

# **POLICY MANUAL**

**Good Shepherd Lutheran Church  
Board of Servant Leaders**

**Herndon, VA**

April 2023  
(Revision 1 November 2023)

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# PURPOSE

## 1.1 CORE VALUES

*(Developed with input of the Congregation, Fall 2010)*

We embrace the centrality of grace alone, faith alone, and scripture alone for salvation.

*<sup>8</sup>For it is by grace you have been saved, through faith—and this not from yourselves, it is the gift of God—<sup>9</sup>not by works, so that no one can boast. — Ephesians 2:8–9*

*Thy word is a lamp to my feet and a light to my path. — Psalm 119:105*

*<sup>23</sup>For all have sinned and fall short of the glory of God, <sup>24</sup>and are justified freely by his grace through the redemption that came by Christ Jesus. — Romans 3:23–24*

We are committed to spiritual growth through the weekly gathering for prayer, praise, and thanksgiving and through lifelong learning.

*They devoted themselves to the apostles' teaching and fellowship, to the breaking of bread and the prayers. — Acts 2:42*

*Let the word of Christ dwell in you richly, teach and admonish one another in all wisdom; and sing psalms and hymns and spiritual songs with thankfulness in your hearts to God. — Colossians 3:16*

We are called to actively share, through word and deed, the Good News of Jesus Christ.

*Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit. — Matthew 28:19*

*My children, we should love people not only with words and talk, but by our actions and true caring. — 1 John 3:18*

*For we are God's workmanship, created in Christ Jesus to do good works, which God prepared in advance for us to do. — Ephesians 2:10*

## 1.2 MISSION

*(Developed with input of the Congregation, Spring 2011)*

Through the power of God's Spirit, the mission of Good Shepherd Lutheran Church is to respond passionately to God's call to share with all people the love of Jesus Christ

- By building a culture of welcome, invitation, and service,
- By nurturing spiritual growth through worship in Word and Sacrament, and
- By fostering constant growth through lifelong learning.

## 1.3 VISION

We will be a Congregation that is known for building up God's people through His Word for His world.

## 1.4 STRATEGIC DIRECTION

Trusting in God's gracious providing, we will respond by establishing a ministry culture that will

- Facilitate the transformation of God's people through increased Bible study, daily reflection upon Scripture, and personal devotion,
- Foster healthy and maturing relationships with Christ and one another,
- Include younger people in leadership tracks and positions,
- Nurture mutual caring within the Congregation, and
- Provide specific opportunities to serve and engage the local and larger community in a hands-on way.

## 1.5 CONGREGATION

The main responsibility of the Board of Servant Leaders (Board) is to represent the Congregation of Good Shepherd Lutheran Church (GSLC). The Congregation are those people who are the Body of Christ in this place and who, in faith, consciously invest themselves and their resources in order to enhance and expand the spread of the Gospel through the Congregation's mission and ministry. The Board recognizes that no individual or group is the sole steward of the Congregation.

- 1.5.1 Listening to the Congregation: The Board shall listen to the ideas, the concerns, and the values of the Congregation. It shall use a variety of appropriate methodologies (such as mail, phone, and Internet surveys; focus groups; and Board dialogue) to seek out the desires of the Congregation.

- 1.5.2 Reporting to the Congregation: The Board shall keep the Congregation informed of its progress toward the Strategic Direction. It shall use a variety of methods for this reporting (e.g., annual reports, videos, web page, magazine, newspaper articles, survey reports, etc.).

## **1.6 COST OF STRATEGIC DIRECTION TO THE COMMUNITY**

1.6.1 Biblical stewardship shall be used to guarantee that ministries achieve the Strategic Direction and are offered at an effective and efficient cost to the Congregation. Cost for such ministries shall not endanger the development and maintenance of capabilities in accomplishing the Strategic Direction.

1.6.2 A line item for the Board shall appear in the Annual Congregational Budget. The amount shall not exceed 0.5% of the total budget.

## **1.7 STRATEGIC ALLIANCES**

*Strategic alliances* are mutually beneficial relationships with other organizations or individuals that are built upon a common vision or goal and that allow all parties to honor their core values, enhance the pursuit of their missions, and maintain operational autonomy.

1.7.1 The Congregation shall pursue strategic alliances as appropriate.

# SERVANT LEADER SELF-DISCIPLINE

## 2.1 SERVANT LEADER PERSONAL RESPONSIBILITIES

2.1.1. Servant Leaders shall:

2.1.1.1 Undertake personal spiritual disciplines for the development of their own faith lives.

2.1.1.2 Regularly participate in the worship and educational life of the Congregation.

2.1.1.3 Deepen knowledge of, and closeness to, the Congregation.

2.1.1.4 Be receptive to the differing opinions within the Congregation.

2.1.1.5 Accept responsibility and the shared responsibility Board service imposes; respect the authority of others.

2.1.1.6 Accept a role that carries no individual authority.

2.1.1.7 Relate to other individuals with integrity, honesty, and clarity.

2.1.1.8 Invest personal energy and skills in the mission and ministries of the Congregation, assisting where individual skills and abilities can be applied other than as a member of the Board.

2.1.1.8.1 Board members shall not lead core or support ministry teams unless otherwise stipulated in another governance policy.

2.1.1.9 Work to expand their leadership abilities and increase their understanding of the mission and ministry of the Congregation.

2.1.1.10 Be willing to play a role in making judgments about the performance of the Senior Pastor against pre-existing and mutually agreed-upon criteria.

2.1.1.11 Exercise concern for all staff, supporting them with prayer and, upon the request of the Senior Pastor, appropriate counsel.

2.1.1.12 Commit to working together in a covenant relationship defined by the Christian faith and these policies, agreeing to accept discipline accordingly. (See Policy 2.1.2.)

2.1.1.13 Not hinder the Board process because of individual proclivities or disruptive behavior.

2.1.1.14 Support all decisions once they have been fully discussed and resolved by the Board.

2.1.1.15 Be prepared for the Board meetings.



2.1.1.16 Gain a working knowledge of the Board's Policy Manual.

2.1.1.17 Attend Board meetings regularly, not missing more than one meeting in any given quarter, excluding for those absences designated as "excused."

2.1.1.17.1 In the case of a conflict of interest (See Appendix 1, Conflict of Interest Policy), a Board member may recuse her/himself from the Board session or may be excused from the session by the Board with a 60% vote of the Board, not including the member in question. In either case, the recusal is not counted as the member's having "missed" a meeting.

2.1.1.17.2 Should it be necessary for a member to miss a meeting, he or she shall contact the Board Chair for dialogue both before and after said meeting.

2.1.1.18 Actively participate in Board meetings, special briefings, and policy development.

2.1.1.19 Actively govern themselves and other Board members by identifying Board actions and conditions that run counter to the policies in this manual.

2.1.1.20 Bring to the Board Chair's immediate attention any condition or action they believe exceeds a Senior Pastor Limitation.

2.1.1.21 The Board Chair shall promptly present the concern to the Senior Pastor and report to the Board about the conversation with the Senior Pastor.

2.1.1.22 Be familiar with and put into practice any specific policies developed to guide the behavior of Board members, including:

2.1.1.22.1 Conflict of Interest Policy (Appendix 1);

2.1.1.22.2 Boundary Management Policy (Appendix 2).

2.1.2 Board self-discipline is intended to assist Board members in maintaining good communication and a full commitment to working in a covenant relationship. To that end, a Board member who violates any policy shall be counseled by the Board Chair. Should violations continue, the Board member shall be counseled by the Board as a whole. Decisions concerning a request for resignation of any Board member who continues to violate policy after such counseling shall normally be made by the Board and shall require a 2/3-majority vote of the Board, with said member not voting or being counted in determining such majority. If the individual Board member under discipline refuses to resign, the Board may request a meeting of the GSLC voting members to remove the member from the Board, for cause (this cause shall be explained). This request requires a 2/3-majority vote of the Board, with said member not voting or being counted in determining such majority. In both cases, the Chair shall also vote.

# BOARD OF SERVANT LEADERS RESPONSIBILITIES

## 2.2 Board of Servant Leader Responsibilities

The overall responsibility of the Board is to provide a strong, powerful, ethical, and spiritual pursuit of the Congregation's mission. To that end, the Board shall:

2.2.1 Ensure that the Strategic Direction (core values, mission, vision, critical targets, and strategic goals) of the Congregation is the driving force for all activities and related ministries.

2.2.2 Provide oversight of all Congregational activities by establishing and monitoring appropriateness of, and adherence to, limits and delegated responsibilities that guide the efforts of the Senior Pastor.

2.2.3 Ensure that policy and financial decisions are executed in accordance with the Constitution and Bylaws of the Congregation.

2.2.4 Make informed decisions by insisting on complete and accurate information.

2.2.5 Exercise particular concern for the spiritual and physical welfare of the Senior Pastor.

2.2.6 Advise the Senior Pastor if his performance is not consistent with governance policies.

2.2.6.1 Meet with the Senior Pastor prior to the beginning of each budget year to offer counsel and affirm the Senior Pastor's annual plan. This will include his intended operational goals for the next year, his intentions for personal/professional growth, and his plan for the supervision of the full-time staff. The annual plan shall form the basis for the Senior Pastor's annual performance appraisal.

2.2.7 Conduct the Senior Pastor's annual performance appraisal.

2.2.7.1 The Board may consider the use of formal, structured feedback in its evaluation of the Senior Pastor's performance.

2.2.7.2 If the Senior Pastor's performance appraisal is not acceptable, he shall be counseled and assisted in establishing a performance improvement plan.

## 2.3 ENUNCIATING GOVERNANCE POLICIES

The Board shall maintain written policies of four types.

### 2.3.1 Mission

2.3.1.1 Affirmative statements setting forth the purposes, effects, and acceptable costs of operations

### 2.3.2 Board Self-Discipline and Responsibilities

2.3.2.1 Statements setting forth the style and rules with respect to the Board's own tasks and processes

### 2.3.3 Senior Pastor Limits

2.3.3.1 Limiting statements that bind or restrict activity of the Senior Pastor, staff and ministries

### 2.3.4 Board and Senior Pastor Partnership

2.3.4.1 Clarifying statements about Board delegation to, and monitoring of, Senior Pastor activities

## 2.4 GOVERNANCE PROCESS

### Governance Philosophy

2.4.1 The Board shall govern with an emphasis on:

- spiritual vision rather than internal preoccupation;
- encouragement of diversity of viewpoints;
- strategic leadership rather than operational detail;
- ends rather than means;
- a clear distinction between the roles of the Board and the Senior Pastor, staff and ministries;
- collective rather than individual decisions;
- future rather than past or present; and
- proactivity rather than reactivity.

2.4.2 The Board shall be responsible for excellence in governance. The Board will not merely react to staff initiatives but shall be the initiator of governance policies that direct, control, and inspire the Congregation.

2.4.3 The Board will not use the expertise of individual members to substitute for the judgment of the Board, although the expertise of the individual members may be used to enhance the understanding of the Board as a body.

2.4.4 Scope of Activities: All activities of the Board, its officers, committee(s) or members shall relate to the specific responsibilities of the Board as formally adopted at Board meetings. Board members are governed by this principle.

## 2.5 BOARD DECISIONS

2.5.1 These areas are left to specific Board approval.

2.5.1.1 Recommend to Congregational members any action requiring their approval. Such recommendations shall come only from the Board.

2.5.1.2 Establish or modify governance policies.

2.5.1.3 Change the membership of any committee of the Board at any time and fill vacancies on committees.

- 2.5.1.4 Discharge any committee of the Board either with or without cause at any time.
- 2.5.1.5 Elect officers of the Board.
- 2.5.1.6 Appoint nonmember legal counsel.
- 2.5.1.7 Evaluate and present the annual Congregational budget to the Congregation for approval.
- 2.5.1.8 Such other powers as delegated to the Board under the Constitution or Bylaws.
- 2.5.1.9 Keep Board documents and discussions confidential, unless given explicit permission by the unanimous vote of the Board. However, the Board Policy Manual, Board-approved minutes (except those of executive sessions), and Board-approved audited financial statements do not require permission as long as any Board discussion or information related to these documents remains confidential. (See Appendix 2, Boundary Management Policy.)

2.5.2 While the Board has wide-ranging responsibility and authority, it shall not (see Policy 2.4.5):

- 2.5.2.1 Call or remove called workers.
- 2.5.2.2 Elect or remove members of the Board of Servant Leaders.
- 2.5.2.3 Undertake capital campaigns (any amount greater than 10% of the current annual Congregational Budget).
- 2.5.2.4 Incur long-term debt, that is, any debt whose term exceeds one calendar year.
- 2.5.2.5 Buy, sell, mortgage, or transfer real estate.
- 2.5.2.6 Excommunicate a member of the Congregation.
- 2.5.2.7 Execute a merger or dissolution of the Congregation.
- 2.5.2.8 Execute a merger or dissolution of the School Ministry.
- 2.5.2.9 Amend the Congregation's Constitution or Bylaws.
- 2.5.2.10 Approve the Annual Budget on behalf of the Congregation.

## **2.6 GROUP ACTION**

- 2.6.1 The Board shall exercise its governing authority as a whole. No individual Board member shall exercise such authority except as instructed by the Board. (See Appendix 2, Boundary Management Policy.)
- 2.6.2 All such instructions shall be guided by appropriate written parameters.

## **2.7 GOVERNANCE POLICY DEVELOPMENT**

- 2.7.1 The Board's governance policies are to be active and dynamic. They are meant to be changed and refined regularly, based on the intent of each section, the values of the Board, and the changing context within which the Congregation functions.

#### 2.7.1.1 Resolutions

The Board will pass resolutions for specific actions only when those actions are required by law or the Constitution and Bylaws or when they will affect only the Board.

#### 2.7.1.2 Senior Pastor Actions

All Board decisions regarding actions of the Senior Pastor shall be done through policy.

Any actions taken or contemplated by the Senior Pastor, or any that may be or have been approved through the Senior Pastor, will be considered only in light of the appropriate governance policies. The Board will only review policies for their soundness as a test of ethical and prudent behavior and will not dictate what are appropriate actions, except for compliance with policies. The Board shall rewrite policies when appropriate.

The Board shall review and revise the Senior Pastor Limitations before beginning the Call for a Senior Pastor to ensure they are current.

#### 2.7.1.3 Governance Policy Review

Any Board member, the Senior Pastor, or meetings of the Voting Membership may ask for a review of specific policies. However, never does the responsibility for effective and appropriate governance policy development rest with anyone other than the Board members.

#### 2.7.1.4 Governance Policy Review Schedule

The Board shall establish an annual policy review calendar to coordinate the review of every policy at least once a year. (See Policy 2.14.1.1) Board members will make every effort to coordinate the calendar with the business cycle of the Congregation, reviewing appropriate governance policies just prior to management actions for decisions.

## 2.8 FISCAL RESPONSIBILITY

The Board's fiscal responsibility shall be discharged by:

2.8.1 Establishing Limitations regarding Senior Pastor financial authority.

2.8.2 Monitoring Congregational Budget development.

2.8.3 Monitoring the fiscal soundness, including control of assets, of the Congregation.

2.8.4 Presenting a balanced, annual Congregational Budget to the Voting Members.

2.8.5 Systematically monitoring compliance with these policies on a quarterly basis.

2.8.6 Appointing the financial auditor or reviewer as needed.

2.8.7 Receiving, reviewing, and accepting the report of the financial audit or review every three to five years.

2.8.7.1 Existing (as of this writing) Financial Policy Review should be reviewed annually and updated as needed.

## 2.9 OFFICERS OF THE BOARD

2.9.1 Officers of the Board shall be a Chair, Vice-Chair, and Secretary, and these shall be the officers of the Congregation.

2.9.2 The Board shall elect its own officers at the first meeting of the new Board.

### 2.9.2.1 CHAIR

The Chair shall:

2.9.2.1.1 Ensure the integrity of the Board's process.

2.9.2.1.2 Work with the Senior Pastor to establish the agenda for all meetings of the Board and for meetings of the Voting Membership

2.9.2.1.3 Preside at all meetings of the Board. To that end, the Chair will ensure that:

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

2.9.2.1.4 Initiate counsel with any Board member who violates policy, ensuring that Policy 2.1.2 is followed.

2.9.2.1.5 Take appropriate actions that may not be stipulated but are essential for the thorough management of the Board's work, so long as those actions are not in violation of other Board policies.

2.9.2.1.6 Preside at all meetings of the Board and at the meetings of the Voting Membership.

2.9.2.1.7 Determine, in consultation with the Senior Pastor, who should represent the Congregation to the public or press should the need arise.

### 2.9.2.2 VICE-CHAIR

The Vice-Chair shall:

2.9.2.2.1 Preside at all meetings of the Board and at meetings of the Voting Membership when the Chair is absent or when requested to do so by the Board Chair.

2.9.2.2.2 Serve as chair of the nominating committee.

2.9.2.2.3 Initiate counsel with the Board Chair, should the Chair violate policy, ensuring that Policy 2.1.2 is followed.

### 2.9.2.3 SECRETARY

The Secretary shall:

2.9.2.3.1 Maintain the minutes of all meetings of the Board and meetings of the voting members and cause copies of all such minutes to be kept on file in the church office and/or a suitable storage location.

2.9.2.3.2 Conduct all official correspondence of the Board and the meetings of the Voting Membership.

2.9.2.3.3 Be thoroughly familiar with the Congregation's Constitution and Bylaws and serve as the primary resource to the Board and meetings of the Voting Membership for questions concerning the same.

## **2.10 COMMITTEES OF THE BOARD**

The Board may from time-to-time use committees, but always in a manner consistent with the following principles. Committees function as an extension of the Board and must therefore abide by Policy Governance principles.

2.10.1 Committee responsibilities shall flow directly from the Board's description of its responsibilities, shall be set forth in a formal written charge with an appropriate period for existence, and shall not impinge upon responsibilities delegated to the Senior Pastor.

2.10.1.1 Board members shall always have a presence on Board committees.

2.10.2 Committees shall not manage any part of the Congregation or do staff work, except when working on a topic that is fully within the province of the Board and has not been delegated in any way to the Senior Pastor.

2.10.3 The Board will use the expertise of individual Board members to enhance the ability of the entire Board but will never substitute such expertise as an alternative to the judgment of the whole Board.

2.10.4 Except when empowered by the Board, committees shall have no executive or deciding authority. At all other times they will strive to develop and recommend policy only.

## **2.11 ELECTION OF BOARD OF SERVANT LEADERS MEMBERS**

2.11.1 Board of Servant Leaders Membership

The number of voting Board members shall not exceed seven. Voting members shall be elected on a rotating basis, with approximately one-half of the Board being elected each year. The Senior Pastor shall serve as an ex officio member, without vote, of the Board.

2.11.2 Nominating Committee

2.11.2.1 A nominating committee, chaired by the Vice-Chair and composed also of two other members appointed by the Board, shall be chartered each year at the regular meeting in September. The Senior Pastor shall serve on this committee as an ex officio member, without vote.

2.11.2.1.1 The nominating committee shall seek the affirmation of the Senior Pastor before it presents its final slate of nominees.

2.11.2.2 The nominating committee shall solicit and receive the names of prospective candidates from the Board or from any member of the Congregation.

2.11.3 When calling for nominations, the nominating committee shall inform the Congregation of the nominating process and provide appropriate information to anyone wishing to nominate someone. This information shall include “Board of Servant Leaders Responsibilities” (Policy 2.2), “Board Member Responsibilities” (Policy 2.1), “Qualifications and Other Considerations” (Policy 2.11.7), the Nomination Form (Appendix 4), and a cover letter explaining the nominating process, the election schedule, and the election procedures.

2.11.4 Anyone who chooses to nominate an individual must submit to the nominating committee a completed nomination form for that person.

2.11.5 The nominating committee shall develop a list of qualified candidates (see Policy 2.11.7) to fill the upcoming vacancies (approximately one-half of the Board). The nominating committee will present the final slate to the Congregation at least two weeks prior to the election (see Policy 2.11.8).

2.11.6 The Nominating committee shall also work to develop a list of potential candidates for future service on the Board and provide the Board Chair and Vice-Chair with such list after the annual election process.

#### 2.11.7 Qualifications and Other Considerations

2.11.7.1 In preparing its recommended list of candidates for service on the Board, the nominating committee must seek candidates who:

- Meet the requirements of Board membership as stipulated in the Constitution and Bylaws
- Regularly participate in the worship, sacramental, and educational life of the Congregation
- Undertake personal spiritual disciplines for the development of their own faith lives
- Are good communicators
- Are visionary
- Can effectively represent the concerns of the Congregation
- Are open to learning the basic concepts of this policy manual
- Are willing and able to support the Strategic Direction of the Congregation
- Are willing and able to accept the Servant Leader responsibilities and Board responsibilities, as delineated in Policy Sections 2.1 and 2.2.
- Are not currently employed by the Congregation as staff members or as ministry leads and have not been so employed any time within the three years immediately preceding the election

2.11.7.2 In preparing the list, the nominating committee shall also guarantee that:

- No spouse, parent, child, or sibling of any staff member is on the Board
- No more than one individual from any given family with only one degrees-of separation (parents, children, siblings, aunts/uncles, nieces/nephews or in-laws of same, grandparents) would be serving on the Board or staff at the same time



2.11.7.3 The nominating committee shall take into consideration the current composition of the Board in determining its recommended slate.

#### 2.11.8 Election

2.11.8.1 Election of Board Members shall take place each year prior to the May Board meeting.

2.11.8.2 When presenting the list of nominees to the Congregation, the nominating committee shall include:

- The list of criteria used to qualify nominees
- Information regarding each nominee that addresses the qualifying criteria
- Guidelines for offering further nominees for consideration
- Procedures for the election process

2.11.8.3 The nominating committee shall present a list that includes at least one qualified candidate for each position to be filled.

2.11.8.4 The meeting of the Voting Membership shall elect only individuals who have been deemed qualified by the nominating committee.

#### 2.11.9 Terms of Service

2.11.9.1 A term of service for a Board member shall be two years.

2.11.9.2 Board members may not serve more than three consecutive elected terms and, if appointed to fill a vacancy, may not stand for re-election if another term would extend their service to more than seven years.

2.11.9.3 Approximately one-half of the Board shall be elected each year to assure continuity of service and experience on the Board.

2.11.9.4 In keeping with Policy 2.7.1 (i.e., the number of Board members shall not exceed seven), no more than four Board members shall be elected in any given year.

2.11.9.5 Should the number of Board members or their terms of service fall out of alignment with Policy 2.7.5.2 and Policy 2.7.5.3, no other process shall be used for realignment except the election process as outlined in this governance manual.

#### 2.11.10 Vacancies

2.11.10.1 Vacancies that occur on the Board shall be filled in accordance with applicable provisions of the Bylaws. However, only individuals deemed qualified by the nominating committee may be appointed to fill a vacancy.

2.11.10.2 Appointment to fill a vacancy on the Board shall always be to complete an unexpired term, and in no case shall such an appointment work in contradiction to the election of approximately one-half of the Board each year.

2.11.10.3 Every effort shall be made to fill vacancies within three months of their occurrence.

## **2.12 BOARD TRAINING AND SELF-REVIEW**

2.12.1 Board skills, methods, and support will be adequate to assure quality governance by the Board.

2.12.1.1 Training and retraining will be used to orient new Board members and candidates for membership, as well as maintain and increase skills and understandings of existing members.

2.12.1.2 Outside monitoring assistance may be arranged so that the Board can exercise confident control over Congregational performance (e.g., fiscal audit).

2.12.1.3 Outreach mechanisms will be used as needed to ensure the Board's ability to listen to the Congregation's viewpoints and values.

2.12.2 The annual self-review of the Board shall evaluate performance against the following at a minimum: (See Appendix 5, Board Self-Evaluation Form)

- The Board's openness and communication among its members
- The Board's openness and communication with the Senior Pastor
- The Board's openness and communication with the Congregation
- The Board's effectiveness in developing and monitoring policy
- The Board's corporate effectiveness performing Board responsibilities (Policy 2.2)
- The adherence of Board members to individual responsibilities (Policy 2.1)
- The Board's adherence to its governance philosophy (Policy 2.4.1)
- The Board's adherence to policy.

2.12.3 The Board shall create its own self-review process and may engage outside consultation toward this end.

## **2.13 BOARD RESPONSIBILITIES TO THE CONGREGATION**

2.13.1 The Board will include a dialogue session with Congregation at least twice a year.

2.13.2 The dialogue sessions with Congregation will center on issues concerning the life of the Congregation. Questions should include the following:

- What is God calling this Congregation to be now, and into the future?
- Who should be served by the ministries of the Congregation?
- What are the outcomes for the served?
- What should be the cost for the Mission?

## **2.14 BOARD CALENDAR, AGENDA, AND MEETING STRUCTURE**

2.14.1 The Board shall establish a basic structure for its meetings to assist the Board and Senior Pastor in processing information in a way that allows them to maintain an orientation based on the policies outlined in this manual.

2.14.1.1 The Board calendar shall be:

(Revised November 2023)

<b>Board Year</b>	<b>Board Business</b>	<b>Report Reviews</b>	<b>Board Actions</b>
May	<ul style="list-style-type: none"> <li>• New Board Seated/ Orientation</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Pastor's Monthly Report</li> <li>• Financial Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Goals/ direction (on-going)</li> </ul>
June	<ul style="list-style-type: none"> <li>• Joint meeting with Ministry Leads</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Pastor's Monthly Report</li> <li>• Financial Reports</li> </ul>	
July	<ul style="list-style-type: none"> <li>• Proposed FY Budget Review</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Pastor's Monthly Report</li> <li>• Financial Reports</li> </ul>	
August	<ul style="list-style-type: none"> <li>• Voters Assembly/Present Budget</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Pastor's Monthly Report</li> <li>• Financial Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Dialogue Sessions Lead(s) Selection</li> </ul>
September	<ul style="list-style-type: none"> <li>• Announce Dialogue Session(s)</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Pastor's Monthly Report</li> <li>• Financial Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Charter Nominating Committee</li> </ul>
October	<ul style="list-style-type: none"> <li>• Board Self Evaluation Review</li> <li>• Dialogue Session with Congregation</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Pastor's Monthly Report</li> <li>• Financial Reports</li> </ul>	
November	<ul style="list-style-type: none"> <li>• Dialogue Session with Congregation (as needed)</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Pastor's Monthly Report</li> <li>• Financial Reports</li> <li>• Nominating Committee Report</li> </ul>	
December	<ul style="list-style-type: none"> <li>• Dialogue Session with Congregation (as needed)</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Pastor's Monthly Report</li> <li>• Financial Reports</li> <li>• Nominating Committee Report</li> </ul>	<ul style="list-style-type: none"> <li>• Review Nominating/Election Timeline</li> </ul>
January		<ul style="list-style-type: none"> <li>• Senior Pastor's Monthly Report</li> <li>• Financial Reports</li> <li>• Nominating Committee Report</li> </ul>	<ul style="list-style-type: none"> <li>• Announce Nominating/Election Timeline</li> <li>• Develop Candidate Slate</li> </ul>
February	<ul style="list-style-type: none"> <li>• Joint meeting with Ministry Leads</li> <li>• Dialogue Session with Congregation</li> <li>• Publish Results of Fall sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Pastor's Monthly Report</li> <li>• Financial Reports</li> <li>• Nominating Committee Report</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Candidate Slate (cont'd)</li> </ul>
March	<ul style="list-style-type: none"> <li>• Review Financial Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Pastor's Monthly Report</li> <li>• Financial Reports</li> <li>• Nominating Committee Report</li> </ul>	<ul style="list-style-type: none"> <li>• Open Nominations</li> </ul>
April	<ul style="list-style-type: none"> <li>• Pastor Self Eval Review/Sr Pastor Compensation</li> <li>• Board Self Evaluation Review</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Pastor's Monthly Report</li> <li>• Financial Reports</li> <li>• Nominating Committee Report</li> </ul>	<ul style="list-style-type: none"> <li>• Election of new Board Members</li> <li>• Prepare for Orientation of New members in May</li> </ul>

2.14.1.2 The Board agenda shall consist of the following sections.

Preliminaries

Introduction/Call to Order

Devotional/Faith Exploration

Board Comments and Sharing

Minutes Review and Approval

Agenda approval/Request for agenda additions

Board Business

Pastor's Report

Financial Report

Committee Reports

Management Reports

Board Dialogues/Actions

Policy Review and revision (as scheduled)

Board Education (as scheduled)

Board Self-Evaluation (as scheduled)

New Business (as needed)

Executive Session (as scheduled)

Announcements

Closing Prayer/Adjournment

2.14.2 Only members of the Board, the Senior Pastor, and presenters shall be seated at the Board table.

2.14.3 Only those nonmembers of the Board recognized by the Chair shall have speaking privileges.

2.14.4 All staff-related or other sensitive matters shall be conducted in executive session; visitors will not be present and discussions will not be minuted.

## **2.15 CALLING OF SENIOR PASTOR**

2.15.1 The Board must remember that the Policy Manual describes the interaction between the Board and the Senior Pastor. If it becomes necessary to call a Senior Pastor, the Policy Manual should be carefully reviewed and updated as necessary to reflect expectations.

2.15.2 In the case of a vacancy in the office of Senior Pastor, the Board shall appoint a call committee. The committee shall consist of the Vice-Chair, two other, non-officer members of the Board, and two members-at-large from the Congregation. The call committee shall:

- Establish a set of criteria for the position, with special attention to the leadership needs under the governance policy.

Seek appropriate assistance from the president of the Southeastern District of the Lutheran Church–Missouri Synod.

- Call for nominations from the Congregation.
- Establish an effective interview and evaluation process that includes telephone and, as needed, personal interviews.
- Provide a list of recommended, qualified candidates to the Board.
- Establish and facilitate the interview process for the list of candidates approved by the Board.
- Present to the Board a summary of the interviews of each candidate.
- Assist the Board in bringing the recommendation of the Board to the Congregation in accordance with the Congregation's Bylaws.
- Be open to colloquy and seminary placement and their established processes.

2.15.3 In the case of a vacancy in the office of the Senior Pastor, the Board may appoint an Intentional Interim Senior Pastor. Before an Interim Senior Pastor's tenure begins, any limitations on the Interim Senior Pastor not specified in this document shall be communicated to the chosen Interim Senior Pastor in writing, along with a copy of this manual, the agreed upon compensation, and any time constraints for the interim position. Should service as the Interim Senior Pastor have an impact on an individual's eligibility for consideration as the full-time Senior Pastor, this information must also be shared.

## **2.16 CALLING OF OTHER CALLED WORKERS**

2.16.1 If the Senior Pastor recommends that there is a vacancy in the office of another called worker, and the Board agrees and the annual ministry budget allows such a vacancy to be filled, the Board shall appoint a call committee. The committee shall consist of the Vice-Chair, two other, non-officer members of the Board, two members-at-large from the Congregation, and the Senior Pastor. The call committee shall not fail to:

- Establish a set of criteria for the position
- Seek appropriate assistance from the president of the Southeastern District of the LCMS
- Call for nominations from the Congregation
- Establish an effective interview and evaluation process that includes telephone and, as needed, personal interviews
- Provide a list of recommended, qualified candidates to the Board
- Establish and facilitate the interview process for the list of candidates approved by the Board
- Ensure candidates approved by the Board engage in a personal interview with the Senior Pastor and/or other senior staff the Senior Pastor deems necessary
- Present to the Board a summary of the interviews of each candidate and
- Assist the Board in bringing the recommendation of the Board to the Congregation in accordance with the Bylaws V.b.
- Be open to colloquy and seminary/university placement and their established processes.

# SENIOR PASTOR LIMITATIONS

## 3.1 PRIMARY LIMITATIONS

When representing the Congregation, the Senior Pastor, staff and ministries shall not act in a manner that is unethical, imprudent, illegal or inconsistent with the Constitution, Bylaws and Governance Policies of the Congregation.

# BOARD/SENIOR PASTOR PARTNERSHIP

## 4.1 MANNER OF DELEGATING

4.1.1 The function of the Board is to develop, monitor, and enforce governance policy, not to implement it.

4.1.2 Except for assignments of its own work to committees, consultants, or officers, the Board shall delegate authority only to the Senior Pastor. Any other employee/position or entity operating under the authority of the Congregation shall receive that authority from the Senior Pastor or a person assigned such authority by the Senior Pastor.

4.1.2.1 The Board shall relate to all programmatic staff officially only through the Senior Pastor.

4.1.2.2 Board members shall be prudent in their contact with staff and shall keep the Senior Pastor informed about significant contacts they have with any core or support ministry leaders regarding ministry direction and/or implementation.

4.1.3 The Board shall address only broad levels of issues in policies of purpose or governance policies, leaving lesser levels (i.e., operational policies) to the discretion of the Senior Pastor. The Senior Pastor, using any reasonable interpretation of the Mission and Senior Pastor Limitations, may develop operational guidelines, rules, or procedures and may make decisions in any way the Senior Pastor deems appropriate, as long as governance policies adopted by the Board are observed.

4.1.4 The authority of the Senior Pastor shall begin where the explicit pronouncements of the Board end. Except as required by governance policies or law, decisions of the Senior Pastor do not need approval by the Board.

## 4.2 SENIOR PASTOR FUNCTION

The Senior Pastor shall:

4.2.1 Be empowered to take all actions and make all administrative decisions that are deemed necessary to attain Congregation results except (a) actions that are not in accordance with the Congregation's Mission, (b) violation of law, applicable regulations, orders of courts or commonly accepted business and professional ethics, and (c) violation of Constitution and Bylaws or specific further Senior Pastor Limitations (See Section 3) stated by the Board.

4.2.2 Develop operational guidelines, rules, or procedures and make decisions the Senior Pastor deems appropriate, as long as governance policies adopted by the Board are observed.

4.2.3 Develop, manage and operate within a balanced budget.

4.2.4 Develop and execute a plan for the internal control of all Congregation assets in accordance with the current LCMS "Congregational Treasurer's Manual."

4.2.4.1 The Internal Control of Congregational Assets Plan shall include a requirement for two signatures of any check exceeding \$3,000.00, and that any gift of stocks be promptly sold as quickly as practical with the receipts going to the appropriate designated account.

### **4.3 SENIOR PASTOR ACCOUNTABILITY**

4.3.1 The Senior Pastor shall be accountable to the Board for:

4.3.1.1 Achievement of the Congregation's Mission through personal and staff action.

4.3.1.2 Compliance of personal and staff actions to boundaries established in the Senior Pastor Limitations.

4.3.1.3 Provision of adequate counsel to the Board through personal and staff action, including counsel on social, legal, theological, and other changes relevant to the Board's decision areas.

4.3.1.4 Recommending changes to the Senior Pastor's position description within the personnel constraints.

4.3.1.5 Relating with integrity, honesty, and straightforwardness to the Board.

4.3.2 The Board will evaluate the Senior Pastor's performance based on his effectiveness in pursuing the Strategic Direction, compliance with stated parameters, and achievement of desired results.

### **4.4 EXCEEDING SENIOR PASTOR LIMITATIONS**

4.4.1 Should any of the Senior Pastor Limitations be violated, the Board will address the issue according to the Employee Handbook.

4.4.2 Unless prohibited by the Constitution or Bylaws, one-time exceptions to policies shall be allowed, provided the Senior Pastor notifies the Board Chair as soon as practical, stating the exception and the reason for it.

4.4.3 The Senior Pastor shall develop or improve processes to avoid recurrence of any exceeding of Senior Pastor Limitations.

4.4.4 After repeated recurrences of exceeding Senior Pastor Limitations, the Board Chair will conduct (1) a performance evaluation of the Senior Pastor and (2) a discussion with the Board about the Senior Pastor's performance.

4.4.5 Should another staff member believe that a Senior Pastor Parameter has been violated, she/he shall report her/his observation to the Senior Pastor, seeking to determine if, in fact, a Limitation has been violated.

4.4.5.1 If after the appropriate conversation has taken place and the staff member still believes the Parameter has been violated and the Senior Pastor is of a different opinion or if the Senior Pastor fails to report such alleged violation to the Board Chair, the staff member is encouraged to inform the Chair of her/his observation in writing (paper or electronic) and shall copy the Senior Pastor.

4.4.5.2 The Senior Pastor shall make Policy 4.4.5 known to all staff members.

4.4.5.3 No retaliatory action may be taken by the Senior Pastor against any employee who makes an allegation that the Senior Pastor has exceeded the Limitations.

4.4.5.4 The Board Chair shall take measures to assure that any and all involved employees are able to continue employment free of any adverse action or consequences as a result of exercising this right in any situation where the employee has made a good faith determination that a Parameter may have been violated.

4.4.5.5 If an employee knowingly brings forth false information in bad faith and with any intent to defame or harm the Senior Pastor in any reported matter where the ultimate finding of the Board is that the Senior Pastor did not exceed any Limitation under the interpretation of the facts most favorable to the employee, the employee shall be subject to discipline up to and including termination of employment.

4.4.6 Should a member of the Board have a personal concern with the Senior Pastor or other staff member, she/he will first share such concern with the Senior Pastor. In doing so, the Board member must act as a member of the Congregation and not as a member of the Board.

## **4.5 MEANS OF MONITORING**

4.5.1 For the most part, the Board will use management reports submitted by the Senior Pastor to monitor adherence to and progress toward governance policies. However, on rare occasions, as determined necessary by a 2/3 majority vote of the entire voting Board membership and where not otherwise stipulated, the Board may use direct inspection to determine adherence and progress.

### **4.5.2 Management Reports**

These are periodic statements and overviews that provide information and counsel to the Board on programs, trends, and developments that may affect the Board's work and that report on the Senior Pastor's compliance with the Board's governance policies.

4.5.2.1 The Senior Pastor shall report yearly on the economic, demographic, theological, legal, and political conditions and trends in the Congregation's communities. The Senior Pastor shall provide the Board with:

4.5.2.1.1 A report on the progress achieved toward the Mission of the Congregation.

4.5.2.1.2 A demographic report of the Congregation, including baptized members, confirmed members, inactive members, developing trends in age, gender, and other pertinent areas.

4.5.2.1.3 A review of the current operational policies and/or revisions as they occur.

4.5.2.1.4 A review of the plan for operational crisis management, and a copy of such plan.

4.5.2.1.5 A review of the plan for short-term succession, and a copy of such plan.

4.5.2.1.6 A review of the Internal Control of Congregational Assets Plan, and a copy of such plan.

4.5.2.2 The Senior Pastor shall report semi-annually on his ministry plan and training and supervision of the staff.



4.5.2.2.1 A report on his personal ministry plan.

4.5.2.2.2 A report listing the names of all individuals engaged in programmatic ministries, and any training they have received.

4.6.2.2.3 Quarterly reports regarding his supervision of the staff.

4.5.2.3 The Senior Pastor shall report at least quarterly on the activities, plans, and Strategic Direction of the Congregation. The Senior Pastor shall provide the Board with:

4.5.2.3.1 Financial statements organized and presented around the financial conditions policy.

4.5.2.3.2 Reports concerning the performance of any investments of the Congregation.

4.5.2.3.3 Each long-term outlook study after it is developed.

4.5.2.3.4 Any major changes or proposed modifications to the current Annual Congregational Budget as they are developed.

4.5.2.3.5 The current criteria established for sound financial conditions.

4.5.2.3.6 New operational structures as they are developed, with an explanation of the responsibilities assigned.

4.5.2.3.7 Summaries of each new program and service as they are developed.

4.5.3 In reviewing all reports, the standard for compliance with all policies shall be the Senior Pastor's reasonable interpretation of governance policies. While the Board members shall make the final determination regarding such "reasonable interpretation," they shall base such determination on a neutral interpretation rather than any bias of the Board or individuals.

## Appendix 1

# CONFLICT OF INTEREST POLICY

The Board commits itself and its members to Christian, ethical, businesslike, and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Board members.

- 1 Board Members must represent nonconflicted loyalty to the interests of the Congregation. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a client or family member of a client of the Congregation's services.
  
- 2 Members must avoid conflict of interest with respect to their fiduciary responsibility.
  - 2.1 There must be no self-dealing or any conduct of private business or personal services between any Board member and the Congregation except as procedurally controlled to assure openness, competitive opportunity, and equal access to "inside" information.
  
  - 2.2 When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall recuse her/himself without comment on the deliberation as well as the vote on the matter.
  
  - 2.3 Board members must not use their positions to obtain or advocate for employment in the Congregation for themselves, family members, or close associates. Should a Board member desire such employment, she/he must first resign from the Board.
    - 2.3.1 Should such resignation take place, said Board member shall not be eligible for service on the Board for three years.
  
  - 2.4 Board members will annually disclose their involvement with other organizations or vendors, or if they have any other associations that might produce a real or perceived conflict of interest.
  
- 3 When a Board member fails to recuse her/himself in a situation where other Board members perceive a conflict of interest, the member may be excused from the Board's session with a 60% vote of the Board (not including the Board member under consideration). The Chair shall also vote. (See Policy 2.2.1.5.1.)

## Appendix 2

# BOUNDARY MANAGEMENT POLICY

The Board commits itself and its members to Christian, ethical, businesslike, and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Board members.

- 1 Board members may not attempt to exercise individual authority over the Congregation except as explicitly set forth in Board governance policies.
  - 1.1 Board members' interactions with the Senior Pastor or other staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
    - 1.1.1 Any concern presented to a Board member should be presented to the Board Chair prior to the next Board meeting for inclusion on the agenda.
  - 1.2 Board members' interactions with public, press, or other entities must recognize the same limitation and inability of any Board member to speak for the Board.
  - 1.3 Board members will give no consequence or voice to individual judgments of the Senior Pastor or staff performance.
  - 1.4 Board members will respect the confidentiality appropriate to issues of a sensitive nature.
    - 1.4.1 Should the sensitivity of an issue not be clear to a Board member, she/he shall consult with the Board Chair before sharing information with another person.

## Appendix 3

# PASTORAL SHORT-TERM SUCCESSION PLAN

### 1. INITIAL CONSIDERATIONS FOR SHORT-TERM SUCCESSION

- 1.1 “Short-term succession” here refers to the plan for pastoral coverage immediately upon the pastor’s short-term disability, long-term disability, resignation, acceptance of a new call, or death. Some portions of the plan will be the same for several or all of these circumstances, while others will pertain only to specific scenarios.
- 1.2 In each case, the resources provided (including personnel support) by the Southeastern District of The Lutheran Church—Missouri Synod will be critical to the plan.
- 1.3 The assumption here is that Good Shepherd Lutheran Church is being served by one pastor, not a multiple pastoral staff. In the event that the Congregation extends a call to an associate or assistant pastor, the anticipated scenario would be that, in the absence of the senior pastor, the second pastor would temporarily assume the responsibilities of the senior pastor.

### 2. SHORT-TERM DISABILITY

- 2.1 In keeping with the short-term disability policy of Concordia Plans, the church workers’ insurer, “short-term disability” will be understood as a period not to exceed 26 weeks. Assuming that medical opinion has it that the pastor will be able to return to full time service at or before 26 weeks, the pastor will retain his call without adjustment and shall be regarded as continuing in call as pastor. His duties shall be suspended, however, in whole or in part, as negotiated with the Board of Servant Leaders and in conformity with the Concordia Plans policies.
- 2.2 The Board of Servant Leaders, upon learning that the pastor is on short-term disability, shall consult with the LCMS Circuit Counselor, district regional Vice President, or Southeastern District President, to identify an available pastor who will provide essential pastoral services during the period of disability. “Essential services” shall include worship leadership, performance of official acts (baptism, weddings, funerals), and pastoral representation of the Congregation at meetings of the circuit. As practical, the coverage pastor will consult from time to time with the pastor on temporary disability in order to keep him informed of events within the life of the Congregation and to plan for his return to service.

### 3. LONG-TERM DISABILITY

- 3.1 In keeping with the long-term disability policy of Concordia Plans, the church workers’ insurer, “long-term disability” will be understood as a period in excess of 26 weeks. If medical opinion has it that the pastor will be unable to return to full-time work after the 26th week has passed, the

pastor will be asked to resign from his call. The Congregation's pastoral office shall be "vacant" pending the call, acceptance of call, and installation of a new pastor.

- 3.2 As in the case of short-term disability, the Board of Servant Leaders shall consult with the LCMS Circuit Counselor, district regional Vice President, or Southeastern District President, to identify an available pastor who will provide essential pastoral services during the period between the pastor's resignation and the installation of a new pastor.
- 3.3 A pastoral call committee shall be formed and shall begin its work in conformity with the Congregation's Constitution, Bylaws and policy manual. Upon the installation of a new pastor, the vacancy pastor's work in the Congregation shall cease.

#### **4. PASTORAL RESIGNATION, ACCEPTANCE OF A CALL, OR DEATH**

If the pastor resigns from office, accepts a call to a different ministry, or dies while in office, the procedure shall be as in (3) above, when a pastor resigns due to long-term disability.

#### **5. NOTE**

The above does not conceive of the immediate inability of the pastor to be present for Sunday worship (illness, family emergency, or the like). It is anticipated that in the vast majority of cases, absence from worship would be pre-planned and known, and it would be the pastor's responsibility to secure pastoral coverage.

#### **6. RECOMMENDATIONS FOR SINGLE-SERVICE COVERAGE**

The Senior Pastor should work with the core ministry team for Worship and Celebration to train a cadre of persons for worship leadership. If a pastor is unavailable on a Sunday when the eucharist is scheduled to be celebrated, the worship will be modified to exclude communion-related activities. A general framework should be developed that can be quickly adjusted for implementation on any given Sunday.

**Appendix 4**  
**NOMINATION FORM**

Name of person being nominated \_\_\_\_\_

Phone \_\_\_\_\_

\_\_\_\_\_   
E-mail address

I believe this person is well qualified to give leadership to our Congregation as a Member of the Board of Servant Leaders because. . .

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Signature of nominator

Phone

Initials of  
Nominating Committee Member

\_\_\_\_\_ I have spoken with this person and s/he is willing to be considered for nomination

\_\_\_\_\_ I have shared the "Board Responsibilities" (Policy 2.1) and "Membership Responsibilities" (Policy 2.2) lists with this person, and s/he is willing to adhere to these policies should s/he be elected.

\_\_\_\_\_ I have shared the "Qualifications and Other Considerations" list with this person, and s/he understands the process being used.

\_\_\_\_\_ I believe this person demonstrates the qualities suggested in these three documents and should be considered as a candidate for the Board of Servant Leaders.

## Appendix 5

# BOARD SELF-EVALUATION FORM

(See Section 2.12.2)

<p>The Board's openness and communication among its members (Policy 2.1.1.7)</p> <p>Place an "X" to indicate your rating below</p> <p>Exceptional-</p> <p>Acceptable-</p> <p>Needs Improvement-</p>
<p>Descriptive justification for rating –</p>
<p>The Board's openness and communication with the Senior Pastor (Section 4)</p> <p>Place an "X" to indicate your rating below</p> <p>Exceptional-</p> <p>Acceptable-</p> <p>Needs Improvement-</p>
<p>Descriptive justification for rating –</p>
<p>The Board's openness and communication with the Congregation (Section 2.13, 2.5.1.9)</p> <p>Place an "X" to indicate your rating below</p> <p>Exceptional-</p> <p>Acceptable-</p> <p>Needs Improvement-</p>
<p>Descriptive justification for rating –</p>



The Board's effectiveness in developing and monitoring policy (Sections 2.4, 2.4, 2.7)

Place an "X" to indicate your rating below

Exceptional-

Acceptable-

Needs Improvement-

Descriptive justification for rating –

The Board's effectiveness performing Board responsibilities (Section 2)

Place an "X" to indicate your rating below

Exceptional-

Acceptable-

Needs Improvement-

Descriptive justification for rating –

The adherence of Board member to individual responsibilities (Section 2.1)

Place an "X" to indicate your rating below

Exceptional-

Acceptable-

Needs Improvement-

Descriptive justification for rating –

The Board's adherence to its governance philosophy (Policy 2.4.1)

Place an "X" to indicate your rating below

Exceptional-

Acceptable-

Needs Improvement-

Descriptive justification for rating –

The Board's adherence to Policy

Place an "X" to indicate your rating below

Exceptional-

Acceptable-

Needs Improvement-

Descriptive justification for rating –