

**EASTERN HILLS BIBLE CHURCH  
BOARD POLICIES**

**Revision Date: 2021 06 02**

**Status: Approved**

<u>Policy Type</u>	<u># of Policies</u>	<u>Adopted Date</u>
Pastoral Leadership Team Expectations (PLTEs)	12	4/16/2018
Board Culture (BCs)	8	6/1/2017
Board/Staff Relations (BSRs)	7	6/1/2017
Ministry Outcomes (MOs)	5	6/23/2020
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<u>Reports</u>	<u># of Reports</u>	
Evaluating Reports	TBD	
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## POLICIES FALL INTO 4 QUADRANTS

Board/ Staff  
Relations  
(BSRs)

Ministry  
Outcomes  
(MOs)

Board Culture  
(BCs)

Lead Pastor  
Expectations  
(LPEs)

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## **PREAMBLE**

The following Policy Statements are meant to expand and reinforce the Bylaws of the Eastern Hills Bible Church. They are subject to the Religious Corporation Laws and the Non-profit Laws of NYS. Unless specifically stated otherwise, PLTE's apply to the PLT as a whole as well as to each individual member of the PLT.

## **Pastoral Leadership Team Expectations**

### **PLTE 1: GLOBAL PASTORAL LEADERSHIP TEAM CONSTRAINT**

The Pastoral Leadership Team will not cause or allow any organizational practice, activity, decision, or circumstance which is either unlawful, imprudent, outside the scope of the Employee Handbook or in violation of Biblical morals, ethics and practices.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## **Pastoral Leadership Team Expectations**

### **PLTE 2: PASTORAL LEADERSHIP TEAM EMERGENCY SUCCESSION**

In order to provide for continuing pastoral leadership in the event of sudden and unexpected loss of Pastoral Leadership Team services, the Pastoral Leadership Team will not fail to assure that there exists a relevant and up to date board approved succession plan in the event that the number of members of the PLT becomes zero (0). The Pastoral Leadership Team will not fail to seek Board approval of the interim successor.

Adopted:	June 1, 2017
Revised:	
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## **Pastoral Leadership Team Expectations**

### **PLTE 3: TREATMENT OF PEOPLE**

With respect to interactions with congregants or those served by church ministries, the Pastoral Leadership Team will not cause or allow conditions, procedures, or decisions that are unsafe, undignified, or unnecessarily intrusive.

The Pastoral Leadership Team will not:

1. Elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, and transmitting, or storing people's information that fail to protect against improper access to the material elicited.
3. Fail to operate facilities with appropriate accessibility and privacy.
4. Fail to establish with people a clear understanding of what may be expected and what may not be expected from the service offered.
5. Fail to make an acknowledgment to questions or inquiries by congregants within a timely manner (i.e., usually within 48 hours).

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## Pastoral Leadership Team Expectations

### PLTE 4: TREATMENT OF STAFF

With respect to the treatment of paid and volunteer staff, the Pastoral Leadership Team will not cause or allow conditions that are unfair, undignified, disorganized, or unclear.

The Pastoral Leadership Team will not:

1. Operate without written personnel guidelines (including Employee Handbook) which:
  - a. Clarifies rules for staff
  - b. Provides for effective handling of grievances
  - c. Protects against grossly preferential treatment for personal reasons.
  - d. Allows staff to work without clearly defined objectives.
  - e. Apply effective and timely discipline.
2. Retaliate against any staff member for non-disruptive expression of dissent.
3. Allow staff to be unprepared to deal with emergency situations.
4. Prohibit staff access to a current Employee Handbook.
5. Impede the staff unity by favoring certain staff members over others.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually



## Pastoral Leadership Team Expectations

### PLTE 5: STAFF COMPENSATION

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Pastoral Leadership Team will not cause or allow jeopardy to fiscal integrity or to public image.

The Pastoral Leadership Team will not:

1. Change the Pastoral Leadership Team's own compensation and benefits as set by the Board.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create salary and benefit obligations over a longer term than revenues safely can be projected.
5. Fail to develop and implement compensation plans that are consistent and fair.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## Pastoral Leadership Team Expectations

### PLTE 6: STAFF EVALUATION

With respect to evaluation of employees, the Pastoral Leadership Team shall not fail to develop and maintain an annual evaluation system that measures employee performance in terms of achieving the Ends policies and being in compliance with the Pastoral Leadership Team Expectations policies.

Accordingly, the Pastoral Leadership Team may not:

1. Fail to develop and administer an evaluation system that:
  - a. Is designed to improve ministry outcomes
  - b. Documents unsatisfactory as well as excellent performance
  - c. Complies with applicable law
  - d. Encourages appropriate behaviors and attitudes
2. Fail to provide to the Board an annual report on the effectiveness of the evaluation system to align staff with the Ministry Outcomes.
3. Fail to provide the Board with evaluation reports of staff.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## Pastoral Leadership Team Expectations

### PLTE 7: FINANCIAL PLANNING & BUDGETING

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from Board's Outcomes priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

The Pastoral Leadership Team will not allow budgeting that:

1. Fails to disclose budget-planning assumptions.
2. Fails to provide projection of revenues and expenses, separation of capital and operational items, and cash flow.
3. Is not in a summary format understandable to the Board.
4. Fails to adequately itemize and describe revenues and expenditures.
5. Fails to show the amount spent in each ministry for the most recently completed fiscal year, the amount budgeted for each ministry for the current fiscal year, and the amount recommended for the next fiscal year.
6. Fails to establish fair compensation (salary, housing, and utilities) and benefits (retirement, insurance, expense reimbursement, etc.) for full time staff their training, prior experience and size of church, size of budget, region, suburban setting, and tenure.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Quarterly

## Pastoral Leadership Team Expectations

### PLTE 8: FINANCIAL MANAGEMENT

With respect to the actual, ongoing financial condition and activities, the Pastoral Leadership Team will not cause or allow the development of fiscal jeopardy or material deviation from financial guidelines or Outcomes policies.

The Pastoral Leadership Team will not:

1. Allow expenditures to exceed revenues in the fiscal year to date except for the appropriate use of funds transferred from restricted funds or general fund balance.
2. Allow unrestricted fund balance to diminish past 6 weeks of operating requirements
3. Incur debt without prior approval of the Board of Elders.
4. Fail to settle payroll and debts in a timely manner, making sure that there is an orderly and authorized disbursement of monies, including, full and accurate accounts of receipts and disbursements, in books to be maintained for that purpose.
5. Misuse designated funds.
6. Allow payroll tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
7. Acquire, encumber or dispose of real estate.
8. Allow reports or filings required by any state or federal agency to be overdue or inaccurately filed.
9. Make any significant purchase without:
  - a. Having considered comparative prices based on items of similar quality.
  - b. Considering a balance between long-term quality and cost.
10. Fail to arrange for an annual examination of all funds and accounts following the close of the fiscal year.
11. Fail to seek the best cost/benefit for medical, liability and other insurance plans at least annually.
12. Fail to get approval from the BOE before establishing a restricted fund, or before attempting to raise more than an additional \$50,000 for an existing restricted fund.

Adopted: 04/16/2018  
Revised: 06/02/2021

Evaluation Method: Internal Report  
Evaluation Frequency: Quarterly

## Pastoral Leadership Team Expectations

### PLTE 9: ASSET PROTECTION

The Pastoral Leadership Team will not cause or allow church assets to be unprotected, inadequately maintained or unnecessarily risked.

The Pastoral Leadership Team will not:

1. Fail to maintain adequate liability protection for Board members, staff and the church itself in an amount that is reasonable for churches of like size.
2. Unnecessarily expose the church, its Board or staff to claims of liability.
3. Fail to obtain insurance coverage against theft and casualty losses to 100 percent of replacement value, less deductible.
4. Subject building and equipment to improper wear and tear or insufficient maintenance.
5. Fail to protect intellectual property, information and files from loss or significant damage.
6. Invest funds in securities that place the assets of the church at unreasonable risk.
7. Endanger the church's public image, credibility, or its ability to accomplish Ministry Outcomes.
8. Change the church name or substantially alter its identity in the community.
9. Acquire, encumber or dispose of significant real or personal property.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## Pastoral Leadership Team Expectations

### PLTE 10: COMMUNICATION & SUPPORT TO THE BOARD

The Pastoral Leadership Team will not permit the Board to be uninformed or unsupported in its work.

The Pastoral Leadership Team will not:

1. Fail to submit evaluation data required by the Board/Staff Relations policy “Evaluating Pastoral Leadership Team Performance” in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being evaluated.
2. Fail to advise the Board in a timely manner of trends, facts and information relevant to the Board’s work.
3. Present information in unnecessarily complex or lengthy form.
4. Fail to advise the Board of any threatened or pending lawsuits or other public exposure detrimental to the integrity of the church.
5. Fail to inform the Board when, in the Pastoral Leadership Team's opinion, the Board or Board Members are not in compliance with Board Culture or Board/Staff Relations policies, particularly when Board behavior is detrimental to the working relationship between the Board and the Pastoral Leadership Team.
6. Fail to report in a timely manner any actual or anticipated noncompliance with any of the Ministry Outcomes or Pastoral Leadership Team Expectations policy.
7. Fail to provide Board with as many staff and external points of view and opinions as needed for fully informed Board decisions.
8. Impede the Board’s unity by favoring certain Board members over others.
9. Fail to inform the board in a timely manner when staff changes occur.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## Pastoral Leadership Team Expectations

### PLTE 11: MEMBERSHIP

The Pastoral Leadership Team shall not fail to create and execute an effective membership process that includes presenting candidates for membership to the BOE on a timely basis and reviewing the membership list with the BOE annually.

Adopted:	4/16/2018
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually



## Pastoral Leadership Team Expectations

### PLTE 12: MINISTRY LEADERSHIP

The Pastoral Leadership Team shall not fail to lead the staff with a Lead Team, that functions according to a charter that is approved by the BOE annually.

Adopted:	4/16/2018
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## Board Culture

### BC 1: GLOBAL GOVERNANCE COMMITMENT

The Board of Elders (consisting of both elected members and ex-officio members, hereinafter referred to as the Board) serves as the Governing Authority at Eastern Hills Bible Church for the purposes of all laws of incorporation of the State of New York. It shall exercise all other powers conferred by applicable laws. The Board is the Governing Authority at Eastern Hills Bible Church and is in conformity with the Eastern Hills Bible Church Bylaws and shall be responsible for the affairs of the church.

The purpose of the Board, on behalf of Eastern Hills Bible Church, is to see to it that the church

(a) achieves appropriate results for appropriate persons at an appropriate cost (as specified in Board Ministry Outcomes policies), and

(b) avoids unacceptable actions and situations (as prohibited in Pastoral Leadership Team Expectation policies).

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## Board Culture

### BC 2: GOVERNING STYLE

The Board will govern lawfully with an emphasis on:

- a) allowing the Scripture to guide us,
- b) collective obedience to the Holy Spirit,
- c) outward vision for ministry,
- d) encouragement of diversity in viewpoints as informed by Scriptural views,
- e) strategic leadership,
- f) clear distinction of Board and Pastoral Leadership Team roles,
- g) future orientation in the context of the past and present, and
- h) proactive leadership.

Accordingly:

1. The Board will strive continuously for unity of the Spirit (Ephesians 4) in all deliberations and decisions. To that end, the Board may:
  - a. Determine a topic needs to be considered at a later time or determined by majority vote.
  - b. Excuse another member when a topic involves matters where personal interests or other conflicts of interests may be of concern. These topics include but are not limited to a specific member's compensation, employment status, or performance evaluations or topics that effect a member's family member(s) on staff at EHBC.
2. The Board will cultivate a sense of group responsibility. The Board will initiate policy, as well as respond to Pastoral Leadership Team initiatives.
3. The Board will hold itself accountable for governing with excellence, which means the Board commits to govern by:
  - a. Focusing its time and agendas on the achievement of Ministry Outcomes and other matters of policy.
  - b. Seeking to follow the Holy Spirit's direction through prayer, the Scriptures, and the perspectives of all Board members.
  - c. Exercising group responsibility to assure that it and its members adhere to the values of these Board Culture Policies.
  - d. Adhering to the clarity of roles as defined in the Board/Staff Relations policies.
  - e. Supporting the decisions of the whole, even when holding a dissenting opinion.
  - f. Supporting the Pastoral Leadership Team as they work to achieve the Ministry Outcomes within the parameters the Board has defined in the Pastoral Leadership Team Expectation policies.
  - g. Attending to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability.
  - h. Allowing no officer, member or committee of the Board to hinder or be an excuse for not fulfilling its commitments.

4. The Board will support the Pastoral Leadership Team, as they lead the congregation through clarity of vision and outcomes. The Board's major policy focus will be on the intended long-term impacts within the congregation and in the community.
5. Continuous Board development will include structured orientation of new Board members in the Board Culture and periodic Board discussion of process improvement.
6. The Board will evaluate its process and performance regularly through a debriefing process. Self-evaluating will include comparison of Board activities and discipline to policies in the Board Culture and Board/Staff Relations categories.

Adopted:	June 1, 2017
Revised:	9/08/2021
Evaluation Method:	Internal Report
Evaluation Frequency:	Monthly

## Board Culture

### BC 3: BOARD JOB DESCRIPTION

Specific goals of the Board, as an informed agent of the congregation, are to bring glory to God, to promote the spiritual health of the church, and to ensure effective ministry.

Accordingly, the Board has direct responsibility to:

1. Submit to the head of the church, Jesus Christ (Ephesians 1:22-23; Colossians 1:18, 2:19). The expressed will of the Lord Jesus Christ is the bible; thus, it is the church's final authority (John 17:17, 2 Timothy 3:16-17)
2. Ensure each Board Elder carries out his responsibilities to the church as defined in the Bylaws.
3. Maintain membership of no less than five and no more than the sum of the 6 elected and ex-officio members of the PLT. The Board will determine the number of Members needed and communicate that need to the Nominating Committee prior to the Annual Meeting.
  - a. Elected membership to the Board of Elders is defined in the Bylaws
  - b. In addition, the Pastoral Leadership Team shall be non-voting members of the Board per the Bylaws.
  - c. One additional Member of the Pastoral Staff may serve as a regular, non-voting participant at the discretion of the Pastoral Leadership Team.
4. Create and evaluate governing policies to address the broadest levels of decision-making.
  - a. Board Culture: How the Board will conceive, carry out, and evaluate its own work.
  - b. Board/Staff Relations: How authority is delegated to the Pastoral Leadership Team and how their use of that authority is evaluated; the Pastoral Leadership Team role, authority and accountability.
  - c. Pastoral Leadership Team Expectations: Constraints on Pastoral Leadership Team authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - d. Ministry Outcomes: Products, impacts, benefits, outcomes for recipients, and their relative worth (what good for which recipients at what cost).
5. Ensure the Pastoral Leadership Team to be the contact persons for the regular attendees and church operation issues.
6. Ensure Pastoral Leadership Team performance through evaluations based on Ministry Outcomes and Pastoral Leadership Team Expectations policies.
7. Ensure Board performance through evaluations based on Board Culture and Board/Staff Relations policies.

8. Ensure Board member review:
  - a. At any time, the Board may review the service of a Board Member to determine continued qualification and compatibility with the direction, purposes, and functions of the church.
  - b. Discontinuance of the Board Member under review requires a two-thirds decision of the other Board Members.
  
9. Ensure that Ministry Outcomes are the focus of the Board, staff and Ministry Teams.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## Board Culture

### BC 4: AGENDA PLANNING

To accomplish its job with a governance style consistent with Board policies, the Board will follow an annual agenda that schedules a) continuing review, evaluating and refinement of Ministry Outcomes, b) linkage meetings with identified constituencies, c) evaluating of policies, and d) activities to improve Board performance through education, enriched input and deliberation.

1. The planning cycle will conclude each year on the last day of ninth (9) month of the Fiscal Year so that planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of Ministry Outcomes.
2. The planning cycle will start with the Board's development of its Fiscal Year calendar that includes:
  - a. Three Board work cycles:
    - Scheduled review of all policies.
    - Scheduled Board and Pastoral Leadership Team evaluation (includes continuing review, evaluating and refinement of Ministry Outcomes.
    - Budget adoption (assumptions, draft budget, final budget)
  - b. Linkages with selected groups and persons whose insights and opinions will be helpful to the Board will be held throughout the year.
  - c. Education discussions on governance matters, including orientation of new Board members in the Board Culture, and periodic discussions by the Board about means to improve its own process (shall be arranged in the first quarter, to be held during the balance of the year).
3. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
4. The Board will vote to determine if evaluation reports have demonstrated fulfillment of a reasonable interpretation of the applicable policy.
5. Remuneration of the Pastoral Leadership Team will be decided after a review of evaluation reports received at the end of each planning year and the Pastoral Leadership Team evaluation has been completed.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## Board Culture

### BC 5: BOARD CHAIRMAN ROLE

The Board Chairman is elected by the Board of Elders and is specially empowered to assure the integrity of the Board's process and occasionally represents the Board to outside parties.

Accordingly:

1. The Board Chairman has authority to:
  - a. Set the Board agenda in consultation with the Pastoral Leadership Team.
  - b. Convene and facilitate Board meetings with all the commonly accepted power of chair, such as ruling and recognizing.
  - c. Ensure that minutes of all congregational meetings and Board meetings are kept and approved.
  - d. Lead the Board.
  - e. Ensure that the Board behaves consistently with its own policies within Board Culture and Board/Staff Relations.
  - f. Ensure meeting discussion content will be on those topics covered by Board policies.
  - g. Use any reasonable interpretation of the provisions in these policies.
  - h. Avoid or minimize information that is for neither evaluation nor Board decisions and always note as such.
  - i. Ensure that deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
  - j. Represent the Board in announcing Board-stated positions, decisions and interpretations, when it makes sense for the Board to be heard from directly rather than from the Pastoral Leadership Team.
  
2. The Board Chairman does not have authority to:
  - a. Supervise or direct the Pastoral Leadership Team.
  - b. Make decisions about policies created by the Board or the employment or termination of a Pastoral Leadership Team and in areas where the Board specifically delegates portions of this authority to others.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually



## Board Culture

### BC 6: BOARD MEMBERS' CODE OF CONDUCT

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

1. Board Members must have loyalty to the congregation, without conflict by loyalties to staff, groups or individuals within the church, other churches, and personal interest.
2. Board Members must avoid conflict of interest with respect to their fiduciary responsibility.
  - a. There will be no self-dealing or business by a member with the church.
  - b. When the Board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent himself without comment from the deliberation and voting.
  - c. Board members will not use their Board position to obtain employment in the church for their self, family members, or close associates. Should a Board member apply for a church position, he must first resign from the Board.
3. Board Members may not attempt to exercise individual authority over the church.
  - a. Members' interaction with the Pastoral Leadership Team or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
  - b. Members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
  - c. Except for participation in Board deliberation about whether the Pastoral Leadership Team has achieved any reasonable interpretation of Board policy, members will not express individual judgments of performance of employees of the Pastoral Leadership Team.
4. Each Board Member will:
  - a. Respect the confidentiality appropriate to issues of a sensitive nature.
  - b. Be properly prepared for Board deliberation.
  - c. Support the legitimacy and authority of Board decisions, irrespective of the member's personal position on the issue.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## Board Culture

### BC 7: BOARD MONITORING & EVALUATION

The Board will both monitor and evaluate its ministry performance for compliance with Board policies.

1. The Board will monitor its performance against Board Culture policies at each meeting.
2. It will facilitate a formal, annual evaluation of its performance.
  - a. The Board will evaluate its performance individually and collectively.
  - b. The Board will discuss these evaluations for the purpose of improving its leadership.
3. Its evaluation will consist primarily of the policies that direct its ministry (Board Culture and Board/Staff Relations).

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## Board Culture

### BC 8: BOARD COMMITTEE PRINCIPLES

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to Pastoral Leadership Team.

Accordingly:

1. Board committees are to help the Board do its job, not to help or advise the staff. Committees ordinarily will assist the Board by preparing recommendations or findings for Board deliberation. In keeping with the Board's broader focus, Board committees will not normally have direct dealings with current staff operations.
2. Board committees may not speak or act for the Board 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 Pastoral Leadership Team.
3. Board committees may not exercise authority over staff.
4. Board committees are to avoid over-identification with identifiable groups within the church rather than the whole.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group that is formed by Board action, whether it is called a committee or whether the group includes Board members. It does not apply to committees formed under the authority of the Pastoral Leadership Team.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## **Board/Staff Relations**

### **BSR 1: GENERAL BOARD-STAFF CONNECTION**

The Board's sole connection to the operational organization is the Pastoral Leadership Team.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluating Method:	Board Self-Assessment
Evaluating Frequency:	Annually

## **Board/Staff Relations**

### **BSR 2: UNITY OF CONTROL**

Only officially passed motions of the Board are binding on the Pastoral Leadership Team.

Accordingly:

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

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluating Method:	Board Self-Assessment
Evaluating Frequency:	Annually

## Board/Staff Relations

### BSR 3: CHOOSING A PASTORAL LEADERSHIP TEAM MEMBER

The Board will follow biblical guidelines with respect to the qualifications of the Pastoral Leadership Team.

1. The Board will seek Pastoral Leadership Team members who meet the character qualifications set forth in 1 Timothy 3:1-7, Titus 1:6-9 and Ephesians 4.
2. The Board will look for Pastoral Leadership Team members who have a good knowledge of Scripture and theology.
3. The Board will seek Pastoral Leadership Team members who have proven ministry competence. Any candidate(s) shall have proven to be:
  - a. a good communicator (preaching and teaching skills).
  - b. a good leader.
  - c. experienced as a team builder.
  - d. a strategic thinker.
  - e. missional as evidenced by a history of being a “friend of sinners” (like Jesus) and sharing Christ in such a way as people eventually come to Christ.
4. The Board will pursue Pastoral Leadership Team members who agree with the church’s Vision & Values, and Ministry Outcomes.
5. The board will, at a minimum, follow this outline for hiring any Pastoral Leadership Team Members:
  - a. Review initial candidates and select candidate(s) for onsite interviews per the key requirements above
  - b. Seek and give full consideration to input from the existing PLT on perspective candidate(s) fit in regard to vision, theology, ministry philosophy, staff chemistry (unity and effectiveness), accomplishment of Ministry Outcomes, and accomplishment of PLT Expectations throughout all phases of the vetting and nominating process
  - c. Engage the membership in vetting and evaluating only the best fit, highest potential, most engaging candidate(s) prior to a formal vote for invitation

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluating Method:	Board Self-Assessment
Evaluating Frequency:	Annually

## Board/Staff Relations

### BSR 4: DELEGATION TO THE PASTORAL LEADERSHIP TEAM

The Board will instruct the Pastoral Leadership Team through written policies which prescribe the outcomes to be achieved, and describe organizational situations and actions to be avoided, allowing the Pastoral Leadership Team to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the Pastoral Leadership Team 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 Ministry Outcomes policies. All issues that are not Ministry Outcomes issues as defined above are Means issues.
2. The Board will develop policies that limit the latitude the Pastoral Leadership Team may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board, even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Pastoral Leadership Team Expectation policies. The Board will never prescribe organizational means delegated to the Pastoral Leadership Team.
  - a. Below the global level, a single limitation at any given level does not limit the scope of any foregoing level.
  - b. Below the global level, the aggregate of limitations on a given level may embrace the scope of the foregoing level, but only if justified by the Pastoral Leadership Team to the Board's satisfaction.
3. As long as the Pastoral Leadership Team uses *any reasonable interpretation* of the Board's Ministry Outcomes and Pastoral Leadership Team Expectation policies, the Pastoral Leadership Team is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Pastoral Leadership Team shall have full force and authority as if decided by the Board.
4. The Board may change its Ministry Outcomes and Pastoral Leadership Team Expectation policies, thereby shifting the boundary between Board and Pastoral Leadership Team domains. By doing so, the Board changes the latitude of choice given to the Pastoral Leadership Team. While a delegation is in place, the Board will respect and support the Pastoral Leadership Team's choices.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluating Method:	Board Self-Assessment
Evaluating Frequency:	Annually





## Board/Staff Relations

### BSR 5: ACCOUNTABILITY OF THE PASTORAL LEADERSHIP TEAM

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

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the Pastoral Leadership Team.
2. The Board will not evaluate, either formally or informally, any staff other than the Pastoral Leadership Team.
3. The Board will view Pastoral Leadership Team performance as identical to organizational performance.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluating Method:	Board Self-Assessment
Evaluating Frequency:	Annually

## Board/Staff Relations

### BSR 6: EVALUATING THE PASTORAL LEADERSHIP TEAM'S PERFORMANCE

Pastoral Leadership Team job performance will be systematic using criteria defined in Board policies: a) Ministry Outcomes to determine effectiveness of ministry and b) Pastoral Leadership Team Expectations to determine compliance with boundaries established in broad areas of leadership and development.

Accordingly:

1. Evaluating is simply to determine the degree to which Board policies are being met. Information that does not do this will not be considered to be evaluating information.
2. The Board will acquire evaluating data on Ministry Outcomes and Pastoral Leadership Team Expectations policies by one or more of three methods:
  - a. By internal report, in which the Pastoral Leadership Team discloses compliance information, along with their justification for the reasonableness of interpretation
  - b. By direct Board inspection, in which a designated member or members of the Board assess compliance with policy, with access to the Pastoral Leadership Team's justification for the reasonableness of their interpretation.
  - c. By external report, in which an external, disinterested third party selected by the Board assesses compliance with policies, with access to the Pastoral Leadership Team's justification for the reasonableness of their interpretation.
3. In every case, the standard for compliance shall be *any reasonable Pastoral Leadership Team interpretation* of the Board policy being evaluated. The Board is final arbiter of reasonableness but will always judge with a "reasonable person" test rather than with interpretations favored by Board members or by the Board as a whole. The Board will make the final determination as to whether a Pastoral Leadership Team interpretation is reasonable and whether reasonable progress is being made.
4. All policies that instruct the Pastoral Leadership Team will be evaluated at a frequency and by a method chosen by the Board. The Board can evaluate any policy at any time by any method but will ordinarily depend on a routine schedule (see Schedule of Policy Review). (Note: Annually, the Board will determine if information is required for direct Board inspection. This determination will occur at the meeting prior to which a Pastoral Leadership Team Expectation policy is to be reviewed.)

5. Annually, the Board will conduct a formal summative evaluation of the Pastoral Leadership Team. The summative evaluation will be based upon data collected during the year from the monitoring of Board policies on Ministry Outcomes and Pastoral Leadership Team Expectations as well as a staff 360 evaluation of the team and individuals, each team members review of the others, and an annual church health survey. The Board will prepare a written evaluation document for the Pastoral Leadership Team as a whole and each individual member. The Pastoral Leadership Team and the Board will review the documents in executive session. The evaluation document will consist of:
  - a. A summary of the data derived throughout the year from monitoring the Board's policies on Ministry Outcomes and Pastoral Leadership Team Expectations.
  - b. Conclusions based upon the Board's prior action during the year relative to whether each Outcome has been achieved or whether reasonable progress has been made toward its achievement.
  - c. Conclusions based upon the Board's prior action during the year relative to whether the Pastoral Leadership Team has properly operated within the boundaries established in the Pastoral Leadership Team Expectations policies.
  - d. A summary of the Pastoral Leadership Team's strengths and weaknesses relative to achievement of the Ministry Outcomes policies and operation within the boundaries established in the Executive Limitations policies.

Nothing in this policy is intended to imply establishing any personal rights not explicitly established by Bylaws or Board policy.

Adopted:	June 1, 2017
Revised:	6/9/2020
Evaluating Method:	Board Self-Assessment
Evaluating Frequency:	Annually

## Board/Staff Relations

### BSR 7: SETTING PASTORAL LEADERSHIP TEAM MEMBER COMPENSATION

The Board will pursue equity and fairness, as well as, follow biblical guidelines in establishing the Pastoral Leadership Team's compensation and benefits (1 Timothy 5:17-18).

1. The Board will establish fair compensation (salary and housing allowance) and benefits (retirement, insurance, expense reimbursement, support for professional development, personal well-being, etc.) according to the Pastoral Leadership Team member's education, prior experience and size of church, size of budget, cost of living in the CNY region, and tenure.
2. It will provide compensation that doesn't undermine the church's financial conditions.
3. It will determine any increases in the compensation and benefits after the annual evaluation in the light of the church's financial condition.

Adopted:	06/01/2017
Revised:	06/02/2021
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

**Board/Staff Relations**

**BSR 8: SCHEDULE OF POLICY REVIEWS**

The board will review its policies annually and regularly per a schedule of policy reviews.

<i>Schedule of Policy Review</i>						
<b>FY Meeting Number</b>	<b>Meeting Date</b>	<b>PLTE1</b>	<b>PLTE2</b>	<b>BC</b>	<b>BSR</b>	<b>MO</b>
1	8/11/21	PLTE 1: GLOBAL PASTORAL LEADERSHIP TEAM CONSTRAINT		BC 1: GLOBAL GOVERNANCE COMMITMENT		
2	8/25/21			BC 2: GOVERNING STYLE	BSR 1: GENERAL BOARD-STAFF CONNECTION	
3	9/8/21	PLTE 7: FINANCIAL PLANNING & BUDGETING	PLTE 8: FINANCIAL MANAGEMENT			
4	9/22/21	PLTE 2: PASTORAL LEADERSHIP TEAM EMERGENCY SUCCESSION		BC 2: GOVERNING STYLE		Adopted: 6/23/2020
5	10/13/21	PLTE 3: TREATMENT OF PEOPLE		BC 3: BOARD JOB DESCRIPTION		Revised: 6/30/2020
6	10/27/21			BC 2: GOVERNING STYLE	BSR OF C	Evaluation Method: Internal Review
7	11/10/21	PLTE 4: TREATMENT OF STAFF		BC 4: AGENDA PLANNING		Evaluation Frequency: Weekly

8	11/24/21			BC 2: GOVERNING STYLE	BSR 3: CHOOSING A PASTORAL LEADERSHIP TEAM MEMBER
9	12/8/21	PLTE 7: FINANCIAL PLANNING & BUDGETING	PLTE 8: FINANCIAL MANAGEMENT		
10	12/22/21	PLTE 5: STAFF COMPENSATION		BC 2: GOVERNING STYLE	
11	1/12/22	PLTE 6: STAFF EVALUATION		BC 5: BOARD CHAIRMAN ROLE	
12	1/26/22			BC 2: GOVERNING STYLE	BSR 4: DELEGATION TO THE PASTORAL LEADERSHIP TEAM
13	2/9/22	PLTE 9: ASSET PROTECTION		BC 6: BOARD MEMBERS' CODE OF CONDUCT	
14	2/23/22			BC 2: GOVERNING STYLE	BSR 5: ACCOUNTABILITY OF THE PASTORAL LEADERSHIP TEAM
15	3/9/22	PLTE 7: FINANCIAL PLANNING & BUDGETING	PLTE 8: FINANCIAL MANAGEMENT		BSR 6: EVALUATING THE PASTORAL LEADERSHIP

				TEAM'S PERFORMANCE
16	3/23/22		BC 2: GOVERNING STYLE	BSR 6: EVALUATING THE PASTORAL LEADERSHIP TEAM'S PERFORMANCE
17	4/13/22	PLTE 10: COMMUNICATION & SUPPORT TO THE BOARD	BC 7: BOARD MONITORING & EVALUATION	BSR 6: EVALUATING THE PASTORAL LEADERSHIP TEAM'S PERFORMANCE
18	4/27/22		BC 2: GOVERNING STYLE	BSR 7: SETTING PASTORAL LEADERSHIP TEAM MEMBER COMPENSATION
19	5/11/22	PLTE 11: MEMBERSHIP	BC 8: BOARD COMMITTEE PRINCIPLES	MO 1: HIGHEST PRIORITY: THOSE DISCONNECTED BEGIN JOURNEY
20	5/25/22		BC 2: GOVERNING STYLE	MO 2: SECOND PRIORITY: REGULAR

				ATTENDERS PRACTICE FAITH
21	6/8/22	PLTE 7: FINANCIAL PLANNING & BUDGETING	PLTE 8: FINANCIAL MANAGEMENT	
22	6/22/22		BC 2: GOVERNING STYLE	MO 3: THIRD PRIORITY: GROUPS PROVIDE LOVE & SUPPORT
23	7/13/22	PLTE 12: MINISTRY LEADERSHIP		MO 4: FOURTH PRIORITY: INDIVIDUALS RELATE WELL IN FAITH
24	7/27/22		BC 2: GOVERNING STYLE	MO 5: FIFTH PRIORITY: POOR & MARGINALIZED ARE SERVED



## **Ministry Outcomes**

The board establishes as its highest ministry outcomes the following:

### **MO 0: GLOBAL MINISTRY OUTCOME: EHBC EXISTS SO THAT**

EHBC exists so that people become fully engaged followers of Christ.

Adopted:	6/9/2020
Revised:	8/25/2021
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## Ministry Outcomes

### MO 1: HIGHEST PRIORITY: THOSE DISCONNECTED BEGIN JOURNEY

1. Those disconnected from God begin their journey towards becoming fully engaged followers of Christ.
  - 1.1. Newcomers experience irresistible environments and establish a pattern of regular attendance.
  - 1.2. Those taking their first steps toward faith experience love, nurturing, and support.

Adopted:	6/9/2020
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## Ministry Outcomes

### MO 2: SECOND PRIORITY: REGULAR ATTENDERS PRACTICE FAITH

2. Those who regularly attend EHBC manifest Christian practices (prayer, scripture reading, spiritual conversations, generosity, presence, reconciliation, hospitality, caring for the poor and needy, corporate worship, honoring others, and rest) in their homes, neighborhoods, schools and workplaces.
  - 2.1. They grow in their understanding of Biblical truth.
  - 2.2. They show up in the hard situations of the lives of those inside and outside the church.
  - 2.3. They are confident when they engage with people of differing world views.
  - 2.4. They will deepen their faith journey and call to leadership as evidenced by participation in small groups, learning environments, and mission work.

Adopted:	6/9/2020
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

## Ministry Outcomes

### MO 3: THIRD PRIORITY: GROUPS PROVIDE LOVE & SUPPORT

3. Married couples, families and single persons who attend EHBC experience love & support in the midst of the joys and struggles of life.
  - 3.1. They have a personal community of people that is trusting, transparent, authentic, and loving.
  - 3.2. They experience a community of hope, joy, and inspiration.

Adopted:	6/9/2020
Revised:	8/25/2021
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

Ministry Outcomes

**MO 4: FOURTH PRIORITY: INDIVIDUALS RELATE WELL IN FAITH**

4. Children, students, and parents who attend EHBC will be equipped to navigate the complexity of relationships while having faith.

Adopted:	6/9/2020
Revised:	6/9/2020
Evaluation Method:	Internal Report
Evaluation Frequency:	Annually

Ministry Outcomes

**MO 5: FIFTH PRIORITY: POOR & MARGINALIZED ARE SERVED**

5. The poor and marginalized of CNY and in our field/global missions receive basic human needs and experience the Good News of Christ.

Adopted: 6/9/2020  
Revised: 8/25/2021  
Evaluation Method: Internal Report  
Evaluation Frequency: Annually