

Guiding Principles of the Resurrection Lutheran Church Board

ACCOUNTABILITY PRINCIPLES

Statement from By-Laws: Directed to the President (on behalf of the Board), these guidelines consider both the Mission and Boundary principles, while measuring the Sr. Pastor's compliance with each as he leads the congregation.

I. INTRODUCTION TO THE WORK OF THE BOARD

A. Comprehensive Accountability Statement

The responsibility of the Board before God, on behalf of the people of Cairo, NY and the surrounding region who need to be led to Christ and nurtured in Him, is to see that Resurrection Lutheran Church, through the leadership of its Sr. Pastor, (1) works toward the fulfillment of its Mission Principles, and (2) avoids violation of its Boundary Principles.

1. The function of the Board is to develop, monitor, and enforce the Guiding Principles, not to implement them.
2. Except for assignments of its own work to sub-committees, task-forces, consultants or officers, the Board shall delegate authority only to the Sr. Pastor. Any other person or group performing operational function shall receive authority from the Sr. Pastor or a person assigned such authority by the Sr. Pastor.
 - a. The Board shall relate to all Ministry Staff officially only through the Sr. Pastor.
 - b. Members of the Board shall be prudent in their contact with Ministry Staff and shall keep the Sr. Pastor informed about significant contacts with any Ministry Staff member.
3. The Board shall address only broad levels of issues in the Guiding Principles (of purpose or governance), leaving lesser levels (ie, operational policies) to the discretion of the Sr. Pastor. The Sr. Pastor may develop operational guidelines, rules, or procedures and may make decisions as he deems appropriate, as long as the Guiding Principles adopted by the Board are observed.
4. The authority of the Sr. Pastor shall begin where the explicit pronouncements of the Board end. Except as required by the Constitution, By-Laws, Guiding Principles, or law, decisions of the Sr. Pastor do not need approval by the Board.

II. BOARD RESPONSIBILITIES

A. Stewardship to Christ for Those He Calls Us to Serve

The Board shall maintain an active connection to the community and the congregation that Christ has called his church to serve.

1. Community Research & Public Relations

The Board will invest significant resources each year to enhance its understanding of the needs of people in the community & to enhance the church's reputation of service to the community.

2. Church Feedback & Assessment

The Board will collect input & feedback from church members, attenders, & non-returning visitors to better understand their needs. Every three years or less the Board will consider a full church assessment by an appropriate outside agency.

B. Responsibility of the President for Integrity of Process

The president enforces the integrity & fulfillment of the Board's process including the monitoring of Sr. Pastor performance. The president is authorized to use any reasonable interpretation of the Accountability Principles as he acts to ensure the integrity of the Board's process. If a question of process arises with regard to the By-Laws or Guiding Principles of the church, the Sr. Pastor will defer to the judgment of the Board president.

C. Cost of Governance

The Board will invest amply in its own governance capacity through training, outside expertise, research mechanisms, & meeting costs.

III. BOARD MEMBER RESPONSIBILITIES

- A. Under the teaching & guidance of the Sr. Pastor, the Board will continually seek the wisdom & leading of Christ as the Lord of the church. To this end, twenty (20) minutes will be given to prayer & study of Scripture during Board meetings.
- B. Board members shall actively participate in the worship, Christian growth, & educational activities of Resurrection Lutheran Church. Board members shall seek to develop their own personal spiritual life through the use of devotions, prayer, Bible study, & the practice of Christian stewardship.
- C. Board members shall seek to grow as Christian leaders by continually striving to increase their understanding of the theology, mission, & ministry of Resurrection Lutheran Church.
- D. Board members shall attend and participate in all scheduled Board meetings, not missing more than two consecutive meetings without a valid excuse reported to the president.
- E. Board members shall relate to each other as members of the Body of Christ with openness, integrity, honesty, and Christian love.
- F. Board members shall be open to opinions and concerns that may be expressed to them by members of the congregation. Board members may share this information with the president and the Board as a whole when deemed appropriate.
- G. Board members shall maintain confidentiality when indicated or appropriate.
- H. Members of the Board must demonstrate supreme loyalty to the interests of Christ regarding those whom he has called his church to serve (Matt. 28:18-20). This loyalty supersedes any personal or group interest. A member must disclose any fiduciary conflicts of interest & withdraw from any decision-making affected by it.
- I. The Board speaks as a whole. Members of the Board must honor the principles & decisions of the Board acting as a whole. They may not foster dissent.
- J. Board members who violate any of these policies shall be subject to review and action by the Board as a whole.

IV. BOARD MEETINGS

- A. The Board shall conduct itself with discipline & integrity with regard to its own process of governance.
- B. The board will govern 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 Board and Ministry Staff roles
 - 5. Collective rather than individual decisions
 - 6. Future rather than past or present
 - 7. Pro-activity rather than reactivity

C. Board Role

1. The primary role of the Board shall be to provide accountability and support for the Senior Pastor through development of, and ongoing adjustment to, the Guiding Principles. In addition, the Board shall exercise authority granted to it in the By-Laws and not delegated to the Sr. Pastor, in accordance with Article 2, Section 3-B of the By-Laws.
2. Meetings shall be conducted under the guidelines of Robert's Rules of order. The Board President and the Sr. Pastor shall be responsible for preparation of the agenda and determining content of the meeting. Board members shall bring policy items to the Board through the Sr. Pastor and Board president, preferably prior to the meeting, for consideration as agenda items.
3. The meeting agenda of the Board shall include:
 - a. Opportunity for growth in the theology and mission of the church.
 - b. The Sr. Pastor's report.
 - c. Policy and governance review and issues.
 - d. Periodic reports from its own sub-committees or task forces, or Ministry Staff members as requested or as required by the Guiding Principles.
4. Guiding Principles are to be active and dynamic. They are to be reviewed, changed, and refined as needed. There shall be an annual review of all Guiding Principles with emphasis on how any given Guiding Principle affects the ministry and mission of the congregation.
5. The Board shall keep the congregation informed of its activities.

V. MONITORING THE PERFORMANCE OF THE SR. PASTOR

Preface: The Board's sole official connection to the operating organization of the church, its achievement, & conduct shall be through the Sr. Pastor.

A. Unity of Control

Only decisions of the Board acting as a whole are binding on the Sr. Pastor.

B. Accountability of the Sr. Pastor

The Sr. Pastor is the Board's only link to the operational achievement & conduct, so that all authority & accountability of Ministry Staff, as far as the Board is concerned, is considered the authority & accountability of the Sr. Pastor.

C. Delegation to the Sr. Pastor

The Board will instruct the Sr. Pastor through written Guiding Principles that prescribe the mission to be achieved & establish the boundaries to be avoided, allowing the Sr. Pastor to use any reasonable interpretation of these principles.

D. Performance of the Sr. Pastor

Systematic & careful monitoring of Sr. Pastor's performance will be solely against the only expected Sr. Pastor performance: congregational accomplishment of the Board's Mission Principles & church operation within the Board's Boundary Principles.

The Board shall apply the "Reasonable Person Test" when evaluating the Sr. Pastor's compliance with the Mission and Boundary Principles as he leads the congregation, ie: Could a reasonable person have understood the relevant Guiding Principles in the way the Sr. Pastor understands it? (*Note: The board shall not evaluate a particular "action" of the Sr. Pastor or Ministry Staff per se, but shall simply apply the "Reasonable Person Test" to the Sr. Pastor's compliance with the relevant Guiding Principles.*)

E. Annual Goals of the Sr. Pastor

The Sr. Pastor will be required to write measurable goals each year that correspond to each of the Board's three Mission Principles (Making Disciples, Growing Disciples, Sending Disciples). At least two of these goals for each Mission Principle must project growth in the number of people who benefit or participate. The goals set by the Sr.

Pastor for each year will be brought to the Board. Together they will be reviewed, and adjusted as indicated, and finalized.

F. Annual Review of the Sr. Pastor

Each year, the Board shall assess the results achieved by the Sr. Pastor on each of the annual goals.

G. Salary and Performance Review

A salary and performance review will occur on an annual basis in association with the budget process.

VI. EXCEEDING THE BOUNDARY PRINCIPLES

A. The Sr. Pastor shall give an immediate notice to the Board President if any Boundary Principles have been recognized to have been exceeded. If the Boundary Principles have been exceeded for an excessive period of time and have gone unnoticed, the Sr. Pastor will develop a better monitoring system for the future.

B. The Sr. Pastor shall take the necessary action within the Boundary Principles and shall report the results to the Board.

1. If the exceeded Boundary Principles are not immediately correctable, the Sr. Pastor shall establish and implement corrective actions, reporting them and gaining approval of a deadline from the Board for complete correction.

a. The Sr. Pastor shall continue to report in a timely fashion on the actions taken and their results until the exceeded Boundaries are corrected.

b. The Sr. Pastor shall give immediate notice when it is recognized that a deadline will be missed, and a new plan for action shall be formulated if the delay is excessive.

2. The Board shall review any Boundary Principle that has been exceeded for its soundness as a test of ethical and prudent behavior.

C. The Board shall not allow one-time exceptions to Boundary Principles. If an action is acceptable under certain conditions, then those conditions shall be stated in the policy.

D. The Sr. Pastor shall develop or improve processes to avoid recurrence of any exceeded Boundaries.

E. In the event of repeated occurrences of exceeding Boundaries, the President will conduct: a) a performance evaluation of the Sr. Pastor, and b) a discussion with the full Board concerning the Sr. Pastor's performance and the Board's evaluation thereof.