chair speaks for the board; hold one another accountable for this covenant and agreeing to resign if significant and/or consistent violations of its provisions occur

.....

TEAM COVENANT

We encourage robust dialogue where honest opinions, probing questions and potential solutions can be freely shared on any topic relating to the team's (or one another's) ministries. We commit to robust dialogue without attacking one another and to maintain an open, non-defensive attitude.

In the spirit of Matthew 18, we will always speak in love and keep short accounts when offense has taken place.

We will regularly evaluate progress of the organization or that part of the organization we are responsible for and do so with utmost honesty. We believe in timely execution and ministry results.

We practice autopsy without blame. We know things will go wrong and when they do, we will do an autopsy of the failure so that we can learn from it without casting blame for the failure.

We keep our promises. When decisions have been made and assignments given, we are committed to fully executing those assignments on time.

We take full responsibility for corporate decisions our team makes and will not engage in leadership default. Our first loyalty is to this team and we will always represent this team well and fully support its decisions. Outside of our team meetings we speak with one voice.

We keep confidential those issues which are shared in our team meetings which should not be shared with others.

We are committed to thinking the best of one another, speaking the best of one another, praying for one another and supporting one another's ministries.

We agree to hold one another accountable for keeping this team covenant and we agree to allow others to call us on it if we violate this agreement.

BEHAVIORAL COVENANT

In our work and conversations as _____, we realize that there can be conflict, disagreements, and misunderstandings. We can be guided by healthy norms in order to maintain clear communication and personal assumptions. Therefore, we covenant together in these guidelines for loving relationships and values to guide our ministry.

We promise to value each other as gifts from God and will work to live and work in respectful relationship. John 13: 34, Romans 12:10

We promise to value, as a team, the ministry of _____ under the leadership of _____. Hebrews 13:17, 1 Thess. 5:13

We promise to make our thoughts captive to the obedience of Christ, to express criticism and negative feelings first, to the person, not to others, and seek reconciliation as far as possible. Romans 12:18. 2 Cor. 10:5

We promise to maintain relationships of confidentiality in matters of personal and professional matters.

We commit to process major strategies and decisions as a team, allowing for emergency situations to be addressed by email or phone. Isa. 1:18, Eph. 4:3

We accept disagreement, conflict and evaluation as normal and natural. In this regard, we will seek to deal constructively with disagreements or conflicts by practicing Matthew 18:15-17. Matthew 5:23,24

We promise to lead by following the example of Christ. 1 Cor.11:1, Titus 2:7

We promise to be good stewards of our mission together for the benefit of one another and the churches we serve.

We, as those forgiven by God, seek also to be a forgiving team, offering God's forgiveness to one another and others with whom we have opportunity to share the forgiving nature of Christ. Col. 3:13

We promise to support one another and the work of the commission through prayer. Col. 4:2

BEHAVIORAL COVENANT (CONT.)

The Leadership Team and Staff are deeply concerned with, and committed to the unity of purpose for our congregation. Our vision is to make a lasting impact upon the community around us with the Gospel message of Jesus Christ! We seek, therefore, to guide our actions with the words of Colossians 3:12-17 and 1 Thessalonians 5:12-26. In as much we seek to present our plans, dreams and ideas through the Leadership Team to the congregation in an open and forthright presentation seeking the advice and consent of our congregation.

As the people of _____ Church, we covenant together to...

- Build each other up and not tear down. I Thessalonians 5:11

- Respect and honor the leadership of the church; the Church Staff, Leadership Team as well as other lay leaders. I Thessalonians 5:12
- Seek to communicate clearly, completely and directly. Ephesians 4:14-16
- Offer our opinions with clarity and humility. Colossians 3:12-14
- Make positive investments in each other's lives. Colossians 3:15-16
- Seek to discover what is best for our church as a whole, not what may be best for us or for some small group in the church. Philippians 2:3-6
- Accept disagreement, conflict and evaluation as normal and natural. Philippians 4:2-3
- Walk hand in hand even though we may not always see eye to eye. Colossians 3:14-15
- Believe the best of each other and give each other the benefit of the doubt. Phil 4:8-10
- Seek to be, as a body, in prayer and submission to the Holy Spirit. I Thess. 5:16-19
- Commit to being inconvenienced for the sake of the Gospel. Philippians 2:5-11

BOARD COVENANT (CONT)

Knowing that we, as leaders of this congregation, must model godly relationships before on another and the church, we commit ourselves to:

- Pray daily for fellow members of the leadership team and for the ministry of the church
- Never speak ill of any member of the team
- Resolve broken relationships personally and quickly
- Forgive one another when offended and hold no grudges
- Always support decisions of this board once they are made, unless a biblical, moral issue is at stake
- Care for one another when a member is hurting
- Always be honest in board deliberations and never devious in seeking personal agendas
- Never betray a confidence of the board
- Hold one another accountable for this covenant and agree to step off the board if there is regular violation of these agreements.

APPENDIX 9

Strategic Plan

DEVELOPING A STRATEGIC PLAN, ALSO CALLED MISSIONAL OUTCOMES, IS CRUCIAL FOR FIVE REASONS:

1. Strategic Goals are birthed in a community (board/staff/leaders) discerning process. As the team seeks to know which areas of kingdom impact God is leading them to address, synergy and partnership is developed.
2. Stated strategic goals creates accountability between leadership and the congregation.
3. Strategic goals become a way to evaluate how the leadership and church is doing in reaching the stated goals. This can create a healthy congregational environment to support the leadership.
4. Having something to evaluate helps the board make crucial decisions concerning budget, staffing, and the future needs of the church.
5. Have strategic goals helps a church to stay on mission and make ministry decisions aligned with the goals. This helps a board say yes to the right things and no to the wrong things.

THE DISTRICT OFFICE IS HERE TO HELP YOU DEVELOP MO'S/STRATEGIC GOALS.

The process generally includes:

- A scheduled offsite day with your leadership team to pray, listen and begin discerning the Strategic Goals that God has placed in your community.
- After the Big Picture goals are developed, the next step is to create a Theory of Action for each of the goals.
- Next, key selected leaders turn the Strategic Goals and their accompanying Theory of Action into a 3-5 Year plan.
- When the 3-5 year timeline is completed, it is presented back to the Board for approval.
- The staff and board will evaluate each years work annually at the staff/board retreat.

APPENDIX 10

(Basic Policy Governance)

BASIC PRINCIPLES OF POLICY GOVERNANCE

***Condensed from John Carver, Carver Guide Series on Effective Board Governance**

Policy Governance is a fundamental redesign of the role of a board, emphasizing values, vision and the empowerment of both board and staff. It is built on ten principles:

1. The Trust in Trusteeship

Simply put, a board governs on behalf of persons who aren't seated at the table.

The primary relationship the board must establish, maintain, clarify, and protect is its relationship with its owners keeping in contact with them, and hearing their voices.

2. The Board Speaks with One Voice or Not at All

A board is a corporate entity entrusted by its owners with the authority to govern and lead the organization. If the board is to lead, then on each given issue, it must speak with a single voice. The strength of this voice arises from the diversity of viewpoints and intentions its members bring to the board, as well as from the way the board focuses this multiplicity into unity. This one-voice principle doesn't require or imply unanimity. On the contrary, the board must embrace all the diversity it can on behalf of the ownership. Differences among trustees are not only respected, but encouraged. Rarely will a vote be unanimous. Those board members who lose a vote, however, must accept that the board has spoken and that its decision is now to be implemented. The board should not present conflicting messages to its ownership or its staff.

3. Board Decisions Are Predominantly Policy Decisions

Policy is defined as the value or perspective that underlies action. Board policies express the board's soul, embody the board's beliefs, commitments, values, and visions, and express its wisdom. The board decides what to have policies about, and to what level of detail it will develop them. Its policies fit into four categories:

- **Ends** – The board defines which human needs are to be met, for whom, and at what cost. Written with a long-term perspective, these mission-related policies embody the board's vision, and the organization's reason for being.
- **Executive Limitations** –The board establishes the boundaries of acceptability within which staff methods and activities can responsibly be left to staff. These policies limit the means by which Ends shall be achieved.
- **Board-Staff Linkage** –The board clarifies the manner in which it delegates authority and how it evaluates performance relative to ends and limitations.
- **Governance Process** –The board determines its philosophy, its accountability, and the specifics of its own job. Except for what belongs in bylaws, these categories of board policy contain everything the board has to say about values

and perspectives that underlie all organizational decisions, activities, practices, budgets, and goals.

4. *The Board Formulates Policy by Determining the Broadest Values Before Progressing to More Narrow Ones*

Values come in sizes; large values contain ranges within which smaller ones occur, like a nested set. A board establishes control over large issues with broad policies, and subsequently decides how much further to detail them. Then it delegates further definition to someone else, fully empowering them to do so, and accepting any reasonable interpretation of its policies.

5. *The Board Defines and Delegates, Rather than Reacting and Ratifying*

Boards are accustomed to approving plans brought to them by staff. This obstructs staff creativity and agility and weighs down the board with detail. Having board policies in place ahead of time allows board and staff alike to know whether a staff plan is approvable, since all the criteria by which approval is given are clear for everyone to see. The board does need to be assured that staff plans are within the limits of the board policies – and that reassurance is achieved by policy-focused monitoring through periodic reporting by the staff.

6. *Ends Determination is the Pivotal Duty of Governance*

The justification for any body lies in what difference it can make. The board will become more of a think tank for vision than a reviewer of staff decisions and activities. It will focus on outcomes; focus on the reasons for which the organization exists. An issue is an Ends issue if—and only if—it directly describes what good, for whom, or at what cost. Ends language is never about what the organization will be doing; it is always about what will be different for those it serves. Distinguishing ends from means will enable the board to free itself from trivia, to delegate clearly and powerfully, and to turn its attention to large issues.

7. *The Board Controls Staff Means by Limiting, Rather than Prescribing*

The organization's conduct, activities, methods, and practices are its "means" rather than its ends. Board means relate to how the board will organize, structure, and conduct itself in order to accomplish its job. Staff means are the various arrangements and actions needed to accomplish the ends or to safeguard the operations that produce them.

The board's role is one of boundary-setting—specifying in writing which staff means would be unacceptable, not approvable, or off limits. By establishing clear boundaries, the board provides an environment which facilitates staff creativity and encourages action. This key method of means constraint enables a board to govern with fewer pages of pronouncements, less dabbling in details of implementation, and greater accountability.

8. *The Board Explicitly Designs Its Own Products and Process*

The board states what it expects of itself, its code of conduct, the way it will plan and control its agenda, and the nature of its linkage with the ownership.

The board commits itself to use internal committees only when they are necessary to help the board get its own job done. At present the Board committees consist of: Audit Committee, Trustee Committee, Policy Governance Committee, and Society Relations Committee.

9. *The Board Forges a Linkage with Management That is Empowering and Safe*

Board and Administration constitute a leadership team. Clear differentiation in their roles and responsibilities enable them to fulfill and excel in them, mutually support each other, and influence each other toward ever greater integrity and capability for leadership.

The board has the right to expect performance, honesty, and straightforwardness from its staff. Boards may be understanding about performance, but should never bend an inch on integrity. In turn, the staff expects the board to be clear about the rules and then play by them, to fulfill its own job, and to speak with one voice.

10. Performance is Monitored Rigorously, but Only Against Policy Criteria

In Policy Governance, monitoring is conducted only against criteria currently stated in ends and limitations policies. When a board adopts the discipline of monitoring only what it has already addressed in policy, it becomes driven to develop all the policies needed. The board will require information that directly addresses existing criteria, and receive relevant monitoring data without having to digest enormous amounts of unnecessary information.

APPENDIX 11

(Board Self Evaluation)

BOARD SELF-ASSESSMENT QUESTIONNAIRE

NAME: _____ DATE _____

Questions should be answered by all Board members.

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or not Sure (3); Agree (4); Strongly Agree (5).

A. How Well Has the Board Done Its Job?

- | | | | | | | | | |
|--|---|---|---|---|---|---|---|-----------|
| 1. Our organization has a three to five-year strategic plan or a set of clear long-range goals and priorities. | 1 | 2 | 3 | 4 | 5 | | | |
| 2. The board’s meeting agenda clearly reflects our plan or priorities. (Formation, Fiduciary Generative, Strategic) | | | 1 | 2 | 3 | 4 | 5 | strategic |
| 3. The board has insured that the district has a one-year operational or business plan (budget). | | | 1 | 2 | 3 | 4 | 5 | |
| 4. The board fosters staff relationships through linkage, encouragement, and connection. | | | 1 | 2 | 3 | 4 | 5 | |
| 5. The board ensures that the district’s accomplishments and challenges are communicated to members. | | | 1 | 2 | 3 | 4 | 5 | |
| 6. The board has ensured that members have received reports on how the district has used its financial and human resources. | | | 1 | 2 | 3 | 4 | 5 | |
| 7. Mission: The board understands the mission and purpose of the (Church Name) | 1 | 2 | 3 | 4 | 5 | | | |
| 8. Lead Pastor: The board/Executive Team evaluates the performance of the LP on a regular basis | | | 1 | 2 | 3 | 4 | 5 | |
| 9. Financial Oversight: The board safeguards assets from misuse, waste, and embezzlement through financial oversight and assuring internal controls and audits are in place. | 1 | 2 | 3 | 4 | 5 | | | |
| 10. Evaluation: The board regularly assesses whether it is achieving its strategic goals. | | | 1 | 2 | 3 | 4 | 5 | |

11. The board has planned and led an onboarding orientation process for new board members. 1 2 3 4 5

B. How Well Has the Board Conducted Itself?

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or not Sure (3); Agree (4); Strongly Agree (5).

1. Board members are aware of what is expected of them. 1 2 3 4 5

2. The agenda of board meetings is well planned so that we are able to get through all necessary board business. 1 2 3 4 5

3. It seems like most board members come to meetings prepared. 1 2 3 4 5

4. We receive written reports to the board in advance of our meetings. 1 2 3 4 5

5. All board members participate in important board discussions. 1 2 3 4 5

6. We do a good job encouraging and dealing with different points of view. 1 2 3 4 5

7. We all support the decisions we make. 1 2 3 4 5

8. Our board meetings are interesting and engaging. 1 2 3 4 5

9. The board involves itself appropriately to fulfill its responsibilities but is not guilty of micro-management. 1 2 3 4 5

10. The board has planned and led the orientation process for new board members. 1 2 3 4 5

11. Our board has the right mix of characteristics, experiences, skills, and diversity. 1 2 3 4 5

C. How is Our Relationship with the District Superintendent?

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or not Sure (3); Agree (4); Strongly Agree (5).

1. There is clear understanding about where the board's role ends and the LP's begins. 1 2 3 4 5

2. There is good two-way communication between the board and the LP. 1 2 3 4 5

- | | | | | | | |
|--|---|---|---|---|---|-----|
| 3. The board trusts the judgment of the LP. | | 1 | 2 | 3 | 4 | 5 |
| 4. The board/Executive Team, checks-in on the well-being and health of the LP. | 1 | 2 | 3 | 4 | 5 | |
| 5. The board has discussed and communicated the kinds of information and level of detail it requires from the LP concerning Church happenings. | 1 | 2 | 3 | 4 | 5 | |
| 6. The board evaluates the LP primarily on the accomplishment of the church's strategic goals (MO's) and priorities and adherence to policy. | | | 1 | 2 | 3 | 4 5 |
| 7. The board, or Executive Committee, has evaluated the LP in the last 12 months. | 1 | 2 | 3 | 4 | 5 | |
| 8. The board provides feedback and shows its appreciation to the LP on a regular basis. | | | 1 | 2 | 3 | 4 5 |
| 9. The board ensures that the LP is able to take advantage of professional development opportunities. | | | 1 | 2 | 3 | 4 5 |

D. How Is My Individual Board Performance

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or not Sure (3); Agree (4); Strongly Agree (5).

- | | | | | | | |
|--|---|---|---|---|---|-------|
| 1. I am aware of what is expected of me as a board member. | | 1 | 2 | 3 | 4 | 5 |
| 2. I have a good record of meeting attendance. | | | | 1 | 2 | 3 4 5 |
| 3. I read the board pack before the meeting. | | | | 1 | 2 | 3 4 5 |
| 4. I am familiar with the Church's by-laws and governing policies. | 1 | 2 | 3 | 4 | 5 | |
| 5. I encourage other board members to express their opinions at meetings. | | | | 1 | 2 | 3 4 5 |
| 6. I maintain confidentiality of all board decisions. | | | | 1 | 2 | 3 4 5 |
| 7. I feel safe to share an opposing opinion at our meetings. | | | | 1 | 2 | 3 4 5 |
| 8. I support board decisions once they are made even if I do not agree with them. | | | | 1 | 2 | 3 4 5 |
| 9. I stay informed about issues relevant to our mission and bring information to the attention of the board. | 1 | 2 | 3 | 4 | 5 | |
| 10. LINKAGE: I have connected and encouraged the Church team members assigned to me. | | | | 1 | 2 | 3 4 5 |

E. Comments, Changes, Improvements

Use this section for any additional comments you would like to make, changes you think would be helpful, and improvements that need to be made.

APPENDIX 12

(Lead Pastor Evaluation)

The Church Board shall conduct an annual appraisal of the Lead Pastor. The appraisal shall be completed and discussed with the Lead Pastor at the calendared board meeting.

PROCESS

When the board members have completed the survey, the Board Secretary will consolidate the input into a single report and present it as “one voice” to the Lead Pastor.

MEASUREMENTS:

Each of the below items will be ranked on a 0 to 5 scale where:

- 0 = not at all true
- 1 = only somewhat true
- 2 = basically true
- 3 = true
- 4 = very true most of the time
- 5 = certainly true all of the time

PERSONAL CHARACTERISTICS

- Modeling Christ—Demonstrates a Christ-like attitude and approach to responsibilities and relationships.
- Attitude/Servanthood—Demonstrates an outstanding attitude and a servant’s heart.
- Integrity—Can be trusted to maintain confidentiality, keep his word, and be responsible to deal honestly and fairly with others.
- Loyalty—Supportive of the goals and objectives of the church, denomination, and district and expresses that support, both orally and by attitude.
- Flexibility—Able to alter activities to meet the demands of new situations and to respond positively to direction or counsel from the board.
- Creativity—Demonstrates originality, imagination, and the capacity to envision new and innovative approaches.
- Emotional Stability—Able to withstand pressure and remain calm in conflict management and other difficult situations.
- Interpersonal Skills—Demonstrates ability to communicate and work effectively with staff, church board, and key leaders, and congregation.

MINISTRY RESPONSIBILITIES

1. Knowledge of Lead Pastoring—Demonstrates the knowledge and skills essential to fulfill this ministry.
2. Communication (Oral/Written)—Demonstrates ability to express clearly and persuasively the goals and purposes of the church.
3. Attention to Detail—Follows through on procedures and pays attention to details.
2. Productivity—Ministers efficiently and produces significant results.
3. Quality of Ministry—Demonstrates concern for efficiency, organization, and standards of care.
4. Cost Consciousness—Achieves quality results while controlling costs by economical use of manpower and materials.
5. Time Management—Exhibits efficient use of time.

LEADERSHIP

1. Vision—Exhibits understanding of the church's philosophy, goals to accomplish the "big picture."
2. Supervisory Skills—Able to develop, train, oversee and achieve results through leadership style and in guiding staff and volunteers so they work together toward a common objective. Implements pastoral-care objectives.
3. Judgment—Makes timely decisions by sound reasoning and reaching logical conclusions.
4. Initiative—Initiates and maintains the energy and focus needed to reach a goal or accomplish a task or project.
5. Team Building—Identifies natural talents and spiritual gifts in others and releases them for ministry.

STRENGTHS HIGHLIGHTED

Make any additional comments highlighting the scores above.

RECOMMENDED IMPROVEMENT AREAS

In a constructive manner, identify areas of weakness to be improved, as well as a suggested course of action to accomplish these.

SUBSTANDARD PERFORMANCE APPRAISAL

In the event that a Lead Pastor receives a low-scoring appraisal, he should be advised, counseled, or directed by the board/elders Committee to fulfill or correct any area of neglect in his ministry responsibilities. Most differences regarding the Lead Pastor's work and the progress can be resolved by this review process.