



New Life Community Baptist Church Elders Board Policy Manual

Adopted January 21, 2017

NEW LIFE COMMUNITY BAPTIST CHURCH - BOARD POLICIES.....	1
<i>PREAMBLE.....</i>	<i>1</i>
MISSION PRINCIPLES	2
<i>Mission Statement</i>	<i>2</i>
<i>Values</i>	<i>2</i>
<i>Purpose</i>	<i>2</i>
<i>Vision Statement....to be developed.....</i>	<i>2</i>
BOUNDARY PRINCIPLES	3
<i>BP1.0 Comprehensive Boundary Principle.....</i>	<i>3</i>
<i>BP1.1 Component Principle: Integrity and Reputation.....</i>	<i>3</i>
<i>BP1.2 Component Principle: Financial Planning and Budgeting.....</i>	<i>3</i>
<i>BP1.3 Component Principle: Financial Condition and Activities.....</i>	<i>4</i>
<i>BP1.4 Component Principle: Protection of Assets.....</i>	<i>4</i>
<i>BP1.5 Component Principle: Compensation and Benefits.....</i>	<i>5</i>
<i>BP1.6 Component Principle: Treatment of Staff.....</i>	<i>6</i>
<i>BP1.7 Component Principle: Communication with and Support to the Board.....</i>	<i>6</i>
<i>BP1.8 Component Principle: Emergency Succession.....</i>	<i>6</i>
<i>BP1.9 Component Principle: Appointment of Key Ministry Leaders.....</i>	<i>6</i>
ACCOUNTABILITY PRINCIPLES	7
<i>AP1.0 Comprehensive Accountability Principle.....</i>	<i>7</i>
<i>AP1.1 Component Principle: Accountability of the Board to God and Constituents.....</i>	<i>7</i>
<i>AP1.2 Component Principle: Accountability of the Board to Itself.....</i>	<i>7</i>
<i>AP1.3 Component Principle: Accountability of the Lead Pastor to the Board</i>	<i>10</i>
ANNUAL BOARD CALENDAR.....	11
POSITION DESCRIPTIONS.....	13
<i>Church Board Role Description</i>	<i>13</i>
<i>Board Chair - Role Description</i>	<i>13</i>
<i>General Guidelines.....</i>	<i>13</i>
<i>Position Description for the Board Chair</i>	<i>14</i>
<i>Primary Duties</i>	<i>14</i>
<i>Vice Chair - Role Description</i>	<i>15</i>
<i>Secretary - Role Description</i>	<i>15</i>
<i>Treasurer - Role Description.....</i>	<i>15</i>
COMMITTEE DESCRIPTIONS	16
<i>Personnel Committee</i>	<i>16</i>
<i>Audit Committee.....</i>	<i>16</i>
<i>Governance Committee</i>	<i>17</i>
CHURCH BOARD COVENANT – GUIDING PRINCIPLES FOR BOARD MEMBERS	18
CHURCH BOARD CODE OF ETHICAL CONDUCT	19
CHURCH BOARD CHAIR EVALUATION INSTRUMENT	20
DOCUMENT REVISION HISTORY	21

New Life Community Baptist Church - Board Policies

A Governance Document of the Board of Elders
(Adopted at Board Meeting held January 21, 2017)

PREAMBLE

The following document is intended by the Board of Elders (or simply “the Board”) to implement an Accountability Policy Governance Model for the specific needs of New Life Community Baptist Church (or “the Church”). The Board Policies fall into three categories: Mission Principles, Boundary Principles and Accountability Principles, and are subject to continual revision by the Board. The Board Policies are not subject to revision or approval by any authority other than the Board.

Through its **Mission Principles** the Board prescribes for the Lead Pastor the major ends to be achieved by the Church.

Through its **Boundary Principles** the Board sets limits on the means that may be used in pursuit of those ends prescribed through the Mission Principles. However, the Board is careful not to prescribe any particular means to be used, in order to leave the leadership and management of the Church to its Lead Pastor and staff.

Through its **Accountability Principles** the Board instructs its Chair how to maintain the connection of the Board with its constituents, the monitoring of the Lead Pastor’s performance and the integrity of the Board’s own processes.

MISSION PRINCIPLES

(Whereby the Board prescribes for the Lead Pastor what difference the Church is to make for whom and to what extent.)

Mission Statement

- To love God by worshipping Him, serving others and making disciples.

Values

- **Worship:** We value God's holiness, so we worship Him, honouring Him with our lives. (Hebrews 13:15-16; Romans 12:1-2; 1 Peter 1:15-16; Revelation 4:8-11)
- **Service:** We value God's love for people, so we serve others as Christ loved and served us. (Philippians 2:1-5; Galatians 5:13-14)
- **Discipleship:** We value God's wisdom and authority, so we submit our lives to Him, committing to follow His Son, Jesus, and make Him known through our lives to all the world. (2 Corinthians 5:16-21; Matthew 28:19-20; Colossians 4:2)
- **Prayer:** We value God's Father heart, and as His children come to Him in prayer for all things. (Philippians 4:6-7; Romans 8:26-27; John 16:24; Colossians 4:2)
- **Generosity:** We value God's radical abundance, so we give generously of our time, our finances and our unique gifts and skills. (2 Corinthians 8:7-12; 9:6-10; James 1:27, Matthew 25:14-30)
- **Community:** We value that God lives in community – Father, Son, Spirit – so we practice community characterized by God's love, grace, compassion and forgiveness. (Colossians 3:12-14; John 13:35; Hebrews 10:24-25)

Purpose

- To provide sound teaching of the Holy Bible.
- To provide through a variety of elements of worship an encounter with the Living God, that we might, individually and together, know Him better, love Him more, and serve Him with joy.
- To provide for the physical, spiritual and emotional needs of the surrounding community as they evidence such needs and as we are able.
- To provide opportunity for fellowship among the members of the church.
- To encourage and exhort one another to walk steadfastly in Christ.
- To provide the surrounding community with the Gospel of our Lord Jesus Christ through our words and our lives.
- To be exclusively charitable, which will not result in profit or gain for any members, other than staff positions deemed necessary for the operation of the church and its facilities.

Vision Statement....to be developed

BOUNDARY PRINCIPLES

(Whereby the Board limits the acceptable means that the Lead Pastor may use to achieve the Mission Principles.)

BP1.0 Comprehensive Boundary Principle

The Lead Pastor shall not cause or allow any practice, decision or circumstance that is unlawful, contrary to the bylaws of the Church, contrary to the Board Policies or clearly imprudent for an organization or church in Canada.

BP1.1 Component Principle: Integrity and Reputation

The Lead Pastor shall not fail to uphold appropriate moral boundaries and the Church's ministry standards in all of its operations and communications in order to safeguard both the integrity and the reputation of the Church.

BP1.1.2 Detail Principle: Moral Boundaries

The Lead Pastor shall not fail to inform the Board of Elders of staff, Church members or adherents who may have violated basic moral boundaries, the Church Membership Covenant or Christian Lifestyle statements.

BP1.1.3 Detail Principle: Ministry Standards

The Lead Pastor shall not fail to inform the Board of Elders of staff and key ministry leaders who may be using practices that are inappropriate for a Christian ministry or unproductive with respect to its mission.

BP1.2 Component Principle: Financial Planning and Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not fail to advance the Board's Mission Principles, shall not risk financial jeopardy and shall not be limited to a short-range perspective.

BP1.2.1 Detail Principle: Sufficient Information

The Lead Pastor shall not allow budgeting that contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, relation of expenditures to Mission Principles and disclosure of multiyear planning assumptions.

BP1.2.2 Detail Principle: Expenditures within Projected Funds

The Lead Pastor shall not allow budgeting that plans the expenditure in any fiscal year of more funds than are reasonably projected to be received in that period, unless special circumstances are adequately approved by the Board including a realistic plan to use related surpluses or to make up the deficit within the following two fiscal years.

BP1.2.3 Detail Principle: Asset and Line of Credit

The Lead Pastor shall not allow budgeting that intentionally allows a negative cash balance in the bank and may not utilize the Church's approved Line of Credit without Board approval.

- BP1.2.4 Detail Principle: Board Funding*
The Lead Pastor shall not allow budgeting that provides less for the Board's support than is adequate with reference to the Cost of Governance Principle, AP 1.2.8.
- BP1.2.5 Detail Principle: Certification of Budget by Board*
The Lead Pastor shall not fail to bring the annual budget to the Board two months prior to the AGM for certification as being in compliance with the Board Policies.

BP1.3 Component Principle: Financial Condition and Activities

With respect to the actual, ongoing financial conditions and activities, the Lead Pastor shall not allow the development of fiscal jeopardy or a fundamental deviation of actual expenditures from the Board's priorities established in the Mission Principles.

- BP1.3.1 Detail Principle: Expenditures*
The Lead Pastor shall not expend more funds than have been received in the fiscal year-to-date unless existing surpluses allow or the borrowing principle, BP1.3.2, is met.
- BP1.3.2 Detail Principle: Borrowing*
The Lead Pastor shall not borrow funds without the prior approval of the Board.
- BP1.3.3 Detail Principle: Payroll and Debt Settlement*
The Lead Pastor shall not fail to settle payroll and debts in a timely manner.
- BP1.3.4 Detail Principle: Government Payments and Filings*
The Lead Pastor shall not allow tax payments, if any, or other government-ordered payments or filings to be overdue or inaccurately filed.
- BP1.3.5 Detail Principle: Fundraising Projects*
The Lead Pastor shall not publically announce a major fundraising project (1% of annual budget) without first receiving Board approval.

BP1.4 Component Principle: Protection of Assets

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

- BP1.4.1 Detail Principle: Insurance*
The Lead Pastor shall not fail to insure against theft and casualty losses to full replacement value and shall not fail to insure against liability losses to Board members, staff and the Church itself in an amount not less than \$5,000,000.
- BP1.4.2 Detail Principle: Access to Funds*
The Lead Pastor shall not allow personnel access to material amounts of funds without proper internal controls. (this needs to be created)

- BP1.4.3 Detail Principle: Facilities and Equipment*
The Lead Pastor shall not subject facilities and equipment to improper wear and tear or insufficient maintenance.
- BP1.4.4 Detail Principle: Liability*
The Lead Pastor shall not unnecessarily expose the organization, its Board or its staff to claims of liability.
- BP1.4.5 Detail Principle: Purchases*
The Lead Pastor shall not authorize purchases for unanticipated expenditures not provided for in the approved annual budget if over \$10,000 without board approval, and if over \$5,000 but less than \$10,000 without Board Chair approval. A report must be made at the following Board meeting for any non-budgeted expenditures.
- BP1.4.6 Detail Principle: Information Protection*
The Lead Pastor shall not fail to protect intellectual property, information and files from loss or significant damage, nor shall the Lead Pastor fail to annually certify compliance with the Personal Information Protection Act.
- BP1.4.7 Detail Principle: Auditor*
The Lead Pastor shall not receive, process or disburse funds under controls that are insufficient to meet the standards of the auditor appointed by the Board.

BP1.5 Component Principle: Compensation and Benefits

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

- BP1.5.1 Detail Principle: Lead Pastor's Compensation*
The Lead Pastor's compensation and benefits shall not be changed without the approval of the Board.
- BP1.5.2 Detail Principle: Market Value*
The Lead Pastor shall not establish current compensation and benefits that deviate materially from the **approved compensation salary grid** and without informing the Board.
- BP1.5.3 Detail Principle: Staff Additions and Term of Compensation*
The Lead Pastor shall not promise or imply permanent or guaranteed employment, or create compensation obligations over a longer term than revenues can be safely projected.
- BP1.5.4 Detail Principle: Fairness of Benefits*
The Lead Pastor shall not establish or change health, pension or other staff benefits in a manner to cause unpredictable or inequitable situations for staff.

BP1.6 Component Principle: Treatment of Staff

With respect to the treatment of paid and volunteer staff, the Lead Pastor may not cause or allow conditions that are unfair or unlawful.

BP1.6.1 Detail Principle: Personnel Policies

The Lead Pastor shall not operate without concise personnel policies that clarify rules for staff, provide for effective handling of grievances and protect against wrongful conditions.

BP1.6.2 Detail Principle: Grievance

The Lead Pastor shall not prevent staff from expressing a grievance to the Board when 1) internal procedures have been exhausted, and 2) the employee alleges *either* that the Board Policies have been violated to his or her detriment *or* that the Board Policies do not adequately protect his or her human rights.

BP1.6.3 Detail Principle: Notice

The Lead Pastor shall not fail to acquaint the staff with their rights according to the Board Policies.

BP1.7 Component Principle: Communication with and Support to the Board

The Lead Pastor shall not permit the Board Chair or the Board to be uninformed or unsupported in its work. This includes giving prompt notice of any significant violation of the Boundary Principles.

BP1.8 Component Principle: Emergency Succession

In order to protect the Board from the sudden loss of one of the Leadership Team, the Lead Pastor must have no fewer than two other Leadership Team members familiar with current issues and processes pertaining to the Board and Lead Pastor.

BP1.9 Component Principle: Appointment of Key Ministry Leaders

The Lead Pastor shall not fail to provide a list of Key Ministries to the Elders Board prior to the Annual General Meeting each year for the Elders to approve. Key Ministries will require the respective leader to be a member of the Church.

ACCOUNTABILITY PRINCIPLES

(Whereby the Board defines for the Chair the **standards to enforce the three accountabilities** of the Board.)

AP1.0 Comprehensive Accountability Principle

The accountability of the Board for the benefit of the Church is to see that the staff, through the leadership of the Lead Pastor 1) achieves the Mission Principles, and 2) avoids violation of the Boundary Principles.

AP1.1 Component Principle: Accountability of the Board to God and Constituents

The Board shall maintain an active connection to those who have entrusted them with the Church, e.g. God, participating congregants, donors, volunteers and other stakeholders.

AP1.1.1 *Detail Principle: Connecting with God*

Under the guidance of the Chair, the Board will continually seek the wisdom and leading of Christ. To this end, the Board will give significant attention to prayer and the study of Scripture pertaining to its current agenda.

AP1.1.2 *Detail Principle: Connecting with the Congregation*

The Board will keep the Congregation well informed of its work, vision and progress on a regular basis through information meetings, and the use of various media.

AP1.1.3 *Detail Principle: Responding to Questions and Concerns*

- The Board will refer all questions and concerns pertaining to the operations of the Church to the Lead Pastor for resolution at the appropriate staff level.
- Questions and concerns pertaining to neglect of the Mission Principles or violation of the Boundary Principles will be presented by the Chair to the Board for its review and response if the communication is written and signed and the Chair deems it appropriate after considering the Lead Pastor's response and the advice of two other Board members.
- Unwritten or unsigned questions and concerns will not be considered by the Chair.

AP1.2 Component Principle: Accountability of the Board to Itself

The Board shall conduct itself with discipline and integrity with regard to its own process of governance.

AP1.2.1 *Detail Principle: Board Responsibilities*

The governance responsibilities of the Board are 1) connecting to Christ and constituents, 2) writing the Board Policies, 3) evaluating the Lead Pastor's performance and 4) prescribing the Mission Principles. In addition to these three governance responsibilities, the Board shall exercise the authority that is granted to it through the bylaws but withheld from the Lead Pastor by the Board through the Boundary Principles.

AP1.2.2 *Detail Principle: Board Style* (This should be read at every board meeting)

The Board will govern with an emphasis on:

- future vision rather than past or present preoccupation
- collective rather than individual decisions
- respect for diversity in viewpoints
- strategic leadership more than administrative detail
- clear distinction of Board and staff roles and
- pro-activity rather than reactivity

AP1.2.3 *Detail Principle: Board Member Code of Conduct*

The Board commits itself and its members to the following code of conduct:

- **Loyalty:** Within the Board each member must represent the Church in its totality and not the special interests of any group within the organization or outside it. Each member must also disclose any personal or organizational conflicts of interest and withdraw from any decision-making process materially affected.
- **Unity:** Members of the Board must support the decisions of the Board acting as a whole. They may not foster dissent or attempt to exercise individual authority over the staff or the organization except as explicitly stated in the Board Policies.
- **Confidentiality:** Members of the Board must respect the confidential nature of sensitive Board issues and must avoid facilitating gossip or other “triangulation” contrary to the practice of direct, biblical resolution.
- **Attendance:** A member who is absent from a dutifully called board meeting must submit their input prior to the meeting or trust the board to make decisions without their input and be willing to support them.
- **Preparation:** Members should prayerfully review materials and be prepared to actively participate in meetings.

AP1.2.4 *Detail Principle: Criteria for Potential Board Members*

(this needs to be communicated to the nominating committee)

- Expertise within the Board should reflect an individual’s gifts and calling and where possible a healthy mix of the following areas: missions, evangelism, facilities management, finance, law, governance, business/non-profit leadership, church leadership, fundraising, public relations, theology and human resources. Areas of expertise not represented among Board members will be obtained from outside resource persons as needed.
- Candidates for the Board must evidence the capacity to perform the responsibilities with spiritual maturity (AP1.2.1), the disposition to embrace the style (AP1.2.2) the commitment to honour the code (AP1.2.3) of the Board, and agree to the Vision of the Church.
- Composition of the Board must comply with the bylaws.

- AP1.2.5 *Detail Principle: Chair, Lead Pastor, Secretary and Treasurer*
- **The Chair** is responsible to implement the Accountability Principles. The Chair is authorized to use any reasonable interpretation of these principles to ensure that the Board fulfills them. The Chair is the primary spokesman for issues related to the Board.
 - **The Lead Pastor** is responsible to be the primary leader and spokesperson of the Church. With respect to the work of the Board, the Lead Pastor will assist the Board in governing with excellence, except for the monitoring of his performance. If a question of process arises with regard to the bylaws or the Board Policies, the Lead Pastor will defer to the judgment of the Board.
 - **The Secretary** is responsible to update and distribute the Board Policies, meeting minutes and any supporting materials of the Board. This responsibility of the Secretary does not preclude his or her use of staff or volunteers under the direction of the Lead Pastor to assist in whole or in part (for example, a recording secretary invited to attend meetings to take minutes).
 - **The Treasurer** is responsible to ensure current financial statements are prepared and available for regular presentation to the Board and shall act as the Chair of the Audit Committee. The responsibility of the Treasurer does not preclude his or her use of staff (under the direction of the Lead Pastor) to assist in whole or in part.
- AP1.2.6 *Detail Principle: Policy Documents*
- All policy of the Board binding on itself or on the Lead Pastor will be placed in the Board Policies, and not in other policy documents.
 - Minutes of the meetings will record all decisions of the Board, including decisions to revise the Board Policies.
 - The limitation to these two forms of documentation is intended to ensure that a reading of the current Board Policies and of recent Board minutes will reflect all the pertinent standing policies and decisions of the Board respectively, without recourse to other documents.
 - The chain of policy documents is as follows: bylaws, by which the members instruct the Board; Board Policies (including appendices), by which the Board instructs the Lead Pastor; and staff policies, by which the Lead Pastor instructs the staff.
- AP1.2.7 *Detail Principle: Use of Board Committees and or Task Force*
Board committees, if used, will be assigned to tasks within the responsibilities of the Board (AP1.2.1).
- AP1.2.8 *Detail Principle: Cost of Governance*
The Board will invest generously in its own governance capacity through training, outside expertise, research, communications and meeting costs.
- AP1.2.9 *Detail Principle: Tools for Efficiency*
The Board will utilize an annual calendar cycle to schedule its responsibilities (AP1.2.1), meeting agendas that facilitate training and responsibilities, routine consent agendas for items delegated to the Lead

Pastor but legally requiring a Board vote, and advance preparation documents for major decisions.

AP1.3 Component Principle: Accountability of the Lead Pastor to the Board

The Board's sole official connection to the operating organization of the Church, its achievement and its conduct shall be through the Lead Pastor.

AP1.3.1 Detail Principle: Unity of Control

Decisions of the Board as documented in the Board Policies or the minutes of Board meetings are binding on the Lead Pastor.

AP1.3.2 Detail Principle: Accountability of the Lead Pastor

The Lead Pastor is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Lead Pastor.

AP1.3.3 Detail Principle: Instruction to the Lead Pastor

The Board will instruct the Lead Pastor through the Mission Principles, which prescribe the outcomes to be achieved, and through the Boundary Principles, which limit the acceptable means to those outcomes. The Board will allow the Lead Pastor to use any reasonable interpretation of these principles.

AP1.3.4 Detail Principle: Performance of the Lead Pastor

The Board will conduct systematic and objective monitoring of the Lead Pastor's performance solely against accomplishment of the Mission Principles and compliance with the Boundary Principles.

- The Lead Pastor will be required to write measurable goals (the "Big Rocks") each year that correspond to each of the Board's Mission Principles.
- At each meeting of the Board, the Lead Pastor will offer a brief progress report on the annual goals. The Chair may also ask the Lead Pastor to provide additional information for the work of the Board by identifying the governance task in AP1.2.1 for which the information is needed.
- Each year the Board shall review the results achieved by the Lead Pastor on each of the Mission Principles. These results include both those achieved with reference to annual goals and those achieved in addition to annual goals.
- The Lead Pastor will be required to report to the Board on compliance with the Boundary Principles at each annual performance review and to affirm or give evidence of compliance upon request by the Board at any time.

ANNUAL BOARD CALENDAR

JANUARY

1. Board Meeting
2. Define cottage meeting agendas

FEBRUARY

1. Board Meeting
2. Cottage meetings
3. Performance review of the Lead Pastor

MARCH

1. Board Meeting
2. Board retreat and visioning weekend
3. Risk management review; insurance coverage, privacy, child security, abuse, records retention, security, privacy, information technology

APRIL

1. Board Meeting
2. Succession Planning – Lead Pastor, Board Chair, Board Members
3. Review draft budget for next fiscal year

MAY

1. Board Meeting
2. Approve budget presentation for AGM
3. Approve AGM agenda items

JUNE

1. Annual General Meeting
2. Board Meeting after AGM
3. Appoint Chair, Vice Chair, Secretary and Treasurer, Committee Members

JULY/AUGUST

1. Summer social time with board and staff, meet and orient new board members, thank those leaving the board, special prayer time for the ministry year ahead
2. Board orientation, including review of Board Policy Manual
3. Assign Board Committee membership

SEPTEMBER

1. Board Meeting
2. Review Board Policies (all, or a selected portion)
3. Review dash board reporting requirements for the year

OCTOBER

1. Board Meeting
2. Board Governance Review
3. Report on compliance with filing of CRA and Society Act filings

4. Professional Development for the Board

NOVEMBER

1. Board Meeting
2. Review and update strategic plan, mission, vision and core values
3. Board governance review
4. Nominees for the Board -- start process

DECEMBER

1. Annual Board and staff Christmas gathering

Position Descriptions

Church Board Role Description

The Board of New Life Community Baptist Church is formed from individuals elected by the Church membership. The Chair of the Board gives oversight to it, in consultation with the Lead Pastor. It is responsible for the spiritual leadership of the congregation, vision casting, strategic planning, financial oversight and employee welfare, and ensures that programs and policies have been established by the Lead Pastor and his staff that will nurture the welfare of the congregation.

The essential role of the Board within New Life Community Baptist Church includes the following:

1. Ensuring that the New Life Community Baptist Church mission is being implemented passionately and persistently through a congregationally approved vision (1 Thessalonians 5:12).
2. Taking responsibility for the spiritual health and pastoral care of the congregation, ensuring that all aspects of the New Life Community Baptist Church vision for ministry are being carried forward effectively (1 Timothy 3:5 – “taking care of the church of God”; Hebrews 13:17) and protecting the church from doctrinal error (Acts 20:28-31).
3. Ensuring that evangelism remains central to our vision and that through prayer, training, strategic planning, teaching and preaching we remain faithful to the Great Commission as a church.
4. Ensuring that relevant biblical teaching occurs throughout the congregation (Acts 6:4; 1 Timothy 5:17).
5. Praying for all aspects of the church’s ministry and its people (Acts 6:4).
6. Processing all matters of member discipline and restoration (1 Thessalonians 5:13-15).
7. Recommending policies to the members or creating policies within the areas assigned to the Board by the congregation and consistent with the constitution, bylaws and values, so that New Life Community Baptist Church functions in a biblically-consistent, ethical, fiscally responsible and legal manner (1 Timothy 3:5).
8. Caring for and nurturing all employees (1 Timothy 5:17-18).
9. A duty to express an opinion and speak to the issues at hand.

The Board normally meets every month (except in the summer months).

At the first meeting of the Board after the AGM all other Board positions will be filled, including Chair, Vice-Chair, Secretary, Treasurer and committees.

Board Chair - Role Description

General Guidelines

The Board Chair is appointed annually by the Board at its first meeting after the AGM. The appointment takes effect at the end of that meeting in time for new **fiscal** year, which begins August 1. The Chair is nominated from and by the Board members, and appointment to the position requires a 75% majority vote of Board members voting. If more than one candidate is nominated, a paper ballot is required.

The Chair’s term is twelve months.

The Chair can resign in writing to the Lead Pastor and/or Vice-Chair of the Board. The Board can at any time decide by majority vote to replace the Chair and appoint a new Chair.

Position Description for the Board Chair

The Chair ensures that the Board of New Life Community Baptist Church operates in accord with the Board Policy Manual, the mission and values of New Life Community Baptist Church, and any legal requirements for non-profit charitable societies, and that it accomplishes its responsibilities as defined in the bylaws of New Life Community Baptist Church.

The Chair is directly accountable to the Board for the fulfillment of the Chair's responsibilities. As a member of New Life Community Baptist Church, the Chair also is responsive to the spiritual direction of the Lead Pastor.

The Chair is committed to the Board's success in fulfilling its responsibilities with excellence so that New Life Community Baptist Church will be spiritually healthy and institutionally robust. He promotes outstanding Board development and governance practices, while celebrating the hard work and sacrificial service of individual Board members and the entire ministry team.

The Chair understands and is passionate about the mission, vision and values of New Life Community Baptist Church, encouraging all Board members to demonstrate the same disposition. He upholds the spiritual, ethical and legal principles that define New Life Community Baptist Church as part of Christ's body in the Cowichan Valley.

Primary Duties

1. In regard to the Board:

- a. Ensure that the Board has appropriate governance guidelines, and that these guidelines are being followed and reviewed regularly.
- b. Chair all Board meetings
- c. Ensure that Board meeting agendas are developed and circulated at least 48 hours before a Board meeting and that other reports necessary for decision making at Board meetings are circulated in advance so that Board members can come informed to the meetings.
- d. Promote meaningful dialogue at Board meetings and give every Board member an opportunity to contribute.
- e. Ensure that accurate minutes are kept of all meetings and that these documents are kept secure.
- f. Cooperate with the Board in mentoring a successor.

2. In regard to Board Members:

- a. Ensure that every Board member understands and carries out the roles and responsibilities of Board service.
- b. Be the contact person for the Board members on Board issues.
- c. Oversee an annual Board evaluation process.
- d. Assist the Lead Pastor in developing the Board members (individually and as a team) with respect to leadership capacity and spiritual walk.

3. In regard to Board Committees:
 - a. Ensure that the Board appoints necessary committees and taskforces to fulfill its responsibilities in a timely way.
 - b. Ensure ongoing communication by committees and taskforces with the Board.
 - c. Serve as ex-officio member of all Board committees or appoint a suitable alternate.

4. In regard to the Lead Pastor:
 - a. Cultivate a mutually respectful, trusting and humble relationship with the Lead Pastor.
 - b. Communicate decisions made by the Board in regards to the Lead Pastor's role, contract, and welfare and evaluation process.
 - c. To practice transparency and ensure that all Board work is done in an open, non-secretive manner

5. In regards to the New Life Community Baptist Church:
 - a. Cultivate good relationships with members and other stakeholders.
 - b. Serve as one of New Life Community Baptist Church community ambassadors and advocate for its vision.
 - c. Speak at the congregational meetings and church functions on behalf of the Board and contribute communication material as necessary.

Vice Chair - Role Description

The Vice Chair is appointed by the Board and acts in the absence of the Chair.

Secretary - Role Description

The Board Secretary is appointed by the Board and is responsible for the following:

1. Updates and distributes the Board Policy Manual.
2. Updates the Annual Board Calendar as required.
3. Ensures accurate minutes are prepared for each Board Meeting and distributed to Board members at least 48 hours prior to the next Board meeting.
4. Ensures all filing related to the Society's legal status as well as CRA charitable status are filed accurately and in a timely manner.

The responsibilities of the Secretary do not preclude his or her use of staff or volunteers to assist in whole or in part (for example, a recording secretary may be invited to attend meetings to take minutes).

Treasurer - Role Description

The Board Treasurer is appointed by the Board and is responsible:

1. To ensure current financial statements along with adequate explanations are presented at each regularly scheduled Board Meeting.
2. To serve on and acts as Chair of the Audit and Finance Committee.

The responsibilities of the Treasurer do not preclude his or her use of staff or volunteers to assist in whole or in part (for example, accounting staff will be engaged to oversee the accounting, finance and treasury functions).

Committee Descriptions

Personnel Committee

The membership of the committee shall consist of the Chair, Vice-Chair and two other members appointed by the Board. The Personnel Committee may be used at the discretion of the Chair to assist with his or her responsibilities. The Committee may also act on behalf of the Board on a matter specifically delegated to it by the Board.

The Committee will also have the following Human Resource responsibilities:

1. It will ensure the performance review of the Lead Pastor takes place annually after receiving input from the Board of Elders and will recommend to the Board any adjustment to the Lead Pastor's remuneration and employee benefits.
2. The Chair, once the Board has approved of the Lead Pastor's performance evaluation report, will document the annual review in a letter to the Lead Pastor.

The Committee also acts as a sounding Board for the Lead Pastor on personnel matters at his discretion.

Audit Committee

The membership of the committee will be composed of the Treasurer who will serve as Chair of the Committee, and a minimum of two other Board members, of which at least one has accounting and financial experience.

The Committee is appointed annually by the Board of Directors. The Committee is responsible for contributing to the effective stewardship of the Church by assisting the Board in fulfilling its oversight of:

1. The integrity of the Church's financial statements.
2. The Church's compliance with applicable legal and regulatory requirements.
3. The independence, qualifications and appointment of the Church's external auditor.
4. The accounting and financial reporting processes of the Church.
5. Audits of the financial statements of the Church.
6. Review adequacy of insurance coverage.

Responsibilities and Authority:

The Committee relies on the expertise and knowledge of Church Administrator and external auditors in carrying out its responsibilities. The Church Administrator is responsible for determining that the Church's financial statements are complete, accurate and in accordance with generally accepted accounting principles. The external auditor is responsible for auditing the Church's financial statements.

The Committee shall have the power to conduct or authorize investigations into any matters within the Committee's scope of responsibilities. The Committee shall have the authority to engage independent counsel and other advisors as it determines necessary to carry out its duties, to set and pay the compensation for any advisors employed by the Committee, and to communicate directly with the external auditors.

The Committee shall:

1. Recommend to the Board:
 - a. the external auditor to be nominated for the purpose of preparing or issuing an auditor's report or performing other audit, review or attestation services for the Church;
 - b. the compensation of the external auditor; and
 - c. the approval of the Church's annual financial statements.
2. Be directly responsible for overseeing the work of the external auditor engaged for the purpose of preparing or issuing an auditor's report or performing other audit including the resolution of disagreements between management and the external auditor regarding financial reporting.
3. If delegated by the Board, review the interim financial statements and annual budget prior to them being presented to the Board.
4. Be satisfied that the Church has implemented appropriate systems of internal control over financial reporting and that these systems are operating effectively;

The members of the Committee, for the purpose of performing their duties, have the right to inspect all the books and records of the Church and to discuss such books and records in any manner relating to the financial position of the Church with the officers, employees and external auditors of the Church.

The Committee will inquire into any other matters referred to it by the Board.

Governance Committee

The membership of the committee will consist of the Chair and at least two other Board members and will meet at least twice per year. The committee Chair will be chosen at the first meeting following the AGM. The purpose of the Board Governance Committee is to assist the Board to govern with excellence.

The Committee shall:

1. Schedule a review of all Board policies each year.
2. Draft new Board Governance policies and amend old policies as required for Board approval.
3. Nominate Table Officers; Chair, Vice Chair, Secretary and Treasurer.
4. Plan orientation for new Board members.
5. Plan for succession of Board members scheduled to step off the Board.
6. Plan for succession of table officers.
7. Identify potential new Board members to recommend to the Nominating Committee.
8. Evaluate annually the performance of the Board operating as a whole.
9. Evaluate annually the performance and contribution of each individual Board member.
10. Plan regular (at least annual) Board professional development.

Church Board Covenant – Guiding Principles for Board Members

As spiritual leaders in our congregation we must demonstrate by example godly Christian relationships, attitudes and behaviour.

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. Speak to the issues at hand.
8. Support the Board once it has made a decision. If unable to do so, then be willing to resign.
9. Be honest in all Board dealings and discussions, voluntarily identifying potential conflicts of interest and never pursuing a personal agenda.
10. Hold all Board discussions in complete confidence.
11. Agree that the Board Chair speaks for the Board.
12. Carry out their legal duties by acting with honesty, loyalty, care, diligence, skill and prudence.
13. Agree they have no authority outside of the Board meeting unless specifically assigned by the Board. After each Board meeting they are volunteers under the direction of the Board Chair and Lead Pastor.
14. Hold one another accountable for this covenant and agreeing to resign if significant and/or consistent violations of its provisions occur.

Church Board Code of Ethical Conduct

It is the policy of the New Life Community Baptist Church Board that Board members uphold the highest standards of ethical, professional, Christian behaviour. To that end Board members shall dedicate themselves to carrying out the mission of New Life Community Baptist Church and shall:

1. Hold paramount the safety, health and welfare of the congregation and public in all of its actions.
2. Act in such a manner as to uphold and enhance personal honour and integrity and the reputation of New Life Community Baptist Church and not engage in unethical practices – business or otherwise.
3. Treat with respect and consideration all persons, regardless of race, religion, gender, sexual orientation, maternity, marital or family status, disability, age or national origin.
4. Engage in carrying out New Life Community Baptist Church's mission as competently as possible.
5. Collaborate with and support one another, staff and volunteers in carrying out the mission of New Life Community Baptist Church.
6. Accept as a personal duty the responsibility to keep up-to-date on emerging issues and to conduct themselves with professional competence, fairness, impartiality, efficiency and effectiveness.
7. Respect the structure and responsibilities of the Board, provide it with facts and advice as a basis for making policy decisions, and uphold and implement policies adopted by the Board.
8. Conduct organizational and operational duties with positive leadership exemplified by open communication, creativity, fortitude, dedication and compassion.
9. Respect the Board Chair's role to speak on behalf of the Board.
10. Exercise discretionary authority in ways that do not violate institutional bylaws or applicable laws and ordinances.
11. Serve with respect, concern, courtesy and responsiveness in carrying out New Life Community Baptist Church's mission, not misrepresenting New Life Community Baptist Church in any negotiations, dealings or contracts.
12. Demonstrate the highest standards of personal integrity, truthfulness, honesty and fortitude in all activities in order to inspire confidence and trust in such activities.
13. Avoid any interest or activity that is in conflict with the conduct of their Board duties.
14. Respect and protect privileged information to which they have access in the course of their Board duties.
15. Strive for personal excellence and demonstrate spiritual maturity in all Board operations, discussions and activities.
16. Recognize that silence signifies assent.
17. In the event of serious misconduct (e.g. sexual misconduct, criminal behaviour, promoting false teaching, fraudulent actions, acting divisively, harmful addictive behaviour, etc.) resign as a Board member.

(Signature)_____

Church Board Chair Evaluation Instrument

On a scale of 1-5

- 1 – Do Not Know
- 2 – No
- 3 – More No Than Yes
- 4 – More Yes Than No
- 5 – Yes

Please indicate your assessment of the Chair's service on behalf of the Church Board:

1. The Chair ensures that the Board follows its operational policies.
2. The Chair helps the Board to develop its annual schedule of meetings, including an annual retreat.
3. The Chair provides clear, well-developed Board meeting agendas.
4. The Chair circulates Board agendas at least 48 hours in advance of meetings.
5. The Chair facilitates open, robust, but respectful dialogue among the Board members.
6. The Chair is able to help the Board achieve spiritually-discerned decisions.
7. The Chair ensures that each Board member's voice is heard.
8. The Chair ensures that minutes of Board meetings are accurate and circulated in advance of meetings.
9. The Chair helps the Board determine areas for Board development and plans for such educational opportunities in the annual agenda.
10. The Chair ensures that new Board members receive an orientation to the role of a church Board member.
11. The Chair assists the Board to organize itself as the first meeting of each annual cycle, appointing officers and establishing necessary committees.
12. The Chair effectively communicates Board decisions to the congregation and employees.
13. The Chair effectively represents the Board in congregational meetings.
14. The Chair ensures that the legal and financial responsibilities of the Board are being attended to in a timely fashion.
15. The Chair ensures that the Board has time for worship and spiritual development.
16. The Chair works effectively with the Board and the Lead Pastor to organize the annual general meeting.
17. The Chair ensures that the Board has a voice in the development of the vision and strategic plans that will enable the congregation to fulfill its mission.
18. The Chair assists the Board in the appropriate exercise of risk management.
19. The Chair treats all Board members with respect

Document Revision History

Version	Date	Description of Change	Changed By	Distributed to
D1	Jan 2016	Draft document for comments	Larry	Gov. Committee
D2	Apr 2016	First review by Gov. Committee	Gov. Committee	Larry, Gov. Committee
D3	Sep 2016	First review by Gov. Committee	Gov. Committee	Larry, Gov. Committee
D4	Sep 2016	First review by Gov. Committee	Gov. Committee	Gov. Committee
D5	Jan 2016	Final draft for presentation to Board	Gov. Committee	Board
D6	Jan 21, 2017	Adopted at Board Workshop	Format edits - AK	Board