

**National Association
Of Church Business
Administration**

Policy Governance Manual

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Policy Type: Governance Process

Global Governance Commitment

(GP-1)

The purpose of the Board, on behalf of the association's membership, is to see that the National Association of Church Business Administration

- (1) achieves appropriate results for appropriate persons at an appropriate cost and
- (2) avoids unacceptable actions and situations.

The Board, supporting the interests of membership and the work of staff, holds itself accountable to the membership by ensuring that all actions taken are consistent with the Board's policies.

In the fulfillment of this charge, the Board is committed to rigorous and continual improvement of its capacity to govern effectively, using its policies to define its vision in terms of expectations and its concerns in terms of values.

In fulfilling its governance commitment, the Board will be guided by the following beliefs:

We believe that

- ...The association exists for its members.
- ...Each member has value.
- ...Members should be actively involved.
- ...Education and training is a lifelong process.
- ...Church administration education is a shared responsibility.
- ...Education is strengthened through the use of technology.
- ...Investing in membership development is essential.
- ...Diversity is of great value.
- ...Leadership creates vision and strong membership support.

Revised: 04-07-2005

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Spring & Fall

Policy Type: Governance Process

Governing Style

(GP-2)

The Board will govern lawfully, under the guidance of scripture and the focus of the mission statement, with an emphasis on

- a) outward vision rather than an internal preoccupation,
- b) encouragement of diversity in viewpoints,
- c) strategic leadership more than administrative detail,
- d) clear distinction of Board and chief executive officer roles,
- e) collective rather than individual decisions,
- f) future rather than past or present, and
- g) proactivity rather than reactivity.

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board, not the Chief Executive Officer, will be responsible for excellence in governing. The Board will use the expertise of individual Board members to enhance the ability of the Board as a body, but will not substitute individual judgments and opinions for the Board's collective values.
2. The Board will hold itself accountable for governing with excellence. This self-discipline will apply to matters such as attendance, preparation for meetings, adherence to policy-making principles, respect of roles, and ensuring effective governance capability into the future.
3. The Board will direct, control and inspire the association through the careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term benefits for members and customers, not on the administrative or programmatic means of attaining those benefits.
4. The Board will encourage diversity of opinion, but will not allow it to become personal.
5. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
6. Although the Board can change its governance process policies at any time, it will observe the policies currently in force.
7. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
8. The Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-CEO Relationship categories.

Revised: 04-06-2005

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Spring & Fall

Policy Type: Governance Process

Board Job Description

(GP-3)

The job of the Board is to represent the association's membership in determining and demanding appropriate organizational performance.

Accordingly, the Board will concentrate its efforts on the following:

1. Developing written governing policies that, at the broadest levels, address each category of organizational decision.
 - a. **Ends:** organizational impacts, benefits, effects, products, and results for specified recipients and their relative worth (what end result is desired for whom and at what cost).
 - b. **Executive Limitations:** constraints on executive authority that establish the practical, legal, and ethical boundaries within which all executive activity and decision-making will take place.
 - c. **Governance Process:** specification of how the Board conceives, carries out, and monitors its own task.
 - d. **Board-CEO Relationship:** how authority is delegated and its proper use monitored; the CEO role, authority, and accountability.
2. Ensuring CEO performance through monitoring Ends and Executive Limitations policies.
3. Ensuring Board performance through monitoring Governance Process and Board-CEO Relationship policies.

Revised: 04-06-2005

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Spring

Policy Type: Governance Process

Monitoring Governance Process & Board-CEO Relationship Policies (GP-4)

The purpose of monitoring the Board's Governance Process and Board-CEO Relationship policies is to determine the degree to which the Board adheres to and fulfills its own policy commitments. Monitoring will be done as efficiently as possible, using Board time effectively so meetings can be used to create the future.

These policies are monitored through Board self-assessment according to the following frequency.

Governance Process Policies	Frequency
GP-1 Global Governance Commitment	Spring & Fall
GP-2 Governing Style	Spring & Fall
GP-3 Board Job Description	Spring
GP-4 Monitoring Governance Process & Board-CEO Relationship Policies	Spring
GP-5 Agenda Planning	Summer & Fall
GP-6 Board Committee Principles	Spring
GP-7 Board Committee Structure	Spring
GP-8 Strategic Planning	Spring
GP-9 Monitoring and Evaluation	Fall
GP-10 Cost of Governance	Fall
GP-11 President's Role	Summer
GP-12 Vice President's Role	Summer
GP-13 Secretary's Role	Summer
GP-14 Board Member Conduct and Covenants	Spring & Fall
GP-15 Board Member Conflict of Interest	Fall
GP-16 Whistleblower Policy	Spring
GP-17 Discipline of the Board's President	Spring
GP-18 Disciplining Individual Board Members	Spring
GP-19 Local Chapters	Spring
Board-CEO Relationship Policies	Frequency
B/CEO-1 Global Board-CEO Relationship	Spring & Fall
B/CEO-2 Unity of Control	Spring & Fall
B/CEO-4 Accountability of the CEO	Spring & Fall
B/CEO-5 Delegation to the CEO	Spring & Fall
B/CEO-6 Monitoring CEO Performance	Fall

Revised: 07-11-2008

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Spring

Policy Type: Governance Process

Agenda Planning

(GP-5)

To accomplish its stated objectives with a governance style consistent with Board policies, the Board will follow an annual agenda that (1) reviews, monitors, and refines Ends policies and (2) continually improves Board performance through Board education, enriched input and deliberation.

Accordingly:

1. The cycle will conclude each year on the last day of September so that administrative planning and budgeting can be based on accomplishing the next one-year segment of the Board's most recent statement of long-term Ends.
2. The cycle will start with the Board's development of its agenda for the next year and will include:
 - a. Consultations with selected groups and persons whose insights and opinions will be helpful to the Board.
 - b. Discussions on governance matters, including orientation of new Board members in the Board's governance process and periodic discussions about means to improve its own process.
 - c. Education related to Ends determination (for example, presentations by futurists, demographers, advocacy groups, and staff).
3. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible. An item may be removed from the consent agenda upon the request of any single member of the Board.
4. Monitoring of Executive Limitations (EL) policies will be included on the agenda for separate discussion if CEO monitoring reports show policy violations or if policy criteria are to be debated. Otherwise, EL monitoring reports will be included in the consent agenda.
5. CEO compensation will be decided during the annual Fall Board Meeting.

Revised: 07-11-2008

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Summer & Fall

Policy Type: Governance Process

Board Committee Principles

(GP-6)

Board committees, teams, and task forces, 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 CEO.

Accordingly:

1. Board committees are to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have 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 CEO.
3. Board committees cannot exercise authority over staff. Because the CEO works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore a Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same topic.
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 or not it is called a committee and regardless whether the group includes Board members. It does not apply to committees formed under the authority of the CEO.

Revised: 04-06-2005

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Spring

Policy Type: Governance Process

Board Committee Structure

(GP-7)

A committee is a Board committee only if its existence and charge come from the Board and its work is intended to support the Board's work, whether or not Board members serve on the committee. The only Board committees are those that are listed in this policy. Unless otherwise indicated, a committee ceases to exist as soon as its task is complete.

Board Committees:

1. Governance Committee

a. Committee Structure

- i. This Committee is a committee of the Board and reports solely to the Board. Membership on the Governance Committee is composed of a minimum of five (5) individuals appointed by the President in consultation with the Board of Directors. Among the appointees shall be the immediate past Board President and one Elected Director. The Vice President of the Board shall serve in an ex-officio capacity. The President shall appoint additional members of the Committee within 90 days of the conclusion of the Association's annual conference. The current Board president shall not serve as a member of this Committee.
- ii. The chair shall be an individual closely familiar with Policy Governance and may have been a previous Board member. The Committee shall elect, from among its members, a secretary to record the actions and proceedings of the Committee.
- iii. Desirable characteristics of all Committee members include:
 1. familiarity with Policy Governance
 2. commitment to the principles, practices and programs of NACBA
 3. possession of the time commitment necessary to serve
 4. membership of NACBA in good standing
 5. longevity of membership in NACBA
 6. certification as a FCBA
 7. geographic distribution
 8. diversity in denominational affiliation
- iv. When possible, the Committee should be reflective of the geographic distribution of association membership, although this is not a requirement. Rather, emphasis should be placed on appointing individuals with the desired characteristics outlined previously, with geography being but one consideration.
- v. The members of the Governance Committee shall be appointed annually by the President and may serve for a period of three (3) years in rotation. Individuals may serve more than three (3) years after a one-year absence from the Committee. The initial Committee shall be structured such that one individual will rotate off after one year, two individuals after two years and the Chair plus one individual after three years.

b. Initial Charge

- i. Upon final approval by the Board of Directors, the Nominating Committee shall begin the transition into the Governance Committee. All governance and other necessary documents shall be modified to reflect this change.
- ii. Its immediate task shall be to organize itself and commence the process of identifying nominees for election to the Board of Directors at the association's 2008 annual conference.

c. Committee Duties and Ongoing Responsibilities

Board Committee Structure continued

(GP-7)

- i. The Governance Committee is responsible for:
 1. Finding from among current NACBA membership suitable leadership talent for positions at the regional and national level, including members of the Board of Directors, and making suggestions to the President for appointments to the various committees of the Board.
 2. Presenting to the Board for approval, and then to the membership at conference for their consideration, a slate of candidates for the Board of Directors. This slate shall be supplied to the Board two weeks prior to its spring Board meeting. In preparing this slate of candidates, the Committee shall solicit the recommendations of the membership and of the current association leadership. Current paid leadership may make suggestions as to the suitability of individual candidates, and may supply requested and known information about potential candidates, but must not drive or unduly influence the process.
 - a. Criteria for selecting candidates for a seat on the Board of Directors shall include:
 - i. Expertise in the area of governance.
 - ii. Active membership in NACBA.
 - iii. Attendance at national conferences.
 - iv. Active membership and involvement with their local chapter—this serves as a measure of commitment and support of NACBA. (Where applicable, not everyone is in an area with a chapter.)
 - v. Certification status (FCBA)—NACBA exists to provide education and training in the field of church administration. Certification is the preeminent program of NACBA. Attainment of “Fellow in Church Business Administration” is indication of an individual’s desire to be the best one can be in this field. The Governance Committee will give preferential consideration to those who have attained certification or are in the process.
 - vi. Area of the country—The Governance Committee will make an effort to spread representation on the Board from throughout the country.
 - vii. Denomination/Faith Group—The members of NACBA represent numerous denominations. The committee will make every effort to provide a representative mix.
 - viii. Gender, Ethnicity & Leadership Strengths—The committee will make every effort to provide an appropriate mix.
 - ix. Number of nominations—the collective desires of the membership will be a consideration for the committee.
 - b. Once the slate of candidates is approved by the Board, the Committee shall commence a process of candidate orientation in a manner suitable for such training, making certain that said training occurs prior to the election and

Board Committee Structure continued

(GP-7)

installation of officers. The Committee may invite one or more additional Board members to be present and assist.

3. Developing and reviewing a board orientation program in consultation with the Board. Components of the program may include, but are not limited to:
 - a. meeting personally with new candidate(s),
 - b. supplying new candidate(s) with governance materials, allowing enough time for study prior to any formal orientation and following-up with an assessment of governance knowledge,
 - c. providing information regarding the governing and operating structure of the Association,
 - d. Board operations and policies,
 - e. all governing documents,
 - f. information about Board committee responsibilities and structure, and
 - g. other programs of the Board (i.e.KLT).
4. Ensuring proper Board performance and compliance with accepted Policy Governance practices and principles. This may include:
 - a. assessing the efficiency of board meetings,
 - b. assisting in maintaining timely and accurate Board communications,
 - c. working with the whole Board to assess and, if necessary, remove non-contributing or under-performing Board members, and
 - d. assisting the Board in its self-assessment.
5. Assisting the Board in its on-going assessment of association bylaws, providing research, assessment of the currency of existing bylaws and assisting in the drafting of new or updated bylaws.
6. Working with Board leadership to promote ethical behavior and standards among Board members and committees of the Board.

2. Professional Training and Standards Committee

- a. The Chair of the Professional Training and Standards Committee shall be appointed by the President chosen from among the Elected Directors.
 - i. Serve as the NACBA Board's liaison to the committee; assure clear communication between Board and committee.
 - ii. Provide leadership of the committee in the areas of vision casting, goal setting and establishing certification and retention of certification requirements.
 - iii. Lead committee meetings including those conducted via conference call or by electronic means.
 - iv. Plan meeting agendas including the committee retreat held every four years.
 - v. Assure that the retreat agenda includes review of the certification requirements, retention of certification requirements and certification curriculum, and that revisions are made as deemed necessary.
 - vi. Assure certification centers' training content meets the requirements set by the PT&S Committee.
 - vii. Establish and maintain clear communication with the Deputy CEO who serves as the CEO's liaison to the committee and serves as the primary contact to certification centers. (See the Deputy CEO's job description for more detail.)
 - viii. Establish and maintain communication with denominational representatives, which includes inviting them to participate in the July

committee meeting, other meetings as deemed necessary and the retreat.

- ix. Sign candidates' certificates for certification and retention of certification.
- x. Emcee the presentation of certificates at the national conference.
- b. The President shall appoint all other committee members, consisting of not more than seven (7), nor less than five (5) members. The committee members shall be Fellows In Church Business Administration (FCBAs). Certification Center Directors shall serve as ex officio members. Members will serve a four-year term limit on a rotation basis.
- c. The Professional Training and Standards Committee, in coordination with the Board, shall be responsible for all matters concerning certification within the Association.
 - i. It will establish professional training, standards, and criteria for certification for all Active Member Church Business Administrators.
 - ii. It will recommend to the Board educational objectives to be achieved by the national association and its membership.
 - iii. It will be the agency through which denominations and other religious organizations communicate their needs for certification standards.
- d. The members of this committee will perform such other duties as will from time to time be defined by the Board.
- e. The Deputy CEO serves the CEO as liaison to this committee.

3. **Awards Committee**

- a. The awards committee will collect nominations and determine the recipients of the association's special awards.
- b. The President shall appoint the Chair of the committee and a minimum of three (3) other committee members. The CEO shall serve as an ex officio member.
- c. Members of the committee may not be considered for any award in the year they serve on the committee. If a committee member's name is placed in nomination, the choice will be 1) decline the nomination or 2) resign from the Awards Committee.
- d. The suggested timing of committee action is as follows:
 - February — *NACBA Gram* contains the nomination form.
 - February through April — Nominations are collected by the Chair.
 - May — Committee meets to select award recipients.
 - May — Recipients are notified.
 - May and June — National office collects biographical sketches and photos, and orders plaques and posters.
 - July — Awards are presented during the annual national conference.

4. **Internal Controls Committee**

Introduction

Internal Controls are an integral part of any organization's financial and business policies and procedures. Internal controls consist of all the measures taken by the organization for the purpose of (1) protecting its resources against waste, fraud, and inefficiency; (2) ensuring accuracy and reliability in accounting and operating data; (3) securing compliance with the policies of the organization; and (4) partially evaluating the level of performance in all organizational units of the organization.

Primary Function of the Internal Controls Committee

The board of directors of NACBA has established the Internal Controls Committee as a committee of the board. It reports to and receives guidance from the board through the board's vice president. Its primary function is to assist the board in fulfilling its oversight responsibilities by continuing to review the organizational structure and operational systems of the association.

Board Committee Structure continued

(GP-7)

Initial Charge

The committee is initially charged with the following tasks:

- Review current internal control practices, policies and procedures.
- Draft and recommend to the board of directors an Internal Controls Policy.

Ongoing Responsibilities

- Develop and maintain a manual of financial policies and procedures for the association, reviewing it annually for timeliness and accuracy. Changes to the manual shall be recommended to the board of directors for final action.
- Act as an on-going Internal Controls Audit Committee to ensure compliance with established policies and practices.
- Conduct or cause to be conducted, an audit of the association's compliance with its internal controls policies and procedures. This audit shall be completed and a report of findings be prepared and presented for consideration at the board's fall meeting.

Committee Structure

The members of the Internal Controls Committee are appointed by the board president in consultation with the board of directors. Three individuals, including a chair, shall constitute the committee. The vice president of the board may act as an ad hoc member of the committee. The committee may recruit any number of individuals to assist it in its work, as the committee deems necessary, however these individuals shall be task-oriented and not permanent members of the committee.

Candidates for consideration as members of the Internal Controls Committee should:

- possess a strong financial background,
- be available for necessary meetings, and
- be FCBA or in process.

The president shall take into account the following in determining the committee structure:

- diversity in gender, ethnicity and faith group
- the CPA designation is a preferred criteria for at least one member

Term

The committee is a standing committee of the Board of Directors. Members of the committee are appointed annually by February 1st and may serve for up to three (3) years. After a person has served for three consecutive years, he/she may be reappointed to the committee after a one-year layoff. The president should attempt to stagger the terms of the committee members.

Revised: 07-16-2008

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Spring

Policy Type: Governance Process

Strategic Planning

(GP-8)

The board shall, on an annual basis, set goals and priorities for the association.

Revised: 03-10-2007
Monitoring Method: Board Self-Assessment
Monitoring Frequency: Spring

Policy Type: Governance Process

Monitoring and Evaluation

(GP-9)

The board shall monitor, on an ongoing basis, the implementation of the goals and priorities.

Accordingly:

1. The board shall evaluate the effectiveness the implementation of the goals and priorities.
2. In order to fulfill its evaluative and monitoring roles, the board will establish program or activity indicators

As part of the transitional developmental process of this governance policy the following activities will be informally monitored for the next year. These activities will form the basis for formal consideration during the strategic planning process at the fall board meeting of each year.

- Regular publications
- Electronic communications
- Annual national conference
- Database development
- Chapter development and support
- Development of knowledge communities
- Seek to identify and support non-chapter networks
- Training and certification activities

Revised: 07-16-2007

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Fall

Policy Type: Governance Process

Cost of Governance

(GP-10)

Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.

Accordingly:

Board skills, methods, and supports will be sufficient to assure governing with excellence.

1. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
2. Outside assistance will be arranged so that the Board can exercise excellence in governance and accountability. This includes, but is not limited to, fiscal audit. The board-appointed audit firm will be rotated every five years.
3. Methods will be used as needed to ensure the Board's ability to listen to member viewpoints and values.

Revised: 03-07-2008

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Fall

Policy Type: Governance Process

President's Role

(GP-11)

The President shall have the responsibilities described in the Bylaws of the Association, and further shall ensure the integrity of the Board's processes and serve as the Board's official spokesperson.

Accordingly, the President will:

1. Monitor Board behavior to ensure that it is consistent with its own rules and policies and those legitimately imposed upon it from outside the organization.
 - a. Conduct and monitor deliberations to ensure that only those issues clearly belonging to the Board, not the CEO, are discussed.
 - b. Ensure information that is for neither monitoring performance nor Board decisions will be avoided or minimized.
 - c. Ensure that deliberations are fair, open, and thorough, but also timely, orderly, and kept to the point.
 - d. Chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
 - e. Conduct timely Board meeting debriefings and periodic self-assessments to ensure process improvement.
2. Make interpretive decisions that fall within topics covered by Board policies on Governance Process and Board-CEO Relationship, except where the Board specifically delegates such authority to others, using any reasonable interpretation of the provisions in those policies.
 - a. Refrain from making interpretive decisions about policies created by the Board within Ends and Executive Limitations policy areas.
 - b. Refrain from exercising any authority as an individual to supervise or direct the CEO or staff.
3. Compile and facilitate the summative evaluation of the CEO.
4. Represent the Board to outside parties in announcing Board-stated positions and in stating Presidential decisions and interpretations within the areas assigned to the President, delegating this authority to other Board members when appropriate, but remaining accountable for its use, and informing the Board of such representation.
5. Appoint the members of all Board committees.
6. Organizes and oversees the annual Chapter Presidents' Lunch.
7. Preside at all business sessions of the association.

Revised: 03-10-2007

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Summer

Policy Type: Governance Process

Vice President's Role

(GP-12)

The Vice President shall have the responsibilities described in the Bylaws of the Association, shall serve as Treasurer, and further shall oversee the work of fellow board members in their roles as liaisons to the chapters.

Accordingly, the Vice President will:

1. Monitor the keeping of accurate financial records of this corporation.
2. Monitor the depositing of money, drafts, and checks in the name of and to the credit of this corporation in the banks and depositories designated by the Board of Directors.
3. Monitor the endorsement for deposit notes, checks, and drafts received by this corporation as ordered by the Board of Directors, making proper vouchers for the deposit.
4. Monitor the disbursement of corporate funds and the issuance of checks and drafts in the name of the corporation, as ordered by the Board of Directors.
5. Upon request, provide the President and the Board of Directors an account of transactions of this corporation and of the financial condition of this corporation.
6. Serve as ex officio member of Governance Committee.
7. In cooperation with the CEO, interview potential CPA firms and recommend to the board the firm to conduct the next fiscal audit.
8. Perform such other duties as are prescribed by the President or the Board of Directors.

Policy Type: Governance Process

Secretary's Role

(GP-13)

The Secretary shall have the responsibilities described in the Bylaws of the Association.

Accordingly, the Secretary will:

1. Keep minutes and a complete record of all proceedings of every meeting of the Association and the Board of Directors, including e-mail and telephone conferences.
2. Distribute minutes to the board for review within two weeks following each meeting, and send final copies to board members and the NACBA office to be duly filed and maintained by the CEO.
3. Maintain all records in a safe depository and pass the records on to his or her successor. Be sure all minutes of the Association and board of directors meetings are on file in the NACBA office.
4. Maintain separately those portions of the minutes covering confidential personnel matters.
5. Perform such other duties as are prescribed by the President or the Board of Directors.

Policy Type: Governance Process

Board Member Conduct and Covenants

(GP-14)

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

Accordingly:

1. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - a. Members' interaction with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
 - b. Members' interactions 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. Members will give no consequence or voice to individual judgments of CEO or staff performance.
2. Members will:
 - a. attend all meetings,
 - b. be prepared for Board meetings,
 - c. be knowledgeable of the governing documents of the association,
 - d. be committed to the mission of the association,
 - e. bring to the President's immediate attention any condition or action that they believe exceeds an Executive Limitations policy or is in non-compliance with any governing document,
 - f. respect the confidentiality appropriate to issues of a sensitive nature (What is said here stays here.),
 - g. exercise honesty in all written and interpersonal interaction,
 - h. listen and respect all viewpoints,
 - i. seek first to understand rather than to be understood,
 - j. withhold judgment on issues until all members have the opportunity to be equally informed,
 - k. focus on issues rather than on personalities,
 - l. show professionalism to all those with whom we make contact on behalf of the association,
 - m. communicate in a timely manner to avoid surprises,
 - n. openly and candidly share individual concerns, information, and knowledge,
 - o. take the initiative to communicate and ask questions for clarification,
 - p. make every reasonable effort to protect the integrity and promote the positive image of the association and one another,
 - q. encourage and value membership involvement,
 - r. give direction as the whole, not as individuals,
 - s. respect Board processes by not undermining decisions of the Board, and
 - t. accept as final the majority vote of the Board unless circumstances, information, or data suggest reconsideration.
3. Members will not:
 - a. embarrass each other or the association,
 - b. intentionally mislead or misinform each other,
 - c. maintain hidden agendas.

Revised: 04-06-2005

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Spring & Fall

Policy Type: Governance Process

Board Member Conflict of Interest

(GP-15)

Board members are expected to avoid conflicts of interest involving any matter pending before the Board. A conflict of interest is deemed to exist when a member is confronted with an issue in which the member has a personal or pecuniary interest, or an issue or circumstance that could render the member unable to devote complete loyalty and singleness of purpose to the membership's interest. A Board member owes to the Board a fiduciary duty to act in the best interest of the association.

Accordingly:

1. Members must avoid conflict of interest with respect to their fiduciary responsibility.
2. Members will annually disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.
3. Members must represent unconflicted loyalty to the interests of the membership. This accountability supersedes any conflicting loyalty such as that to denominational groups, advocacy or interest groups, and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the association's services.
4. There must be no self-dealing or any conduct of private business or personal services between any Board member and the association except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
5. All Board members and employees shall disclose all real or apparent conflicts of interest that he or she or a member of his or her immediate family (defined as spouse, children, siblings) might have.
 - a. Disclosure means providing to the President and CEO a written description of the facts comprising the real or apparent conflict of interest. Such disclosures will be noted for the record in the minutes of the Board.
 - b. In addition to filing a notice of disclosure, the Board member must abstain from:
 - i. participating in discussions or deliberations with respect to the subject of the conflict,
 - ii. using personal influence to affect deliberations,
 - iii. making motions, or
 - iv. voting.
6. A Board member who has disclosed a conflict of interest will be counted in determining the existence of a quorum at any meeting in which the subject of the conflict is discussed. The minutes will reflect the individual's disclosure, the vote, and the individual's abstention from participation and voting.
7. Board members must not use their positions to obtain employment for themselves, family members, or close associates. Should a member desire employment, he or she must first resign.
8. Board members will not accept a gift of substantial value (in excess of \$100) or economic benefit that would tend to improperly influence a reasonable person or which the Board member knows or should know is primarily for the purpose of a reward for official action. Gifts related to special occasions, such as weddings and commonly celebrated holidays or events, are exempt.
9. Board members will not receive any compensation for services as a Board member, however, Board members will receive reimbursement of expenses incurred as a Board member and will receive a discount on the registration fee for the annual conference.

Revised: 07-10-2007

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Fall

Policy Type: Governance Process

Whistleblower Policy

(GP-16)

The purpose of the Whistleblower Policy is to outline NACBA's practice regarding complaints of violations of honesty or integrity in fulfilling the organization responsibilities in compliance with all applicable laws and regulations and in keeping with the organization's policies and procedures.

Responsibilities:

All officers, directors, and employees will observe high standards of business and personal ethics in the conduct of their duties and responsibilities. All officers, directors, and employees will comply with this policy and report violations or suspected violations in accordance with this policy.

The NACBA Compliance Officer, any Active or Emeritus past president of the board, is responsible for oversight in investigating and resolving all reported complaints and allegations concerning violations of laws, regulations, policies or procedures and shall advise the Board of Directors of all complaints. The Compliance Officer is required to report to the Board at least annually on compliance activity.

Anyone filing a complaint concerning a violation or suspected violation of the Code is responsible for acting in good faith and having reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or with knowledge of their falsehood will be viewed as a serious disciplinary offense.

Procedures:

1. Reporting Violations

In most cases, the Chief Executive Officer is in the best position to address an area of concern. Staff who are not comfortable discussing suspected violations with the CEO or not satisfied with the CEO's response are encouraged to speak with the Compliance Officer directly. The CEO is required to report suspected violations to the Compliance Officer who has specific and exclusive responsibility to investigate all reported violations.

2. No Retaliation

No officer, director, or employee who in good faith reports a violation shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the organization prior to seeking resolution outside the organization.

3. Accounting and Auditing Matters

The Compliance Officer, any active or emeritus past president of the Board of Directors, shall address all reported concerns or complaints regarding corporate accounting practices, internal controls and auditing. The Compliance Officer shall immediately notify the Board of any such complaint and work with the board until the matter is resolved.

4. Handling of Reported Violations

The Compliance Officer will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation. Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected

violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Revised: 07-11-2008
Monitoring Method: Board Self-Assessment
Monitoring Frequency: Spring

Policy Type: Governance Process

Discipline of the Board's President

(GP-17)

The Board of Directors will view the President's performance as equivalent to the Board's performance. The President's job performance will be monitored against the job expectations of the President: fulfilling the responsibilities described in the Bylaws of the Association, ensuring the integrity of the board's processes and serving as the Board's official spokesperson.

If the President of the Board should fail to fulfill any or all of the expectations outlined elsewhere in these governing policies the remaining members of the Board's Officers will implement the following procedures:

- a. The disciplinary process may be started only upon receipt by the Board Officers, excluding the President, of a written complaint signed by five Directors. The Board Officers are the President, Vice President, Secretary, and CEO.
- b. The remaining Board Officers shall, within fourteen days after the receipt of the written complaint, begin an investigation of the charges.
 - a. The investigation shall be the responsibility of a special committee consisting of three members of the Board of Directors, appointed by the Vice President, and approved by the members of the Board of Directors acting in executive session.
 - b. The committee shall be appointed within fourteen days after the Board Officers receives the complaint.
 - c. The investigating committee shall have fourteen days to complete its initial investigation.
 - d. Upon the completion of the initial investigation, the investigating committee shall either present its findings and recommendations to the Board Officers, or request additional time for investigation. The Board Officers may grant the investigating committee additional time to conduct further investigation if, in the sole discretion of the Board Officers, such additional investigation is required to obtain the relevant facts.
 - e. Following such investigation, the investigating committee shall present its findings and recommendations to the Board Officers, excluding the President, and the members of the Board of Directors.
- c. Within a reasonable time following receipt of the investigating committee's findings and recommendations, the Board of Directors shall vote whether or not to discipline or remove the President.
 - a. The President shall be given no fewer than fifteen days prior notice of the planned action, and shall be entitled to appear in person or to respond in writing to the charges.
 - b. The Board of Directors shall be the sole judge of what constitutes failure to execute duties and responsibilities, and shall be the sole judge of the sufficiency of the evidence by which this is determined. The affirmative vote of two-thirds of the members of the Board of Directors shall be necessary to remove the President.
- d. Disciplinary actions can include but are not limited to:
 - a. Establishing a probationary period, during which time the President can demonstrate behavior modified to correspond to those behaviors outlined in the Board's current governing policies.
 - b. Temporary or permanent reassignment of some of the duties, currently outlined in the governing policies as belonging to the President, to those of other Board Officers.
 - c. Removal of the President from the Board of Directors.

Revised: 07-11-2008

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Spring

Policy Type: Governance Process

Disciplining Individual Board Members

(GP-18)

If an individual member of the Board of Directors fails to comply with any of the governing policies currently employed by the Association's Board of Directors the President is charged with the responsibility of undertaking disciplinary action against the respective Board member.

Accordingly, the President shall enforce the following procedure:

1. The disciplinary process may be started only upon receipt by the Board Officers of a written complaint signed by five Directors.
2. The members of the Board of Directors shall, within fourteen days after the receipt of the written complaint, begin an investigation of the charges.
 - a. The investigation shall be the responsibility of a special committee consisting of three members of the Board of Directors, appointed by the President, and approved by the disinterested members of the Board of Directors acting in Executive Session.
 - b. The committee shall be appointed within fourteen days after the Board Officers receives the complaint.
 - c. The investigating committee shall have fourteen days to complete its initial investigation.
 - d. Upon the completion of the initial investigation, the investigating committee shall either present its findings and recommendations to the members of the Board Officers, or request additional time for investigation. The Board Officers may grant the investigating committee additional time to conduct further investigation if, in the sole discretion of the Board Officers, such additional investigation is required to obtain the relevant facts.
 - e. Following such investigation, the investigating committee shall present its findings and recommendations to the members of the Board Officers and the members of the Board of Directors.
3. Within a reasonable time following receipt of the investigating committee's findings and recommendations, the Board of Directors shall vote whether or not to discipline or remove the Elected Director.
 - a. The affected Director shall be given no fewer than fifteen days prior notice of the planned action, and shall be entitled to appear in person or to respond in writing to the charges.
 - b. The disinterested members of the Board of Directors shall be the sole judge of what constitutes failure to execute duties and responsibilities, and shall be the sole judge of the sufficiency of the evidence by which this is determined. The affirmative vote of two-thirds of the members of the Board of Directors shall be necessary to remove an Elected Director.
4. Disciplinary actions can include but are not limited to:
 - a. Establishing a probationary period, during which time the affected Director can demonstrate behavior modified to correspond to those behaviors outlined in the Board's current governing policies.
 - b. Removal of the respective Director from the Board of Directors.

Revised: 07-11-2008

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Spring

Policy Type: Governance Process

Local Chapters

(GP-19)

Local Chapters of the Association may be organized.

Accordingly:

1. Chapters will be responsible to the national organization and governed by the national governance documents.
2. No Chapter Constitution, Bylaws, or governing policies shall supersede in any way the National Articles of Incorporation, Bylaws, or governing policies.
3. All officers of local Chapters will be Active or Associate members of the National Association.
4. Local Chapters will be chartered by the National Association when the following conditions of membership have been met:
 - a. Officers are duly elected.
 - b. When a local Constitution not at variance with the National Articles of Incorporation and Bylaws has been adopted and approved by the Board of the National Association.
 - c. When a regularly scheduled meeting time has been established.
 - d. When the matter of dues is determined.
 - e. Upon agreement to support the National Association's program and be governed by its Articles of Incorporation, Bylaws or governing policies, insofar as they apply.
5. The Board of Directors of NACBA shall annually review the functions, operations, and activities of all chartered chapters. If such review reveals failure on the part of any chapter to comply with the NACBA Articles of Incorporation, Bylaws or governing policies, or directives given to all chapters, the Board of Directors may, at its option,
 - a. place the chapter on probation until such time as the Board determines that the chapter has taken corrective action, or
 - b. revoke that chapter's charter.

Revised: 06-21-2006

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Spring

Policy Type: Board-CEO Relationship

Global Board-CEO Relationship

(B/CEO-1)

The Board's sole manner of direction to the operational organization is through the Chief Executive Officer.

Revised: 04-06-2005
Monitoring Method: Board Self-Assessment
Monitoring Frequency: Spring & Fall

Policy Type: Board-CEO Relationship

Unity of Control

(B/CEO-2)

Only decisions of the Board acting as a body are binding on the CEO.

Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the CEO.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the CEO may refuse such requests that, in the CEO's opinion, require a material amount of staff time or resources or that are disruptive or unreasonable.

Policy Type: Board-CEO Relationship

Document Hierarchy and Interpretation

(B/CEO-3)

Where there may be disagreement or ambiguity between the Board's policies and the Employment Agreement with the CEO, the Employment Agreement will take precedence over the Board's policies.

Revised: 04-06-2005
Monitoring Method: Board Self-Assessment
Monitoring Frequency: As Needed

Policy Type: Board-CEO Relationship

Accountability of the CEO

(B/CEO-4)

All authority over and accountability of staff is the responsibility of the CEO.

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the CEO.
2. The Board will not evaluate, either formally or informally, any staff member other than the CEO.
3. Except as required by law, the Board will not participate in decisions or actions involving the hiring, evaluating, disciplining, or dismissal of any employee other than the CEO.

Revised: 03-08-2008

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Spring & Fall

Policy Type: Board-CEO Relationship

Delegation to the CEO

(B/CEO-5)

The Board will instruct the CEO through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided. The Board will support any reasonable interpretation of those policies by the CEO.

Accordingly:

1. The Board will develop policies instructing the CEO to achieve defined results, for identified 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 *Ends policies*.
2. The Board will develop policies that limit the latitude the CEO may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called *Executive Limitations policies*.
3. As long as the CEO uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities the CEO deems appropriate to achieve the Ends policies.
4. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. However, as long as any Board-specified delegation of authority is in place, the Board will respect and support any reasonable interpretation of its policies, even though the CEO's choices may not have been the choices the Board or its members may have made.

Revised: 04-06-2005

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Spring & Fall

Policy Type: Board-CEO Relationship

Monitoring CEO Performance

(B/CEO-6)

CEO job performance will be monitored systematically against the only expected CEO job expectations: reasonable progress toward organizational accomplishment of the Board's Ends policies and organizational operation within the boundaries established in the Board's Executive Limitations policies.

Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Information not formally presented as monitoring data and that does not contribute directly to this purpose is not considered monitoring data.
2. The Board may acquire monitoring data on Ends and Executive Limitations policies by one or more of three methods:
 - a. **Internal Report**, in which the CEO discloses information and certifies compliance to the Board,
 - b. **External Report**, in which an external, unbiased third party selected by the Board assesses compliance with Board policies, and/or
 - c. **Direct Board Inspection**, in which not less than two designated members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be whether the CEO has reasonably interpreted the Board policy being monitored and determination of whether reasonable progress is being made toward achieving the Board's Ends policies. The Board will make the final determination as to whether a CEO's interpretation is reasonable and whether reasonable progress is being made.
4. All policies that instruct the CEO will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but will ordinarily depend upon the following schedule and method:

Executive Limitations Policies	Method	Frequency
EL-1 Global Executive Constraint	Internal	Spring
EL-2 Treatment of Consumers	Internal	Spring & Fall
EL-3 Treatment of Staff and Volunteers	Internal	Spring
EL-4 Financial Planning and Budgeting	Internal	Fall
EL-5 Financial Administration	Internal External	Spring, Summer, & Fall Spring
EL-6 Emergency CEO Succession	Internal	Fall
EL-7 Asset Protection	Internal	Spring & Fall
EL-8 Compensation and Benefits	Internal	Fall
EL-9 Communication and Support to the Board	Internal	Spring & Fall

5. During each Fall Board Meeting the Board will conduct a formal summative evaluation of the CEO. The summative evaluation will be based upon data collected during the year, and will be held by the President for future review for the monitoring of Board policies on Ends and Executive Limitations. The Board will prepare a written evaluation document. The President or the President and Vice-President will review the document with the CEO.

The evaluation document will consist of:

- a. a summary of the data derived during the year from monitoring the Board's policies on Ends and Executive Limitations,

Monitoring CEO Performance continued

(B/CEO-6)

- b. conclusions based upon the Board's prior action during the year relative to whether each End 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 CEO has operated properly within the boundaries established by the Executive Limitations policies, and
- d. a summary of the CEO's strengths and weaknesses relative to achievement of the Ends policies and operation within the boundaries established in the Executive Limitations policies.

Revised: 03-07-2008

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Spring

Policy Type: Executive Limitations

Global Executive Constraint

(EL-1)

The CEO shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, unethical, disrespectful, imprudent, immoral, disreputable, inconsistent with commonly accepted business and professional practices, inconsistent with the NACBA *Code of Ethics*, or inconsistent with the governance policies of the Board.

Revised: 04-07-2005

Monitoring Method: Internal Report

Monitoring Frequency: Spring

Policy Type: Executive Limitations

Treatment of Consumers

(EL-2)

With respect to interactions with members and customers or those applying for membership, the CEO shall not cause or allow conditions, procedures, or decisions that are unlawful, unethical, unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, the CEO may not:

1. Use methods of collecting, reviewing, transmitting, or storing member and customer information that fail to protect against improper access to the material elicited.
2. Fail to establish a clear method that allows members to reinstate their membership after a gap of membership.
3. Fail to provide member services in a timely manner.
4. Fail to operate facilities with appropriate accessibility and privacy.
5. Fail to establish with consumers a clear understanding of what may be expected and what may not be expected from the service offered.
6. Fail to exhibit tolerance and respect with the various faith groups.

Revised: 04-06-2005

Monitoring Method: Internal Report

Monitoring Frequency: Spring & Fall

Policy Type: Executive Limitations

Treatment of Staff and Volunteers

(EL-3)

With respect to the treatment of paid and volunteer staff, the CEO may not cause or allow conditions that are unlawful, unethical, unsafe, disrespectful, undignified, immoral, disreputable, or in violation of Board policies.

Accordingly, the CEO shall not:

1. Operate without written personnel policies that:
 - a. clarify personnel rules for staff,
 - b. provide for effective handling of grievances,
 - c. include adequate job descriptions for all staff positions,
 - d. include an effective personnel performance evaluation system, and
 - e. protect against sexual harassment.
2. Discriminate against any staff member for expressing an ethical dissent.
3. Prevent employees from grieving to the Board when internal grievance procedures have been exhausted and the employee alleges that Board policy has been violated.

Policy Type: Executive Limitations

Financial Planning and Budgeting

(EL-4)

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends policies or risk fiscal jeopardy.

Accordingly, the CEO shall not establish and recommend a budget for Board action that:

1. Is not in a summary format understandable to the Board.
2. Fails to adequately describe revenues and expenditures.
3. Fails to show:
 - a. the amount of revenues and expenditures for each program or area for the most recently completed fiscal year,
 - b. a projection of revenues and expenditures for each program or area for the current fiscal year, and
 - c. budgeted revenues and expenditures for each program or area for the upcoming fiscal year.
4. Fails to disclose budget-planning assumptions.

Policy Type: Executive Limitations

Financial Administration

(EL-5)

With respect to the actual, ongoing financial condition of the association, the CEO shall not cause or allow a material deviation from the annual budget or budget policy adopted by the Board, cause or allow any fiscal condition that is inconsistent with achieving the Board's Ends policies, or that places the long-term financial health of the association in jeopardy.

Accordingly, the CEO shall not:

1. Expend more than 100% of the funds received during the fiscal year unless authorized by the Board.
2. Expend funds from reserve funds unless authorized by the Board.
3. Allow net assets to drop below a safety reserve of less than \$150,000 at any time.
4. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days.
5. Fail to settle payroll and debts in a timely manner.
6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
7. Make any purchase without:
 - a. Exercising reasonable precaution against conflict of interest.
 - b. Having considered comparative prices based on items of similar quality.
 - c. Considering a balance between long-term quality and cost.
 - d. Receiving multiple bids on services over \$10,000.00 and keep records of those bids.
8. Acquire, encumber, or dispose of real property.
9. Fail to aggressively pursue receivables after a reasonable grace period.
10. Fail to work with the Board-appointed auditor to arrange for the annual audit of association accounting records following the close of the fiscal year.
11. Fail to work with the Internal Controls Committee to arrange for them to complete the scope of their work prior to the annual audit of the association accounting records.
12. Fail to provide monthly financial reports to the board by the 15th of the following month with the exception for the months of June and July. The June report will be due July 31st and the July report will be provided by August 31st.

Revised: 03-08-2008

Monitoring Method: Internal Report; External Report

Monitoring Frequency: Spring, Summer, Fall; Spring

Policy Type: Executive Limitations

Emergency CEO Succession

(EL-6)

In order to protect the Board in the event of sudden loss of CEO services, the CEO will not fail to assure that at least one other executive staff member is familiar with Board and CEO issues and processes and is capable of assuming CEO responsibilities on an emergency basis should the need arise.

Revised: 04-06-2005
Monitoring Method: Internal Report
Monitoring Frequency: Fall

Policy Type: Executive Limitations

Asset Protection

(EL-7)

The CEO shall not allow the assets to be unprotected, inadequately maintained, inappropriately used, or unnecessarily risked.

Accordingly, the CEO shall not:

1. Fail to insure against theft and casualty losses to at least 80 percent of replacement value.
2. Fail to insure against liability losses to Board members, staff, and the organization itself in an amount greater than the average for comparable organizations.
3. Fail to provide Employee Dishonesty insurance coverage in an amount not less than \$25,000.
4. Fail to take reasonable steps to ensure that the facilities and equipment are not subject to improper wear and tear or insufficient maintenance.
5. Recklessly expose the association, its Board, or staff to legal liability.
6. Fail to protect the association's trademarks, copyrights, intellectual property interests, and files from loss or significant damage.
7. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
8. Invest or hold operating capital in insecure instruments or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of Ends.

Revised: 03-08-2007

Monitoring Method: Internal Report

Monitoring Frequency: Spring & Fall

Policy Type: Executive Limitations

Compensation and Benefits

(EL-8)

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

Accordingly, the CEO shall not:

1. Change his or her own compensation and benefits.
2. Promise or imply permanent or guaranteed employment to any employee.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that
 - a. Incur unfunded liabilities.
 - b. Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
 - c. Allow any employee to lose benefits already accrued from any foregoing plan.
 - d. Treat the CEO differently from other key employees.

Policy Type: Executive Limitations

Communication and Support to the Board

(EL-9)

The CEO shall not fail to provide the Board with as much information as necessary to allow Board members to be adequately informed.

Accordingly, the CEO shall not:

1. Neglect to submit monitoring data required by the Board (see policy on Monitoring CEO Performance B/CEO-6) in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored.
2. Fail to advise the Board in a timely manner of trends, facts, and information relevant to the Board's work.
3. Fail to advise the Board of anticipated significant media coverage.
4. Fail to advise the Board if, in the CEO's opinion, the Board or individual members are not in compliance with its own policies on Governance Process and Board-CEO Relationship, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the CEO.
5. Fail to marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices.
6. Present information in unnecessarily complex or lengthy form.
7. Fail to provide a mechanism for official Board, officer, and committee communications.
8. Fail to work with the Board as a whole except when:
 - a. fulfilling individual requests for information,
 - b. working with officers or committees duly charged by the Board, or
 - c. communicating with the President.
9. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
10. Fail to supply for the consent agenda all items delegated to the CEO.

Revised: 10-20-2005

Monitoring Method: Internal Report

Monitoring Frequency: Spring & Fall

Policy Type: Ends

Global Ends Statement

(E-1)

The mission of the National Association of Church Business Administration is to serve the church by promoting the highest level of professional competence in individuals serving Christ through administration in local churches.

Revised: 11-03-2006
Monitoring Method: Board Self-Assessment
Monitoring Frequency: Spring & Summer

Policy Type: Ends

Competency

(E-2)

All individuals working in church administration will have opportunities to become competent.

Definition - Competent professionals in church administration are those who have attained and are maintaining proficiency in the 14 church administration disciplines as they are applicable to individual job responsibilities.

Revised: 03-07-2008
Monitoring Method: Board Self-Assessment
Monitoring Frequency: Spring & Summer

Policy Type: Ends

Community

(E-3)

An opportunity for community is provided for all individuals working in church administration.

- Definition: Community – a grouping of individuals who have a sense of belonging and common interests, i.e. chapter, denominational groups, listserve, annual conference.
- Development of leads and prospects of CBAs at the local level
- A support network for all individuals working in church administration is maintained.
(Definition: Support network – opportunities for interpersonal connection, information, and education.)

Revised: 03-10-2007

Monitoring Method: Board Self-Assessment

Monitoring Frequency: Spring & Summer