

# **New Beginnings Church**

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## **Elders Policy Manual**

**Date September 13, 2012**



# **New Beginnings Church**

## **Elders Policies**

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**POLICY TYPE: ENDS**  
**POLICY TITLE: MISSION AND PRIORITIES**  
**POLICY 1.0**

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New Beginnings Church will be a community that will love and glorify God, live like Jesus, and be led by the Holy Spirit, at a cost that demonstrates Christ-like stewardship of the resources provided by God.

Accordingly, we will be a people who:

1. Pursue God and find satisfaction in Him

“You will seek me and find me when you seek me with all your heart.” (Jeremiah 29:13)

“From one man he made all nations...God did this so that they would seek him and perhaps reach out for him.” (Acts 17:26-27)

Such people will:

- a. Place saving faith in God alone
- b. Actively practice spiritual disciplines
- c. Have an ever-increasing knowledge of and obedience to God’s Word
- d. Find comfort and assurance in God

2. Live sacrificial and obedient lives

“Do nothing out of selfish ambition or vain conceit. Rather, in humility value others above yourselves, not looking to your own interests but each of you to the interests of others.” (Philippians 2:3-4)

“Therefore, with minds that are alert and fully sober, set your hope on the grace to be brought to you when Jesus Christ is revealed at his coming. As obedient children, do not conform to the evil desires you had when you lived in ignorance. But just as he who called you is holy, so be holy in all you do; for it is written: ‘Be holy, because I am holy.’” (1 Peter 1:13-16)

Such people will:

- a. Submit to God’s will as revealed through His Word and the leading of the Holy Spirit
- b. Serve humbly and selflessly
- c. Reflect God’s holiness in daily living
- d. Endure suffering for the sake of Jesus Christ
- e. Be intentionally generous in the use of their time, abilities, and money

### 3. Engage in Christ-honoring, authentic relationships

“Make every effort to keep the unity of the Spirit through the bond of peace. There is one body and one Spirit, just as you were called to one hope when you were called; one Lord, one faith, one baptism; one God and Father of all, who is over all and through all and in all.” (Ephesians 4:3-6)

“Therefore, as God’s chosen people, holy and dearly loved, clothe yourselves with compassion, kindness, humility, gentleness and patience. Bear with each other and forgive one another if any of you has a grievance against someone. Forgive as the Lord forgave you. And over all these virtues put on love, which binds them all together in perfect unity.” (Colossians 3:12-14)

Such people will:

- a. Cultivate personal relationships that are real, honest, and transparent
- b. Practice extravagant and continual forgiveness
- c. Speak the truth in love for the sake of mutual accountability
- d. Maintain unity with all Christian believers

### 4. Embrace the Holy Spirit

“Those who live according to the flesh have their minds set on what the flesh desires; but those who live in accordance with the Spirit have their minds set on what the Spirit desires.” (Romans 8:5)

“But the fruit of the Spirit is love, joy, peace, forbearance, kindness, goodness, faithfulness, gentleness and self-control. Against such things there is no law. Those who belong to Christ Jesus have crucified the flesh with its passions and desires. Since we live by the Spirit, let us keep in step with the Spirit.” (Galatians 5:22-25)

Such people will:

- a. Be attuned to the Spirit
- b. Exhibit the fruit of the Spirit
- c. Avoid quenching or grieving the Spirit

### 5. Continue the mission of Jesus Christ

“The Spirit of the Lord is on me, because he has anointed me to proclaim good news to the poor. He has sent me to proclaim freedom for the prisoners and recovery of sight for the blind, to set the oppressed free, to proclaim the year of the Lord’s favor.” (Luke 4:18-19)

“All this is from God, who reconciled us to himself through Christ and gave us the ministry of reconciliation: that God was reconciling the world to himself in Christ, not counting people’s sins against them. And he has committed to us the message of reconciliation. We are therefore Christ’s ambassadors.” (2 Corinthians 5:18-20)

Such people will:

- a. Actively partner with Jesus Christ in the ministry of reconciliation and making of disciples
- b. Genuinely love their neighbors
- c. Confront and overcome injustice and evil

All scripture references are taken from the New International Version®.

**POLICY TYPE: EXECUTIVE LIMITATIONS**  
**POLICY TITLE: GLOBAL EXECUTIVE CONSTRAINT**  
**POLICY 2.0**

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The Senior Pastor shall not cause or allow any organizational practice, activity, decision, or circumstance that is either unlawful, imprudent, or in violation of commonly accepted biblical ethics and practices or that brings disrepute upon the Lord and/or His church.

**POLICY TYPE: EXECUTIVE LIMITATIONS**  
**POLICY TITLE: TREATMENT OF INDIVIDUALS AND FAMILIES**  
**POLICY 2.1**

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With respect to interactions with individuals and families, the Senior Pastor shall not cause or allow conditions, procedures, or decisions that are unsafe, untimely, undignified, or unnecessarily intrusive.

Accordingly, he shall not:

1. Elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing personal information that fail to protect against improper access to the material.
3. Fail to operate facilities with appropriate accessibility and privacy.
4. Fail to convey to individuals and families a clear understanding of the purpose and vision of the church and their role in it.
5. Fail to inform individuals and families, as appropriate, of this policy, and to provide a complaint response process.



**POLICY TYPE: EXECUTIVE LIMITATIONS**  
**POLICY TITLE: TREATMENT OF STAFF**  
**POLICY 2.2**

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With respect to the treatment of employed and volunteer staff, the Senior Pastor shall not cause or allow conditions that are unsafe, unfair, or undignified.

Accordingly, he shall not:

1. Operate without written personnel policies, approved by legal counsel, that clarify rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
2. Prevent staff from grieving to the Elders when (a) internal grievance procedures have been exhausted and (b) the staff member alleges that Elder policy has been violated.
3. Retaliate or allow retaliation against any staff member for non-disruptive, internal expression of dissent, or for reporting to the Senior Pastor or to the Elders acts or omissions by staff, or Elders that the staff member believes, in good faith and based on credible information, constitutes a violation of state or federal law or a governing policy of the Elders.
4. Fail to acquaint staff with this policy, and the Senior Pastor's interpretation of their protections under this policy.
5. Allow staff to be unprepared to deal with emergency situations.
6. In the first 18 months of his tenure, terminate any current employee of the church without due cause and without consent of the Elders.

**POLICY TYPE: EXECUTIVE LIMITATIONS**  
**POLICY TITLE: FINANCIAL PLANNING AND BUDGETING**  
**POLICY 2.3**

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The Senior Pastor shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to deviate materially from the Elders' Ends priorities, risk financial jeopardy, or fail to be derived from a multi-year plan.

Accordingly, the Senior Pastor shall not allow budgeting that:

1. Risks incurring those situations or conditions described as unacceptable in the "Financial Condition and Activities" policy.
2. Omits credible projection of revenues and expenses, separation of capital and operational items, monthly cash flow projections, and disclosure of planning assumptions.
3. Provides less for Elder prerogatives during the year than is set forth in the "Cost of Governance" policy.

**POLICY TYPE: EXECUTIVE LIMITATIONS**  
**POLICY TITLE: FINANCIAL CONDITION AND ACTIVITIES**  
**POLICY 2.4**

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

Accordingly, he shall not:

1. Expend more funds than have been received in the fiscal year to date, unless the debt guideline below (2.4.2) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within 60 days.
3. Use any designated long-term reserves.
4. Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain and otherwise unencumbered revenues within 30 days.
5. Fail to settle payroll and debts in a timely manner.
6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
7. Make a single purchase or commitment of greater than 1% of the annual budget. Splitting orders to avoid this limit is not acceptable.
8. Acquire, encumber, or dispose of real estate.
9. Fail to appropriately pursue receivables after 30 days.

**POLICY TYPE: EXECUTIVE LIMITATIONS**  
**POLICY TITLE: ASSET PROTECTION**  
**POLICY 2.5**

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The Senior Pastor shall not allow the corporation's assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, he shall not:

1. Fail to insure adequately against theft and casualty losses and against liability losses to Elders staff, and the organization itself, and against employee theft and dishonesty.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Fail to employ risk management practices to minimize exposure of the organization, its Elders, or its staff to claims of liability.
4. Make any purchase wherein normally prudent protection has not been given against conflict of interest.
5. Make any purchase of more than \$500 without having obtained comparative prices and quality. Splitting orders to avoid this requirement is not allowed.
6. Allow intellectual property, information, and files to be exposed to loss, improper access, or significant damage, or operate without maintaining documents and records in accordance with a Records Retention Schedule.
7. Receive, process, or disburse funds under controls that are insufficient to meet the Elder-appointed auditor's standards.
8. Compromise the independence of the Elders' audit or other external monitoring or advice, such as by engaging parties already chosen by the Elders as consultants or advisers.
9. Invest or hold operating capital in insecure instruments, or in non-interest-bearing accounts except when necessary to facilitate ease in operational transactions.
10. Endanger the organization's public image, its credibility, or its ability to accomplish Ends.
11. Change the organization's name or substantially alter its identity.

**POLICY TYPE: EXECUTIVE LIMITATIONS**  
**POLICY TITLE: EMERGENCY SENIOR PASTOR SUCCESSION**  
**POLICY 2.6**

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To protect the Elders from sudden loss of Senior Pastor services, the Senior Pastor shall have no fewer than one member of the ministry team who is sufficiently familiar with Elder and Senior Pastor issues and processes to enable either to take over with reasonable proficiency as an interim successor.

**POLICY TYPE: EXECUTIVE LIMITATIONS**  
**POLICY TITLE: COMPENSATION AND BENEFITS**  
**POLICY 2.7**

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The Senior Pastor shall not cause or allow jeopardy to the organization's financial integrity or public image when dealing with employment, compensation, and benefits for employees, consultants, or contract workers.

Accordingly, he shall not:

1. Change his own compensation.
2. Change his own benefits, except as those benefits are consistent with a package for all other employees.
3. Promise or imply permanent or guaranteed employment.
4. Establish compensation and benefits that deviate materially from the current geographic and professional market for the skills employed.
5. Create obligations, pertaining to consultants or contract vendors, over a longer term than revenues can be safely projected, and in no event longer than one year.
6. Establish or change retirement benefits so as to cause unpredictable or inequitable situations.

**POLICY TYPE: EXECUTIVE LIMITATIONS**  
**POLICY TITLE: COMMUNICATION AND SUPPORT TO THE ELDERS**  
**POLICY 2.8**

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The Senior Pastor shall not cause or allow the Elder group to be uninformed or unsupported in its work.

Accordingly, he shall not:

1. Neglect to submit monitoring data required by the Elders in the policy “Monitoring Senior Pastor Performance” (3.4) in a timely, accurate, and understandable fashion, directly addressing provisions of Elders policies being monitored, and including Senior Pastor interpretations consistent with the policy “Delegation to the Senior Pastor” (3.3), as well as relevant data.
2. Allow the Elders to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the Elders, regardless of the Elders’ monitoring schedule.
3. Allow the Elders to be without decision information required periodically by the Elders, or let the Elders be unaware of relevant trends.
4. Allow the Elders to be unaware of any significant incidental information, such as material internal and external changes, anticipated adverse media coverage, and threatened or pending lawsuits. Notification of planned material internal changes is to be provided in advance, when feasible.
5. Allow the Elders to be unaware that, in the Senior Pastor’s opinion, the Elder group is not in compliance with its own policies on Governance Process and Elder-Staff Delegation, particularly in the case of Elder behavior that is detrimental to the work relationship between the Elders and the Senior Pastor.
6. Present information in unnecessarily complex or lengthy form, or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
7. Allow the Elders to be without reasonable administrative and logistical support for official Elders officer, or committee communications and functions.
8. Deal with the Elders in a way that favors or privileges certain Elder group members over others, except when:
  - a. fulfilling individual requests for information, or
  - b. responding to officers, committees, or individuals duly charged by the Elders.

9. Fail to supply for the Elders' consent agenda, along with applicable monitoring information, all decisions delegated to the Senior Pastor yet required by law, regulation or contract to be Elder-approved.



**POLICY TYPE: EXECUTIVE LIMITATIONS**  
**POLICY TITLE: EMPLOYED STAFF HIRING/TERMINATION**  
**POLICY 2.9**

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The Senior Pastor shall not hire or terminate paid staff under circumstances that fail to show respect for the priorities of the Elder board.

Accordingly, he shall not:

1. Hire any minister who will not agree in writing with the church's statement of faith.
2. Fail to consult with the Elders on the hiring/termination of employed staff.

**POLICY TYPE: ELDER-STAFF DELEGATION**  
**POLICY TITLE: GLOBAL GOVERNANCE/STAFF CONNECTION**  
**POLICY 3.0**

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The Elder's sole official connection to the operational organization, its achievements, and conduct will be through a chief executive officer, titled Senior Pastor.

**POLICY TYPE: ELDER-STAFF DELEGATION**  
**POLICY TITLE: UNITY OF CONTROL**  
**POLICY 3.1**

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

Accordingly:

1. Decisions or instructions of individual Elder members, officers, or committees are not binding on the Senior Pastor except in rare instances when the Elder has specifically authorized such exercise of authority.
2. In the case of Elder members or committees requesting information or assistance without Elder authorization, the Senior Pastor can refuse such requests that require, in the Senior Pastor's opinion, a material amount of staff time or funds, or are disruptive.

**POLICY TYPE: ELDER-STAFF DELEGATION**  
**POLICY TITLE: ACCOUNTABILITY OF THE SENIOR PASTOR**  
**POLICY 3.2**

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

Accordingly:

1. The Elder will never give instructions to persons who report directly or indirectly to the Senior Pastor.
2. The Elders will not evaluate, either formally or informally, any staff other than the Senior Pastor.
3. The Elders will view the Senior Pastor's performance as identical to organizational performance, so that organizational accomplishment of Elder-stated Ends and avoidance of Elder-proscribed means will be viewed as successful Senior Pastor performance.

**POLICY TYPE: ELDER-STAFF DELEGATION**  
**POLICY TITLE: DELEGATION TO THE SENIOR PASTOR**  
**POLICY 3.3**

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The Elders will instruct the Senior Pastor through written policies that prescribe the organizational Ends to be achieved and proscribe organizational situations and actions to be avoided, allowing the Senior Pastor to use any reasonable interpretation of these policies.

Accordingly:

1. The Elders will develop policies instructing the Senior Pastor to achieve specified results, for specified recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called *Ends* policies. All issues that are not ends issues as defined here are means issues.
2. The Elders will develop policies that limit the latitude the Senior Pastor may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to the Elders even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and will be called *Executive Limitations* policies. The Elders will never prescribe organizational means delegated to the Senior Pastor.
3. As long as the Senior Pastor uses *any reasonable interpretation* of the Elders' Ends and Executive Limitations policies, the Senior Pastor is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and pursue all activities. Such decisions of the Senior Pastor shall have full force and authority as if decided by the Elders.
4. The Elders may change its Ends and Executive Limitations policies, thereby shifting the boundary between Elders and Senior Pastor domains. By doing so, the Elders change the latitude of choice given to the Senior Pastor. However, as long as any particular delegation is in place, the Elders will respect and support the Senior Pastor's choices.

**POLICY TYPE: ELDER-STAFF DELEGATION**  
**POLICY TITLE: MONITORING SENIOR PASTOR PERFORMANCE**  
**POLICY 3.4**

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Systematic and rigorous monitoring of Senior Pastor job performance will be solely against the only expected Senior Pastor job outputs: organizational accomplishment of Elders' policies on Ends and organizational operation within the boundaries established in Elders' policies on Executive Limitations.

Accordingly:

1. Monitoring is simply to determine the degree to which Elders' policies are being met. Information that does not do this will not be considered to be monitoring information.
2. The Elders will acquire monitoring information by one or more of three methods:
  - a. by internal report, in which the Senior Pastor discloses interpretations and compliance information to the Elders;
  - b. by external report, in which an external, disinterested third party selected by the Elders assesses compliance with Elders' policies; and
  - c. by direct Elder inspection, in which a designated member or members of the Elders assess compliance with the appropriate policy criteria.
3. In every case, the Elders will judge (a) the reasonableness of the Senior Pastor's interpretation and (b) whether data demonstrate accomplishment of the interpretation.
4. The standard for compliance shall be *any reasonable interpretation* by the Senior Pastor of the Elder policy being monitored. The Elder Group is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by Elder members or by the Elders as a whole.
5. All policies that instruct the Senior Pastor will be monitored at a frequency and by a method chosen by the Elders. The Elders can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

<u>Policy</u>	<u>Method</u>	<u>Frequency</u>	<u>Schedule</u>
Mission and Priorities	Internal	Annually	September
Treatment of Individuals and Families	Internal	Annually	September
Treatment of Staff	Internal	Annually	September

<u>Policy</u>	<u>Method</u>	<u>Frequency</u>	<u>Schedule</u>
Financial Planning and Budgeting	Internal	Quarterly	Apr/July/ Oct/Jan
Financial Condition and Activities	Internal	Quarterly	Apr/July/ Oct/Jan
Asset Protection	External	Annually	July
Emergency Senior Pastor Succession	Internal	Annually	May
Compensation and Benefits	Internal	Annually	May
Communication and Support to the Elder	Internal	Annually	May
Employed Staff Hiring/Termination	Internal	Annually	May

**POLICY TYPE: GOVERNANCE PROCESS**  
**POLICY TITLE: GLOBAL GOVERNANCE COMMITMENT**  
**POLICY 4.0**

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The purpose of the Elders, on behalf of Jesus Christ, is to see to it that New Beginnings Church (1) achieves appropriate results for appropriate persons at an appropriate cost (as specified in Elder *Ends* policies) and (2) avoids unacceptable actions and situations (as prohibited in Elder *Executive Limitations* policies), and that they meet their obligations and duties as described in scripture.



**POLICY TYPE: GOVERNANCE PROCESS**  
**POLICY TITLE: GOVERNING STYLE**  
**POLICY 4.1**

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The Elders will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction of Elder and chief executive roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactivity rather than reactivity.

Accordingly:

1. The Elders will cultivate a sense of group responsibility. The Elders, not the staff, will be responsible for excellence in governing. The Elders will be the initiator of policy, not merely a reactor to staff initiatives. The Elders will not use the expertise of individual members to substitute for the judgment of the Elders, although the expertise of individual members may be used to enhance the understanding of the Elders as a body.
2. The Elders will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Elders' values and perspectives. The Elders' major policy focus will be on the intended long-term impacts outside the staff organization, not on the administrative or programmatic means of attaining those effects.
3. The Elders will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring the continuance of governance capability. Although the Elders can change its *Governance Process* policies at any time, it will scrupulously observe those currently in force.
4. Continual Elder development will include orientation of new Elder members in the Elders' governance process and periodic Elder discussion of process improvement.
5. The Elders will allow no officer, individual, or committee of the Elders to hinder or serve as an excuse for not fulfilling group obligations.
6. The Elders will monitor and discuss the Elders' process and performance quarterly. Self-monitoring will include comparison of Elder activity and discipline to policies in the *Governance Process* and *Elder-Staff Delegation* categories.

**POLICY TYPE: GOVERNANCE PROCESS**  
**POLICY TITLE: ELDER GROUP JOB DESCRIPTION**  
**POLICY 4.2**

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Specific job outputs of the Elder Group, as informed representatives of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the Elder Group has direct responsibility to create:

1. Authoritative linkage between the ownership and the operational organization.
2. Written governing policies that realistically address the broadest levels of all organizational decisions and situations:
  - a. *Ends*: The organizational impacts, benefits, outcomes; recipients, beneficiaries, impacted groups; and their relative worth in cost or priority.
  - b. *Executive Limitations*: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - c. *Elder-Staff Delegation*: How power is delegated and its proper use monitored; the Senior Pastor's role, authority, and accountability.
  - d. *Governance Process*: Specification of how the Elder Group conceives, carries out, and monitors its own task.
3. Assurance of successful organizational performance on *Ends* and *Executive Limitations* policies.

**POLICY TYPE: GOVERNANCE PROCESS**  
**POLICY TITLE: AGENDA PLANNING**  
**POLICY 4.3**

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To accomplish its responsibilities with a governance style consistent with Elders policies, the Elder Group will follow an annual agenda that (1) completes a re-exploration of Ends policies annually and (2) continually improves Elders' performance through Elder education and enriched input and deliberation.

Accordingly:

1. The cycle will conclude each year on the last day of September so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Elders' most recent statement of long-term Ends.
2. The cycle will start with the Elder Group's development of its agenda for the next year.
  - a. Consultations with selected groups, or other methods of gaining input, will be determined and arranged in the first quarter, to be held during the balance of the year.
  - b. Governance education and education related to Ends determination (for example, presentations by futurists, demographers, advocacy groups, staff, etc.) will be arranged in the first quarter, to be held during the balance of the year.
3. Throughout the year, the Elder Group will attend to consent agenda items as expeditiously as possible.
4. Senior Pastor monitoring will be on the agenda if reports have been received since the previous meeting, if plans must be made for direct inspection monitoring, or if arrangements for third-part monitoring must be prepared.
5. Senior Pastor remuneration will be decided during the month of November after a review of monitoring reports received in the last year.

**POLICY TYPE: GOVERNANCE PROCESS**  
**POLICY TITLE: CHAIRMAN'S ROLE**  
**POLICY 4.4**

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The Chairman, a specially empowered member of the Elders, ensures the integrity of the Elders' process and, secondarily, occasionally represents the Elders to outside parties.

Accordingly:

- I. The assigned result of the Chairman's job is that the Elder Group behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
  - a. Meeting discussion content will consist solely of issues that clearly belong to the Elders to decide or to monitor according to Elder policy.
  - b. Information that is neither for monitoring performance nor for Elders' decisions will be avoided or minimized and always noted as such.
  - c. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
2. The authority of the Chairman consists in making decisions that fall within topics covered by Elders policies on *Governance Process* and *Elder-Staff Delegation*, with the exception of (a) employment or termination of the Senior Pastor and (b) areas where the Elders specifically delegate portions of this authority to others. The Chairman is authorized to use any reasonable interpretation of the provisions in these policies.
  - a. The Chairman is empowered to chair Elders' meetings with all the commonly accepted powers of that position, such as ruling and recognizing.
  - b. The Chairman has no authority to make decisions about policies created by the Elders within *Ends* and *Executive Limitations* policy areas. Therefore, the Chairman has no authority to supervise or direct the Senior Pastor.
  - c. The Chairman may represent the Elders to outside parties in announcing Elder-stated positions and in stating Chairman decisions and interpretations within the area delegated to that role.
  - d. The Chairman may delegate this authority, but remains accountable for its use.

**POLICY TYPE: GOVERNANCE PROCESS**  
**POLICY TITLE: ELDERS MEMBERS' CODE OF CONDUCT**  
**POLICY 4.5**

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The Elder Group (Elders) commits itself and its members to ethical, Christ-like, and lawful conduct, including proper use of authority and appropriate decorum when acting as Elders.

Accordingly:

1. Elders must demonstrate loyalty to the ownership, unconflicted by loyalties to staff, other organizations, and any personal interest as a beneficiary.
2. Elders must avoid conflict of interest with respect to their fiduciary responsibility.
  - a. There will be no self-dealing or any conduct of private business between any Elder and the organization. Elders will annually disclose their involvements with other organizations or with vendors and any associations that might be reasonably seen as representing a conflict of interest.
  - b. When the Elders decide upon an issue about which a member has an unavoidable conflict of interest, that member shall withdraw without comment not only from the vote but also from the deliberation.
  - c. Elders will not use their Elder position to obtain employment in the organization for themselves, family members, or close associates. An Elder who applies for employment must first resign from the group.
3. Elders may not attempt to exercise individual authority over the organization.
  - a. Elder's interaction with the Senior Pastor or with staff must recognize the lack of authority vested in individuals except when explicitly authorized by the Elders.
  - b. Elder's interaction with the public, the press, or other entities must recognize the same limitation and the inability of any Elders to speak for the Elders except to repeat explicitly stated Elders decisions.
  - c. Except for participation in Elder deliberation about whether the Senior Pastor has achieved any reasonable interpretation of Elder policy, members will not express individual negative judgments of performance of employees or the Senior Pastor.
4. An Elder aware of credible information that suggests that an Elder policy has been violated, either by the Elders, an Elder, or the Senior Pastor, has an affirmative obligation to bring the concern to the Elders' agenda for monitoring.

5. Elders will respect the confidentiality appropriate to issues of a sensitive nature.
6. Elders will be properly prepared for Elder deliberation.
7. Elders will support the legitimacy and authority of the final determination of the Elders on any matter, irrespective of the member's personal position on the issue.

**POLICY TYPE: GOVERNANCE PROCESS**  
**POLICY TITLE: ELDER'S RESPONSIBILITIES**  
**POLICY 4.6**

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The spiritual health of New Beginnings Church and the leadership success of the Elder Group is a direct result of the individual and collective participation of each Elder. Individual Elders are called to exemplify the Christ-like character of a shepherd. Together as a group, the Elders will commit to work with each other to pursue Christ's calling for each Elder at New Beginnings Church.

Accordingly, each Elder is expected to participate in the following ways:

1. Prayer - Elders will devote themselves to prayer. Though the scope of an Elder's prayer shall never be limited, it should, however, include prayer for the sick, those who directly request prayer of the Elders, and the church.
2. Attendance & Participation - Elders will commit to regular attendance at Elder meetings as well as church gatherings and events. Elders will also commit to regular attendance and participation in a Life Group of the church.
3. Servants - Elders will be servant leaders, modeling Christ-likeness. Elders will know their individual strengths and use those to serve the church. Elders will regularly volunteer for service needs and/or projects of the church.
4. Reconciliation - Elders will proactively work towards reconciliation and healing in cases of spiritual discipline and conflict resolution, as needed. In all cases, Elders will act in accordance to scriptural guidelines with an attitude of humility and gentleness.
5. Spiritual Growth - Elders will "grow in the grace and knowledge of Jesus" (2 Peter 3:18), by committing to personal study and spiritual development. Additionally, an Elder will intentionally develop himself in an area that is not his strong suit.
6. Stewardship & Financial Support - Elders will lead by example by supporting the church financially. They will give generously and cheerfully. Elders will tithe to New Beginnings Church, giving above his tithe to other needs as he deems best.

**POLICY TYPE: GOVERNANCE PROCESS**  
**POLICY TITLE: ELDER COMMITTEE PRINCIPLES**  
**POLICY 4.7**

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Elder committees, when used, will be assigned so as to reinforce the wholeness of the Elder Group's job and so as never to interfere with delegation from Elders to Senior Pastor.

Accordingly:

1. Elder committees are to help the Elders do its job, not to help or advise the staff. Committees ordinarily will assist the Elders by preparing policy alternatives and implications for Elder deliberation. In keeping with the Elders' broader focus, Elder committees will normally not have direct dealings with current staff operations. With permission from the Senior Pastor, staff members shall not be precluded from serving on Elder committees.
2. Elder committees may not speak or act for the Elders except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Senior Pastor.
3. Elder committees cannot exercise authority over staff. The Senior Pastor works for the full Elders, and will therefore not be required to obtain approval of an Elder committee before an executive action.
4. Elder committees are to avoid over-identification with organizational parts rather than the whole. Therefore, an Elder committee that has helped the Elder create policy on some topic will not be used to monitor organizational performance on that same subject.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group that is formed by Elders action, whether or not it is called a committee and regardless of whether the group includes Elder members. It does not apply to committees formed under the authority of the Senior Pastor.



**POLICY TYPE: GOVERNANCE PROCESS**  
**POLICY TITLE: ELDER COMMITTEE STRUCTURE**  
**POLICY 4.8**

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A committee is an Elder committee only if its existence and charge come from the Elders, regardless of whether Elder members sit on the committee. The only Elder committees are those that are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

1. Nominating Committee

- a. Product: Properly screened potential Elders members—by no later than August 31 each year.
- b. Authority: To incur costs of no more than \$200 in direct charges and no more than 40 hours of staff time per year.

2. Audit Committee

- a. Product: Specification of scope of audit prior to outside audit—by no later than January 10 each year.
- b. Authority: To incur costs of no more than \$5000 in direct charges and no more than 40 hours of staff time per year.

3. Senior Pastor Compensation Committee

- a. Product #1: Annual Senior Pastor compensation package alternatives for Elder consideration. This will be presented to the Elders in a timely manner to allow final action to be taken by both parties by October or no later than 30 days prior to expiration of the current Senior Pastor employment contract.

Product #2: Accompanying the options for Elder consideration, data as to comparable compensation for similarly qualified persons in functionally comparable positions at similar organizations.

Produce #3: Contemporaneous documentation and record keeping with respect to the deliberations and decisions regarding Senior Pastor compensation.

- b. Authority: To incur costs of no more than \$500 in direct charges, to include compensation surveys and outside counsel to draft contract, and no more than 20 hours of staff time per year.

**POLICY TYPE: GOVERNANCE PROCESS**  
**POLICY TITLE: COST OF GOVERNANCE**  
**POLICY 4.9**

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

Accordingly:

- I. Elder skills, methods, and supports will be sufficient to ensure governing with excellence.
  - a. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing members' skills and understandings.
  - b. Outside monitoring assistance will be arranged so that the Elders can exercise confident control over organizational performance. This includes, but is not limited to, financial audit.
  - c. Outreach mechanisms will be used as needed to ensure the Elders' ability to listen to owner viewpoints and values.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
  - a. Up to \$2,000 annually for training and new Elders member orientation, including attendance at conferences and workshops.
  - b. Up to \$5,000 annually for audit and other third-party monitoring of organizational performance.
  - c. Up to \$5,000 annually for surveys, focus groups, opinion analyses, and meeting costs.
3. The Elder Group will establish its Cost of Governance budget for the next fiscal year during the month of October.