

Good Shepherd Lutheran Church

Council Governance Policies

1. Ends Policies

Mega-Ends Policies:

“Jesus said to Simon Peter, ‘Simon, son of John, do you love me more than these?’ He said to him, ‘Yes, Lord; you know that I love you.’ Jesus said to him, ‘Feed my lambs.’”

John 21:15 - **Sharing the Shepherd’s Love**

“Go therefore and make disciples of all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Spirit, and teaching them to obey everything I have commanded you. And remember, I am with you always, to the end of the age.”

Matthew 28: 19-20 - **The Great Commission**

“You shall love the Lord your God with all your heart, and with all your soul, and with all your strength, and with all your mind, and your neighbor as yourself.”

Luke 10:27 - **The Great Commandment**

1.1 **Good Shepherd Lutheran Church is a faith community committed to “Sharing the Shepherd’s Love”**

1.2 **Core Values**

Core values are the commitments that drive an organization day to day. Values provide a true North Star to which we turn for focus. The following are Good Shepherd Lutheran Church’s core values:

Grounded in grace we are:

- *Welcoming and accepting*
- *Confident and bold in Christ*
- *Living out the faith in daily life*
- *Spiritually connected to Christ*
- *Energized and alive*

1.3 **Mission**

Mission is simply the core purpose of any organization. It describes why the organization exists. Good Shepherd Lutheran Church’s reason for being is:

To surrender ourselves so the disengaged or searching become faithful partners in Christ.

1.4 **Vision**

Vision is a picture of the future that beckons us forward. It is a picture of what the future will look like as we’ve completed and fulfilled our mission. Good Shepherd’s vision is:

A bold and energized worshiping community known as a leader in developing active partners in Christ.

1.5 Our Strategy

Strategy tells us where we will focus our efforts until 2010. Strategy answers the question of how we fulfill our mission in the near future, allocate our resources, and identify our areas of focus. Good Shepherd's areas of focus are:

- 1.5.1 *Providing Innovative Worship Experiences.*
- 1.5.2 *Reaching the Disengaged Where They Are.*
- 1.5.3 *Creating a Partner Mindset in our Church.*
- 1.5.4 *Engaging Youth Ministry that Creates a Lasting Impact.*

2. Council Self-Governance Policies

These policies define the way that the Council will manage itself.

Mega-statement

The purpose of the Council is to support the membership of Good Shepherd Lutheran Church in achieving its mission through written policy, formal and informal leadership, thoughtful prayer and with the guidance of the Holy Spirit.

2.1 Accepting Responsibilities

Council members have a responsibility to each other and to the members of the congregation.

- 2.1.1 They shall devote themselves to prayerfully seek God's will for Good Shepherd Lutheran Church.
- 2.1.2 They shall attend Council meetings regularly and shall consider that missing three consecutive meetings without cause serves as their automatic resignation.
- 2.1.3 They shall become familiar with the Governance Policy Manual and the Good Shepherd Lutheran Church Constitution.
- 2.1.4 They shall actively discipline themselves and other members of the Council by identifying Council discussions, actions and conditions that run counter to these policies.
- 2.1.5 They shall bring to the Council President's immediate attention any Condition or action that they believe exceeds a Senior Pastor as Administrator Limitation Policy or is in noncompliance with the governing documents.
- 2.1.6 They have an obligation to identify all conflicts of interest and resolve any that are unacceptable.

2.2 Speaking with One Voice

The power of the Council is not as individuals, but as a group, bringing diverse Points of view to one point.

- 2.2.1 Differences among Council members must be respected and encouraged. Diverse discussion is welcome.
- 2.2.2 Council member(s) who lose a vote must accept that the Council has spoken and that its decision must be implemented as decided.

- 2.2.3 Council members shall not present conflicting messages to the staff or parishioners. Every Council member shall either publicly support or refrain from commenting on any adopted Council policy or decision.

2.3 Governing Policies and Values

The Council shall maintain written policies of only four types:

- 2.3.1 Policies of Ends: Affirmative statements setting forth the purposes, effects and acceptable costs of operations.
- 2.3.2 Policies of Self-Governance: Statements setting forth the tasks and style that the Council will use to accomplish its responsibilities.
- 2.3.3 Policies of Council and Senior Pastor Relationship: Clarifying statements about delegation and monitoring management.
- 2.3.4 Policies of Senior Pastor as Administrator Limitations: Limiting statements, binding the Senior Pastor as Administrator.

2.4 Developing Policies

The Council governing 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 Council, and the changing context within which the congregation functions. Others may participate in clarifying and defining governance policies, but only the Council is authorized to set policies.

2.4.1 Senior Pastor as Administrator Actions

All Council decisions governing actions by the Senior Pastor as Administrator shall be done through limitation policies when possible. Any actions taken, contemplated, or approved by the Senior Pastor as Administrator will only be considered in light of the appropriate governing policies. The Council will only review the limitation policies for their soundness as a test of ethical and prudent behavior and not dictate what are appropriate actions except as they comply with the limitation policies. The Council shall rewrite limitation policies when appropriate. The Council shall focus its delegation and accountability concerns solely on the Senior Pastor as Administrator through policy.

2.4.2 Policy Review and Revisions

Any Council member may request that the Council President place on the Council's agenda a review of or a change of specific governing policies. The full Council shall review all revisions.

2.4.3 Policy Review Calendar

The Council shall establish an annual policy review calendar to coordinate the review of every governing policy at least once a year. The Council shall make every effort to coordinate the calendar with the business cycle of its own work, reviewing appropriate policies just prior to management actions or decisions.

- 2.4.4 **Monitoring**
The Council shall establish effective and regular ways of monitoring compliance with all governing policies.

2.5 Governing Process

The Council shall exercise its governing authority as a whole. The primary relationship of the Council is to represent the members of the congregation.

- 2.5.1 The Council shall solicit feedback from the congregation.
- 2.5.2 The Council shall communicate these governing policies to the congregation. They shall be included in the Good Shepherd Lutheran Church Annual Report.
- 2.5.3 The Council shall schedule at least one retreat annually.

2.6 Committee, Leadership Team and Task-Force Process

Council-appointed committees, leadership teams and task forces shall be guided by the following principles:

- 2.6.1 Responsibilities shall flow directly from a Letter of Call which will include: purpose, progress reporting, responsibilities, amount of time required, expectations and appropriate period for existence.
- 2.6.2 Committees, leadership teams and task forces shall be created and structured to be consistent with the ends policies and to accomplish the mission and mega ends policies of the Council.
- 2.6.3 All committees, leadership teams and task forces shall be given copies of all policies that relate to their purpose and function.

2.7 Council Agenda Structure

The Council shall intentionally establish a basic structure for its meetings; the structure's purpose is to assist the Council and the Senior Pastor as Administrator in processing information in order to maintain a policy-based orientation.

- 2.7.1 Additional items can be added as needed, but the basic elements need to be maintained. Any Council member may request a consent agenda item be placed on the agenda prior to the Council meeting.
- 2.7.2 This Council agenda structure shall work in tandem with the policy review and monitoring calendar. The Council agenda structure shall consist of three sections: Business (to include the Pastors', President's and Financial Reports), Vision (to include Congregational feedback, strategic planning and monitoring of the ends policies), and Bible Study.

2.8 Donor Recognition Policy

Realizing that God's gifts come to us from many different people, in many different ways and that these gifts are crucial to continuing God's work; the Council hereby acknowledges the importance of considerate acknowledgement of gifts through the following Donor Recognition Policy relating to Capital Campaigns, Major Gift Campaigns, or Endowment Campaigns:

- 2.8.1 Recognition will not allow the size of the gift to be discerned.
- 2.8.2 The donor will always be afforded the opportunity to refrain from participation in the recognition process and remain anonymous.
- 2.8.3 All solicitation campaign materials will include references to item 2.8.1 and 2.8.2 above.
- 2.8.4 All donor recognition, including artwork, plaques, other displays of recognition, and written announcements etc. used for donor recognition must be approved by the Church Council prior to the adoption by the campaign team.
- 2.8.5 For consistency, aesthetics, and generations to come, those donors who participate in multiple campaigns will be recognized on the same artwork, plaque, or other displays of recognition by multiple designations such as asterisks, stars, etc.

2.9 Budget Policy

Realizing that God calls us to be good stewards of God's gifts, on behalf of the congregation's mission and the welfare of God's people, the Council hereby acknowledges the importance of a consistent plan which will offer sustainability and stability from year to year.

- 2.9.1 Council will strive to build up a Reserve Fund by allocating an annual budget line in the amount of \$20,000, and then it will strive to maintain that Reserve Fund at a level of approximately a one-month reserve. Withdrawals from the Reserve Fund must be approved by Council, used only in the case of emergencies and/or unexpected circumstances, and needed to sustain current, critical operations.
- 2.9.2 In the annual budget the Council will include an additional Contingency amount of \$20,000 which will revert to the Reserve Fund if not spent during the fiscal year.

2.10 Policy on Composition of Council Teams and Committees

The congregation's constitution states "the Council is directed to create such additional regular or ad hoc committees as may be necessary for the efficient functioning of this congregation" (C13.04). While Council recognizes and appreciates the gifts and ministries of all persons who partner in fulfilling Good Shepherd's mission, Council hereby lifts up the values of accountability and responsibility in defining the composition of teams and committees which it has created for the purpose of conducting Council business.

- 2.10.1 One of the Council members shall serve as or designate a chairperson to any team or committee created by Council.
- 2.10.2 A member of staff shall always be designated as a non-voting advisor to any team or committee created by Council.
- 2.10.3 Council teams and committees shall always be composed of partners who are "members" as defined by Chapter 8 of the congregation's constitution, and may also include one or two partners in Christ who are not formal "members" yet wish to serve in a supportive, advisory role.

3. Council and Senior Pastor as Administrator Relationship Policies

These policies define the Council's responsibility to the Senior Pastor as Administrator and the Senior Pastor as Administrator's responsibility to the Council. The Senior Pastor as Administrator is accountable to the Council acting as a body. The Council will instruct the Senior Pastor as Administrator through these written policies, delegating to the Senior Pastor as Administrator the responsibility for the implementation and administration of these policies.

3.1 Manner of Delegating

The Senior Pastor as Administrator shall be empowered to take all actions and make all administrative decisions that are deemed necessary to attain organizational results except (a) violation of law, applicable regulations, orders of courts or commonly accepted business and professional ethics and (b) violation of specific further constraints stated by the Council in Limitation Policies.

- 3.1.1 Delegation to Senior Pastor as Administrator. The Council recognizes the four roles of the Senior Pastor: one of Good Shepherd Lutheran Church's pastors, nonvoting member of the Council, the administrator of Good Shepherd Lutheran Church and member of the congregation. Each role defines the relationship that the Council has with the Senior Pastor. As a pastor, the Senior Pastor as Administrator has an independent role from the Council. The Council shall never dictate to the Senior Pastor as Administrator actions in these areas of pastoral responsibility. These areas of responsibility are listed in the Constitution. The Council has the right and responsibility to provide guidance for the actions of the Senior Pastor as Administrator. These policies represent that guidance.
- 3.1.2 As pastors called by the congregation, the pastors of Good Shepherd Lutheran Church have the rights and obligations set forth in their letters of call and in the Constitution of Good Shepherd Lutheran Church. These governing policies are not intended to alter those rights and obligations.
- 3.1.3 Except for assignments of its own work (policies) to committees, consultants or officers and pursuant to the constitution, the Council shall delegate authority only to the Senior Pastor as Administrator. Any other subordinate party operating with the authority of Good Shepherd Lutheran Church shall receive that authority from the Senior Pastor as Administrator or the Constitution.
- 3.1.4 The Council shall address only broad levels of issues in policies of purpose and governance of constraint, leaving lesser levels to the discretion of the Senior Pastor as Administrator, committees or leadership teams. The Senior Pastor as Administrator and leadership teams may develop guidelines, rules, or procedures and may make decisions in any

way deemed fitting as long as the policies adopted by the Council are observed.

- 3.1.5 In those areas delegated to the Senior Pastor as Administrator, the Council's responsibility is to advance any information of concern to the Senior Pastor as Administrator, with the expectation that the Senior Pastor as Administrator shall resolve the issue and report back to the Council.
- 3.1.6 The authority of the Senior Pastor as Administrator shall cover all areas within the bounds of the Council's Policies of Senior Pastor as Administrator Limitations.
- 3.1.7 In the event of an extended absence of the Senior Pastor as Administrator (sabbatical, etc.), the Council shall designate an interim Senior Pastor as Administrator.

3.2 Council Decisions

These are the decisions that the Council has left to itself.

- 3.2.1 Fundamental changes to the worship life of the congregation.
- 3.2.2 Changes to the primary usage of the building.
- 3.2.3 Congregational affiliation to organizations and networks.
- 3.2.4 Preparation of a proposed budget for approval by the congregation.
- 3.2.5 Changes to the governance policies.

3.3 Senior Pastor's Accountability as Administrator of Good Shepherd Lutheran Church

The Senior Pastor as Administrator shall be accountable to the Council for:

- 3.3.1 Supporting the congregation's Ends Policies.
- 3.3.2 Providing adequate counsel to the Council, its committees and task forces.
- 3.3.3 Relating with integrity, honesty, and straightforwardness to the Council.

3.4 Exceeding Senior Pastor as Administrator Limitations

- 3.4.1 Notice by Senior Pastor as Administrator
The Senior Pastor as Administrator shall give an immediate notice to the Council once a limitation has been recognized to have been exceeded. If the limitation is immediately correctable, the Senior Pastor as Administrator shall take immediate action within Senior Pastor as Administrator Limitation Policies and report the results to the Council. If the result is not immediately correctable, the Senior Pastor as Administrator shall share with the Council a plan for corrective action.
- 3.4.2 Notice by Council Member
Council members shall bring to the Senior Pastor as Administrator and Council President's immediate attention any condition or action believed to exceed a Senior Pastor as Administrator Limitation Policy.

3.5 Means of Monitoring

3.5.1 Monitoring Senior Pastor as Administrator Limitations

3.5.1.1. The Senior Pastor as Administrator shall report on the progress of attaining the Ends Policies of the congregation.

3.5.1.2. The Senior Pastor as Administrator shall provide to the Council any changes in staff organizational structures.

3.5.1.3 Annually, the Senior Pastor as Administrator shall provide to the Council a copy of the human resource policies and job descriptions.

4. Senior Pastor as Administrator Limitations Policy

Mega-Limitation

The Senior Pastor as Administrator shall not act at any time in a manner that is unethical or imprudent, or that is inconsistent with the congregation's governing documents.

4.1 Senior Pastor as Administrator Responsibilities

4.1.1 The Senior Pastor as Administrator shall not function in a manner inconsistent with the ends policies of the Council.

4.1.2 The Senior Pastor as Administrator shall not hire non-budgeted staff without Council approval.

4.1.3 The Senior Pastor as Administrator shall not fail to conduct annual performance plans and reviews with paid staff.

4.1.4 The Senior Pastor as Administrator shall not fail to document unsatisfactory performance by the paid staff.

4.1.5 The Senior Pastor as Administrator shall not allow paid staff to be uninformed of their responsibilities and duties.

4.1.6 The Senior Pastor as Administrator shall not allow the organization to function without a way for employee grievances to receive a fair internal hearing.

4.1.7 The Senior Pastor as Administrator shall not fail to have current job descriptions for all paid staff.

4.1.8 The Senior Pastor as Administrator shall not fail to identify all claims of discrimination or harassment.

4.1.9 The Senior Pastor as Administrator shall not fail to identify all conflicts of interest and resolve any that are unacceptable.

4.1.10 The Senior Pastor as Administrator as a member of a committee or leadership team shall not vote in any matter that directly relates to his or her employment or any grievance that he/she may be a party to.

4.1.11 The Senior Pastor as Administrator shall not knowingly allow actual expenditures to exceed budget levels established for each of the five areas of ministry: Reaching Disengaged, Partner Mindset, Innovative Worship, Youth Impact, and Support Ministries.

4.1.12 The Senior Pastor as Administrator shall not modify his or her own salary and benefit package.

4.1.13 The Senior Pastor as Administrator shall not expend or allocate undesignated gifts of over \$2,500 without Council approval.

- 4.1.14 The Senior Pastor as Administrator shall not fail to report the receipt or expenditure of undesignated gifts.
- 4.1.15 The Pastor as Administrator shall not recognize gifts for Capital Campaigns, Major Gift Campaigns, or Endowment Campaigns outside the guidelines established for the Council as outline in the Donor Recognition Policy section 2.8

Good Shepherd Lutheran Church

Marks of Discipleship

Discipleship is the Christian's intentional journey in grace. Jesus commanded the church to "go and make disciples" (Matthew 28:18). The goal of a disciple is maturity in Jesus Christ... "to grow into the maturity of the full stature of Christ". (Ephesians 4:13).

Being disciples of Jesus Christ is what Good Shepherd Lutheran Church is all about. The marks of discipleship are significant components of our spiritual growth. At Group Shepherd Lutheran

Church we lift up these marks of discipleship. They help us experience the joy and responsibilities of our faith. The marks of discipleship are the benchmarks for our leaders in the ministry.

I will strive to...

- PRAY daily - 1 Thessalonians 5:16-19
- WORSHIP weekly - Psalm 122:1 and Psalm 95:6
- READ the Bible - Psalm 119:105
- SERVE at and beyond Good Shepherd Lutheran Church - 1 Corinthians 12: 4-13 and Matthew 25:31-46
- Be in RELATIONSHIP to encourage spiritual growth in others - Romans 15:1-6
- SHARE of my time, talents and resources - Malachi 3:10 and 2 Corinthians 8:12

Belief Statement

We believe in the Triune God – God the Father, God the Son, and God the Holy Spirit. We acknowledge one God in these three persons.

We believe that, because of God’s desire to live in a relationship with us, God became a human being. Jesus Christ, born to Mary, is fully God and fully man. Through his death on a cross and resurrection, Jesus removed all barriers to living in relationship with God.

We believe that the Holy Spirit is the presence of Jesus Christ among us. Through the Spirit, God loves us, calls us, empowers us and lives in us. The Spirit gives a variety of gifts to all people and encourages their use.

We believe the cross is the place where God meets us. The cross is God’s embrace; identifying completely with the pain and sorrow of our existence, God invites us into a love relationship with himself. The cross is also God’s victory; God conquers all forms of death and frees us to be whom God created us to be.

We believe that in the Sacrament of Baptism:

- We are given our identity.
- We are adopted into God’s family.
- We are called! Chosen! Saved! Born again!
- We are forgiven and freed to be human, make mistakes, love and live without excuses.
- We are marked with the cross of Christ forever.
- We are ordained, set aside to be a minister.
- We are given the gift of the Holy Spirit.

We affirm the baptism of infants.

We believe that the Sacrament of Holy Communion offers us:

- The Christ of memory. We remember that it was by a body broken and a blood poured that God chose to save the world.
- The Christ of present. Jesus Christ is *Immanuel* – God with us. He feeds us with himself so we may be his body in the world.

- The Christ of the future. In the meal we are given a foretaste of the feast to come, the great banquet in the coming Kingdom of God.

We affirm the presence of all ages at this sacramental meal.

We believe that the Bible, both Old and New Testaments, hold the living Christ who, as the Scriptures are read and proclaimed, lives as God's word to us.

We believe the confessions of the Lutheran Church reiterate God's word to us: "I made you. I sustain you. I give you forgiveness, wholeness and eternal life. The gift is unconditional. You need not be something or do anything to deserve the gift. It's free! Only receive the gift by faith."

We believe God's gift of faith is the dynamic, life-changing trust in God's unconditional love. It is not merely intellectual acceptance of doctrines about God. Faith enables us to:

- Submit to the will of God.
- Absolutely trust God.
- Dedicate ourselves to human liberation.
- Find solidarity in human pain.
- Be free to be human, weak, vulnerable.
- Pray – talk and listen to God.

Good Shepherd Lutheran Church

Church Council Requirements

Members of the Good Shepherd Lutheran Church Council have defined these characteristics and requirements for council members.

1. Alignment with the Good Shepherd Lutheran Church vision and mission
2. Commitment to the Marks of Discipleship
3. Understand the governing documents of the congregation
4. Leadership qualities
5. Previous participation in ministry at Good Shepherd Lutheran Church
6. Receptive to new and/or other's ideas
7. Comfortable with conflict
8. Able to speak with candor
9. Business skills
10. Management skills
11. Strategic thinking
12. Able to make decisions when presented with information
13. Able to attend scheduled and called meetings of the Board

Additionally the Council should be a mix of people, both women and men, with vision, financial skills, passion and heart for ministry at Good Shepherd Lutheran Church. S/he should have a strong commitment to and concern for the whole church, not a particular group or constituency.