

MISSION PRINCIPLES

MP1.0 Comprehensive Mission Statement

The mission of Newday is stated as follows: ***“Developing passionate Christ followers who, together, love God and serve people.”*** This mission is accomplished through our simple process of connecting with, growing in, serving like, and inviting like Jesus.

MP1.1 Connecting with Jesus

The highest and most basic priority for all Newday members will be to connect to Jesus and stay connected to Him. Jesus said, “Unless you remain connected to me, you can do nothing” (John 15:1-5). We will seek to develop disciples by encouraging and facilitating “connection with Jesus” through Bible teaching, prayer, and a variety of spiritual disciplines. However, the primary corporate expression of “connect” at Newday will be attendance at our Sabbath worship service where we will “together, connect with Jesus.”

MP1.2 Growing in Jesus

In order to develop into a passionate Christ follower, growth is essential. Jesus continually challenged His original disciples to grow not only in their faith, but also in their practice of their faith. He did this primarily in the context of a small group of 12 He gathered around Him (Mark 3:14). Spiritual growth will be encouraged and facilitated at Newday primarily in the same way: small groups. Every Newday member will be encouraged to grow in their faith and in the expression of their faith by joining with a small group of fellow believers.

MP1.3 Serving like Jesus

Following Jesus means becoming a servant. Jesus said, “I have not come to be served, but to serve” (Mark 10:45). Newday members will be encouraged to serve like their Master. Opportunities will be given to serve within the church, sustaining the “connect, grow, and serve” process. Opportunities will also be given to serve our neighbors and “the least of these” in our community and around the world. Perhaps the most significant service a disciple can offer is an invitation to connect with Jesus and begin the process of becoming a passionate Christ follower.

MP1.4 Inviting like Jesus

The first step toward Jesus begins with an invitation. Jesus invited his first followers into a relational community where they were called to “come and see” (John 1:39). As Jesus’ followers, we are called to do the same. At Newday that primarily takes place through “invitations.” Newday members will be encouraged to invite others into every setting where the curious and committed can build relationships with one another and facilitate the “next person” in moving toward our discipleship pathway. Every invitation into community is an opportunity to experience life with Jesus.

BOUNDARY PRINCIPLES

BP1.0 Comprehensive Boundary Statement

The lead pastor shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, imprudent, unethical, or unbiblical.

BP1.1 Component: Biblical and Moral Integrity

The lead pastor shall not fail to uphold high standards of biblical teaching and morality.

BP 1.2 Component: Faithfulness to SDA Church

In accordance with Action 92:2006 of the Executive Committee Minutes: "The conference president or Executive Committee shall not intervene in local church board personnel issues unless specifically asked to do so by the church board or there is confession or public admittance of

1. Moral failure
2. Doctrinal attacks against the church
3. Attacks against the Adventist church institution
4. Attempts to remove a congregation from the sisterhood of churches
5. Attempts to gain control of capital assets (i.e. property)
6. Attempts to undermine Adventist financial structures"

BP1.3 Component: Financial Planning and Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's Mission Principles, or risk financial jeopardy.

Accordingly, the lead pastor shall not allow budgeting that:

1. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. Reduces the current assets at any time to less than an amount equal to one month of the church's budget.

BP1.4 Component: Financial Condition and Activities

With respect to the actual, ongoing financial conditions and activities, the lead pastor shall not allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Mission Principles.

Accordingly, he or she shall not:

1. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days.
2. Conduct inter-fund shifting from active ministries (has had a leader in the past year) or designated funds in amounts greater than can be restored within thirty days.
3. Fail to settle payroll and debts in a timely manner.
4. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
5. Make a single purchase or commitment of greater than \$10,000 without accountability board approval.
6. Acquire, encumber, or dispose of real property.
7. Fail to aggressively pursue receivables after a reasonable grace period.

BP1.5 Component: Asset Protection

The lead pastor shall not allow the assets of the church to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, he or she may not:

1. Allow unqualified personnel access to material amounts of funds.
2. Subject plant and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its board, or staff to claims of liability.
4. Make any purchase (1) wherein normally prudent protection has not been given against conflict of interest; (2) of over \$5000 without having obtained comparative prices and quality; (3) of over \$10,000 without a stringent method of assuring the balance of long-term quality and cost.
5. Fail to protect intellectual property, information, and files from loss or significant damage.
6. Receive, process or disburse funds under controls that are insufficient to meet the conference-appointed auditor's standards.
7. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.
8. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

BP1.6 Component: Treatment of Members

With respect to interactions with members or potential members, the lead pastor shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, he or she shall not:

1. Use application forms that elicit information for which there is no clear necessity
2. Use methods of collecting, review, transmitting or storing constituent information that fail to protect against improper access to the material elicited.
3. Maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.
4. Fail to establish with constituents a clear understanding of what may be expected and what may not be expected from the service offered.
5. Fail to inform constituents of this policy, or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.
6. Fail to establish a conflict resolution procedure that ensures fair, impartial and timely handling of all staff/member conflicts. The conflict resolution procedure will not fail to ensure that all parties are treated respectfully and professionally. The conflict resolution process will not fail to also address ways to prevent the same type of problem from recurring, if possible. The conflict resolution procedure shall not fail to be cost effective.
7. Fail to establish policies and procedures, as needed, that provides for the commercially reasonable safety of members and guests while attending church sponsored and/or facilitated events.

BP1.7 Component: Compensation and Benefits

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

Accordingly, he or she may not:

1. Change his or her own compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses in revenue.
5. 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 lead pastor differently from other key employees.

BP1.8 Component: Treatment of Staff

With respect to the treatment of paid and volunteer staff, the lead pastor may not cause or allow conditions that are unfair or undignified.

Accordingly, he or she shall not:

1. Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
2. Discriminate against any staff member for expressing an ethical dissent.
3. Prevent staff from grieving to the board when (1) internal grievance procedures have been exhausted and (2) the employee alleges either that (a) board policy has been violated to his or her detriment or (b) board policy does not adequately protect his or her employment rights under state and federal law.
4. Fail to acquaint staff with their rights under this policy

BP1.9 Component: Communication and Support to the Board

The lead pastor shall not permit the board to be uninformed or unsupported in its work.

Accordingly, he or she shall not:

1. Neglect to submit monitoring data required by the board (see policy on Monitoring Lead Pastor Performance) in a timely, accurate, and understandable fashion, directly addressing provisions of board policies being monitored.
2. Let the board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.
3. Fail to advise the board if, in the Lead Pastor's opinion, the board is not in compliance with its own policies on Governance Process and Board-Pastor linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the Lead Pastor.
4. Fail to marshal for the board as many staff and external points of view, issues, and options as needed for fully informed board choices.
5. Fail to provide a mechanism for official board, officer or committee communications.
6. Fail to deal with the board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the board.
7. Fail to report in a timely manner any non-compliance with any policy of the board.

ACCOUNTABILITY PRINCIPLES

AP1.0 Comprehensive Accountability Statement

The responsibility of the board before God, on behalf of people in the communities we serve who need to be led to Christ and nurtured in Him, is to see that Newday, through the leadership of its lead pastor, (1) achieves the fulfillment of its Mission Principles, and (2) avoids violation of its Boundary Principles.

AP1.1 Component: Stewardship to Christ for Those He Calls Us to Serve

The board shall maintain an active connection with the “moral ownership” of the church, namely: Christ and the people He has called His church to serve.

AP1.1.1 Detail: Community Research and Public Relations

The board will invest significant resources each year to enhance its understanding of the needs of people in the community (through research that is as much as possible without bias) and to enhance the church’s reputation to the community through service and outreach.

AP1.1.2 Detail: Church Feedback and Assessment

The board will collect input and feedback from members, attendees, and non-returning visitors to better understand their needs. Every three years or less the board will arrange a full church assessment by a competent consulting group.

AP1.1.3 Detail: Devotion to Prayer and the Word of God

Under the teaching and guidance of the lead pastor, the board will continually seek the wisdom and leading of Christ as the Lord of the church. To this end, significant attention will be given to prayer and study of Scripture as a group.

AP1.2 Component: Disciplining the Process of the Board

The board shall conduct itself with discipline and integrity with regard to its own process of governance.

AP1.2.1 Detail: Board Style

The board will govern with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction of board and staff roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactive rather than reactive.

AP1.2.2 Detail: Board Job Description

The essential job outputs of the board are linkage to the people served, definition of guiding principles, and monitoring of lead pastor performance.

AP1.2.3 Detail: Board Member Code of Conduct

The board commits itself and its members to the following code of conduct:

- a. Members of the board must represent unconflicted loyalty to the interests of Christ regarding those whom he has called his church to serve (Matt. 28:18-20). This loyalty supersedes any personal or group interest among or outside consumers of the church's services. A member must disclose any fiduciary conflict of interest and withdraw from any decision-making affected by it.
- b. Members of the board must honor the principles and decisions of the board acting as a whole. They may not foster dissent or attempt to exercise individual authority over the staff or the organization except as explicitly stated in the guiding principles.
- c. Members of the board must respect the confidentiality of sensitive board issues and must avoid facilitating gossip or triangulation by following direct, biblical principles for conflict resolution.

AP1.2.4 Detail: Responsibility of the Chairperson for Integrity of Process

The chairperson enforces the integrity and fulfillment of the board's process including the monitoring of lead pastor performance. The chairperson is authorized to use any reasonable interpretation of the Accountability Principles as he or she acts to ensure the integrity of the board's process.

AP1.2.5 Detail: Responsibility of the Lead Pastor for Visionary Leadership

The lead pastor has the responsibility, authority, and accountability to serve as the primary leader of the church at every level: congregation, board, and staff. With respect to the board, the lead pastor will envision the board on all actions except for monitoring of lead pastor performance. If a question of process arises with regard to the guiding principles of the church, the lead pastor will defer to the judgment of the board chairperson.

AP1.2.6 Detail: Use of Board Committees

Board committees, if used, will be assigned so as to reinforce the wholeness of the board's job and never to interfere with the delegation from the board to the lead pastor or with the work of the staff.

AP1.2.7 Detail: Cost of Governance

The board will invest amply in its own governance capacity through training, outside expertise, research mechanisms, and meeting costs.

AP1.2.8 Detail: Annual Meeting of the Church in Business Session

A meeting of the Church in Business Session shall be convened at least annually to elect new Board members as described in these Guiding Principles, to adopt changes to the Guiding Principles and such other business that is referred by the Board in order to effectively conduct the mission of the church.

AP1.2.9 Detail: Financial policies not specifically addressed by Guiding Principles

Financial policies not specifically addressed in these Guiding Principles will default to Adventist Church policies and practices.

AP1.2.10 Detail: Composition of the Board

1. The Board shall be comprised of the Lead Pastor, plus between 5 and 7 non-Staff members, for a total of 6-8 members.
2. Members of the Board shall, annually, elect a chairperson and vice-chairperson.
3. Board meetings shall have a quorum, defined as a majority of members present, which must include either the lead pastor, the board chair, or vice chair.
4. No more than one person from each household or immediate family may serve on the board at the same time.

AP1.2.11 Detail: Selection of Board Members

New, non-staff Board members shall be elected annually by a congregational vote through the following process:

1. At least eight weeks advance notice of the congregational vote for members of the Board shall be given. Qualifications, duties, and the current list of Board members shall be shared. There shall also be a request for nominations to be taken.
2. Members may submit a nomination in writing to any member of the Board or to the church office. Nominations should attest to the good character of the nominee, as well as their commitment to the church's mission and other qualifications that have prepared the individual for accountable governance. No member may submit more than three nominations. Nominations must be received prior to the training event for Board candidates.
3. Potential Board members must successfully complete a training course taught by the lead pastor covering the mission, vision and structure of the church.
4. Potential members of the Board must sign a covenant to uphold the highest standards of participation, service, and supportiveness for the church, its mission and its beliefs.
5. The lead pastor shall present to the congregation a selection of candidates that have been certified and recommended by the Board as qualified to serve.

AP1.2.12 Detail: Terms for Board Members and Term Limits

1. Members of the Board shall be elected by an annual congregational vote to serve for a single term. A term is considered three years unless extended or suspended for a specific individual through action of the church in business session. Board members will be elected so that approximately 1/3 of the terms will expire each year.
2. No member of the Board, except the lead pastor, shall serve on the Board for more than three consecutive terms. Following one or more years of sabbatical from the Board, a former member may be elected to a new term on the Board.
3. Vacancies may be filled at the sole discretion of the Board who may select an interim replacement until the next annual vote. At that time, interim Board members will need to be voted in using the same process for all new nominees.

AP1.3 Component: Monitoring the Performance of the Lead Pastor

The Board's sole official connection to the operating organization of the church, its achievement, and conduct shall be through the Lead Pastor.

AP1.3.1 Detail: Unity of Control

Only decisions of the board acting as a whole are binding on the lead pastor.

AP1.3.2 Detail: Accountability of the Lead Pastor

The lead pastor is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the lead pastor.

AP1.3.3 Detail: Delegation to the Lead Pastor

The board will instruct the lead pastor through written principles that prescribe the mission to be achieved and establish the boundaries to be avoided, allowing the lead pastor to use any reasonable interpretation of these principles.

AP1.3.4 Detail: Performance of the Lead Pastor

Systematic and rigorous monitoring of lead pastor job performance will be solely against the only expected lead pastor job outputs: church accomplishment of the board's Mission Principles and church operation within the board's Boundary Principles.

AP1.3.5 Detail: Annual Goals of the Lead Pastor

The lead pastor will be required to write measurable goals each year that correspond to each of the board's Mission Principles. At least one of these goals for each mission principle must project growth in the number of people who benefit or participate.

AP1.3.6 Detail: Annual Review of the Lead Pastor

Each year, the board shall review the results achieved by the lead pastor on each of the annual goals. A merit raise, cost of living raise, bonus, corrective action, or request for resignation shall be based on these results achieved within the board's Boundary Principles.

AP1.4 Component: Responsibility, Authority and Accountability to Rocky Mountain Conference

The Board's official connection to RMC shall be through either the Lead Pastor or Board Chairperson.

AP1.4.1 Detail: RMC Employment

The Lead Pastor shall be an employee of the Rocky Mountain Conference along with Associate Pastors based on the current formula used by Administration to determine staffing at local churches. As an RMC employee, all pastors paid by RMC shall abide by RMC's employee protocols. Any exceptions must be made in writing by the board and submitted to RMC Administrative Committee.