
Board Policy Manual

Gloria Dei Lutheran Church

Urbandale, Iowa

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Ends/Outcome

When we discuss desired outcomes we are describing the purposes of our church. Desired outcomes policies describe who the recipients will be, what results we are here to achieve, and the cost of those results. These policies do not address means, methods, activities, or specific programs. Every policy in this section must address either recipients, results, or cost. Desired outcomes reflect the never-ending work of the board in determining what the church will attempt to accomplish in the future.

1.Ends

1.1.Ends Statement

1.1.1.The recipients of Gloria Dei Lutheran Church's ministry will be spiritually transformed. As a result of this transformation, recipients will grow in their relationship with God and one another, be a beacon of God's love to their community, courageously share the message of Jesus Christ, and be equipped as leaders in God's kingdom.

To this end and as a Christian congregation fulfilling the Great Commission and the Great Commandment of our Lord and Savior, Jesus Christ, Gloria Dei Lutheran Church has established the following Desired Outcomes.

1.2.Recipients

1.2.1.Whereas Jesus said that we are to be his witnesses in Jerusalem, Judea, Samaria, and to the end of the earth Gloria Dei's ministry will be the greater Des Moines area, the United States of America, and to the ends of the world. The recipients will be unbelievers, new believers, and life long Christians.

1.2.1.1.The primary local recipients within the communities of Urbandale, Johnston, Grimes, Clive, and Waukee

1.2.1.2.The primary national recipients are the people of Iowa, Kentucky, Los Angeles, and New Orleans.

1.2.1.3.The primary world wide recipients are the people of Uganda, China, and Honduras

1.3.Results

1.3.1.Recipients of Gloria Dei's ministry will grow in their relationship with God and with one another. Recipients will:

1.3.2.Regularly attend worship services and receive the sacrament.

1.3.3.Be involved in the study of God's word.

1.3.4.Actively participate in a small group.

1.3.5.Joyfully give a percentage of their income back to God.

1.3.6.Willingly give of their time using the talents that God has given them.

1.3.7.Daily spend time with God in prayer and personal devotion.

1.3.8.Recipients of Gloria Dei's ministry will be a beacon of God's love to their community.

1.3.9.Recipients of Gloria Dei's ministry will courageously share the message of Jesus Christ with people both near and far.

1.3.9.1. Recipients will have a passion for sharing their faith with those who make up their circles of influence at work, play, and home.

1.3.9.2. Recipients will have a passion for sharing their faith outside their immediate community, seeking and supporting opportunities to share the message of salvation with those in the state, the nation, and around the world.

1.3.10. Recipients of Gloria Dei's ministry will be equipped as leaders in God's kingdom.

1.3.10.1. Recipients will demonstrate Christian leadership skills in their lives, their occupation, and at Gloria Dei.

1.3.10.2. Recipients will be equipped to lead other congregations in bringing Jesus Christ to people for the first time and a lifetime.

1.4. Cost

1.4.1. Gloria Dei will seek to be good stewards of the resources that God provides for his work among us and will use proven financial strategies that will maximize the gifts received, but never put the congregation at an unreasonable financial risk.

Board Self Governance

Board Self Governance policies describe the standards of behavior for individual Board Members and the Board as a group. These policies describe the way the Board operates. They clarify the governing style of the Board, President's role, Board Member conduct, Board Member responsibilities, and the use of committees. If any Board process issue arises that is not specified by these policies, the Board President should guide Board process. The Board represents and serves the members of the Congregation.

2.Global Board Self Governance Policy

2.1.Primary

- 1.1.1. No Board Member shall act in a manner that is unethical, imprudent, illegal or inconsistent with the Constitution, By-Laws and Policies of the Congregation.

2.2.Accepting Responsibilities

Board Members shall:

- 2.2.1.Regularly participate in the worship and educational life of the Congregation.
- 2.2.2.Practice personal spiritual disciplines for the development of his or her own faith life and endeavor to lead exemplary spiritual lives, e.g., personal Bible study, devotional/prayer life and Biblical stewardship.
- 2.2.3.Be prepared for the Board meetings.
- 2.2.4.Attend Board meetings regularly.
 - 2.2.4.1.A Board Member shall not miss two consecutive meetings without being excused.
 - 2.2.4.2.A Board Member shall not miss three meetings in 12 consecutive months.
- 2.2.5.Should it be necessary to miss a meeting, Members shall make contact with the Board President for dialog both before and after said meeting.
- 2.2.6.Should a Board Member anticipate late arrival for said meeting, the Board President must be notified.
- 2.2.7.Work to expand their leadership abilities and increase their understanding of the mission and ministry of the Congregation.
- 2.2.8.Become familiar with this Policy Manual, the Constitution, and By-Laws.
- 2.2.9.Participate in Board meetings fully.
- 2.2.10.Make informed decisions by insisting on complete and accurate information.
- 2.2.11.Support all decisions once they have been fully discussed and resolved by the Board. The Governing Board shall strive to make decisions by consensus deferring to a voting process only when the President believes consensus cannot be reached. (When voting refer to quorum & decisions in the By-Laws.)
- 2.2.12.Invest personal energy and skills in the mission and ministries of the congregation, seeking opportunities where individual skills and abilities can be applied other than the role of Board Member.
- 2.2.13.While a Board Member may serve on a Ministry Action Team, they must not represent that constituency or the staff member sponsoring that Ministry Action Team within the Board meetings.
- 2.2.14.Relate to other individuals with integrity, honesty and straightforwardness.

- 2.2.15. Actively discipline themselves and other Members of the Board by identifying Board actions and conditions that run counter to these policies.
- 2.2.16. Bring to the Board President's immediate attention any condition or action that they believe exceeds a Senior Pastor Limitation Policy (see Section 4)
- 2.2.17. Keep Board documents and discussions confidential, unless given permission by the Board acting as a whole. However, the Board Policy Manual, approved minutes and approved financial statements do not require permission.
- 2.2.18. Not hinder the Board process.
- 2.2.19. Exercise their powers in the interests of the Congregation and not in the Board member's own interests or in the interests of another person (including a family member) or organization.

2.3. Board Member Admonishment

- 2.3.1. The President of the Governing Board shall admonish a Board Member who violates any policy.
- 2.3.2. Should the President of the Board violate policy, it shall be the responsibility of the Vice-President to initiate such admonishment.
- 2.3.3. Should violations continue, the Board as a whole shall admonish the Member.
- 2.3.4. Decisions concerning continued service to the Board by any Member who continues to violate policy after such admonishment shall require a 2/3 majority vote of the Board. The said Member shall not be counted in determining such majority.
- 2.3.5. All admonishments shall be written. If the Board as a whole admonishes it shall also be verbal.

2.4. Enunciating Governing Policies and Values

The Governing Board shall maintain, and this Policy Manual shall consist of, written policies of the following four types:

- 2.4.1. **Policies with respect to the Strategic Plan.** These are affirmative statements setting forth the purposes and effects.
- 2.4.2. **Policies with respect to Board Self-Governance.** These are statements setting forth the style and rules with respect to the Board's own tasks and policies.
- 2.4.3. **Policies with respect to Senior Pastor Limitations.** These are limiting statements that restrict activity of the staff.
- 2.4.4. **Policies with respect to Board and Senior Pastor Relationship.** These are clarifying statements about delegation to, and monitoring of staff activity.

2.5. Governing Process

- 2.5.1. **Scope of Activities.** All activities of the Board, its officers, or committee(s) shall relate to the specific responsibilities of the Board as formally adopted at Board Meetings
- 2.5.2. **Group Action.** The Board shall exercise its governing authority as a whole. No individual Board Member shall exercise such authority except as instructed by the Board.
- 2.5.3. **Policy Development.** The Board 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.

2.5.3.1. Resolutions. The Board will pass resolutions for specific actions only when those actions are required by these policies, law or the by-laws or will affect only the Board.

2.5.3.2. Senior Pastor Actions. All Board decisions governing actions of the Senior Pastor shall be done through Policy. Any actions taken or contemplated by the Senior Pastor or any which may be or have been approved through the Senior Pastor, will only be considered in light of the appropriate governing policies in effect at the time of the decision or action taken.

2.5.3.3. Policy Review. Any Board Member, the Senior Pastor or the congregation, by the written request of not less than ten (10) members, may ask for a review of a specific Policy. However, never does the responsibility for effective and appropriate policies rest with anyone other than the Board.

2.5.3.3.1. The Board will only review the 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.

2.5.3.3.2. The Board shall rewrite policies when appropriate.

2.5.3.4. Policy Review Schedule. The Board shall establish an annual policy review calendar to coordinate the review of every policy at least once a year. Every effort will be made to coordinate the calendar with the ministry planning cycles of the congregation, reviewing appropriate policies just prior to staff actions for decisions.

2.5.4. Supervision of the Senior Pastor.

2.5.4.1. The Board shall consistently advise the Senior Pastor on performance.

2.5.4.2. The Board shall conduct Senior Pastor annual performance appraisal in March after the State of the Church report the Senior Pastor delivers to the Board.

2.5.4.2.1. In addition, to other information they may seek in conducting the performance appraisal, the Board may once or twice a year, interview all key management personnel concerning the performance of the Senior Pastor. The Board shall guarantee anonymity when reporting this information to the Senior Pastor.

2.5.4.2.2. The Board shall share the information gathered through these interviews (guaranteeing anonymity) with the Senior Pastor and allow him to respond as he feels the need.

2.5.5. Fiscal Responsibility. – The Board's fiscal responsibility shall be discharged by:

2.5.5.1. Establishing policies limiting Senior Pastor financial authority, budget development and control of assets.

2.5.5.1.1. Annually, by the end of the March board meeting, establish the Senior Pastor salary and housing compensation based on performance review and salary guidelines.

2.5.5.1.2. Annually, by the end of the March board meeting, set the budget amount for the upcoming fiscal year

2.5.5.2. Monitoring the fiscal soundness of the congregation.

2.5.5.2.1. Appointing the Financial Reviewer as per the Financial Control Policy (Appendix D).

2.5.5.2.2.Receiving and reviewing reports from the Financial Reviewer.

2.5.5.2.3.Receiving and reviewing financial reports from the Senior Pastor.

2.6.Qualifications of Gloria Dei Governing Board

2.6.1.In preparing its recommended slate of candidates for Board membership, the Nominating Committee must seek candidates who:

2.6.1.1.Meet the requirements of Board membership as stipulated in the Constitution and By-laws.

2.6.1.2.Are good communicators.

2.6.1.3.Are visionary.

2.6.1.4.Can effectively represent the concerns of the “owners” of the Congregation.

2.6.1.5.Have sufficient understanding of the ministry of Gloria Dei.

2.6.1.6.Understand and support the basic concepts of Policy Based Governance.

2.6.1.7.Are willing and able to support the Values, Mission and Vision of the congregation.

2.6.1.8.Are willing and able to accept the responsibilities of Board membership as delineated in Policy Sections 2.1 and 2.2.

2.6.1.9.Are not spouses, children, parents, in-laws and siblings of current staff members.

2.6.1.10.Are not spouses, children, parents, in-laws and siblings of current Governing Board Members.

2.7.Board Self-Review

The Board shall create its own self-review process of the following items:

2.7.1.The Board's openness and communication among its members.

2.7.2.The Board's openness and communication with the Senior Pastor.

2.7.3.The Board's ability and skill in developing and monitoring policy.

2.7.4.The Board's adherence to policy.

2.8.Committees of the Board

The Board may from time to time use committees, but always consistent with the following principles:

2.8.1.Committee responsibilities shall flow directly from the Board's description of its job, 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.

2.8.2.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.

2.8.3.Except when empowered by the Board, committees shall have no executive or decision-making authority.

2.9.Responsibilities to the Members of the Congregation

The Board's responsibilities are to:

2.9.1.Be attentive to the needs and desires of the Members.

2.9.2. Conduct annual Voters' Assembly.

2.9.3. Inform the Members of the degree of success in meeting the Strategic Plan.

2.10. Strategic Planning

The Board shall:

2.10.1. Be the strategic leaders of Gloria Dei Lutheran Church.

2.10.2. Develop a Strategic Plan which includes the following areas:

2.10.2.1. Core Values

2.10.2.2. Vision

2.10.2.3. Mission Statement

2.10.2.4. Congregational Goals

2.10.3. Establish a process whereby the Strategic Plan is reviewed on a yearly basis.

2.10.4. Focus on outcomes rather than activities.

2.11. Board Meeting Structure

2.11.1. Only Members of the Board, the Senior Pastor and presenters shall be seated at the Board table.

2.11.2. The Senior Pastor may send a designee to the meeting.

Board – Staff Relations

Board-Staff Delegation policies address how the Board and Senior Pastor relate to each other. In general, the Board speaks with one voice and all Board authority is delegated through the Senior Pastor. This means the Senior Pastor reports to the Board as a whole, not to individual Board Members, officers of the Congregation, or Board committees. This also means the Board works only with the Senior Pastor and does not direct the work of staff or volunteers

3.Global Board – Staff Relations Policy

3.1.Manner of Delegating

- 3.1.1.Except for assignments of its own work to committees, consultants or officers the Board shall delegate authority only to the Senior Pastor.
- 3.1.2.The authority of the Senior Pastor shall begin where the explicit pronouncements of the Board end. Except as required by governing policies or law, decisions of the Senior Pastor do not need approval by the Board.

3.2.Senior Pastor Administrative Function

The Senior Pastor shall:

- 3.2.1.Be empowered to take all actions and make all administrative decisions that are deemed necessary to attain the Vision , and are in accordance with the Congregation's Strategic Plan.
- 3.2.2.Develop operational guidelines, rules or procedures and make decisions the Senior Pastor deems appropriate as long as governing policies adopted by the Board are observed.

3.3.Senior Pastor Accountability

The Senior Pastor shall be accountable to the Board for:

- 3.3.1.Achievement of the congregation's Strategic Plan.
- 3.3.2.Compliance of personal and staff actions
- 3.3.3.Provision of counsel to the Board on social, legal, theological, synodical and other changes relevant to the Board's decisions.
- 3.3.4.Relating with integrity, honesty, and straightforwardness to the Board.

3.4.Exceeding Senior Pastor Limitations¹

- 3.4.1.The Senior Pastor shall give an immediate notice to the President of the Board once a Senior Pastor Limitation has been recognized to have been exceeded.
- 3.4.2.If the exceeded Senior Pastor Limitation is immediately correctable, the Senior Pastor shall take the necessary action within policies and report the results to the Board.
 - 3.4.2.1.If the exceeded Senior Pastor Limitation is not immediately correctable, the Senior Pastor shall establish and implement corrective actions, reporting them and gaining approval of a deadline for complete correction from the Board.

¹ From time to time, Senior Pastor Limitation Policies may be exceeded. When this happens, the Board will take appropriate action. The Senior Pastor is to take initiative and responsibility to monitor, inform, and correct, as well as develop preventative systems for, exceeding limitations.

- 3.4.2.1.1. The Senior Pastor shall continue to report in a timely fashion on the actions taken and their results until the exceeded Senior Pastor Limitation is corrected.
- 3.4.2.1.2. The Senior Pastor shall give immediate notice when it is recognized that a deadline will be missed, and submit a new plan for action.
- 3.4.2.2. The Senior Pastor may use internal or external resources to correct the exceeded Senior Pastor Limitation so long as those resources do not violate the Senior Pastor Limitations Policies.
- 3.4.2.3. The Board shall review the soundness of any Senior Pastor Limitation that has been exceeded.
- 3.4.3. The Board shall not allow one-time exceptions to policies. If an action is acceptable under certain conditions, then those conditions must be stated in the policy and the policy amended.
- 3.4.4. The Senior Pastor shall develop or improve processes to avoid recurrence of any exceeded Senior Pastor Limitations.
- 3.4.5. After repeated recurrences of exceeding Senior Pastor Limitations, the Board President will conduct:
 - 3.4.5.1. A performance evaluation of the Senior Pastor related to the exceeded Limitation.
 - 3.4.5.2. A discussion with the full Board about the Senior Pastor's performance.

3.5. Means of Monitoring

- 3.5.1. **Management Reports** - The Senior Pastor shall provide periodic statements and overviews which provide information and counsel to the Board on programs, trends, and developments that may affect the Board's work and which report on the Senior Pastor's compliance with Board policies. The Senior Pastor shall:
 - 3.5.1.1. Report monthly to the Board on the progress achieved towards the Strategic Plan of the congregation, addressing ministries, staffing, finances, communication, and facilities. This report will include the work of any Ministry Action Team (MAT) and will include specific details of the MAT as follows:
 - Members
 - Current initiatives
 - Specific results
 - 3.5.1.2. Provide to the Board monthly reports on the annual budget including:
 - 3.5.1.2.1. Cash flow forecast including expenses and giving
 - 3.5.1.2.2. Giving analysis comparing giving and pledges
 - 3.5.1.3. Provide to the Board financial analysis reports at least quarterly including:
 - 3.5.1.3.1. Income and expenses as compared to previous years
 - 3.5.1.4. Provide to the Board personnel policy revisions as they occur.
 - 3.5.1.5. Provide to the Board new operational structures as they are developed with an explanation of the responsibilities assigned.
 - 3.5.1.6. Provide to the Board operating policy revisions as they occur.
 - 3.5.1.7. Provide to the Board summaries of each new program and service as they are developed.

3.5.1.8. Provide the Board the following reports at the following times

3.5.1.8.1. January: Yearly attendance figures as compared to past years and projecting toward the future

3.5.1.8.2. February: Analysis of pledges

3.5.1.8.3. February: State of the Church Report that shall consist of:

3.5.1.8.3.1. Qualitative Data: Recap of previous year. Evaluate progress toward major initiatives spelled out in previous year's State of the Church Report.

3.5.1.8.3.2. Quantitative Data: What were the indicators of success

3.5.1.8.3.3. Upcoming Year Priorities: One or more major initiatives that will be addressed along with what the Senior Pastor will be looking for as indicators of success of these initiatives. The initiatives must be tied to the Strategic Plan and the Ends.

3.5.1.8.4. March, April, May, June, August, September, October, November and December: report on progress toward major initiatives.

3.5.1.8.5. July: Report on six-month evaluation of the progress made on achieving the major initiatives

3.6. Board/Staff Communication

3.6.1. Individual Board members shall relate to staff as any other member of the congregation but board decisions and policy must be communicated through the Senior Pastor.

3.6.2. Individual Board members shall make it a priority to inform the staff that they are speaking as an individual because the Board speaks as one voice through the Senior Pastor.

Senior Pastor Limitations²

Senior Pastor Limitations policies address staff means—what the Pastor and staff may and may not do. They define the out-of-bounds lines. These policies communicate what behaviors, methods, and practices are acceptable and not acceptable. Unless restricted by the policies, all other reasonable actions are considered acceptable. This approach empowers the staff from needing to delay action until the Board can approve each new initiative. It also allows the Board to responsibly minimize involvement in the details of day-to-day operations. These policies are addressed to the Pastor rather than the entire staff. The Pastor is held accountable that all staff actions fall within the boundaries established by these policies

4.Global Senior Pastor Limitations

4.1.Primary

- 4.1.1.The Senior Pastor shall not act in a manner that is unethical, imprudent, illegal or inconsistent with the Constitution, By-Laws and Policies of the Congregation.

4.2.Financial

- 4.2.1.The Senior Pastor shall not cause or allow a financial plan which:
 - 4.2.1.1.Develops a fiscal year budget after the beginning of the fiscal year.
 - 4.2.1.2.Is built on unsound assumptions about financial conditions. Financial conditions are defined as projected earnings/contributions, operating costs, other income/expense, and transfer from investment income.
 - 4.2.1.3.Continues without review and appropriate adjustments whenever any one or more of the assumptions of financial conditions under which it was constructed. This includes non-designated contributions and/or budgeted expenses varying by 10% or more for any month.
 - 4.2.1.4.Allows an unsound financial condition that jeopardizes the achievement of Gloria Dei Lutheran Church's Mission and Vision.
 - 4.2.1.5.The Senior Pastor shall not enact a budget prior to approval from the Governing Board and the Congregation.
- 4.2.2.The Senior Pastor shall not allow the receipt or use of any planned giving receipt which deviates from the written Gift Acceptance Policy (see Appendix A).
- 4.2.3.The Senior Pastor, in reporting financial activities and position, shall not allow deviation from generally accepted accounting principles as established by the Financial Accounting Standard Board (FASB) and the American Institute of Certified Public Accountants (AICPA). Financial statements should be presented using the cash method. Exceptions to this general rule include:
 - 4.2.3.1.The balance sheet need not report land and building at its original cost, nor depreciate same, as historical costs are not available.
- 4.2.4.The Senior Pastor shall not allow the investment of any financial assets that deviates from the written Financial Control Policy (see Appendix D).

² These are constraints placed on the Senior Pastor's efforts to achieve the Goals and Action Plans. The sections that follow it further define the Primary Limitations. All other sections further limit each section. Unless restricted in the Senior Pastor Limitation Policies, all actions are acceptable.

- 4.2.5. The Senior Pastor shall not allow the handling of cash within the congregation that does not comply with an effective, written Financial Control Policy (see Appendix D).
- 4.2.6. The Senior Pastor shall not permit the congregation to accept gifts and bequests that run counter to the Congregation's values and policies or that have a neutral or negative effect on the ends.
- 4.2.7. The Senior Pastor shall not allow any section of the budget to be overspent without approval of the Governing Board.

4.3. Ministry and Worship

- 4.3.1. The Senior Pastor shall not allow the senior staff to carry out their ministry without regularly seeking advice and counsel from Gloria Dei Lutheran Church members.
- 4.3.2. The Senior Pastor shall not cause or allow worship which:
 - 4.3.2.1. Fails to live up to the value of excellence.
 - 4.3.2.2. Fails to be relevant in today's society.
 - 4.3.2.3. Fails to involve Elders in significant decisions such as worship time, location, style and additional services.
- 4.3.3. The Senior Pastor shall not allow the senior staff to carry out their ministry without using the God given gifts of Gloria Dei Lutheran Church members.

4.4. Planning

- 4.4.1. The Senior Pastor shall not allow the development of an Operational Plan that fails to consider ends.
- 4.4.2. The Senior Pastor shall not allow the staff to begin a new fiscal year without reviewing and updating its Goals and Action Plans.
- 4.4.3. The Senior Pastor shall not allow programs or other services that do not contribute to the achievement of the Mission and Vision of Gloria Dei Lutheran Church.
- 4.4.4. The Senior Pastor shall not fail to develop a long-range strategic plan that addresses ministries, staffing, finances, communication, and facilities without using the God given gifts of the Governing Board and Congregation members in the development of that plan.

4.5. Communication

- 4.5.1. The Senior Pastor shall not permit the Board to be uninformed or unsupported in its work.
- 4.5.2. The Senior Pastor shall not allow the Board to be unaware of:
 - 4.5.2.1. Relevant trends
 - 4.5.2.2. Anticipated adverse media coverage
 - 4.5.2.3. Hiring, promotion, demotion or firing of staff
 - 4.5.2.4. Death or serious illness of staff
 - 4.5.2.5. Crises affecting the work, health or safety of staff
 - 4.5.2.6. Lawsuits against the congregation
 - 4.5.2.7. Changes in the assumptions upon which any board policy has been established

4.6. Personnel

- 4.6.1. The Senior Pastor shall not allow an organizational structure that has a neutral or negative effect on the Strategic Plan of the congregation.
- 4.6.2. The Senior Pastor shall not allow Gloria Dei Lutheran Church to operate without effective, established Personnel Policies. Personnel Policies shall not:
 - 4.6.2.1. Deviate from local, state or federal laws or regulations in the ethical treatment of employees.
 - 4.6.2.2. Be in conflict with the effective day-to-day operation of the Congregation
 - 4.6.2.3. Fail to include an effective, written Conflict of Interest Policy (See Appendix E) for the staff.
 - 4.6.2.4. Impair the dignity, safety, and right to ethical job-related dissent of employees. Grievances by employees shall receive fair, internal hearing through procedural safeguards.
- 4.6.3. The Senior Pastor shall not allow positions (or ministries) to be undefined or position descriptions that inaccurately reflect the responsibility and tasks assigned to the position.
- 4.6.4. The Senior Pastor shall not allow positions to exist unless there are adequate resources available for a qualified person assigned the position to succeed.
- 4.6.5. The Senior Pastor shall not allow the Senior Pastor's position description to assume authority that is clearly delegated to some other entity or person.
- 4.6.6. The Senior Pastor shall not allow any staff member to not receive an annual performance evaluation
 - 4.6.6.1. The Senior Pastor shall not fail to conduct an annual performance evaluation of his direct reports
 - 4.6.6.2. The Senior Pastor shall not fail to ensure that all staff receive an annual performance evaluation from their direct supervisor.
 - 4.6.6.3. The Senior Pastor shall not fail to ensure that performance evaluations results are shared with the appropriate staff member.
- 4.6.7. The Senior Pastor shall not fail to inform the staff of the process being used to make decisions except to maintain the personal privacy of those being served or as required by law or these Policies.
- 4.6.8. The Senior Pastor shall not allow salary increases to be based on anything other than merit, as justified in the performance review and by available resources.
- 4.6.9. The Senior Pastor shall not add or remove a ministry position without approval from the Governing Board.

4.7. Policy

- 4.7.1. The Senior Pastor shall not allow the congregation to operate without a detailed written operational Crisis Management Plan (see Appendix F).
- 4.7.2. The Senior Pastor shall not allow the congregation to operate without a written Gift Acceptance Policy (see Appendix A).
- 4.7.3. The Senior Pastor shall not allow the congregation to operate without a written Safety Policy (see Appendix B).
- 4.7.4. The Senior Pastor shall not allow the congregation to operate without a written Facilities Use Policy (see Appendix C).

4.8.Facilities

4.8.1.The Senior Pastor shall not allow any structural or material change to the Church facilities or grounds without approval by the Board. Structural or Material changes are considered to be anything that adds to or changes the existing facilities or grounds. This does not include repair or maintenance of the existing facility (ie. Painting, tree trimming, etc.)

Appendices

Appendix A. Gift Acceptance Policy

Appendix B. Safety Policy

Appendix C. Facilities Use Policy

Appendix D. Financial Control Policy

Appendix E. Conflict of Interest Policy

Appendix F. Crisis Management Plan

Appendix G. Document Retention Policy

Appendix H. Senior Pastor Vacancy Plan

Overview

The Vacancy Plan for a Senior Pastor has two parts: Short-term plan and Long-term plan

- Short-term Plan - Addresses the assignment of specific Senior Pastor duties to Staff or Governing , during an extended absence of the Senior Pastor (e.g. whether to fill a vacancy or a long-term illness, etc.)
- Long-term Plan - Describes the process of calling a Senior Pastor.

The Senior Pastor Vacancy Plan will be reviewed annually, or as needed, based on the current situation.

SHORT TERM PLAN

Leadership

- Executive Director – Reports to the Governing Board, until a decision is made as to whether 1) the Senior Pastor can/is able to return after extended absence or 2) a call needs to be issued for a new Senior Pastor. The Executive Director will continue to report to the Governing Board until a new Senior Pastor is installed.
- Executive Director Vacancy - In the event that the Executive Director position is vacant, the Board President will provide staff leadership. A staff member, who will be designated the 'lead' for day-to-day staff management and interactions, will provide assistance.

Preaching responsibilities: Pastor Phillips – 100%

Voice to the Congregation: Governing Board President

- The Board President shall also provide an ongoing reminder of the vision of Gloria Dei, by working through the Communications MAT.

Day to Day Management and Operations

Initiatives - The hiring of a new director(s) shall be placed on hold. All others initiatives will continue.

Senior Pastor Duties to be Delegated

- Strategic Planning - Consultation with Facility, Finance and Ministry Committees
- Leadership for the Foreign Missions - Pastor Phillips
- Spokesperson to the congregation - Governing Board President
- Strategic Direction - Governing Board in consultation with the Staff, through the Executive Director
- Sunday Morning Services - Currently, two pastors are needed to conduct services when communion is offered during H3 (2nd and 4th Sunday). If there is only one Associate, the congregation will need to find an area pastor to assist. In addition, if there is only one Associate, an area pastor will need to help with preaching.
- Worship Theme Planning – Pastor Philips, Steve Kohtz

LONG –TERM PLAN: VACANCY FILLING/CALL PROCESS

District President

- Notify the District President and enlist his assistance in the Call Process.

Consultants - The following individuals could help generate a list of names for a Senior Pastor call list:

- Jim Galvin, Galvin and Associates - While he is not a pastor, Jim has worked with many large and growing congregations and he has the contacts to help generate a list of names and could mentor the congregations.

Galvin & Associates, Inc.
3557 Tournament Drive
Elgin, IL 60124
(630) 240-2749

- Rev. Dr. Jock Ficken, Vice President for Large Churches with the Lutheran Church Extension Fund. Jock was the Sr. Pastor of church the size of Gloria Dei and had many contacts to help generate a list of names.

Rev. Dr. Jock Ficken
Vice President - Large Church Ministry
Lutheran Church Extension Fund
2781 Plante
North Aurora, IL 60542
(314) 302-4965

Call Process per the By-Laws:

1. *The Calling of a Pastor:* The following procedure is to be observed:
 - a. In the event that a call needs to be issued either to replace a Senior Pastor or to fill a staff position, a Voter's Assembly shall be called to obtain a majority vote of those members present at the meeting to approve the initiation of the Call Process
 - b. A Call Committee will be appointed by the Governing Board. That call committee will consist of two (2) members of the Governing Board as elected by the Governing Board, two (2) members of the Board of Elders as elected by the Board of Elders, and five (5) other voting members of the congregation as appointed by the Governing Board. The Call Committee shall be responsible for electing the Chairman of the Committee.
 - c. Every member of the congregation shall have the privilege of making one or more nominations. The Call Committee shall submit the names to the President of Iowa District West. The District President shall compile a list of candidates to be considered.
 - d. It shall be the responsibility of the Call Committee to review all of the names on the list, through the use of written materials and interviews and the present the entire list of candidates to the congregation with their recommendation of one or more candidates for the vacancy.
 - e. The congregation shall have the sole authority to issue a Call. At a duly and properly called regular or special Voter's Assembly, the voters shall select, by a simple majority vote of all those members present, a candidate to which the call should be issued. Voting at the Voter's Assembly shall be by ballot or voice vote, as determined by the Chairman of the meeting.

Adopted by the Gloria Dei Governing Board on the 12th day of May, 2009.

Ken Wunsch
President

Kevin Kelley
Secretary