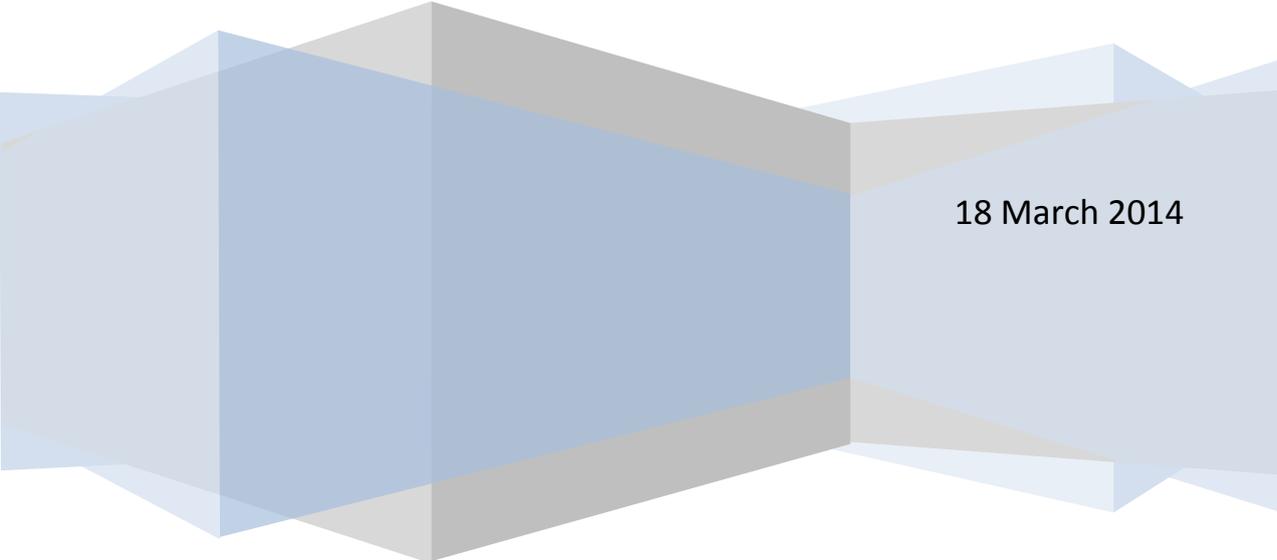


Peace Lutheran Church and School

Peace Board of Directors

Policy Handbook



18 March 2014

1.	INTRODUCTION.....	3
1.1.	Purpose	3
1.2.	Congregational Structure.....	3
2.	VISION AND MISSION	4
2.1.	Vision	4
2.2.	Mission.....	4
2.3.	Goals	4
2.4.	Strategies	4
3.	BOARD OF DIRECTORS OPERATIONS	5
3.1.	Board Purpose	5
3.2.	Board Qualifications	5
3.3.	Board Membership	5
3.4.	Board Elections and Terms of Office	5
3.5.	Board Responsibilities.....	5
3.6.	Board Meetings and Decision-Making.....	5
3.7.	Executive Committee	6
3.8.	Standing Committees.....	6
4.	SENIOR PASTOR PARAMETERS	8
5.	BOARD TO SENIOR PASTOR RELATIONSHIP.....	9
5.1.	Accountability	9
5.2.	Delegation.....	9
5.3.	Monitoring	9
5.4.	Compensation.....	9

1. Introduction

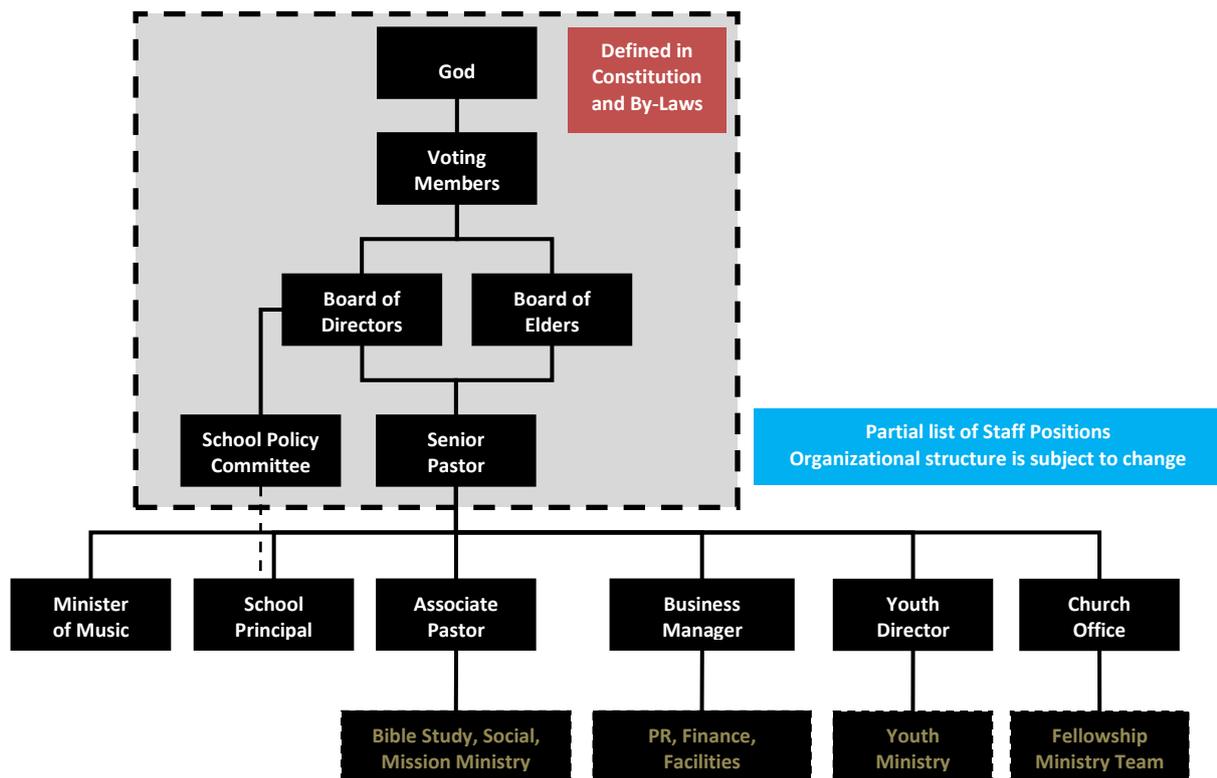
1.1. Purpose

The purpose of this document is to describe the policies by which the Board of Directors of Peace Evangelical Lutheran Church U.A.C. in Saginaw, Michigan, (“the Board”) shall govern itself and oversee the ministry plans, administrative functions, and financial affairs of the Congregation as specified in the Constitution and By-Laws of the Congregation. These policies are constrained by the powers, authority, and responsibilities delegated to the Board by the Constitution and By-Laws. Policies shall be considered an extension of the By-Laws but shall not supersede or conflict with any of its provisions. These policies specify the practices used by the Board to carry out its responsibilities and state the expectations and limitations directed to the Senior Pastor and his staff by the Board.

The policies stated in this handbook shall be based on Biblical principles of outreach, fellowship, service, fairness, Christian education, and accountability. Policies included in this handbook provide designated persons, committees or other bodies with the authority to act in accordance with the applicable policy without further approval from the Board. Policies may be changed or superseded by action of the Board at any time.

1.2. Congregational Structure

The Board shall be accountable to the Voting Membership of Peace and shall be accountable for the Senior Pastor and School Policy Committee as described in the By-Laws (and depicted below) and for any other committees or task forces which it charters.



Congregational Organization Chart¹

¹ Ministry Team – A team of individuals designate by Staff members to carry out a defined ministry.

2. Vision and Mission

This section describes the vision, mission, goals, and strategies of Peace Lutheran Church.

2.1. Vision

We are Disciples who make Disciples

2.2. Mission

We Gather, Grow, and Go!

2.3. Goals

We Gather, Grow, and Go as we seek to

- Intentionally gather together to receive God's grace in worship, prayer, fellowship, and study (Ephesians 1:17, 2 Timothy 3:16-17, Acts 2:42, 1 Timothy 2:1)
- Intentionally grow by leading more people to grow closer to God and each other as followers of Jesus (John 13:34-35)
- Intentionally go and connect to one another, the community, co-workers, neighbors and others in meaningful relationships (Corinthians 12:12-13, Ephesians 4:3-6, Romans 12:4), by loving one another by providing care, encouragement, and accountability (1 John 4:11, Galatians 6:1-2, 1 Peter 4:8-10)
- Intentionally serve God as we generously use His gifts to His glory (Romans 12:1, Ephesians 4:11-13, 1 Corinthians 12:4-7, Romans 12:6-7)
- Intentionally lead more people to grow in missional relationships with the people of the world (Matthew 28:18-20) by serving the real needs of people in our community (Luke 10:30-37, Matthew 25:24-30, James 2:15-16), sharing the life-giving Gospel of Jesus Christ with those who don't know Him (Peter 3:15-16, 1 Peter 2:9, Matthew 9:36-38) and supporting the growth of the Kingdom of God throughout the world (Acts 1:8, Luke 24:46-48, Revelation 7:9).

2.4. Strategies

- The primary strategies by which we will fulfil our mission include worship, education (elementary school, and other adult and children's ministries) and missional outreach. These three strategies are depicted in the front and largest stained glass windows of Peace, Adams campus.
 - Above the altar: The glorified Christ to worship
 - North transept: Christian Education
 - South transept: Missions
- These and supporting strategies will be planned at both the Adams and the Lawndale Campus areas.
- National and international mission support and participation opportunities will also be sought and encouraged.
- Specific ministry plans with measurable objectives that contribute toward the vision, mission, and goals will be developed and reviewed yearly by the Boards of Directors and Elders. The Senior Pastor will lead staff and ministry team leaders in the development and implementation of these strategies.

3. Board of Directors Operations

This section describes how the Board will operate. This includes functions of the Board and its committees and sub-committees.

3.1. Board Purpose

The purpose of the Board is to develop and oversee the ministry plans, administrative functions, and financial affairs of the Congregation.

3.2. Board Qualifications

The qualifications of Board members are described in Article IV B of the By-Laws. Individual Board members are expected to serve in three roles: governance (as described below), volunteering (leading by example), and being ambassadors (representing Peace within the community). All Board members will sign a covenant form that states their commitment to Board member expectations.

3.3. Board Membership

Board members shall be elected annually, following the guidelines in Articles IV C and IV D of the By-Laws. Officers shall carry out the duties outlined in Article VII of the By-Laws.

3.4. Board Elections and Terms of Office

Board members shall be elected and serve terms as described in Article IV D of the By-Laws.

3.5. Board Responsibilities

The Board shall be responsible for exercising the powers, rights, and privileges delegated to it and for implementing decisions and resolutions adopted by the Voters as described in Article IV E of the By-Laws. It is also responsible for issuing Divine Calls, other than the Senior Pastor, as described in Article IV E and V F of the By-Laws. Its responsibilities encompass the policies, personnel, and finances of the congregation, including the following aspects of congregational work:

1. **Generative:** Provide leadership for the congregation, create context for meaningful work to accomplish the mission of Peace, and maintain communications with the congregation.
2. **Strategic:** Establish direction and goals for ministry at Peace, in dialog with the Board of Elders.
3. **Fiduciary:** Oversee assets, financial management, and stewardship of the congregation.

3.6. Board Meetings and Decision-Making

The Board shall meet as often as it determines is necessary, but no less than quarterly as described in Article IV F of the By-Laws. Any Board member may request to add items to the agenda prior to or during a meeting. Decision-making shall be carried out following Roberts Rules of Order, modified to remove some of the formality (e.g., motion to amend a motion). Minutes of Board meetings shall be approved electronically prior to the next meeting of the Board and made available to the congregation.

The Board may also make decisions by consent resolution between meetings via an email vote; such resolutions shall be distributed via email to the Board by the Secretary and shall be considered approved when at least 2/3 of the Board members have sent an approval by email to the Secretary and at least 72 hours have passed. If one or more Board members object to the resolution being decided by email vote, the vote will be tabled and discussed in a Board meeting. After 72 hours have passed, the Secretary shall notify the Board via email whether 2/3 approval or objections were received. It is preferred that members use "reply-to-all" on responses when discretion allows. The email consent resolution process will normally be used between meetings; when circumstances prevent use of this process, the Executive Committee is empowered to make necessary decisions.

3.7. Executive Committee

The Board Executive Committee shall be formed and operate as described in Article IV H of the By-Laws.

3.8. Standing Committees

School Policy Committee (SPC)

The School Policy Committee is appointed by the Board and is responsible for establishing and maintaining policies for Peace Lutheran School and its ministries as described in Article IV I of the By-Laws. The SPC is also intended to work with the Principal to set vision and strategy for the school. The SPC is empowered and bound by the following policies:

1. The SPC may establish sub-committees and the policies to regulate them (e.g., Early Childhood). Sub-committees reporting to the SPC may determine their own membership, subject to SPC approval.
2. The SPC will present tuition recommendations to the Finance Committee for Board approval by November each year for the subsequent school year.
3. The SPC is responsible for forming a Call task force for all School Called workers, except for the Principal. At least one Board member and one member of the Board of Elders shall be on the task force. The Call task force will recommend a candidate to the Board. The Call must be approved and issued by the Board of Directors.
4. Terms for SPC members will be 2 years with term limit of 4 consecutive terms.
5. The SPC will provide a list of proposed members annually by the end of April subject to approval by the Board. The SPC will consist of a minimum of 8 members appointed by the Board.
6. A parent or student with a grievance regarding a judgement of the Principal may escalate their grievance to SPC for resolution. The SPC should define an escalation policy to handle this.
7. SPC Policies will be made available to the Board of Directors Policy Committee to review annually to ensure consistency with Board of Directors policies.

Finance Committee

The Finance Committee shall consist of the Board Treasurer (Chair), the Business Manager, and at least 2 additional Board members appointed annually by the Chair. There is no limit on the number of years a member can serve (other than Board term limits). This Committee is responsible for the following:

1. Develop and monitor all aspects of the Annual Financial Ministry Plan:
 - Develop Annual Stewardship Plans
 - Review monthly financial results
 - Develop financial audit plans
 - Review Board policies related to financial matters
2. Review Peace Foundation policies, investments, and loans.
3. Review annual School tuition and fees and make recommendations to the Board.
4. Communicate current financial status at Congregational Assembly meetings.

Board Policy Committee

The Board Policy Committee shall consist of at least 3 Board members (may be ex-officio) appointed annually by the Chair. There is no limit on the number of years a member can serve (other than Board term limits). This Committee is responsible for the following:

1. Write and maintain the Board Policy Handbook.
2. Submit all revisions to the Board for approval.
3. Ensure that a copy of the Policy Handbook is available at all meetings of the Board.
4. Retain an official electronic copy of the Policy Handbook.
5. Review the Board's adherence to Board Policies at the request of the Chair or Vice Chair.

The following process will be used by the Policy Committee to initiate, review, and approve all policy changes:

1. Policy changes may be initiated by Board request or by the Policy Committee.
2. The Policy Committee will draft changes.
3. Proposed policy changes will be distributed to all members of the Board at least one week prior to the Board meeting at which they will be reviewed.
4. The proposed change will be presented and discussed at the Board meeting.
5. If major revisions to the proposal are requested by the Board, the proposal will be tabled and the Policy Committee will revise and resubmit the proposed change.
6. The official copy of the Policy Handbook will be updated with approved changes and distributed to all Board members and made available to congregation members.

Nominations Committee:

The Nominations Committee is described in Article VI B of the By-Laws. The membership of the committee is appointed by the Board of Directors Chair each year in preparation for that year's elections. The instructions below provide additional details to the policy.

The Board of Directors Chair will form a Nominations Committee for each election of Board of Directors and Board of Elders by early February consisting of a minimum of the following representation:

- 1 Board of Directors member whose term is not expiring
- 1 Board of Elders member whose term is not expiring
- 2 members at large (1 may be a staff member)
- The Senior Pastor
- The Principal
- At least two of each gender

The membership will be approved by the Board of Directors.

The Nominations Committee will prepare a slate of candidates for open Board of Director and Board of Elder positions, following the process in the "Peace Board Nominations Committee Process" document and in accordance with the Congregation By-Laws. This slate will be voted on in the May Congregational Assembly meeting.

Task Forces:

Task Forces may be formed by the Board as needed to carry out assigned responsibilities within a designated time period. A Task Force may include both Board and non-Board members.

4. Senior Pastor Parameters

This section describes the expectations, authorities, and limitations for the Senior Pastor. These parameters shall not contradict the By-Laws, but serve to provide guidance to the Senior Pastor.

The Senior Pastor is the overseer of the office of the public ministry in the Congregation and shall serve in a supervisory capacity for all other Called/professional and volunteer positions within the Congregation as described in Articles V A and V B of the By-Laws. The Senior Pastor is subject to the authority of the Board in business and administrative matters and is empowered and bound by the following policies:

1. The Senior Pastor has the authority and power to manage the Church's day-to-day ministry and business and to do any and all things necessary, proper, convenient, or advisable to conduct the ministry and business in a manner consistent with the Church's Constitution and By-Laws, policies and procedures of the Board, and the Financial Ministry Plan.
2. The Senior Pastor may not take any action that requires Majority Board approval.
3. The Senior Pastor may not take any action that deviates from or conflicts with the Financial Ministry Plan in any material respect without Majority Board approval.
4. If additional funding of more than \$10,000 is needed which requires a plea to the congregation for donations or a loan, the Board must approve.

5. Board to Senior Pastor Relationship

This section describes the Board's expectations of interactions between the Senior Pastor, the Peace staff, and the Board. It includes the types of reports the Board expects for monitoring purposes.

5.1. Accountability

The Senior Pastor is accountable to the Board for progressing toward the Goals and Objectives, and working within the Parameters defined for the Senior Pastor.

An annual review of the Senior Pastor will be conducted by a review team consisting of the Chairs of the Boards of Directors and Elders. The reviewers will seek input from their respective boards ahead of the meeting.

5.2. Delegation

The Board will focus its management of the staff through the Senior Pastor and will not delegate directly to any other staff member.

Staff members may escalate a concern to the Executive Committee of the Board, if they are not able to get a resolution from the Senior Pastor. Any issues raised will be handled discreetly, and in a manner consistent with our Christian faith.

In the event of a Senior Pastor vacancy, the Board will designate an interim Senior Pastor and delegate only to him.

5.3. Monitoring

To enable the Board to carry out its fiduciary responsibilities, the Senior Pastor will provide the following:

- Ministry Team Charters – regularly updated online, includes charter and leader name
- Ministry Plan – annually presented in Congregational Assembly
- Ministry Status Report – sent prior to each Board meeting, high-lighting key points in the meeting, to include items such as the following:

Item	Examples of types of content
Ministry Goals	progress, adjustments needed
Major Initiatives	status, action needed
Ministry Team	create, disband, big achievement, help needed
Spiritual Health	statistics, celebrations, concerns
Parish Administration	facilities, staff changes, needs, actions
School	enrollment, major happenings

5.4. Compensation

The Senior Pastor will maintain a formula-based method for administering compensation fairly across the staff.

The Senior Pastor's compensation will be covered in the formula. Any changes to the formula impacting the Senior Pastor's compensation will be reviewed and approved by the Executive Committee of the Board. Also, the Board may initiate a change to the formula for the Senior Pastor, if they deem appropriate.