

Visionary Leadership *Overview*

Visionary Leadership is based on the following principles:

- 1. Overseers speak with *one voice* or not at all**
The Overseers express themselves with a single voice
- 2. Overseers decisions are predominately *policy***
The Overseers lead by clarifying policy
- 3. Overseers *define and delegate* rather than reacting and ratifying**
The Overseers proactively create policy for empowerment
- 4. Overseers determine *Vision* - the duty of governance**
The Overseers become a think tank for vision
- 5. Overseers design their *process* and *job products***
The Overseers state what they expect of themselves
- 6. Overseers have one *employee***
The Overseers establish an empowering linkage with the Lead Pastor
- 7. Overseers *measure progress* toward vision achievement**
The Overseers monitor performance, but only against policy criteria
- 8. Overseers lead with *limitations* rather than prescribing**
The Overseers set boundaries rather than telling the Lead Pastor how to do his job

Visionary Leadership contains four segments:

- 1. *Vision***
Clarifies the future picture of the church
- 2. *Process***
Clarifies the manner of operation
- 3. *Relationships***
Clarifies the means for empowerment and delegation
- 4. *Limitations***
Clarifies the boundaries of prudence and ethics

Visionary Leadership yields results

1. Articulated vision and mission
2. Advanced, values-based decision-making
3. Clear job products
4. Strategic agendas
5. Results-oriented leadership

Visionary Leadership *Description*

The Overseers will focus on “strategic thinking”. Their leadership will be characterized by shared expressions of policy documented in four prominent segments: Vision, Process, Relationships and Limitations. These policies will provide pro-active decisions on the fundamental issues of mission, vision, values, job products, authority, metrics, limitations, etc. Each policy is to be reviewed and updated at least annually

1. Content

- a. **Vision:** These policies describe the desirable state of the future. The top-level view of this future is called the “mega-vision” and layers of that vision provide measurable definition. Using descriptive nouns and adjectives, these statements describe a picture of the desired future of the church in completed language – a description of what the Overseers desire the church to look like in the end – as if it had already been accomplished.
- b. **Process:** These policies describe the methods the Overseers use to operate. They include values, norms, job products, officer roles, elder team membership, subordinate teams, and other interpretations as needed.
- c. **Relationships:** These policies define the job products for the Pastor. They also provide top tier metrics for monitoring progress toward vision achievement.
- d. **Limitations:** These policies denote organizational conduct and actions unacceptable to the Overseers. The Pastor is empowered to implement appropriate actions to achieve vision within these boundaries.

2. A three-step process is used to establish and amend policies:

- a. Author a draft for a new or amended policy
- b. Agreement on a draft of a new or amended policy at a scheduled meeting
- c. Adoption and implementation of the policy at a scheduled meeting

<i>Ecclesia Church Overseer Policy Manual</i>	Category: 1
Subject: Vision	Document: 1
Date: November 26, 2017	

Policy Type: **Vision**

Title: **Vision**

Mega-Statement: A cruciform community for Houston and the world

Layer#1: Authentic Life with God

Layer #2: Daily communion

Layer #2: Weekly Eucharist

Layer #2: Fruit of the Spirit

Layer #1: Authentic relationships with others

Layer #2: Hospitality

Layer #2: Service

Layer #2: Kindness

Layer #2: Generosity

Layer #2: Empathy

Layer #2: Advocacy

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<i>Ecclesia Church Overseer Policy Manual</i>	Category: 2
Subject: Process	Document: 3
Date: June 23, 2017	

Policy Type: Process

Title: Job Products of the Overseers

1. **Role:** The Overseers maintain a spiritual, legal, and financial accountability for Ecclesia Church. We choose to lead with an emphasis on pro-activity rather than reactivity and commit ourselves to strategic visionary leadership rather than internal administrative processes.

2. **Job Products:** For highest effectiveness, the Overseers focus on leadership deliverables called "job products." These are results-oriented rather than activity-oriented. We hold ourselves accountable to spend meeting time only on these job products. The following items define and clarify our work by describing desired accomplishments, results, outputs and deliverables
 - a. Operative manual of policies (see Table of Contents) per the Visionary Leadership Model
 - Vision: a long-term picture of spiritual success for Ecclesia Church
 - Process: specifics on how the Overseers conceive, carry out, and monitor their work
 - Relationships: job products delegated to the Pastor and the means for monitoring their work and Ecclesia Church's progress
 - Limitations: general constraints which establish boundaries for acceptable activity, decisions, and authority for the Pastor
 - b. Compensated, empowered, encouraged, evaluated, protected Pastor
 - c. Healthy church (spiritual, financial, legal)
 - d. Corporate documents (Articles of Incorporation, Bylaws, etc.)
 - e. Independent audit
 - f. Church discipline and restoration
 - g. Church statement of faith
 - h. Qualified and trained Overseers

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<i>Ecclesia Church Overseer Policy Manual</i>	Category: 2
Subject: Process	Document: 4
Date: August 20, 2017	

Policy Type: **Process**

Title: **Overseer Membership**

1. **Intent:** to maintain a team of Overseers of the highest quality to lead Ecclesia Church
2. **Composition**
 - a. Membership: Duly selected Overseers and the Pastor
 - b. Size: 3-10
 - c. Term: Three years, with a performance evaluation by its peers after each year, and cannot serve more than two terms. After the absence of one year, an Overseer Team Member is eligible to return, following items #3, #4 and #5 below.
 - d. Overseer year: January - December
 - e. Quorum: simple majority
 - f. Decision making: Unless the law requires a vote, decisions will be made by consensus
 - g. Absentees: Replace during annual selection cycle, waved by consensus in any given year
 - h. Officers: Chair and Secretary
 - i. Meeting Schedule: January, April, Summer, October
3. **Qualifications and Eligibility** (required)
 - a. Living in the spirit of 1 Timothy 3 and Titus 1
 - b. Gender will not be considered as a disqualification
 - c. Mature Biblical literacy
 - d. Diversity of age and life experiences
 - e. Embrace Ecclesia Statement of Faith and its inclusive spirit
 - f. Embrace Ecclesia mission and vision
4. **Competencies** (helpful, but not required)
 - a. Legal
 - b. Financial
 - c. Human resources
 - d. Theological
 - e. Proximity to pastoral experience
5. **Selection Process** (Summer – October)
 - a. Summer: Chair will initiate the process
 - b. Summer: Assess Overseer needs for the coming year (competency, age, life experiences, etc.)
 - c. Summer: suggested candidates received from executive staff
 - Staff supplies a written paragraph with each suggested candidate
 - Overseers review and exercise a pre-screening on each candidate suggested
 - d. Following the Summer meeting
 - The Pastor will contact each candidate (by phone) to explore their interest in pursuing selection
 - If yes, the Pastor will send them (electronically) a pre-interview questionnaire

- Candidates are given three (3) weeks to return the completed questionnaire to the Pastor
 - Completed questionnaires are distributed to the Overseers
- e. During August/September
- Overseers review questionnaires
 - Overseers respond with green, yellow or red lights for proceeding with each candidate
 - Along with one Overseer, the Pastor schedules interviews with those having green lights. The interview conversation focuses on the questionnaire content.
 - Candidates receiving “red” lights are eliminated. The Pastor informs them of the decision.
 - Overseers engage a conference call to discuss “yellow” light candidates and determine whether or not they continue in the process
 - Pastor communicates the results of the interviews with the Overseers
- f. Fall meeting
- Overseers review and appoint candidates
 - Overseers set an orientation session and date for the new candidates
 - The following items are discussed during the orientation
 - Review the Annual Agenda
 - Review policies
 - Review a years worth of agendas and minutes
 - Field questions
- g. Winter – new Overseers attend their first meeting

6. Disqualification & removal of an Overseer: In the event an Overseer violates the qualifications of an Overseer, consistently operates outside the context of Elder policy, suffers a moral failure or demonstrates a significant lack of judgment, he may be removed from the Overseer team by consensus of the remaining Overseers.

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Date: November 16, 2018	

Policy Type: **Process**

Title: **Audit**

1. **Purpose:** Engage independent auditor and comply with auditing standards
2. **Composition:** The Chair will appoint an Audit Team of three (3) qualified church members at the fall meeting.
 - a. The Chair will designate an Audit Team leader
 - b. The Pastor and/or CFO may attend meetings in an advisory capacity
 - c. The Audit Team should have access to *financial expertise*, whether in the form of a single individual serving on the team or collectively among team members
 - d. The Audit Team will have direct and unrestricted access to the independent auditor
 - e. For 2018-2019, the Audit Team leader is Mike Wyatt. The team will disband once the 2018 Audit is completed and reviewed by the Board of Overseers.
3. **Assignment:**
 - a. Conduct session(s) with the outside auditors, the Pastor, CFO, and others as circumstances dictate
 - b. Determine and carry out the processes and standards for the selection of independent auditors, including establishing appropriate audit fees. The Audit Team will recommend an independent auditor to the Overseers at the winter meeting
 - c. The Chair will sign the Engagement Letter with independent auditor
 - d. Review the scope of all services to be provided by the independent auditor. These services will include at a minimum: a review of the adequacy of the Ecclesia systems of internal control, a review of all critical accounting policies and practices used by Ecclesia, and a review of potential alternative treatments of financial information within generally accepted accounting principles.
 - e. Report the final results of the annual audit to the Overseers at the summer meeting and provide copies of the complete audited financial statements to each Overseer. The independent auditor may be invited to this Overseer meeting.
 - f. Conduct an evaluation annually of the independent auditor and report the results of that evaluation to the Overseers.
 - g. Require the independent auditor to rotate the engagement partner annually and consider changing independent auditing firm every five years.

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Adopted: November 16, 2018

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Subject: Process	Document: 11
Date: November 26, 2017	

Policy Type: **Process**

Title: **Church Discipline & Restoration**

Purpose: The Overseers (or assignees) are responsible for ensuring that Biblical conflict resolution is followed within the Church. Periodically, the Overseers will be required to engage such situations. This policy addresses those issues and individuals (or groups) that are approaching a crisis; and unity of the church is of concern.

Definition: Biblical conflict resolution follows these steps (Matthew 18:15-17).

Process: The Overseers (or assignees) want the church family to respond to and follow these steps.

1. Believer to believer (including attendees)
 - Conflict and moral failure among members should first be addressed between those involved
 - Overseers, staff or other leaders will encourage those involved to embrace this step
2. Believer to believer plus one or two trusted individuals
 - If the above step fails to bring about resolution then other trusted individuals (staff members, group leaders, ministry leaders, etc.) who have an earned relationship with those in conflict will be enlisted to resolve the conflict
3. Believer to believer with Overseers
 - If the above steps fail to bring resolution and/or it is determined that the church at large may encounter some form of disunity, the Overseers may be required to engage those in conflict
 - The purpose of the engagement is to bring resolution, foster transformation and protect the church family
4. Discipline / Restoration
 - If a conflict cannot be resolved and the Overseers determine that the actions of those involved are becoming destructive to the church family, loving disciplinary action may be required and/or attendance may be restricted or prohibited
 - Communication to the “church” (Matthew 18) will be defined as those in relationship with the disciplined individual(s) (e.g. small group, ministry team, etc.)
 - In the case of repentance, restoration will be explored

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Adopted: November 26, 2017

<i>Ecclesia Church Overseer Policy Manual</i>	Category: 3
Subject: Relationships	Document: 1
Date: August 21, 2017	

Policy Type: **Relationships**

Title: **Job Products of the Pastor**

The Pastor will lead the day-to-day operations of Ecclesia Church. The Overseers will never instruct or evaluate the performance of those who report directly or indirectly to the Pastor. As the Overseer's single official link to the staff and internal operations, the Pastor's performance encompasses organizational performance.

Job Products

1. Vision achievement
2. Strategic Plan aligned to Vision
3. Annual budget aligned to Strategic Plan
4. Reported metrics
5. Compliant with Limitations
6. Effective weekend worship
7. Staff development plan
8. Vision aligned staff
9. Personal spiritual formation plan
10. Global mission
11. Professional, personal development plan
12. A list of succession candidates as well as potential interim leaders

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<i>Ecclesia Church Overseer Policy Manual</i>	Category: 3
Subject: Relationships	Document: 4
Date: November 27, 2017	

Policy Type: **Relationships**

Title: **Metrics – Monitoring Progress toward the Vision**

1. Executive Performance: Systematic monitoring of Ecclesia Church’s progress is solely against the pre-determined Job Products of the Pastor.

- Achievement of the Overseer’s policy on Vision
- Operation within the boundaries established in the Overseer’s Limitations Policy

Accordingly:

- a. Monitoring is to determine the degree to which Overseer policies are being met. Data not doing so is unnecessary and will not be considered.
- b. The Overseers will acquire monitoring data by one or more of three methods.
 - **Internal Reporting**, in which the Pastor discloses accomplishment and compliance information to the Overseers. It is anticipated that most monitoring will be achieved in this manner.
 - **External Reporting**, in which an external, independent third party selected by the Overseers, assesses compliance with Overseer policies. The annual financial audit is one example of external reporting.
 - **Direct Inspection**, in which a designated Overseer(s) assess compliance with appropriate policy criteria. We reserve the right of direct Overseer inspection, but it is our intent to use it very sparingly.
- c. In every case, the standard for compliance shall be any reasonable interpretation by the Pastor of the Overseer policy being monitored.
- d. All policies will be monitored at a frequency and by a method chosen by the Overseers. The Overseers can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule. The schedule is listed below. These reports shall include the appropriate statements of progress / accomplishment / compliance, and supporting evidence for the statements.
- e. To ensure the “*single voice*” principle, the Overseers will receive performance / monitoring reports as a group at regularly called meetings of the Overseers. Reports given to individual Overseers will not be considered for the purpose of monitoring the Pastor’s performance.

2. Vision Reporting: In submitting each report to the Overseers, either oral or written, the Pastor is expected to demonstrate progress & growth towards Ecclesia’s Vision by communicating:

- a. Activities: a summary of programs and events (ongoing, new created, or planned) that support the achievement of Ecclesia’s Vision
- b. Trends:
 - Recent and historical trends at Ecclesia in the Vision layer being measured

- Trends in other churches similar in size or geography where necessary to demonstrate perspective
- c. Results: measures of effectiveness in achieving Ecclesia's Vision, including
- Objective, directly measurable or tangible results
 - Subjective, qualitative and indirect measures

Data Critical to Vision Achievement

Data Requested	Method	Timing
1. Authentic Life with God <ul style="list-style-type: none"> • Worship attendance • Children's attendance • Baptisms • Child dedications/baptisms • Covenant cards • Sacred stories • Prayer needs & answers • Spiritual formation results (prayer, Bible reading, etc.) • Number of giving units / total income 	<ul style="list-style-type: none"> • Graph/3-yr trend • Video/Oral • Video/Oral • Graph/3-yr trend • Graph/3-yr trend 	<ul style="list-style-type: none"> • Winter • Winter • Winter • Winter • Winter • Quarterly • Quarterly • Winter • Winter
2. Authentic Relationships with Others <ul style="list-style-type: none"> • Small Groups (# of groups / participation) • Number of volunteers • Mentoring relationships • Hospitality (meals, etc.) • Generosity (common meals) • Stories of empathy and advocacy • Number of new marriages (pre-marital) • Global family • Homeless community 	<ul style="list-style-type: none"> • Graph/3-yr trend • Graph/3-yr trend • TBD • Graph/3-yr trend • Graph/3-yr trend • Video/Oral • Graph/3-yr trend • Video/Oral • TBD 	<ul style="list-style-type: none"> • Spring • Spring • Spring • Spring • Spring • Quarterly • Spring • Quarterly • Spring

Data Critical to Fiduciary Health

Data Requested	Method	Timing
Personnel	• Oral	• Quarterly
Financials	• Written/Oral	• Quarterly
Strategic Plan Presentation	• Written/Oral	• Fall
Budget Presentation	• Written/Oral	• Fall
Independent Audit	• Written/Oral	• Summer

3. Limitations Reporting: In making the Limitations report to the Overseers, the Pastor expected to demonstrate a consistent compliance with both the spirit and letter of the limitation. In demonstrating compliance, the Pastor will report:

- a. Deviations
- Reasons for the deviation and expected duration or reoccurrence of the deviation
 - Corrective actions taken to resolve the deviation and prevent its reoccurrence

- b. Internal Systems: Detail of the current internal leadership, accountability and controls necessary to insure and maintain organizational accomplishment with the limitation.

Data Critical to Limitations Compliance

Data Requested	Method	Timing
Biblical Constraints	Oral	Each Meeting
Business Constraints	Oral	Each Meeting
Financial Constraints	Oral	Each Meeting
Employment Constraints	Oral	Each Meeting
Communication Constraints	Oral	Each Meeting

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<i>Ecclesia Church Overseer Policy Manual</i>	Category: 4
Subject: Limitations	Document: 1
Date: June 23, 2017	

Policy Type: **Limitations**

Title: **General Constraints (Boundaries)**

The Pastor is empowered with the responsibility and authority to conduct the day-to-day affairs of Ecclesia Church, including the establishment of a Strategic Plan to achieve the Vision cast by the Ecclesia Church Overseers. To this end, the following general constraints define the functional and operational boundaries within which the Pastor (and staff) is expected to operate.

1. Biblical Constraints: With respect to maintaining the church's submission to the Bible, the Pastor will not cause or allow any setting where the Bible isn't followed. Accordingly, the Pastor will not:

- a. Allow any course of study or program that is contrary to, or undermine our statement of faith
- b. Appoint, or permit to continue in a position of leadership anyone whose continued behavior is contrary to Biblical values
- c. Partner with any outside organization without appropriate scrutiny

2. Business Constraints: With respect to the church's business relationships, the Pastor will not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, imprudent, or in violation of generally accepted business and professional ethics. Accordingly, the Pastor will not:

- a. Fail to address decisions, procedures, behaviors or conditions with employees, students, donors, vendors, business partners or the local community that can be construed as a conflict of interest
- b. Allow unnecessary exposure to claims of liability
- c. Fail to protect information, files, and intellectual property from loss or damage
- d. Transfer ownership of any real property
- e. Fail to have a "surplus property" disposal policy
- f. Fail to be in corporate compliance (e.g. non-profit status, state & federal guidelines, etc.)

3. Financial Constraints: With respect to the actual, ongoing condition of the organization's financial health, the Pastor will not cause or allow the development of fiscal jeopardy or compromised fiduciary responsibility. Accordingly, the Pastor will not:

- a. Close a fiscal year without an external, independent audit or review
- b. Use accounting procedures contrary to generally accepted accounting principles (GAAP)
- c. Leave corporate assets unprotected, inadequately maintained, or unnecessarily risked
- d. Allow expenditures to exceed accumulated income on hand in any fiscal year
- e. Use restricted assets other than for established purposes
- f. Handle corporate funds with inadequate control procedures
- g. Invest church funds without an internal investment policy
- h. Allow any fiscal year to end without a minimum of eight weeks offerings in contingency
- i. Expend funds from contingency without replacing it by the end of the fiscal year
- j. Function without a multiple "checks and balances" system for purchase orders or major expenditure authorizations

- k. Allow tax payments or any other government-oriented payments/filings to be overdue or inaccurately filed
- l. Shift designated budget allocations in amounts that cannot be restored within ninety- (90) days

4. Employment Constraints: With respect to treatment of paid staff, the Pastor will not cause or allow conditions that are inhumane, unfair, or undignified. Accordingly, the Pastor will not:

- a. Hire, or continue to employ, any ministerial staff unwilling to endorse the Mission, Vision and Statement of Faith
- b. Fail to address the discriminatory harassment of any employee
- c. Fail to have and employ a Whistleblower Policy and a dispute resolution procedure
- d. Hire any ministerial staff without providing them with a job description and employee handbook
- e. Hire any ministerial staff who has not undergone a background check
- f. Fail to have and enact a compensation plan and policy for all employees (e.g. performance system)
- g. Hire any family member or relative without Overseer knowledge
- h. Fail to address improper employment documentation and disciplinary procedures
- i. Fail to maintain salaries and benefits that are competitive with market
- j. Fail to provide foundational resources for staff to achieve their assigned job responsibilities

5. Communication Constraints: With respect to providing information and counsel to the Overseers, the Pastor will not permit the Overseers to be uninformed about matters essential to carrying out its policy duties. Accordingly, the Pastor will not:

- a. Fail to report in a timely manner an actual or anticipated noncompliance with any Overseer policy
- b. Fail to advise the Overseers if, in the opinion of the Pastor, the Overseers are not in compliance with their own policies
- c. Fail to submit monitoring data (metrics) required by the Overseers in a timely, accurate, and understandable manner
- d. Fail to notify the Overseers of anticipated adverse media coverage, threatened or pending lawsuits, extraordinary changes (internal or external)
- e. Fail to provide the Overseers with any job products described in the Pastor's Job Products policy
- f. Fail to notify the Overseers about major initiatives not incorporated in the Strategic Plan
- g. Fail to notify the Overseers of any executive or pastoral hires or terminations (other than for moral failure) in advance