

POLICIES MANUAL

COUNCIL OF THE CANADIAN BAPTISTS OF ATLANTIC CANADA (2021)

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**Revised version September 2016*

INTRODUCTION

The Council of the Canadian Baptists of Atlantic Canada (2021)

The Canadian Baptists of Atlantic Canada (2021) General Operating Bylaw (GOBylaw), duly adopted at the Annual Assembly on August 20, 2010 and revised from time to time thereafter, devotes SECTION IV to The Council of the Canadian Baptists of Atlantic Canada (2021) and is found within the GOBylaw in Appendix 2 of this *Policies Manual*.

The Mandate of the Council

The General Duties and Specific Duties of the Council are set forth in item 4.06(a) and (b) of the GOBylaw of the Canadian Baptists of Atlantic Canada (2021).

In part, the Council of the Canadian Baptists of Atlantic Canada (2021), acting as the agent of the Canadian Baptists of Atlantic Canada (2021) between the Membership Meetings (cf., GOBylaw 4.06(a)), shall have the responsibility to:

1. Provide visionary and strategic leadership;
2. Provide direction and leadership for the Canadian Baptists of Atlantic Canada (2021) in pursuing its Objects and Core Values (cf. GOBylaw 406(b)(i));
3. Through the principles of Policy Governance develop Ends Policies and Limitation Policies so that the Canadian Baptists of Atlantic Canada (2021) staff may develop Means and strategies to achieve the goals approved by the Members through their Delegates at the Annual Assembly;
4. Monitor all Canadian Baptists of Atlantic Canada (2021) Boards, Committees, and the Boards of Canadian Baptists of Atlantic Canada (2021) Organizations on the basis of the policies set forth in the *Policies Manual* of the Council (cf. GOBylaw 4.06(b)(v));
5. Approve the annual financial statement of the Canadian Baptists of Atlantic Canada (2021) and the annual budget presented by the Executive Minister for recommendation to the Members at the annual Meeting of Members (cf., GOBylaw 4.06(b)(xvi));
6. Report, through the President to the Membership at the annual Membership Meeting on various matters including, but not limited to, financial matters and policy decisions (cf., GOBylaw 4.10).

The Council of the Canadian Baptists of Atlantic Canada (2021) shall be composed of four (4) Appointed Council Members, the President, the Vice-President, the Past President with vote, and the Executive Minister, who shall be without vote; and twelve (12) Elected Council Members (three of whom shall retire each year) elected by the Members through their Delegates at the Annual Assembly. The maximum number of terms for each Elected Council Member is two (2) consecutive terms of three (3) years each. An Elected Council Member is eligible for re-election to the Council at the end of his/her first term for one additional term, provided that such Elected Council Member continues to meet the qualifications to be a Council Member. After an absence of one (1) full year a Person is re-eligible for election (cf., GOBylaw 4.01 through 4.05).

The Council shall normally meet at least three (3) times each year, one of which will coincide with the Annual Assembly of the Canadian Baptists of Atlantic Canada (2021) (cf., GOBylaw 4.13). At least one

meeting annually may be at a location other than the Canadian Baptists of Atlantic Canada (2021) Office.

The Council may establish by Resolution one or more committees or Working Groups as it may deem advisable, appoint Persons as members of such committees or Working Groups and delegate any of its duties and powers to such committee(s) and Working Group(s). Each committee and Working Group shall be accountable to the Council (cf., GOBylaw 4.09).

A Holistic Understanding of the Canadian Baptists of Atlantic Canada (2021)

One of the first challenges the Council faced in adopting Policy Governance was to find a model for understanding the kind of organization our Canadian Baptists of Atlantic Canada Family (2021) is and the role the Canadian Baptists of Atlantic Canada (2021) Council plays in it. Two articles by John Carver on “Families of Boards” provided the Council with a model that describes our Canadian Baptists of Atlantic Canada Family (2021). Carver describes two kinds of families of boards. One is a federation in which multiple organizations own a single organization, and the other is a parent subsidiary arrangement, also called a holding company, in which a single organization owns a number of other organizations.

Our Canadian Baptists of Atlantic Canada (2021) is a complex organization. Without question, it is a *true federation*. Its ministries, facilities, and resources are owned by the member churches, which are in themselves autonomous organizations. These member churches have joined together for fellowship, cooperative ministry, and mission.

Canadian Baptists of Atlantic Canada (2021) is also like a *holding company*. It has established a number of Canadian Baptists of Atlantic Canada (2021) Organizations to carry out tasks and ministries best performed at arms’ length from the parent organization. Most of the Canadian Baptists of Atlantic Canada (2021) Organizations are incorporated bodies in their own right. The Canadian Baptists of Atlantic Canada (2021), however, owns them in the sense that it appoints their members and holds them responsible for carrying out the mandate it has given them.

According to Section 3.05 of the CBAC (2021) General Operating Bylaw the governing authority of our Canadian Baptists of Atlantic Canada (2021) rests with the Member-appointed Delegates (cf. 3.05 (b) & (c)) and the Ex officio Delegates (c.f. 3.05 (e)) meeting in Assembly. The members of the Canadian Baptists of Atlantic Canada (2021) Council serve as the Board of Directors of the corporation, Canadian Baptists of Atlantic Canada (2021), as required by the “*Canada Not-for-profit Corporations Act*” (cf. Section II GOBylaw – Definitions). “The Council shall administer, manage, and give oversight to the spiritual, temporal, and administrative affairs, activities, business, and property of the CBAC (2021) between Membership Meetings” (cf. GOBylaw 4.07 (2021) (a)). In relation to the Canadian Baptists of Atlantic Canada (2021) Organizations, the Council is “to monitor, at least annually, the performance of the Boards, (2021) of the Canadian Baptists of Atlantic Canada (2021) Organizations on the basis of the policies set forth in this Policies Manual (cf. GOBylaw 4.07(2021) (b) (vii)). (2021)

The Canadian Baptists of Atlantic Canada (2021) Organizations are:

1. Atlantic Baptist Mission Board, Inc.

2. Crandall University (2021)
3. Acadia Divinity College (2021)
4. Atlantic Baptist Foundation (2021)
5. Atlantic Baptist Senior Citizens' Homes Inc. (2021)
6. Pension and Benefits (2021) Board

The Members through their Delegates also elect the members of the Board of Ministerial Standards and Education; and nine members to the Board of Governors of Acadia University, Inc.

The Canadian Baptists of Atlantic Canada (2021) in cooperation with the following Ministry Partners, the Canadian Baptists of Ontario and Quebec, Canadian Baptists of Western Canada, and Union d'Églises (2021) Baptistes Francophones du Canada share in owning and operating Canadian Baptist Ministries. The Canadian Baptists of Atlantic Canada (2021) appoints a portion of the members of the Board of Directors of Canadian Baptist Ministries. Our Executive Minister and one of the Presidents is (2021) each an ex officio member. Canadian Baptist Ministries reports directly to the Canadian Baptists of Atlantic Canada (2021) Assembly. Through Canadian Baptist Ministries and directly, the Canadian Baptists of Atlantic Canada (2021) is an active and participating member of the North American Baptist Fellowship and the Baptist World Alliance. The Canadian Baptists of Atlantic Canada (2021) is also affiliated with the Evangelical Fellowship of Canada.

Adoption of Policy Governance

At its April 2002 meeting, the Council recognized that there were a number of key issues that it needed to address in regard to its role and responsibility "in providing visionary and strategic leadership in light of our priorities of evangelism, teaching and service." A motion was passed to convene a special meeting prior to the regular meeting in September 2002 to consider whether the adoption of Policy Governance would enable the Council to be more effective in carrying out its mandate. Policy Governance is a model for effective Boards developed by John Carver for non-profit organizations. At this special meeting the Council agreed to move forward toward the implementation of Policy Governance.

At the November 2002, April 2003, September 2003, and November 2003 meetings of the Council, an extended time was devoted to working on developing policies. On the last day of the November 2003 meetings of the Council, two important motions were passed. The first motion was the official adoption of all the policies that had been developed to that date. The second motion was the official decision to operate under Policy Governance from that date onward and to authorize the Executive Minister to make all ministry, operational, and administrative decisions within the Ends Policies and Executive Limitations established by the Council.

The members of the Council believe that a good model of governance and carefully crafted policies will help the Council, the Executive Minister, the Canadian Baptists of Atlantic Canada (2021) Organizations, and their staffs do their jobs more effectively. They are aware, however, that Policy Governance by itself will not bring spiritual renewal. Spiritual renewal and power come from the Holy Spirit. Our Lord is building his church and establishing his kingdom. We are called to work with him as his ambassadors and channels of his grace. We need to believe that he can and will use us to

accomplish great things for his glory. (Isaiah 9:6, 7; Matthew 28:18-20; John 20:21-23; Acts 1: 7, 8; Galatians 5:22-25).

Introduction to Policy Governance - An Effective Model

Rationale: The Canadian Baptists of Atlantic Canada (2021) Council adopted Policy Governance as a good model of governance because it:

1. Encourages the Council to “cradle” the vision of the whole Canadian Baptists of Atlantic Canada (2021).
2. Keeps the Council focused on the core values shared by the member churches as the Council develops its Executive Limitation Policies.
3. Enables the Council to have an external focus as it develops Ends Policies, to focus on what difference the Canadian Baptists of Atlantic Canada (2021) should make in the world rather than on just maintaining the organization.
4. Enables the Council to be proactive, to be involved in leading rather than just reacting to staff initiatives.
5. Facilitates diversity and unity within the Council, i.e., within the Council the opinions of all members are expressed and discussed, but outside the Council all speak with one voice.
6. Allows the Council to concentrate on Ends (what results, outcomes or benefits the Canadian Baptists of Atlantic Canada (2021) will produce, for whom, and at what investment of personnel and financial resources), while leaving the planning and implementation of the Means (the strategies and programs to accomplish the Ends) to the Executive Minister, the Canadian Baptists of Atlantic Canada (2021) Organizations, and their staff.
7. Helps the Council to understand its relationship and responsibility to the member churches (2021) of the Canadian Baptists of Atlantic Canada (2021); each, through duly elected Delegates, is a voting Member of the Canadian Baptists of Atlantic Canada (2021) and the Council has a trustee role in acting as their representatives. It is therefore important that the Council seeks and assimilates appropriate broad based input from the member Churches and Associations.
8. Avoids the approval syndrome of traditional boards in which a lot of time is spent in reviewing, rehashing, and redoing what has already been done or decided by the staff.
9. Enables the Canadian Baptists of Atlantic Canada (2021) Council to govern effectively through developing policies and monitoring the performance of the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations on the basis of these policies, and in the case of the Canadian Baptists of Atlantic Canada (2021) Organizations on the basis of the mandate they have been given.

10. Gives freedom to the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations to be creative and proactive in developing and implementing strategies and programs to accomplish the Objects (cf., GOBylaw 1.02) of the Canadian Baptists of Atlantic Canada Family (2021). All staff decisions are considered pre-approved if they are accomplishing the Objects of the Canadian Baptists of Atlantic Canada (2021) expressed in the Ends Policies and operating within the Core Values (cf., GOBylaw 1.03) of the Canadian Baptists of Atlantic Canada (2021) expressed in the Executive Limitations Policies.

Categories of Policy

In Policy Governance, there are four categories of policies: “Ends Policies” and “Executive Limitations Policies” guide the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations in their work; “Governance Process Policies” and “Council Executive Minister and Canadian Baptists of Atlantic Canada (2021) Organizations Linkage Policies” guide the Council in its work. These policies are developed systematically, beginning with a global statement that covers the category at its broadest level and then moving to more detailed statements. The process continues until the Council feels comfortable in delegating authority to the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations within any reasonable interpretation of the policies it has established. Of course, there is always the option of defining an issue more narrowly, if and when a problem of interpretation arises. However, until the policies have been amended, the Council covenants to support the decisions and the actions of the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations.

Four Kinds of Information

To accomplish its mandate effectively, the Council needs four kinds of information:

1. Information needed to make good decisions. Examples would be the rationale for changing or adding to the policies or for recommending to the Assembly a change in the mandate of a Canadian Baptists of Atlantic Canada (2021) Organization or an amendment to the General Operating Bylaw of the Canadian Baptists of Atlantic Canada (2021).
2. Information needed to monitor the performance of the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations.
3. Information that highlights the accomplishments and future plans of the Canadian Baptists of Atlantic Canada (2021) Staff, Boards, Committees, Member Churches, Associations, and Canadian Baptists of Atlantic Canada (2021) Organizations,.
4. Appropriate broad based input from the Member Churches and Member Associations that gives the Council assurance that it is accomplishing the Ends the “owners” want, while honoring the Core Values of the Canadian Baptists of Atlantic Canada (2021) which these Members are expected to respect and uphold.

Five Main Agenda Components

Under Policy Governance, there are usually five main components to the agenda of every Council meeting:

1. *An Educational Component* - to help members understand the issues Canadian Baptists of Atlantic Canada (2021) is facing in accomplishing its mandate and the difference Member Churches and Canadian Baptists of Atlantic Canada (2021) Organizations could (2021) be making locally and globally.

2. *A Monitoring Component* - meeting with the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations according to a set schedule to assess how they are doing in achieving the Policies within the Limitations; to hear both their triumphs and trials (2021).
3. *A Policy Review Component* - reviewing one category of policies each meeting to see if any changes (deletions, additions, or amendments) need to be made.
4. *A Consent Item Component* - dealing with any items that need the Council's approval according to the General Operating Bylaw of the Canadian Baptists of Atlantic Canada (2021) or the rules of the government.
5. *A Self Evaluation Component* - a short debriefing at the end of each meeting as a means of helping the Council stay focused on its task as defined by the General Operating Bylaw (cf., GOBylaw 4.06) and Policy Governance.

The Policies Manual - A Document in Process

The Policies Manual is different from a Constitution or Bylaws. It is a working document that can be amended at any meeting of the Council. In fact, one category of policies should be reviewed at each meeting to see if any deletions, additions, or amendments need to be made. The Policies Manual guides the Council, the Executive Minister, and the Canadian Baptists of Atlantic Canada (2021) Organizations in their work. The fact that it is a document in process allows them to respond to changing situations quickly and effectively.

1. ENDS POLICIES

1.1 OVERALL PURPOSE

The purpose of the Canadian Baptists of Atlantic Canada (2021) Churches is being and making disciples of Jesus Christ, who are integrated into the life and ministry of healthy, growing churches, committed to fulfilling the Great Commission and the doing of God's will on earth. (cf., GOBylaw, 1.02 Objects)

1.1.1 The Council of the Canadian Baptists of Atlantic Canada (2021) Defined

The Canadian Baptists of Atlantic Canada (2021) Churches is a network of Members, both Local Churches and Associations in Atlantic Canada, which have joined together for fellowship, cooperative ministry, and mission. The Members express themselves through their Delegates meeting in Assembly by electing/appointing a Council, Officers, an Executive Minister, and Canadian Baptists of Atlantic Canada (2021) Organizations in order to carry out on behalf of the Members various ministries, and to operate the institutions they own. The Canadian Baptists of Atlantic Canada (2021) also elects nine members to the Board of Governors of Acadia University.

The Council as the agent of the Canadian Baptists of Atlantic Canada (2021) between each Meeting of Members shall hold itself, the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations accountable for 1) contributing to the accomplishment of the Objectives (2021) of the Canadian Baptists of Atlantic Canada (2021) as expressed in the General Operating Bylaw (cf., GOBylaw 1.02) and the Ends Policies; 2) operating within the Core Values of the Canadian Baptists of Atlantic Canada (2021) as expressed in the General Operating Bylaw (cf., GOBylaw 1.03) and the Executive Limitation Policies; and 3) carrying out the mandate given to the Council by the General Operating Bylaw (cf., GOBylaw 4.06) duly adopted by the Assembly of the Canadian Baptists of Atlantic Canada (2021).

A "Board of a Canadian Baptists of Atlantic Canada (2021) Organization" in this Policies Manual is one to which the Canadian Baptists of Atlantic Canada (2021) elects or ratifies all (2021) the members except those who are ex-officio members. The six Canadian Baptists of Atlantic Canada (2021) Organizations (cf., GOBylaw 9.01) are:

1. Atlantic Baptist Mission Board
2. Board of Governors of Crandall University
3. Board of Trustees of Acadia Divinity College
4. Board of Directors of (2021) Atlantic Baptist Foundation
5. Board of Directors of Atlantic Baptist Senior Citizens' Homes, Inc.
6. Pension and Benefits (2021) Board.

In addition, the same principle applies to the Board of Ministerial Standards and Education of the Canadian Baptists of Atlantic Canada (2021).

The Canadian Baptists of Atlantic Canada (2021) is a partner with the Canadian Baptists of Ontario and Quebec, the Canadian Baptists of Western Canada, Union d'Églises Baptistes Francophones du Canada in owning and operating Canadian Baptist Ministries. The Canadian Baptists of Atlantic Canada (2021) appoints a portion of the members of the Board of Directors of Canadian Baptist Ministries and the CBAC (2021) Executive Minister is an ex-officio member. The Council, acting as the agent of the Canadian Baptists of Atlantic Canada (2021), normally meets annually with the Executive Director of CBM (or designate) and the members of the CBM Board from Atlantic Canada who are invited to attend. Canadian Baptist Ministries also reports directly to the Annual Assembly of the Canadian Baptists of Atlantic Canada (2021). Through Canadian Baptist Ministries and directly, the Canadian Baptists of Atlantic Canada (2021) is an active and participating member of the North American Baptist Fellowship and the Baptist World Alliance. The Canadian Baptists of Atlantic Canada (2021) has a close relationship with Atlantic Baptist Women (United Baptist Woman's Missionary Union) and Atlantic Baptist Youth. The Canadian Baptists of Atlantic Canada (2021) is also affiliated with the Evangelical Fellowship of Canada.

1.1.2 Disciples of Jesus Christ Defined

Disciples of Jesus Christ are believers in Him, who by God's grace have chosen to follow Jesus Christ, living in a personal relationship with Him, following His example, and obeying His commands, through the transforming power of the Holy Spirit at work in them. (Matthew 4:19; John 10:27; 15:5-8; I Corinthians 11:1; I John 2:3-6)

Disciples, who follow the example of Jesus, will:

1. Nurture their relationship with God and their personal spiritual growth by walking in obedience to the Holy Spirit and using the means of growth, prayer, Bible study, worship, service, fellowship, confession, mutual submission, solitude, and fasting. (Matthew 11:28-30; 14: 23; 26:36-44; Mark 1:35; Luke 1:21-22; 4:1-2, 14-19; 5:16; Galatians 5:16-18, 22-25)
2. Go into the world to carry on Jesus' mission, motivated by his love, and empowered by the Holy Spirit. (John 20:21-23)
3. Do the will of their Father in heaven, speaking the words and doing the deeds the Father has taught them to say and to do. (John 7:16-18; 8:28, 29; 14:10-14; Matthew 6:9-10)
4. Serve others humbly and sacrificially. (Mark 10:42-45; John 13:12-17)

5. Seek the lost and help them find their way home to their Creator Father. (Matthew 9:12-13; Luke 15:1-31; 19:9-10)

Disciples, who follow the commands of Jesus, will:

1. Love God with all their heart, soul, mind, and strength. (Matthew 22:34-40; Mark 10:28-34)
2. Love their neighbour as they love themselves. (Matthew 22:34-40; Mark 10:28-34; Romans 13:8-10)
3. Love one another in the same way Christ loves them. (John 14:34-35; 1 John 2:9-11; 4:7-12)
4. Make disciples of all peoples, by witnessing to who Jesus is and what he has done for the salvation of the world, by preaching repentance and forgiveness through him, and by teaching those who respond to obey his commands. Witnessing, preaching, and teaching are to be done under Christ's authority and in the power of his Spirit. (Acts 1:7-8; Luke 24:45-48; Matthew 28:18-20)
5. Baptize those who follow Christ into worshiping communities of faith, the visible church of Christ, characterized by mutual love, fellowship, submission, support, and encouragement. (Matthew 28:18-20, 16:17-19; John 13:34-35; Romans 12:10, 16; Galatians 5:13-15; Ephesians 4:2-5, 32; 5:21; Colossians 3:12-17; 1 Thessalonians 5:11-24; Hebrews 10:24-25; 1 John 4:7-12)

1.1.3 Healthy, Growing Churches Defined

Healthy, growing churches have the following eight identifying quality characteristics:

1. Empowering Leadership - Leadership that empowers Christians for ministry by mobilizing, equipping, supporting, and mentoring them so that they realize their full potential as disciples of Christ, and work together to accomplish Christ's mission. (Luke 22:24-30; John 13:1-17; Acts 6:1-7; Ephesians 4:11-16; 2 Timothy 1:13-14, 2:1-2; 1 Peter 5:1-6)
2. Gift-Based Ministry - Leadership that helps Christians to discover, develop, and exercise their spiritual gifts in appropriate matching ministries in their church, their community, and beyond. (Romans 12:3-8; 1 Corinthians 12:1-13:13; Ephesians 4:1-16; 1 Peter 4:8-11)
3. Passionate Spirituality - Members who have a loving intimacy with God through Jesus Christ, expressed in prayer and other spiritual disciplines, who expect that God through

the Holy Spirit is powerfully at work in and through them, and who live their faith with contagious enthusiasm. (Matthew 6:1-34; Mark 12:28-34; John 15:1-17; Acts 2:42; Romans 12:1-2, 9-12; 2 Corinthians 8:1-9:15; Philippians 4:4-13; Colossians 3:1-17; 1 Peter 1:3-9)

4. Effective Structures - Organizational structures that work together to facilitate spiritual health, growth, and outreach. (Acts 6:1-7; Romans 12:4-5; 1 Corinthians 12:12-26; Ephesians 4:14-16; 1 Timothy 3:1-16; 1 Peter 2:4-10)
5. Inspiring Worship Services - Worship inspired by the Holy Spirit, leading to a personal and corporate encounter with the living God that spiritually encourages and strengthens the worshipers. (John 4:23-24; Acts 2:42-47; Romans 11:33-12:2; Ephesians 5:18-20; Hebrews 13:15-16; 1 Peter 2:9)
6. Holistic Small Groups - Small groups that are disciple-making communities in which individuals experience acceptance and mutual caring, and are helped to grow in Christ-likeness through interaction with one another in conversation, prayer, and the study of God's Word. (Matthew 18:19-20; Acts 2:42-47; Galatians 6:1-2; Hebrews 10:19-25)
7. Need-Oriented Evangelism - Evangelism that shares the good news of Christ in the context of authentic relationships, appropriate ministries, and genuine faith-stories that focus on and respond to the questions and needs of non-Christians. (Matthew 9:9-13; 28:18-20; Luke 15:1-32; 19:1-10; 24:45-49; John 3:1-21; 4:1-26, 39-42; Acts 2:38-41; 4:8-12; Romans 12:9-21; 2 Corinthians 5:11-6:2; Colossians 4:2-6; 1 Peter 3:8-18)
8. Loving Relationships - Genuine, loving, grace-filled relationships with one another within the fellowship that attract others to God's family in order to experience and share in the same love. (John 13:34-35; 15:9-17; 17:20-26; Acts 2:42-47; 4:32-35; Romans 12:9-21; Ephesians 4:1-6; 1 John 3:11-24; 4:7-21)

1.1.4 Churches Committed to the Fulfilling of the Great Commission Defined

The Great Commission is the directive of our resurrected Lord Jesus Christ to His (2021) Church as set forth in Matthew 28:18-20, Mark 16:15-16, Luke 24:45-49, John 20:21, and Acts 1:8. Churches committed to the fulfilling of the Great Commission will, both locally and globally:

1. Be involved in making disciples of all peoples, teaching them to live out in everyday life the teachings and commands of Jesus. (Matthew 28:18-20)
2. Preach the Good News of salvation through the atoning death and resurrection of Jesus, who is the Son of God and the Saviour of the world. (Mark 16:15-16; John 20:30-31; 1 John 4:9-10)

3. Preach repentance and forgiveness through Jesus Christ to all peoples. (Luke 24:46-47)
4. Carry on Jesus' mission, motivated by His (2021) love and empowered by the Holy Spirit. (John 20:21-23)
5. Depend on the empowerment and direction of the Holy Spirit in the work of evangelism and discipleship. (Luke 24:49; Acts 1:8)

1.1.5 Churches Committed to the Doing of God's Will on Earth Defined

Churches committed to the doing of God's will on earth will, with humility, love, and compassion:

1. Live under the rule and authority of God by doing His will in all areas of their lives individually and corporately. (Matthew 6:10)
2. Practice and promote justice, equality, peace, and righteousness in their communities and in the world. (Isaiah 58:1-11; Amos 5:10-15, 21-24; Micah 6:8; Matthew 5:1-16; Romans 14:17; James 2:1-17; 3:13-18; 5:1-6)
3. Bring the love of God, the grace of Christ, and the power of the Holy Spirit to bear practically on the sin and selfishness of people and social systems so that the darkness, oppression, and turmoil of the rule of Satan may give way to the light, liberty, and peace (shalom) of the rule of God. (Isaiah 9:2-7; 42:1-7; John 3:3-8; Acts 26:17, 18; 2 Corinthians 5:17-21; Colossians 1:9-20)

2. EXECUTIVE LIMITATIONS POLICIES

2.1 GLOBAL EXECUTIVE CONSTRAINT - EXECUTIVE MINISTER

The Executive Minister shall not cause or allow any practice, activity, decision, or organizational circumstance that is inconsistent with biblical faith and practice, directives of Assembly, unlawful, imprudent, or in violation of commonly accepted ministry, business and professional ethics.

2.1.1 Treatment of Those Who Use Our Services

With respect to interactions with those who use our services, the Executive Minister shall not cause or allow conditions, procedures, or decisions that are unsafe, disrespectful, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

2.1.2 Treatment of Employees

With respect to the treatment of employees, the Executive Minister shall not cause or allow conditions that are unfair or disrespectful.

Accordingly, he or she shall not:

1. Engage as an employee anyone who is unwilling to agree to and abide by the General Operating Bylaw (cf., GOBylaw Sections Five & Six) and the Covenant of Christian Workers (cf., GOBylaw, Appendix D) of the Canadian Baptists of Atlantic Canada (2021).
2. Operate without written personnel policies that clarify personnel rules for employees, provide for effective handling of grievances, and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons (cf., GOBylaw Section Fourteen).
3. Discriminate against any employee for expressing dissent.
4. Prevent any employee from grieving to the Council when (1) internal grievance procedures have been exhausted and (2) the employee alleges either that (a) Council policy has been violated to his or her detriment or (b) Council policy does not adequately protect his or her human rights.
5. Fail to acquaint employees with their rights under this policy.

NOTE When Canadian Baptists of Atlantic Canada (2021) Employees serve their status is governed and protected by this section.

2.1.3 Treatment of Volunteers

With respect to the treatment of their volunteers, the Executive Minister shall not cause or allow conditions that are unfair or disrespectful.

Engagement, Use and Relationship with Volunteers

The Canadian Baptists of Atlantic Canada (2021) Churches (2021) is pleased to have the support and assistance of volunteers who help further its (2021) mission through their active service. (2021) Those who offer the CBAC (2021) the benefit of their expertise, experience, talents, and/or time as volunteers are welcome helpers who benefit our work together. (2021) However, volunteers are never considered employees of the CBAC (2021) although they are subject to the requirements the CBAC (2021) has detailed for its employees (cf., GOBylaw Sections Five and Six). The following provisions and guidelines are in place to define the relationship the CBAC (2021) has with those who volunteer their services.

1. Engagement of Volunteers

The CBAC (2021) seeks volunteers who identify with and desire to support the Objects and Core Values (cf., GOBylaw 1.02 & 1.03) of the CBAC (2021) and its Covenant of Christian Workers (cf., GOBylaw, Appendix D). As a volunteer an individual helps represent the CBAC (2021) internally and externally. Therefore, it is imperative that every volunteer have an appreciation of the CBAC (2021)'s General Operating Bylaw.

The CBAC (2021) will strive to use volunteers successfully by defining roles and expectations as clearly as possible in order to avoid disappointment on the part of either the volunteer or the CBAC (2021). Whether by advertising for volunteer assistance, directly asking individuals for help, or by responding to an offer of assistance, the CBAC (2021) will seek to clearly identify the role and responsibilities of the volunteer in relation to the specific task to be accomplished, offer sufficient training for the role or use of equipment as required, plus establish the general timeframe for accomplishment of the task.

Use of a volunteer on one occasion does not obligate the CBAC (2021) to continuously use the same individual for the same task in the future, nor will the CBAC (2021) presume on the individual's availability in the future.

While most volunteer work will be understood to be gratuitous, volunteer work may on occasion include an honorarium, reimbursement of expenses, or a small stipend in return for service rendered. In all cases, the CBAC (2021) will strive to clarify the conditions under which the individual is being engaged prior to the rendering of any

volunteer service. Should the nature of the task require detailed conditions and expectations, a written agreement may be supplied for the benefit of both parties (e.g., contract for Oasis Registrar).

2. Use of Volunteers

The Executive Minister will seek to provide an atmosphere that respects the dignity and rights of every individual, and an environment within which every volunteer is able to accomplish tasks safely and to the best of their ability.

Volunteers will normally receive oversight from an individual who is an employee of the CBAC (2021) and who represents the department being assisted with volunteer help. In every case volunteers will receive instructions from an appointed individual to whom the volunteer will report outcomes, and/or supply him/her with any resources required to fulfill the volunteer task. This individual will also respond to any concerns or questions the volunteer may have about his/her task and/or the safety of any procedure or the working environment.

3. Relationship with Volunteers

The Executive Minister will seek to provide an atmosphere that respects the dignity and rights of every individual, and treat every volunteer with courtesy and respect. Should a disagreement or incident of any nature arise that causes a volunteer to feel his or her dignity or rights have been infringed upon; the following protocol shall be in effect:

- a) The volunteer shall speak with the individual appointed by the CBAC (2021) to give oversight to the volunteer to provide a verbal description of the disagreement/incident that created the offence. The overseer shall seek to mediate a discussion between the complainant and the respondent, even if the respondent is him/her, with the intent of seeking to clarify or correct the situation (cf., GOBylaw 14.01 and 14.02).
- b) Should the above effort at mediation fail to resolve the matter then the volunteer shall submit a written complaint to the Executive Minister of the CBAC (2021) with the understanding that he/she will initiate the CBAC (2021)'s Dispute Resolution Mechanism (cf., GOBylaw 14.03).
- c) Should the complaint be one of sexual or workplace harassment, the normal protocol as established by the Canadian Baptists of Atlantic Canada (2021) in the Staff Policy and Procedures Employee Policy Manual will be made available to the volunteer.

4. Advise ment of Rights

Every volunteer shall normally receive a copy of this policy as advisement of their rights under this policy.

Accordingly, the Executive Minister shall not:

- a) Engage as a volunteer anyone who is not supportive of the CBAC's (2021) General Operating Bylaw.
- b) Operate without written personnel policies that clarify what is expected of volunteers and provide for effective handling of grievances.
- c) Fail to acquaint volunteers with their rights under this policy and the CBAC's (2021) General Operating Bylaw.

2.1.4 Compensation and Benefits

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

Accordingly, he or she shall not:

1. Change his or her own compensation and benefits or the compensation and benefits of a family member.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits for skills employed that deviate substantially– from the geographic or professional market within similar Christian organizations.
4. Create binding compensation obligations beyond what is required by employment law. The purpose of this clause is to protect the CBAC (2021) if it were ever faced with severe financial cutbacks or liquidation, requiring the termination of some or all employment contracts.

2.1.5 Financial Planning and Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate substantially from the Council's Ends priorities, risk fiscal jeopardy, or fail to be derived from long-term planning.

Accordingly, the Executive Minister 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 can reasonably be expected to be received in that period without having a plan in place to deal with any shortfall.
3. Provides less for Council prerogatives during the year than is set forth in the Cost of Governance Policy.

2.1.6 Financial Condition and Activities

With respect to the actual, ongoing financial condition and activities, the Executive Minister shall not cause or allow the development of fiscal jeopardy or a substantial deviation of actual expenditures from Council priorities established in Ends Policies.

Accordingly, the Executive Minister shall not:

1. Expend more funds than have been received in the fiscal year to date, unless the debt guideline is met.
2. Indebt the organization in an amount greater than can be re-paid by certain, otherwise unencumbered, revenues within sixty days.
3. Use any long term reserves without the approval of the Council.
4. Conduct inter-fund shifting in amounts greater than can be re-stored to a condition of discrete fund balances by certain, otherwise unencumbered, revenue within thirty days.
5. Fail to meet payroll obligations and pay debts in a timely manner.
6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
7. Make purchases or commitments beyond the annual budget of greater than 0.5% of the budget without the approval of the Council.
8. Acquire, encumber, or dispose of real property.
9. Fail to pursue receivables after a reasonable grace period.

2.1.7 Asset Protection

The Executive Minister shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, he or she shall not:

1. Endanger the organization's public image or credibility, as it relates to the accomplishment of its Objects.
2. Fail to insure against theft, fire and extended coverage losses to at least 90 percent of appraised replacement value with an appropriate deductible.
3. Fail to insure against liability losses to Council members, staff, and the organization itself in an amount not less than \$2,000,000.
4. Allow unbonded personnel access to substantial amounts of funds.
5. Subject office building(s) and equipment to improper wear and tear or insufficient maintenance.
6. Unnecessarily expose the organization, its Council, or staff to claims of liability.
7. Make any purchase or authorize any expenditure (a) without giving due consideration to quality, after purchase service, value for dollar, and opportunity for fair competition, and (b) wherein normally prudent protection has not been given against conflict of interest.
8. Fail to protect intellectual property, information, and files from loss or significant damage.
9. Receive, process, or disburse funds under controls that are insufficient to meet generally accepted accounting principles and the recommendations of the Council-appointed auditor without consulting the Council.
10. Invest or hold operating capital in high risk instruments, including uninsured checking accounts, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.

*This policy renumbered by Council April 2008
2.1.7 Revised by Council April 2012*

2.1.8 Communication and Support to the Council

The Executive Minister shall not permit the Council to be uninformed or unsupported in its work.

Accordingly, he or she shall not:

1. Neglect to submit monitoring data required by the Council (see policy on Monitoring Executive Minister Performance) in a timely, accurate, and understandable fashion, directly addressing provisions of Council policies being monitored.
2. Let the Council be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes; particularly changes in the assumptions upon which Council policy has previously been established.
3. Fail to advise the Council if, in the Executive Minister's opinion, the Council is not in compliance with its own policies on Governance Process and Council-Executive Minister and CBAC (2021) Organizations Linkage, particularly in the case of Council behavior that is detrimental to the work relationship between the Council and the Executive Minister.
4. Fail to provide for the Council as many staff and external points of view, issues, and options as needed for fully informed Council choices.
5. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among three types of information: decision preparation, monitoring, and incidental.
6. Fail to provide a mechanism for official Council, officer, or committee communications.
7. Fail to deal with the Council as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Council.
8. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Council.
9. Fail to supply for consent all items delegated to the Executive Minister yet required by law or contract to be Council-approved along with the monitoring assurance pertaining thereto.

2.1.9 Ends Focus of Grants or Contracts

The Executive Minister shall not enter into any grant or contract arrangements that fail to emphasize primarily the production of Ends and, secondarily, the avoidance of unacceptable means.

Accordingly, the Executive Minister shall not:

1. Fail to prohibit particular methods and activities to preclude grant funds from being used in imprudent, unlawful, or unethical ways.
2. Fail to assess and consider an applicant's capability to produce appropriately targeted, efficient results.

2.1.10 Emergency Executive Minister Succession

In order to protect the Council from sudden loss of Executive Minister services, the Executive Minister shall have no fewer than two other Senior Staff members familiar with Council and Executive Minister issues and processes.

2.2 GLOBAL EXECUTIVE CONSTRAINT – CANADIAN BAPTISTS OF ATLANTIC CANADA (2021) ORGANIZATIONS

The Canadian Baptists of Atlantic Canada (2021) Organizations shall not cause or allow any practice, activity, decision, or organizational circumstance that is inconsistent with biblical faith and practice, directives of the Assembly, the CBAC (2021) General Operating Bylaw (cf., GOBylaw 9.01), unlawful, imprudent, or in violation of commonly accepted ministry, business and professional ethics.

2.2.1 Treatment of Those Who Use Our Services

With respect to interactions with those who use their services, the Canadian Baptists of Atlantic Canada (2021) Organizations shall not cause or allow conditions, procedures, or decisions that are unsafe, disrespectful, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

2.2.2 Treatment of Employees

With respect to the treatment of their employees, the Canadian Baptists of Atlantic Canada (2021) Organizations shall not cause or allow conditions that are unfair or disrespectful.

Accordingly, they shall have in place policies that do not allow them and/or their CEO to:

1. Engage as an employee anyone who is unwilling to agree to and abide by the Covenant of Christian Workers of the Canadian Baptists of Atlantic Canada (2021) of Atlantic Baptist Churches (Appendix 1) or a Covenant which is consistent with the Covenant of Christian Workers of the Canadian Baptists of Atlantic Canada (2021) of Atlantic Baptist Churches.
2. Operate without written personnel policies that clarify personnel rules for employees, provide for effective handling of grievances, and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
3. Discriminate against any employee for expressing dissent.
4. Prevent an employee 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 human rights.

5. Fail to acquaint employees with their rights under this policy.

NOTE: Policy 2.2.2 does not apply to the Pension and Benefits (2012) Board, and the Atlantic Baptist Mission Board because the Canadian Baptists of Atlantic Canada (2021) Senior Staff, who serve as the CEO's of these Boards, are recommended for appointment by the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Council, and are appointed by the Canadian Baptists of Atlantic Canada (2021) Assembly. The Support Staff, who work for these Boards, are engaged by the Executive Minister with appropriate consultation. Therefore, the issues covered in this policy are covered by **Executive Limitations Policy 2.1.2**. If any of the Boards have problems with its CEO's performance, they shall take this matter to the Executive Minister. If the Executive Minister does not handle the matter to their satisfaction, the Board shall bring it to the Canadian Baptists of Atlantic Canada (2021) Council.

2.2.3 Treatment of Volunteers

With respect to the treatment of their volunteers, the Canadian Baptists of Atlantic Canada (2021) Organizations shall not cause or allow conditions that are unfair or disrespectful, or discriminatory (2021).

Accordingly, they shall have in place policies that do not allow them and/or their CEO to:

1. Engage as a volunteer anyone who is not supportive of the work the Board is doing.
2. Operate without written personnel policies that clarify what is expected of volunteers and provide for effective handling of grievances.
3. Fail to acquaint volunteers with their rights under this policy.

2.2.4 Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants and contract workers, the Canadian Baptists of Atlantic Canada (2021) Organizations shall not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, they shall have in place policies that do not allow their CEO to:

1. Change his or her own compensation and benefits.
2. Promise or imply permanent or guaranteed employment.

3. Establish current compensation and benefits for skills employed that deviate substantially– from the geographic or professional market within similar Christian organizations.
4. Create binding compensation obligations beyond what is required by employment law. The purpose of this clause is to protect the Board if it were ever faced with severe financial cutbacks or liquidation, requiring the termination of some or all employment contracts.

NOTE: Policy 2.2.4 does not apply to the Pension and Benefits Board (2021), and the Atlantic Baptist Mission Board because the compensation and benefits of the Canadian Baptists of Atlantic Canada (2021) Senior Staff and the Support Staff, who work with these Boards, are not set by the Boards but by the Executive Minister. Therefore, the issues covered in this policy are covered by **Executive Limitations Policy 2.1.4**.

2.2.5 Financial Planning and Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate substantially from the Boards' priorities and the mandate given to them by the CBAC family (2021), risk fiscal jeopardy, or fail to be derived from long-term planning.

Accordingly, the Canadian Baptists of Atlantic Canada (2021) Organizations should have in place policies that do not allow their CEO, without permission of the Board, to allow budgeting that:

1. Contains too little information to enable credible projection of revenues, expenses, and cash flow; (2021) 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 can reasonably be expected to be received in that period.
3. Provides less for the prerogatives of the Boards during the year than is set forth in their Cost of Governance Policy.

2.2.6 Financial Condition and Activities

With respect to the actual, ongoing financial condition and activities, the Canadian Baptists of Atlantic Canada (2021) Organizations shall not cause or allow the development of fiscal jeopardy or a substantial deviation of actual expenditures from Board priorities and the mandate given to them by Canadian Baptists of Atlantic Canada Family (2021).

Accordingly, the Canadian Baptists of Atlantic Canada (2021) Organizations should have in place policies that do not allow their CEO, without permission of the Board, to:

1. Expend more funds than have been received in the fiscal year to date, unless the debt guideline (to follow) is met.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered, revenues within sixty days.
3. Use any long term reserves unless guidelines have been established by the Board for doing so and these guidelines have been met.
4. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered, revenue within thirty days.
5. Fail to meet payroll obligations and pay debts in a timely manner.
6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
7. Make purchases or commitments beyond the annual budget of greater than 0.5% of the budget without the approval of the Board. A Canadian Baptists of Atlantic Canada (2021) Organization Board may set a lower percentage if it wishes, but if it wants a higher percentage this shall be negotiated with the Council.
8. Make purchases or commitments beyond the annual budget of greater than 0.5% of the budget without the approval of the Board. A Canadian Baptists of Atlantic Canada (2021) Organization Board may set a lower percentage, if it wishes, but if it wants a higher percentage this shall be negotiated with the Council.
9. Acquire, encumber, or dispose of real property.
10. Fail to pursue receivables after a reasonable grace period.

2.2.7 Asset Protection

The Canadian Baptists of Atlantic Canada (2021) Organizations shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, they shall have in place policies that do not allow their CEO to:

1. Endanger the organization's public image or credibility, particularly in ways that would hinder accomplishment of its mission.

2. Fail to insure against theft, fire and extended coverage losses to at least 90 percent of appraised replacement value with an appropriate deductible.
3. Fail to insure against liability losses to Council members, staff, and the organization itself in an amount not less than \$2,000,000.
4. Allow unbonded personnel access to substantial amounts of funds.
5. Subject office building(s) and equipment to improper wear and tear or insufficient maintenance.
6. Unnecessarily expose the organization, its Board, or staff to claims of liability.
7. Make any purchase or authorize any expenditure (a) without giving due consideration to quality, after purchase service, value for dollar, and opportunity for fair competition, and (b) wherein normally prudent protection has not been given against conflict of interest.
8. Fail to protect intellectual property, information, and files from loss or significant damage.
9. Receive, process, or disburse funds under controls that are insufficient to meet generally accepted accounting principles and the recommendations of the Board-appointed auditor without consulting the Board.
10. Invest or hold operating capital in high risk instruments, including uninsured checking accounts, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.

2.2.8 Communication and Support to the Council

The Canadian Baptists of Atlantic Canada (2021) Organizations, through their respective Chairs or their Board designate, shall not permit the Council to be uninformed or unsupported in its work.

Accordingly, the Canadian Baptists of Atlantic Canada (2021) Organizations, through their respective Chairs or their Board designate, shall not:

1. Neglect to submit monitoring data required by the Council in a timely, accurate, and understandable fashion, directly addressing provisions of Council policies being monitored and the mandate given to them by Canadian Baptists of Atlantic Canada (2021).

2. Neglect to involve the complete Board in the preparation of the report.
3. Let the Council be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the criteria upon which Council policy has previously been established.
4. Fail to advise the Council if, in the Board's opinion, the Council is not in compliance with its own policies on Governance Process and Council-Executive Minister and Canadian Baptists of Atlantic Canada (2021) Organizations Linkage, particularly in the case of Council behavior that is detrimental to the work relationship between the Council and the Board in question.
5. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate between three types of information: decision preparation, monitoring, and incidental.
6. Fail to provide a mechanism for official Board, officer, or committee communications.
7. Fail to deal with the Council as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Council.
8. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Council (2021).

2.2.9 Ends Focus of Grants or Contracts

The Canadian Baptists of Atlantic Canada (2021) Organizations shall not enter into any grant or contract arrangements that fail to emphasize primarily the production of Ends and the mandate given to them by Canadian Baptists of Atlantic Canada (2021), and secondarily, the avoidance of unacceptable means.

Accordingly, the Canadian Baptists of Atlantic Canada (2021) Organizations shall have in place policies that do not allow their CEO to:

1. Fail to prohibit particular methods and activities to preclude grant funds from being used in imprudent, unlawful, or unethical ways.
2. Fail to assess and consider an applicant's capability to produce appropriately targeted, efficient results.

2.2.10 Emergency Succession of the CEO's of Canadian Baptists of Atlantic Canada (2021) Organizations

In order to protect the Canadian Baptists of Atlantic Canada (2021) Organizations from sudden loss of the services of their CEO, the Canadian Baptists of Atlantic Canada (2021) Organizations shall have in place a policy that their CEO shall have no fewer than two other Senior Staff members familiar with Board and CEO issues and processes.

NOTE: Policy 2.2.10 as it stands does not apply to the Pension and Benefits Board (2021), and the Atlantic Baptist Mission Board because the Canadian Baptists of Atlantic Canada (2021) Senior Staff, who serve as their CEO's, may not be in a position to carry it out. Therefore, **Policy 2.2.10** for these two Boards shall be:

In order to protect these two Canadian Baptists of Atlantic Canada (2021) Organizations from sudden loss of the services of their CEO, the Executive Minister shall ensure that there is at least one Senior Staff person and one Support Staff person familiar with the Board and CEO issues and processes for each of these Boards. The Executive Minister shall inform each of the Boards annually who these persons are for its Board.

2.2.11 Mandate – Atlantic Baptist Mission Board

The Atlantic Baptist Mission Board shall not fail to carry out the mandate given to the Board by the Canadian Baptists of Atlantic Canada (2021), which is to provide the CBAC (2021) as it is able, the resources to accomplish the vision of the Canadian Baptists of Atlantic Canada (2021) in the areas of Evangelism, Church Planting, Intercultural Ministries and other Mission Endeavors. The mandate will include working cooperatively with the Executive Minister, the Senior Staff and the Council to achieve the Objects (cf., GOBylaw 1.02) and honour the Core Values (cf., GOBylaw 1.03) of the Canadian Baptists of Atlantic Canada (2021) Churches. The Atlantic Baptist Mission Board will manage responsibly the properties, trusts and investments of the former Home Mission Board; will make decisions with the cooperation of the Associations on Ministry Initiative Grants; and will provide annual reports to Council on these areas.

2.2.12 Mandate – Board of Governors of Crandall University

The Board of Governors of Crandall University shall not fail to carry out the mandate given it by the Canadian Baptists of Atlantic Canada (2021) and by the Act to Incorporate Crandall University, which is “to provide for persons of any race, colour or creed, university education in the liberal arts and religion with a philosophy and viewpoint that is Christian.”

The above mandate also includes but is not limited to the following responsibilities:

1. To have the whole management of the financial affairs of the University,
2. To receive and disburse all moneys,

3. To control, keep and manage all its property,
4. To transact all business relating to property and moneys committed to its care by the Canadian Baptists of Atlantic Canada (2021) or otherwise, and
5. At all times and in all things observe and obey the Objects (cf., GOBylaw 1.02), Core Values (cf., GOBylaw 1.03), and educational policies (cf., GOBylaw 8.02(b)) of the Canadian Baptists of Atlantic Canada (2021).

2.2.13 Mandate – Board of Trustees of Acadia Divinity College

The Board of Trustees of Acadia Divinity College shall not fail to carry out the mandate given to it by the Canadian Baptists of Atlantic Canada (2021), which is to “be responsible for the financing of the College and the government, conduct, management and control of the College, and all property, revenues, business and affairs of the College shall be vested in the Board and the Board shall have all powers necessary to perform its duties and achieve the objectives and purposes of the College, as noted in Bill No. 76, an Act to Incorporate Acadia Divinity College, House of Assembly, Nova Scotia, 1968.”

2.2.14 Mandate – Board of Directors of the Atlantic Baptist Foundation of the Canadian Baptists of Atlantic Canada (2021)

The Board of Directors of the Atlantic Baptist Foundation of the Canadian Baptists of Atlantic Canada (2021) shall not fail to carry out the mandate given to it by the Canadian Baptists of Atlantic Canada (2021), which is “to provide financial services for the benefit of the Churches, Council and Agencies of the Canadian Baptists of Atlantic Canada (2021).”

The mandate also requires that the Bylaws of the Atlantic Baptist Foundation be approved by the Canadian Baptists of Atlantic Canada (2021).

2.2.15 Mandate - Board of Ministerial Standards and Education

Although the Board of Ministerial Standards and Education is not classified in the Canadian Baptists of Atlantic Canada (2021) General Operating Bylaw as a Canadian Baptists of Atlantic Canada (2021) Organization, but as a CBAC (2021) Board, this CBAC (2021) Board shall not fail to carry out the mandate given to it by the CBAC (2021) (cf., GOBylaw 8.02(b)), which is:

- (i) Individually interview those Persons considering training for ordained Baptist ministry or recognized lay leadership to determine their fitness for the pastoral office or lay leadership; to direct them in their course of study; to consider with them the financial obligations involved; and to assist in any way which lies within the jurisdiction of the board. Further, the “Board of Ministerial Standards and

Education” shall review the progress of the preparation of candidates from time to time and report the same to the appropriate Association committees;

- (ii) Review the cases of Pastoral or Lay Leaders who leave the ministry to enter secular callings outside the Canadian Baptists of Atlantic Canada (2021) to determine whether their names shall or shall not remain on the list of “Accredited Ordained Ministers” or “Recognized Lay Leaders” within the Canadian Baptists of Atlantic Canada (2021). This will be done with Notice and right of appeal to the Board of Ministerial Standards;
- (iii) Meet with Pastoral Leaders who are ordained and recommended by a body in fellowship with the “Baptist World Alliance,” and recommend that their names be placed on the list of “Accredited Ordained Ministers,” after ensuring that they have met the conditions set forth in the “Recognition of Prior Ordination” document;
- (iv) Meet with ordained Pastoral Leaders coming from church bodies not affiliated with the “Baptist World Alliance,” and recommend that they be placed on the list of “Accredited Ordained Ministers,” after ensuring that they have met the conditions set forth in the “Recognition of Prior Ordination” document;
- (v) Be the keeper of the ministerial standards set forth in the Regulations Concerning the Ministry (as amended from time to time following the procedure set forth in Section 11.01 of the GOBylaw) on behalf of the churches within the Canadian Baptists of Atlantic Canada (2021) Churches. Any minister, pastor or lay leader appointed, inducted, ordained, installed, recognized, or employed by a church or agency of the Canadian Baptists of Atlantic Canada (2021), and who is accredited by Canadian Baptists of Atlantic Canada (2021), and any candidate for ministry or lay leadership who has been accepted by the “Board of Ministerial Standards and Education” for the purpose of pursuing preparation for the ministry or lay leadership and is currently working toward that goal, is accountable to the Canadian Baptists of Atlantic Canada (2021) through the “Board of Ministerial Standards and Education” for maintaining and upholding biblical and professional standards of Christian ministry. Any formal written allegation of professional misconduct shall be dealt with by this board according to the procedures set forth in the “Discipline and Restoration Document,” approved by the Registered Delegates at a Members’ Meeting; and
- (vi) Enforce the Regulations Concerning the Ministry as being binding on all Pastoral and Lay Leaders accredited by the Canadian Baptists of Atlantic Canada (2021).

The members of this Canadian Baptists of Atlantic Canada (2021) Board shall be the monitors of the “Preparing Future Pastors Fund,” and in partnership with stakeholders, shall ensure that only the interest of the fund is distributed according to the established guidelines, not drawing

on the principal of the fund; and shall make certain that the funds are invested with the Atlantic Baptist Foundation and work to grow the principal of the fund.

2.2.16 Mandate – Board of Directors of Atlantic Baptist Senior Citizens’ Homes Inc.

The Board of Directors of Atlantic Baptist Senior Citizens’ Homes Inc. shall not fail to carry out the mandate given to it by the Canadian Baptists of Atlantic Canada (2021) and the Letters Patent of Incorporation issued by the Province of New Brunswick under the Companies Act, which is to:

1. “Build, construct, establish, maintain, and operate dwelling and boarding accommodations and accommodations for nursing home care and therapy for the aged or infirm and such other persons who may desire or reside in or be cared for or accommodated in any establishment of” Atlantic Baptist Senior Citizens’ Homes Inc.
2. “Assure the good reputation and faithful ministry of the facilities to the glory of God,” ... “emphasize a concern for the quality of life as well as for the length of the life,” ... and administer the facilities “for the benefit of the whole person, spiritually, emotionally, and physically.” (Preamble to the General Bylaws)

2.2.17 Mandate – Pension and Benefits Board (2021)

The Pension and Benefits Board (2021) shall not fail to carry out the mandate given to it by the Canadian Baptists of Atlantic Canada (2021), which is to serve the Canadian Baptists of Atlantic Canada (2021) by:

1. Providing financial assistance in cases of need for our pastors, their spouses, widows, widowers, or orphans, and returned missionaries residing in the Atlantic Provinces;
2. Administering a Canadian Baptists of Atlantic Canada (2021) Retirement Plan for Canadian Baptists of Atlantic Canada (2021) employees, pastors, and others who qualify under the Regulations of the Board; and
3. Administering a Group Insurance Plan or Plans for Canadian Baptists of Atlantic Canada (2021) employees, pastors and others who qualify under the Regulations of the Board.

3. GOVERNANCE PROCESS POLICIES

3.1 GLOBAL GOVERNANCE COMMITMENT

The Council shall administer, manage, and give oversight to the spiritual, temporal, and administrative affairs, activities, business, and property of the Canadian Baptists of Atlantic Canada (2021) between Membership Meetings (GOBylaw 4.06(a)). In accordance with the principles of “Policy Governance” the Council is to ensure that the Canadian Baptists of Atlantic Canada (2021) and its Canadian Baptists of Atlantic Canada (2021) Organizations:

1. Seek to function under the direction of the Holy Spirit in decision-making;
2. Achieve appropriate results for appropriate persons at an appropriate cost in accordance with the Ends Policies; and
3. Avoid unacceptable actions and situations in accordance with the Executive Limitations Policies.

3.1.1 Council as Owner-Representative

According to the principles of “Policy Governance” the Council, acting as the agent of the Canadian Baptists of Atlantic Canada (2021), represents the ownership interests of the Canadian Baptists of Atlantic Canada (2021) Churches.

1. Although Council members are drawn from the member churches, which are customers (recipients of the services and resources) of the Canadian Baptists of Atlantic Canada (2021) as well as its owners, Council members must distinguish the churches, and serve the interests of the churches, as owners not as customers.
 - a. Churches as customers are of direct relevance to governance only in that the Council must decide:
 - i. what benefits are to be provided to churches and
 - ii. which churches receive those benefits. Both actions are done on behalf of the churches-as-owners.
 - b. It is inappropriate for Council members to bring into Council meetings their home churches’ customer relationship with the Canadian Baptists of Atlantic Canada (2021), except when part of a general Council monitoring of Executive Minister compliance with Council policies about customer benefits or treatment.
2. The ethical obligation of Council members is to represent the entire ownership, not specifically the home church of which they are a member.
3. Appropriate broad-based input from members must be sought and assimilated.

4. The full range of member churches' views as to purpose and cost of the Canadian Baptists of Atlantic Canada (2021) must be incorporated into Council deliberations, not just those points of view held personally by Council members.

3.1.2 Governing Style

The Council will govern with an emphasis on:

1. Outward vision rather than internal preoccupation;
2. Encouraging expression of all viewpoints in the decision-making process;
3. Strategic leadership more than administrative detail;
4. Clear distinction of the roles of Council, Executive Minister, and Canadian Baptists of Atlantic Canada (2021) Organizations;
5. Collective rather than individual decisions;
6. The future rather than the past or the present; and
7. Pro-activity rather than reactivity.

Accordingly, the Council will:

1. Cultivate a sense of group responsibility. The Council, not the staff, will be responsible for excellence in governing. The Council will be the initiator of policy, not merely a reactor to staff initiatives. The Council will use the expertise of individual members to enhance the ability of the Council as a body rather than to substitute individual judgments for the Council's values. The Council will allow no officer, individual, or committee of the Council to hinder or be an excuse for not fulfilling Council commitments.
2. The Council will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Council's values and perspectives about ends to be achieved and means to be avoided. The Council's major policy focus will be on the intended long-term results outside the organization, not on the administrative or programmatic means of attaining those results.
3. The Council will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, participation, policy-making principles, respect of roles, and ensuring continuance of governance capability. Continual Council development will include orientation of new Council members in the Council's governance process and periodic Council discussion of process improvement.
4. The Council will monitor and discuss the Council's process and performance at each meeting. Self-monitoring will include comparison of Council activity and discipline to the "Specific Duties" of the Council (cf., GOBylaw 4.06(b); policies in the Governance

Process; and Council - Executive Minister and Canadian Baptists of Atlantic Canada (2021) Organizations Linkage categories.

3.1.3 Council Job Description

The job of the Council is to act as the agent of the Canadian Baptists of Atlantic Canada (2021) Churches in determining and demanding appropriate organizational performance of the Canadian Baptists of Atlantic Canada (2021) and its Canadian Baptists of Atlantic Canada (2021) Organizations.

Accordingly, the Council:

1. shall take the initiative to provide the linkage between itself and the churches as outlined in 3.1.1.
2. shall produce written governing policies that, at the broadest levels, address each of the following categories:
 - a. *Ends*: The results, outcomes or benefits the whole organization will produce, who the recipients will be and the relative cost of each (what good, for whom, at what cost).
 - b. *Executive Limitations of*:
 - i. *Executive Minister*: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - ii. *Canadian Baptists of Atlantic Canada (2021) Organizations*: Constraints on their authority that establish the prudence and ethics boundaries within which all activity and decisions must take place.
 - c. *Governance Process*: With adherence to SECTION IV of the General Operating Bylaw, specification of how the Council conceives, carries out, and monitors its own "General and Specific Duties" (cf., GOBylaw 4.06(a) & (b)).
 - d. *Council Linkage (1) with Executive Minister and (2) with Canadian Baptists of Atlantic Canada (2021) Organizations*: How authority and responsibility is delegated and its proper use monitored; the role, authority, and accountability of the Executive Minister (cf., GOBylaw 5.02(d)) and the Canadian Baptists of Atlantic Canada (2021) Organizations (cf., GOBylaw 9.01).
3. will produce assurance of the Executive Minister's performance in terms of the duties of the Executive Minister (cf., GOBylaw 5.02(D)); and any reasonable interpretation of the Ends and Executive Limitations Policies by submitting annually a written report, duly signed by the Executive Minister and the Chair of the Council (cf., GOBylaw 4.13(h)), to

the Annual Assembly of the Canadian Baptists of Atlantic Canada (2021) with a copy to the Executive Minister.

4. will produce assurance of the performance of the Canadian Baptists of Atlantic Canada (2021) Organizations in terms of any reasonable interpretation of the mandate given to them by the Canadian Baptists of Atlantic Canada (2021) and the Ends Policies and Executive Limitations - Canadian Baptists of Atlantic Canada (2021) Organizations Policies by submitting a written report for each Board, duly signed by the Chair of the Council and the Chair of the Board, to the Annual Assembly of the Canadian Baptists of Atlantic Canada (2021) with a copy to that Board.

3.1.4 Agenda Planning

To accomplish its job outcomes/products with a governance style consistent with Council policies, the Council will follow an annual agenda that (1) completes re--exploration of Ends Policies annually and (2) continually improves Council performance through Council education and enriched input and deliberation.

Accordingly,

1. The cycle will conclude each year on the last day of August- so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Council's most recent statement of long-term Ends.
2. The cycle will start with the Council's development of its agenda for the next year.
 - a. Consultations with selected groups in the ownership or other methods of gaining ownership input will be determined and arranged at the September meeting (cf., GOBylaw 4.13(b)), to be held during the balance of the year.
 - b. Governance education (e.g., orientation for new members) will be held at the September meeting of the Council.
 - c. Planning for Council education related to Ends determination will be held at the November meeting of the Council, costs to be included in the next budget.
 - d. Throughout the year, the Council will attend to Council agenda items as expeditiously as possible.
 - e. Executive Minister monitoring will be included on the agenda as set forth in the section "Monitoring Executive Minister Performance" (cf. 12.1.5 Council Policies)

- f. Executive Minister’s remuneration for the next fiscal year (cf., GOBylaw 15.02) will be decided at the April meeting after a review of monitoring reports received in the last year pertaining to a) the Ends Policies and Executive Limitations Policies, and b) personal and spiritual well-being, and professional development.
- g. Regular review of governance policies will be done as part of Council self-evaluation:

Three Year Cycle for Policy Review

Year	September	November	April
1. (2015 – 2016)	None	Governance Process Council-Staff Linkage	Executive Minister: Executive Limitations
2. (2016 - 2017)	None	Ends	Canadian Baptists of Atlantic Canada (2021) Organizations
3. (2017 – 2018)	None	Introduction Appendices & Format	None
4. (2018 – 2019)	None	Governance Process Council-Staff Linkage	Executive Minister: Executive Limitations
5. (2019 – 2020)	None	Ends	Canadian Baptists of Atlantic Canada (2021) Organizations
6. (2020 – 2021)	None	Introduction Appendices & Format	None

Note: Executive Limitations Policies for Executive Minister (Section 4) and for Canadian Baptists of Atlantic Canada (2021) Organizations (Section 5) will be reviewed as the relevant monitoring reports are presented according to the schedules in section F (7.1.5 and 7.1.6).

3.1.5 Chair’s Role

The chair assures the integrity of the Council’s process and, secondarily, occasionally represents the Council to outside parties.

Accordingly,

1. The job result of the chair is that the Council behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will be only those issues which, according to the General Operating Bylaw of the Canadian Baptists of Atlantic Canada (2021) (cf., GOBylaw 4.06) and Canadian Baptists of Atlantic Canada (2021) Council policy, clearly belong to the Council to decide, not the Executive Minister.
 - b. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
2. The authority of the chair consists in making decisions that fall within topics covered by Council policies on Governance Process, Council and Executive Minister and Canadian Baptists of Atlantic Canada (2021) Organizations Linkage, except where the Council specifically delegates portions of this authority to others. The chair is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The chair is empowered to chair Council meetings, with all the commonly accepted power of that position (for example, ruling, recognizing).
 - b. The chair has no authority to make decisions about policies created by the Council within Ends and Executive Limitations Policy areas. Therefore, the chair has no authority to supervise or direct the Executive Minister or the Canadian Baptists of Atlantic Canada (2021) Organizations.
 - c. The chair may represent the Council to outside parties in announcing Council-stated positions and in stating chair decisions and interpretations within the area delegated to the chair.
 - d. The chair may delegate this authority, but remains accountable for its use.

3.1.6 Council Members' Code of Conduct

The Council commits itself and its members to ethical, lawful and responsible conduct consistent with biblical faith and practice and the terms of the "Covenant of Christian Workers (cf., GOBylaw 4.01(e) and Appendix D). This includes proper use of authority and appropriate decorum when acting as Council members.

Accordingly,

1. Members must represent un-conflicted loyalty to the interests of the Canadian Baptists of Atlantic Canada (2021) Churches. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or

staffs. It also supersedes the personal interest of any Council member acting as a consumer of the organization's services.

2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a. There must be no self-dealing or any conduct of private business or personal services between any Council member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - b. When the Council is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
 - c. Council members must not use their positions to obtain employment for themselves, their family members, or close associates. Should a member desire employment, he/she must first resign.
 - d. Members will annually disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.
3. Council members shall not attempt to exercise individual authority over the organization except as explicitly set forth in Council policies.
 - a. Members' interaction with the Executive Minister, the Canadian Baptists of Atlantic Canada (2021) Organizations, or with Staff must recognize the lack of authority vested in individual Board Members except when explicitly Council-authorized.
 - b. Members' interaction with public, press, or other entities must recognize the same limitation and the inability of any Council member to speak for the Council except to repeat explicitly stated Council decisions.
 - c. Members will give no consequence or voice to individual judgments pertaining to the performance of the Executive Minister or the staff.
 - d. Members will respect the confidentiality appropriate to issues of a sensitive nature.

3.1.7 Council Committee Principles

Council committees, when used, will be assigned so as to reinforce the wholeness of the Council's job and so as never to interfere with delegation from Council to Executive Minister and Canadian Baptists of Atlantic Canada (2021) Organizations (cf., GOBylaw 4.09).

Accordingly,

1. Council committees are to help the Council do its job, never to help or advise the staff. Committees ordinarily will assist the Council by preparing policy alternatives and implications for Council deliberation. In keeping with the Council's broader focus, Council committees will normally not have dealings with current staff operations.
2. Council committees shall not speak or act for the Council 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 Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations.
3. Council committees cannot exercise authority over staff. The Executive Minister works for the full Council and will not be required to obtain approval of a Council committee before an executive action.
4. Council committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Council committee that has helped the Council 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.

The Audit Committee is the first standing committee of Council. The role of the Audit Committee on behalf of Council is perpetual and is required by the Canadian Council of Christian Charities.

6. This policy applies to any group that is formed by Council action whether or not it is called a committee, and regardless of whether or not the group includes Council members. It does not apply to committees formed under the authority of the Executive Minister.

3.1.8 Cost of Governance

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

Accordingly,

1. Council skills, methods, and supports will be sufficient to assure governing with excellence.
 - a. 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.
 - b. Outside monitoring assistance will be arranged so that the Council can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.
2. Methods of connecting with and obtaining valid input from the Members of the Canadian Baptists of Atlantic Canada (2021) as owners will be used and funded as needed to ensure that the Council understands their viewpoints and values.
3. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
 - a. Up to 3.00% of the annual Council budget for education and training, including orientation of new members, attendance at conferences and workshops, provision of relevant books and articles, and bringing in expert presenters.
 - b. Up to 16.00% of the annual Council budget for financial audit, legal expenses and when needed, other third-party monitoring of organizational performance.
 - c. Up to 30.00% of the annual Council budget for meeting costs.
 - d. Up to 20.00% of the annual Council budget for surveys, focus/ working groups, and other methods of connecting with and obtaining valid input from the ownership.

(Figures to be recommended by the Executive to the April meeting)

4. COUNCIL – EXECUTIVE MINISTER AND CANADIAN BAPTISTS OF ATLANTIC CANADA (2021) ORGANIZATIONS LINKAGE POLICIES

4.1 GLOBAL COUNCIL LINKAGE WITH EXECUTIVE MINISTER AND THE CANADIAN BAPTISTS OF ATLANTIC CANADA (2021) ORGANIZATIONS

The Council's official connections to the day-to-day operations of the Canadian Baptists of Atlantic Canada (2021) Churches, its staff and Canadian Baptists of Atlantic Canada (2021) Organizations, their achievements and conduct, shall be primarily through the Executive Minister.

4.1.1 Unity of Control

Only decisions of the Council acting as a body are binding on the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations.

Accordingly,

1. Decisions or instructions of individual Council Members, Officers, or Committees are not binding on the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations except in rare instances when the Council has specifically authorized such exercise of authority.
2. In the case of Council Members or Committees requesting information or assistance without Council authorization, the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations can refuse such requests that require, in their opinion, a substantial and unreasonable amount of staff time or funds, or are disruptive.

4.1.2 Delegation to the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations

The Council will instruct the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations to use any reasonable interpretation of these policies.

Accordingly,

1. The Council will develop policies instructing the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations to fulfill the Objects and Core Values of the Canadian Baptists of Atlantic Canada (2021). These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends Policies.
2. The Council will develop policies that limit the latitude the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations 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 Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations use any reasonable interpretation of the Council's Ends and Executive Limitations Policies, the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations are authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
4. The Council may change its Ends and Executive Limitation Policies, thereby shifting the boundary between Council and the domains of the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations. By doing so, the Council changes the latitude of choice given to the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations. But as long as any particular delegation is in place, the Council will respect and support the choices of the Executive Minister and the Canadian Baptists of Atlantic Canada (2021) Organizations.

4.1.3 Accountability of the Executive Minister

The Executive Minister is the Council's only link to operational achievement and conduct, so that all authority and accountability of Canadian Baptists of Atlantic Canada (2021) staff, as far as the Council is concerned, is the responsibility of the Executive Minister.

Accordingly,

1. The Council shall not give instructions to Staff who report directly or indirectly to the Executive Minister.
2. The Council will refrain from evaluating, either formally or informally, any staff other than the Executive Minister.
3. The Council will view Executive Minister performance as identical to organizational performance, so that organizational accomplishment of Council-stated Ends and

avoidance of Council-proscribed Means will be viewed as successful Executive Minister performance.

For Information Only:

4.1.4 Accountability of the Canadian Baptists of Atlantic Canada (2021) Organizations

Each Canadian Baptists of Atlantic Canada (2021) Organization is the Council's only link to the operational achievement and conduct of the ministries and/or institutions under that Board, so that all authority and accountability of its staff, as far as the Council is concerned, is the responsibility of that Board.

Accordingly,

1. The Council shall not give instructions to staff who report directly or indirectly to a Canadian Baptists of Atlantic Canada (2021) Organization.
2. The Council will refrain from evaluating, either formally or informally, the staff appointed by a Canadian Baptists of Atlantic Canada (2021) Organization.
3. The Council will view the performance of each Canadian Baptists of Atlantic Canada (2021) Organization as identical to the organizational performance of the ministries and/or institutions it is responsible for, so that the organizational accomplishment of Council-stated Ends, avoidance of Council-proscribed Means and the accomplishment of the Mandate given to it by the Annual Assembly of the Canadian Baptists of Atlantic Canada (2021), will be viewed as successful Canadian Baptists of Atlantic Canada (2021) Organization performance.

4.1.5 Monitoring Executive Minister Performance

Systematic and rigorous monitoring of the job performance of the Executive Minister will be done only in terms of the organization's accomplishment of the Ends Policies established by the Council and the organization's operation within the boundaries established by the Council in the Executive Limitations Policies that relate to the Executive Minister (cf., GOBylaw 4.06(b)(v)) .

Accordingly,

1. Monitoring is simply to determine the degree to which Council policies are being met. Information that does not contribute to this task will not be considered monitoring data.
2. The Council will acquire monitoring data by one or more of three methods: (a) by internal report, in which the Executive Minister discloses compliance information to the Council, (b) by external report, in which an external, disinterested third party selected by the Council or the Canadian Baptists of Atlantic Canada (2021) Assembly assesses

compliance with Council policies, and (c) by direct Council inspection, in which a designated member or members of the Council assess compliance with the appropriate policy criteria.

3. In every case, the standard for compliance shall be any reasonable interpretation by the Executive Minister of the Council policies being monitored. When the Executive Minister is in doubt about the interpretation of any Ends/Purpose or Executive Limitations Policy, he/she shall ask the Council for clarification. When there is difference of opinion about the interpretation of a Policy, the Council shall make changes or additions that clarify the issues involved.
4. All policies that instruct the Executive Minister will be monitored at least annually, and by a method chosen by the Council. The Council can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

Policies - Executive Minister	Method	Frequency
Ends/Purpose Policies	Internal	September, April
Global Executive Constraint - Executive Minister	Internal	September, November, April
Treatment of Those Who Use Our Services	Internal	November
Treatment of Employees	Internal	November
Treatment of Volunteers	Internal	November
Compensation and Benefits	Internal	November
Compensation and Benefits	External	Every three years
Financial Planning and Budgeting	Internal	April
Financial Condition and Activities	Internal	September, November, April
Financial Condition and Activities	External	April
Asset Protection	Internal	April
Asset Protection	External	April
Communication and Support to the Council	Direct	November

Ends Focus of Grants or Contracts	Internal	September
Emergency Executive Minister Succession	Internal	September

4.1.6 Monitoring Performance of the Canadian Baptists of Atlantic Canada (2021) Organizations

Systematic and rigorous monitoring of the job performance of the Canadian Baptists of Atlantic Canada (2021) Organizations will be done only in terms of the Boards' accomplishment of the Ends Policies established by the Council, the Boards' operation within the boundaries established by the Council in the Executive Limitations Policies that relate to the Canadian Baptists of Atlantic Canada (2021) Organizations, and the Mandates given to them by the Annual Assembly of the Canadian Baptists of Atlantic Canada (2021).

Accordingly,

1. Monitoring is simply to determine the degree to which the policies established by the Council are being met. Information that does not contribute to this task will not be considered monitoring data.
2. The Council will acquire monitoring data by one or more of three methods: (a) by annual internal reports, in which the Chairs of the Canadian Baptists of Atlantic Canada (2021) Organizations or their designates present a written monitoring report directly to the Council, (b) by external report, in which an external, disinterested third party selected by the Council or the Annual Assembly assesses compliance with Council policies, and (c) by direct Council inspection, in which a designated member or members of the Council meet with a Canadian Baptists of Atlantic Canada (2021) Organization to assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be any reasonable interpretation by the Canadian Baptists of Atlantic Canada (2021) Organization of the Council policies being monitored. When a Canadian Baptists of Atlantic Canada (2021) Organization is in doubt about the interpretation of any Ends/Purpose or Executive Limitations Policy, they shall ask the Council for clarification. When there is a difference of opinion about the interpretation of a Policy, the Council shall make changes or additions that clarify the issues involved.
4. All policies that instruct the Canadian Baptists of Atlantic Canada (2021) Organizations will be monitored at least annually and by a method chosen by the Council. The Council can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

Policies – Canadian Baptists of Atlantic Canada (2021) Organizations

The Chairs of the Canadian Baptists of Atlantic Canada (2021) Organizations, or their designates will give monitoring reports annually according to the following schedule:

September Meeting of the Council:

Atlantic Baptist Mission Board

November Meeting of the Council:

Board of Governors of Crandall University
Board of Trustees of Acadia Divinity College
Board of Ministerial Standards and Education

April Meeting of the Council:

Board of Directors of the Atlantic Baptist Foundation
Pension and Benefits Board (2021)
Board of Directors of Atlantic Baptist Senior Citizens' Homes Inc.

The Canadian Baptists of Atlantic Canada (2021) Organizations will present, according to the above schedule, annual reports to the Canadian Baptists of Atlantic Canada (2021) Council that demonstrate performance compliance with the following policies:

Ends/ Purpose Policies

Global Executive Constraint - Canadian Baptists of Atlantic Canada (2021) Organizations

Treatment of Those Who Use Their Services

Treatment of Employees

Treatment of Volunteers

Compensation & Benefits For Their Employees

Financial Planning & Budgeting

Financial Condition & Activities

Asset Protection

Communication and Support To The Council

Ends Focus of Grants or Contracts

Emergency CEO Succession

Mandate of the Board

Appendix 1 – CBAC (2021) Covenant of Christian Workers

1. OUR MUTUAL COVENANT

Called as servants of God (Matthew 4: 19) and Christian workers within the Canadian Baptists of Atlantic Canada (2021) Churches (Ephesians 4: 11), we commit ourselves to the spiritual disciplines of the Christian faith (Acts 6: 4, Matthew 9: 15), as well as physical health (1 Corinthians 6: 19), mental fitness (Romans 12: 2), emotional well-being (Galatians 5: 22, 23), sexual purity (Ephesians 5: 3), sound financial management (1 Timothy 6: 5-10, 2 Corinthians 9: 6, 7), truthfulness (Ephesians 4: 15), and integrity (Ephesians 5: 8-10).

2. DEFINITIONS

The Canadian Baptists of Atlantic Canada (2021) Churches is a federally incorporated non-share capital corporation under the “*Canada Not-for-profit Corporations Act*” with Membership which includes Baptist Churches and Associations in Atlantic Canada, which have fulfilled membership qualifications in accordance with the General Operating Bylaw of this Canadian Baptists of Atlantic Canada (2021) and have the Rights, Responsibilities and Expectations associated therewith (cf., GOBylaw 3.01 – 3.04). Members express themselves through their Delegates (cf., GOBylaw 3.05) who meet in an Annual Assembly (cf., GOBylaw 3.10) to elect persons to a Council, as Officers, as an Executive Minister, to Canadian Baptists of Atlantic Canada (2021) Organizations, to Canadian Baptists of Atlantic Canada (2021) Boards and to Canadian Baptists of Atlantic Canada (2021) Committees who are to carry out, on their behalf, various ministries and to operate the institutions they own.

A Christian Worker is any person employed by or working as a volunteer on behalf of the Canadian Baptists of Atlantic Canada (2021) Churches (**CBAC (2021)**), its Council, Boards, Committees, and Canadian Baptists of Atlantic Canada (2021) Organizations.

3. THE NATURE OF OUR COVENANT

Our covenant is based upon mutual trust and recognizes the maturing process of each individual under the lordship of Christ. Our style of work is based on the development of a Christian world-view through an on-going reflection on the interrelationship between biblical studies, theology, sociology, psychology, and other areas of study.

We undertake to promote the highest Christian values within Atlantic Canadian culture in both urban and rural settings, individually and collectively, cross-culturally, interracially, and between men and women.

Our core values are based on God’s love for us, our love for God, a hunger and thirst for his truth and righteousness, our love for one another, and our unity in Christ. We seek to be disciples of Christ by following his example and obeying his commands. We seek to live sacrificial, righteous, and holy lives, and to promote justice, service, reconciliation, a sense of community, and personal and collective repentance. We understand that the nature of this

covenant begins with God's self-revelation to us and that our chief purpose in life is to glorify God.

We celebrate the uniqueness of each Christian worker, and we encourage one another's personal growth and fulfillment in life. We acknowledge that much of life happens within the process of many small decisions. We seek to integrate all of these into the larger vision of the Canadian Baptists of Atlantic Canada (2021) Churches, its Council, Boards, Committees, and Canadian Baptists of Atlantic Canada (2021) Organizations. Our work is mainly in the Atlantic Provinces, but extends to the rest of Canada and overseas through Canadian Baptist Ministries and other organizations.

4. OUR COMMITMENT TO ONE ANOTHER

As CBAC (2021) Christian Workers, we will:

1. Prayerfully support our fellow CBAC (2021) Christian workers in carrying out their responsibilities and in their endeavors to enlarge the Kingdom of God through service in their churches, communities, and denominational involvement.
2. Work diligently, seeing our work as a service unto the Lord and striving to bring glory to him in all that we do.
3. Work with others in ensuring that CBAC (2021) Christian workers have adequate time for personal spiritual growth and for continuing educational experiences.
4. Work with others in ensuring that the need of CBAC (2021) Christian workers for physical, emotional, and spiritual renewal is met by providing opportunities for weekly rest and an annual vacation.
5. Encourage CBAC (2021) Christian workers to maintain wholesome marital and family relationships. We will respect the families of our fellow CBAC (2021) Christian workers and place no expectations upon them that we would not place upon ourselves.
6. Work together with our fellow CBAC (2021) Christian workers in a relationship of mutual accountability.
7. Respect and honor the freedom of our fellow CBAC (2021) Christian workers to have access to the Canadian Baptists of Atlantic Canada (2021) staff, the Council, Canadian Baptists of Atlantic Canada (2021) Boards and Committees (cf., GOBylaw 8.01(x)) or the Canadian Baptists of Atlantic Canada (2021) Organizations in cases where concerns need to be expressed or where conflict situations need to be resolved, while respecting the Policies (cf., GOBylaw 11.01) and General Operating Bylaw of the CBAC (2021).

5. OUR MORAL COMMITMENT

As CBAC (2021) Christian Workers, we will:

1. Be truthful and honest in all our dealings and communication (Exodus 20:16; Ephesians 4:25),
2. Respect and protect the intellectual and real property rights of others, individually and corporately, and particularly those of the Canadian Baptists of Atlantic Canada (2021) Churches, its Council, Canadian Baptists of Atlantic Canada (2021) Boards and Committees, and Canadian Baptists of Atlantic Canada (2021) Organizations (Romans 13:8-10; Exodus 20:15),
3. Be respectful of one another in action and conversation (Romans 12:10; Exodus 20:17),
4. Be sexually pure, refraining from such activities as adultery, fornication, homosexual practices, and the use of pornographic materials (Exodus 20:14; I Corinthians 6:18-20; Ephesians 5:3),
5. Be upright in speech, maintain confidentiality, refrain from the use of blasphemous and vulgar language (Exodus 20:7; Ephesians 5:4),
6. Affirm Christ's preeminence in our lives and refrain from all involvement in the occult (Lev. 19:31; 20:6; Deut. 18:9-13; Matthew 6:33; Acts 16:16-18),
7. Be exemplary in personal habits, refraining from activities that could result in personal offence or repercussions for the Canadian Baptists of Atlantic Canada (2021) Churches, its Council, Canadian Baptists of Atlantic Canada (2021) Boards and Committees, and Canadian Baptists of Atlantic Canada (2021) Organizations (Romans 14:13-22; Proverbs 23:20-21; Proverbs 20:1; Ephesians 5:18), and
8. Be committed to Christian standards in all aspects of life (I Corinthians 10:31-33; I Timothy 6:11).

6. OUR COMMITMENT TO TEAM RELATIONSHIPS

We will celebrate the common values that are expressed in this covenant. We will act and speak with confidence in one another, and we will communicate openly and respectfully with one another. We will respect the corporate wisdom of the overall CBAC (2021) family. We will receive constructive criticism graciously and remain open to suggestions from one another. In our work, we will each carry our share of team responsibilities. We will also not allow special, unauthorized projects to get us sidetracked from our main responsibilities. We commit ourselves to viewing occasional conflicts as normal and expected, and, therefore, we will engage in due process with one another to resolve such conflicts.

We will encourage others and allow them to excel in their work. We will assist others to grow in their Christian life and ministry, and we will allow them to encourage our growth. We will seek to respect the leadership function of those appointed to leadership positions in the

Canadian Baptists of Atlantic Canada (2021) Churches, its Council, Canadian Baptists of Atlantic Canada (2021) Boards and Committees, and Canadian Baptists of Atlantic Canada (2021) Organizations.

We will seek to develop a loving, honest, daily relationship with the Lord, and accept the discipline of regular intercession for our colleagues in the ministry of the Canadian Baptists of Atlantic Canada (2021) Churches, its Council, Canadian Baptists of Atlantic Canada (2021) Boards and Committees, and Canadian Baptists of Atlantic Canada (2021) Organizations.

7. OUR COMMITMENT TO THE CBAC (2021)

We will uphold the reputation and integrity of the gospel of Christ and the CBAC (2021) in the world. We will responsibly exercise the freedom of our position and respect the freedom of others. We will endeavor to bring glory to God by *“being and making disciples of Jesus Christ, who are integrated into the life and ministry of healthy, growing churches, committed to fulfilling the Great Commission and the doing of God’s will on earth”* (cf., Matthew 28:18-20; 22:37-40; GOBylaw 1.02), in the power of the Holy Spirit (Acts 1:8). To accomplish this, we will evangelize, teach, and serve in the name of Christ. We will encourage CBAC (2021) to continue to set new directions under the guidance of the Holy Spirit. We will exercise confidence in those elected to share leadership responsibility, trusting their corporate wisdom, and we will take steps to enable their development in ministry. When we become aware of problems within the leadership or in the lives of our colleague(s), we will follow biblical patterns for confronting difficulties. We will openly receive constructive criticism and suggestions intended to strengthen the common ministry of the Canadian Baptists of Atlantic Canada (2021) Churches, its Council, Canadian Baptists of Atlantic Canada (2021) Boards, Committees, and Canadian Baptists of Atlantic Canada (2021) Organizations.

We will not knowingly misrepresent our educational training, our past experience, or our titles and privileges. If we decide to resign our position, we will give adequate notice and ensure that we deal fairly with the Canadian Baptists of Atlantic Canada (2021) Churches, its Council, Canadian Baptists of Atlantic Canada (2021) Boards and Committees, and Canadian Baptists of Atlantic Canada (2021) Organizations throughout our departure.

8. OUR COMMITMENT TO FAMILY RELATIONSHIPS

We will celebrate the Christian institution of marriage as a life-long covenant relationship between one man and one woman before God as a witness to the loyalty and exclusiveness of God’s love. We will encourage nurturing relationships within our homes in which parents and children grow in love and trust, in responsible independence and interdependence, and in discipleship to Jesus Christ. We believe that the family is a microcosm of the body of the Church, the Body of Christ, and that the biblical instructions for life in the Body apply to the family.

We also celebrate the vocation of singleness as a witness to the breadth and inclusiveness of God’s love. The Christian teaching of celibacy plays out the mystery of the bride of Christ.

9. OUR COMMITMENT TO THE LOCAL CHURCH

We commit ourselves to membership in a Local Church within CBAC (2021) (cf., p. 11 GOBylaw and 3.02), and to strive to make our membership meaningful through worship, participation, and service. We will respect both the autonomy and the interdependence of local churches. We will encourage cooperation between Local Churches and within an Association. We will foster the development of a strong sense of a CBAC (2021) family.

10. OUR COMMITMENT TO DISCIPLINE AND RESTORATION

Accepting or continuing in a volunteer or paid position with the CBAC (2021), its Council, Canadian Baptists of Atlantic Canada (2021) Boards and Committees, and Canadian Baptists of Atlantic Canada (2021) Organizations, acknowledges a willingness to live within the confines of this covenant, and a commitment to support the Objects and Core Values of the CBAC (2021) (cf., GOBylaw 1.02, 1.03). Failure to fulfill one's covenant obligations could result in discipline ranging from a gentle rebuke to dismissal. The ultimate goal of discipline is restoration to acceptable ministry within the body of Christ. Where this is not possible or feasible, the goal is to reclaim the offender to a wholesome life within the Christian community. In the event of significant breaches of the Christian Worker's Covenant, the following avenues of redress are available:

1. A complaint may be lodged by an injured party. In lodging a complaint, the complainant is to follow the protocol in place for that part of the CBAC (2021) in which he or she is working as an employee or a volunteer.
2. In the case of allegations of sexual or professional misconduct, the protocol in the CBAC (2021) "Discipline and Restoration Document" (cf., GOBylaw 8.02(b)(v)) will come into effect.
3. In the case of criminal offenses, complaints will normally be referred to the appropriate authorities.
4. In the case of separation or divorce, the individual will be asked to step back from their position, at least for a time, to focus on their spiritual, mental, and emotional health.
5. In all of the above situations, and any other that may arise, while the health and wellbeing of the individual Christian Worker will be of paramount importance, the CBAC (2021) has its first responsibility to the Members of the CBAC (2021) and the organization they have developed. Therefore, in the final analysis, while restoration to the body of Christ may be possible, restoration to a CBAC (2021) position may not always be possible, and will not always be the goal of Restoration. The health of the CBAC (2021) will by necessity take precedence.

Appendix 2 – Article of Incorporation of the Council of the CBAC (2021)



Consumer and
Corporate Affairs

Canada
Corporations Act

Consommation et
Corporations

Loi canadienne
sur les corporations

C A N A D A

LETTERS PATENT

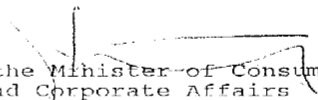
WHEREAS an application has been filed to
incorporate a corporation under the name

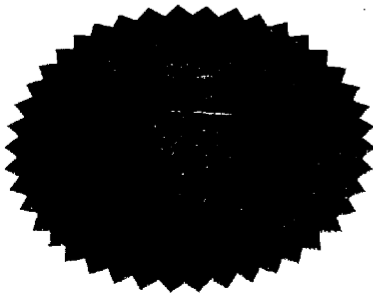
COUNCIL OF THE UNITED BAPTIST CONVENTION
OF THE ATLANTIC PROVINCES

THEREFORE the Minister of Consumer and
Corporate Affairs, by virtue of the powers
vested in him by the Canada Corporations
Act, constitutes the applicants and such
persons as may hereafter become members in
the corporation hereby created, a body corporate
and politic in accordance with the provisions
of the said Act. A copy of the said application
is attached hereto and forms part hereof.

DATE of Letters Patent - June 18, 1975.


GIVEN under the seal of office of the Minister
of Consumer and Corporate Affairs.


for the Minister of Consumer
and Corporate Affairs



RECORDED 20th August, 1975.

Film 382 Document 156


Deputy Registrar General of Canada

APPLICATION FOR INCORPORATION UNDER THE CANADA CORPORATIONS ACT
TO: The Minister of Consumer and Corporate Affairs

The application of Keith Rupert Hobson, Daniel Arthur Dryer and Lily Rae Curry, all of the City of Saint John, County of Saint John, Province of New Brunswick.

RESPECTFULLY SHEWETH AS FOLLOWS:

The undersigned applicants are desirous of obtaining and hereby apply to the Minister of Consumer and Corporate Affairs for grant of letters patent under the provisions of Part II of the Canada Corporations Act, constituting your applicants and such others as may become members of the corporation thereby created, a body corporate and politic without share capital under the name of COUNCIL OF THE UNITED BAPTIST CONVENTION OF THE ATLANTIC PROVINCES.

The undersigned have satisfied themselves and are assured that the proposed corporate name under which incorporation is sought is not the same or similar to the name under which any other company, society, association or firm in existence is carrying on business in Canada or is incorporated under the laws of Canada or any province thereof or so nearly resembles that name as to be calculated to deceive, except that of the United Baptist Convention of the Atlantic Provinces, whose consent to the use of the said name by the proposed corporation is transmitted herewith, and that it is not a name which is otherwise on public grounds objectionable.

Your applicants are each of the full age of twenty-one years and have power under law to contract. The name, place of residence, and calling of each of the applicants are as follows:

Keith Rupert Hobson	112 Princess Street, Saint John, N. B.	Executive Minister
Daniel Arthur Dryer	51 Queen Street, Saint John, N. B.	Clergyman
Lily Rae Curry	68 Canon Street, Saint John, N. B.	Retired Secretary

Your Applicants will be the first directors of the Corporation.

The purposes for which incorporation of the proposed corporation is sought are to further by all proper and legitimate agencies and means the development of the interests of the United Baptist Convention of the Atlantic Provinces in accordance with its Constitution and, in the furtherance of such purposes, to use any funds made available to the Corporation by the said Convention, or from gifts, legacies or donations from any source, for the support of the work of the boards, commissioners, institutions and organizations referred to in the said Constitution.

The operations of the Corporation are to be carried out in more than one province of Canada.

The head office of the proposed Corporation will be situate at the said City of Saint John.

Upon the dissolution of the Corporation any assets remaining after the payment and satisfaction of the debts and liabilities shall be transferred to an organization or organizations in Canada having cognate or similar objects.

Your applicants have signed a Memorandum of Agreement setting out the proposed By-laws of the Corporation and an undertaking that the corporation shall be carried on without pecuniary gain to its members and that any profits or other accretions to the corporation shall be used in promoting its purposes. The said Memorandum of Agreement is transmitted herewith.

The undersigned therefore request the grant of letters patent constituting them, and such other persons as hereafter

become members of the Corporation, a body corporate and politic without share capital for the purposes above set forth.

DATED at Saint John, New Brunswick the 30th day of May A.D. 1975.

SIGNATURE OF WITNESSES

Susan L. Phillips
Susan L. Phillips
Susan L. Phillips

SIGNATURE OF APPLICANTS

Keith Rupert Hobbs
Samuel Arthur Hayes
Lily Rae Henry

By-law:

COUNCIL OF THE UNITED BAPTIST CONVENTION
OF THE ATLANTIC PROVINCES

Incorporated by Letters Patent effective June 18, 1975

CONDITIONS OF MEMBERSHIP

1. Membership in the Corporation shall be limited to persons who are members of one of the Churches of The United Baptist Convention of the Atlantic Provinces (hereinafter referred to as "The Convention") and who hold one of the following offices under the Constitution of The Convention:

President
Past President
Vice-President
Executive Minister
President of the United Baptist Woman's
Missionary Union
President of the Atlantic Baptist Young
People's Convention
Chairman of the Board of Directors of
Atlantic Baptist College
Chairman of the Board of Trustees of Acadia
Divinity College
Chairman of the Board of Publication
Chairman of the Eastern Section of the
Canadian Baptist Overseas Mission Board
Chairman of the Board of Baptist Men
Chairman of the Board of Ministerial
Standards and Education
Chairman of the Board of Directors of Atlantic
Baptist Senior Citizens Home
Chairman of the Board of Directors of the
Foundation of the Convention
Administrator-Treasurer
Directors of Training and Evangelism
Editor
Pastors-at-Large
Member of Council elected under the
Constitution of the Convention

2. Any member may withdraw from the Corporation by delivering a written resignation to the Secretary of the corporation.

MEETINGS

3. The annual meeting of members of the Corporation shall be held during the month of September and two other regular meetings of members shall be held during the months of April and August unless otherwise determined by the Board of Directors.

4. Special meetings of the members of the Corporation may be called by the Chairman, and shall be called on the written request of at least ten members.
5. All meetings of members of the Corporation shall be held at the Baptist Building in Saint John, New Brunswick, or elsewhere in the Atlantic Provinces as designated by the Board of Directors.
6. Twenty-one days' prior written notice of any regular meeting of the members, and ten days' prior written notice of any special meeting, shall be given by the Secretary to each member and shall state the major items of business to be considered at the meeting to which it relates.
7. Each member shall have the right to one vote at any meeting of members, provided that members being the Administrator Treasurer, Directors of Training and Evangelism, Editor, Pastors-at-Large and General Secretary of the Canadian Baptist Overseas Mission Board, as designated under the Constitution of The Convention, shall have no right to vote.
8. Fourteen voting members of the Corporation shall constitute a quorum at any meeting of members.
9. At all meetings of members of the Corporation every question shall be determined by a majority of votes unless otherwise expressly provided by the Canada Corporations Act or these By-laws.

ENACTING, REPEALING AND AMENDING BY-LAWS

10. The By-laws of the Corporation may be enacted, repealed or amended by by-law sanctioned by affirmative votes of at least two thirds of the members of the Corporation at a meeting duly called for the purpose of considering such by-law after approval of the Convention in accordance with its requirements for constitutional amendment, provided that the repeal or amendment of by-laws not embodied in the letters patent incorporating the Corporation shall not be enforced or acted upon until the approval of the Minister of Consumer and Corporate Affairs has been obtained.

DIRECTORS, OFFICERS AND COMMITTEES

11. The property and business of the Corporation shall be managed by the members of the Corporation while in session and, between sessions of the Council, by a Board of nine Directors consisting of the persons from time to time holding office under the Constitution of The Convention as President, Past President, Vice-President, Executive Minister and Administrator-Treasurer and four other members elected at each annual meeting of the members of the Corporation, all of which Directors shall serve without remuneration. The appointment of the Directors shall take effect from the date of election to office under the Constitution of the Convention or election as Director at the annual meeting of members of the Corporation, as the case may be.

12. The office of Director shall be automatically vacated:

- (a) if a Director resigns The Convention office by virtue of which he became a Director;
- (b) if a Director becomes of unsound mind; and
- (c) on the death of a Director.

Any Director will be removed from office on ceasing to hold his qualifying office under the Constitution of the Convention or may be removed from office by special resolution passed by a majority of votes cast at a meeting of members of the Corporation. Any vacancy in the Board of Directors occurring for any of the above reasons may be filled until the next annual meeting by appointment of another member by resolution of the remaining Directors.

13. The Directors may exercise all of the powers of the Corporation that are not by the Canada Corporations Act or these By-laws required to be exercised by the members of the Corporation, and may delegate any of such powers to an officer or officers of the Corporation.

14. The Officers of the Corporation shall be a President, Vice-President, Secretary and Treasurer, being those persons from time to time respectively holding the offices of President, Vice-President, Executive Minister and Administrator-Treasurer under the Constitution of The Convention. The appointment of the Officers shall take effect from the date of their election to such offices under the Constitution of The Convention. Any Officer will be removed from office on ceasing to hold his office under the Constitution of The Convention and may be removed from office by resolution of the Board of Directors.

15. The President shall preside at all meetings of members of the Corporation and of the Board of Directors, provided that, in the absence of the President or at his request, the Vice-President shall preside at such meetings and that, in the absence of both the President and the Vice-President, such meetings shall be presided over by a Chairman to be elected thereat.

16. The Secretary shall keep a permanent record of the proceedings at all such meetings, conduct the correspondence of the Corporation, and conduct such other business of the Corporation as the Board of Directors shall delegate to him. He shall have custody of the corporate seal of the Corporation and be responsible for certifying documents issued by the Corporation. Such documents may be certified by a certificate signed by the Secretary and bearing the corporate seal of the Corporation.

17. The Treasurer shall keep the books of account of the Corporation, which will include records of all funds handled by the Corporation and the financial statements. He shall present audited financial statements to the first regular meeting of the members of the Corporation following the close of its fiscal year.

18. The Board of Directors may establish, and make appointments to, Standing and Special Committees from time to time.

19. All Directors, Officers and Committee members shall serve without remuneration.

20. The members of the Corporation at each annual meeting shall appoint an auditor or auditors to audit the accounts of the Corporation and to be paid such remuneration as is determined by the Board of Directors.

HEAD OFFICE

21. The head office of the Corporation shall be located at the Baptist Building in Saint John, New Brunswick.

RULES AND REGULATIONS

22. The Board of Directors may make rules and regulations not inconsistent with these By-laws relating to the management and operation of the Corporation.

COUNCIL OF THE UNITED BAPTIST CONVENTION
OF THE ATLANTIC PROVINCES

Special By-law "A"

BE IT AND IT IS HEREBY ENACTED as a by-law of the Council of the United Baptist Convention of the Atlantic Provinces THAT:

The By-laws of the Council of the United Baptist Convention of the Atlantic Provinces be and are hereby amended as follows:

- (a) by deleting Article 1 thereof and substituting therefore a new Article 1 as follows:

- " 1. Membership in the Corporation shall be limited to persons who are members of one of the Churches of The United Baptist Convention of the Atlantic Provinces (hereinafter referred to as "The Convention") and who hold one of the following offices under the Constitution of The Convention:

President

Past President

Vice-President

Executive Minister

President of the United Baptist Woman's Missionary Union or a representative designated in writing by the United Baptist Woman's Missionary Union

President of the Atlantic Baptist Young People's Convention or a representative designated in writing by the Atlantic Baptist Young People's Convention

Chairman of the Board of Governors of Atlantic Baptist College or a representative designated in writing by the Board of Governors of Atlantic Baptist College

Chairman of the Board of Trustees of Acadia Divinity College or a representative designated in writing by the Board of Trustees of Acadia Divinity College

Chairman of the board of Publication or a representative designated in writing by the Board of Publication

Chairman of the Eastern Section of the Canadian Baptist International Ministries or a representative designated in writing by the Eastern Section of the Canadian Baptist International Ministries

Chairman of the Board of Baptist Men or a representative designated in writing by the Board of Baptist Men

Chairman of the Board of Ministerial Standards and Education or a representative designated in writing by the Board of Ministerial Standards and Education

Chairman of the Board of Directors of Atlantic Baptist Senior Citizens' Homes, Inc. or a representative designated in writing by the Board of Directors of Atlantic Baptist Senior Citizens' Homes, Inc.

Chairman of the Board of Directors of the Foundation of the Convention or a representative designated in writing by the Board of Directors of the Foundation
Director of Administration and Treasurer
Director of Communications
Director of Evangelism
Director of Home Missions and Church Planting
Director of Training
Area Ministers
Editor of the Atlantic Baptist
Member of Council elected under the Constitution of the Convention The Executive
Director of the Atlantic Baptist Senior Citizens' Homes, Inc.
The United Baptist Women's Missionary Union Superintendent of Home Missions
The President of Atlantic Baptist College
The Principal of Acadia Divinity College "

- (b) by deleting Article 7 thereof and substituting therefore a new Article 7 as follows:

" 7. Each member shall have the right to one vote at any meeting of members, except that members holding the position of Director of Administration and Treasurer, Director of Communications, Director of Evangelism, Director of Home Missions and Church Planting, Director of Training, Editor of The Atlantic Baptist, Area Ministers, Executive Director of Atlantic Baptist Senior Citizens' Homes, Inc., Principal of Acadia Divinity College, President of Atlantic Baptist College, and Superintendent of Home Missions of the United Baptist Women's Missionary Union, shall have no right to vote."

- (c) by deleting Article 10 thereof and substituting therefore a new Article 10 as follows:

" 10. The By-laws of the Corporation may be enacted, repealed or amended by by-law sanctioned by affirmative votes of at least two thirds of the members of the Corporation at a meeting duly called for the purpose of considering such by-law provided that such enactment, repeal or amendment has received the prior approval of the Convention and the approval of the Minister of Consumer and Corporate Affairs."

- (d) by deleting Article 11 thereof and substituting therefore a new Article 11 as follows:

"11. The property and business of the Corporation shall be managed by the members of the Corporation while in session and, between sessions of the Council, by a Board of Directors consisting of the persons from item to item holding office under the Constitution of The Convention as President, Past President, Vice-President, Executive Minister and Director of Administration and Treasurer and those persons who chair each of the commissions. The appointment of the Directors shall take effect from the date of election to office under the Constitution of the Convention or election as Director at the annual meeting of members of the Corporation, as the case may be."

- (e) by deleting Article 13 thereof and substituting therefore a new Article 13 as follows:

- "13. The Directors may exercise all of the power of the Corporation that are not by the Canada Corporations Act or these By-laws required to be exercised by the members of the Corporation, and may delegate any of such powers to an officer or officers of the Corporation.

Notice of the time and place for the holding of any meeting of Directors shall be delivered, mailed, telegraphed, cabled, telexed or telecopied to each Director at his latest address as shown on the records of the Corporation not less than two (2) days (exclusive of the day on which the notice is delivered, mailed, telegraphed, cabled, telexed or telecopied but inclusive of the day for which notice is given) before the date of the meeting, provided that meetings of the Directors may be held at any time without notice if all the Directors have waived notice.

Notice of any meeting of the Directors or any irregularity in any meeting or in the notices thereof may be waived by any Director in writing or by telegram, cable, telex, or telecopy addressed to the Corporation or in any other manner, and such waiver may be validly given either before or after the meeting to which such waiver relates. The attendance of a Director at a meeting of Directors is a waiver of notice of the meeting except where a Director attends a meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called.

A Director or Directors may participate in a meeting of Directors or of a Committee of Directors by means of such telephone or other communication facilities that permit all persons participating in the meeting to hear each other, and a Director or Director participating in such a meeting by such means shall be deemed to be present at the meeting.

- (a) Every Director and every officer, their respective heirs, executors or administrators shall from time to time and at all times be indemnified and saved harmless out of the funds of the Corporation from and against all costs, charges and expenses, whatsoever, which such Director or officer sustains or incurs in about any action, suit or proceeding which is brought, commenced or prosecuted against him for or in respect of any act, deed, matter of thing whatsoever, may done or permitted by him in or about the execution of the duties of his office; he also from and against all other costs, charges and expenses which he sustains, incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by his own wilful neglect or default."

(f) by deleting Article 14 thereof and substituting therefore a new Article 14 as follows:

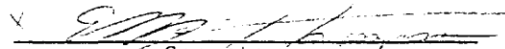
"14. The Officers of the Corporation shall be a President, Vice-President, Secretary and Treasurer, being those persons from time to time respectively holding the offices of President, Vice-President, Executive Minister and Director of Administration and Treasurer under the Constitution of The Convention. The appointment of the Officers shall take effect from the date of their election to such offices under the Constitution of The Convention. Any Officer will be removed from office on ceasing to hold his office under the Constitution of The Convention and may be removed from office by resolution of the Board of Directors."

(g) by deleting Article 19 thereof and substituting therefore a new Article 19 as follows:

"19. All Directors, Officers and Committee members shall serve without remuneration, provided that Directors, Officers and Committee members may be reimbursed for expenses incurred in carrying out their duties."

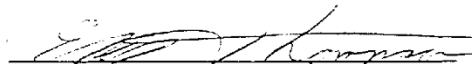
ENACTED the 18th day of September, 1991.


President


Secretary

CERTIFIED to be a true copy of Special By-law "A" of COUNCIL OF THE UNITED BAPTIST CONVENTION OF THE ATLANTIC PROVINCES, enacted by the Board of Directors of the Corporation at a meeting thereof duly called and held on the 18th day of September, 1991, and ratified, sanctioned, confirmed and approved at a special general meeting of the members of the Corporation duly called and held on the 18th day of September, 1991.

COUNCIL OF THE UNITED BAPTIST
CONVENTION OF THE ATLANTIC
PROVINCES


Secretary

Appendix 3 – By-laws of the Council of the CABC

COUNCIL OF THE UNITED BAPTIST CONVENTION OF THE ATLANTIC PROVINCES

Special By-law "B"

WHEREAS amendment of the by-laws of Council of the United Baptist Convention of the Atlantic Provinces (the "Corporation") as hereinafter set forth has heretofore been approved by the United Baptist Convention of Atlantic Provinces pursuant to Article 10 of the By-laws of the Corporation; BE IT AND IT IS HEREBY ENACTED as a By-law of Council of the United Baptist Convention of the Atlantic Provinces THAT; The By-laws of Council of the United Baptist Convention of the Atlantic Provinces be and are hereby amended by repealing the current provisions thereof and substituting therefore the following:

BY-LAWS COUNCIL OF THE UNITED BAPTIST CONVENTION OF THE ATLANTIC PROVINCES

CONDITIONS OF MEMBERSHIP

1. Membership in the Corporation shall be limited to persons who are members of one of the Churches of The United Baptist Convention of the Atlantic Provinces (hereinafter referred to as "The Convention") and;
 - a. hold one of the following offices under the Constitution of The Convention:
 - i. President
 - ii. Past President
 - iii. Vice-President
 - iv. Executive Minister (without vote);
 - v. Plus twelve (12) persons elected by The Convention meeting in assembly.
2. Any member may withdraw from the Corporation by delivering a written resignation to the Executive Minister of the Corporation.

MEETINGS

3. The annual meeting of members of the Corporation shall be held during the month of September and three other regular meetings of members shall be held during the months of November or December, April and August unless otherwise determined by the Board of Directors.
4. Special meetings of the members of the Corporation may be called by the President, and shall be called on the written request of at least seven members.

5. Meetings of members of the Corporation shall be held at the Baptist Building in Saint John, New Brunswick, or elsewhere in the Atlantic Provinces as designated by the Board of Directors.
6. Twenty-one days' prior written notice of any regular meeting of the members, and ten days' prior written notice of any special meeting, shall be given by the Executive Minister to each member and shall state the major items of business to be considered at the meeting to which it relates.
7. Each member shall have the right to one vote at any meeting of members, except that the member holding the office of Executive Minister shall have no right to vote.
8. Nine voting members of the Corporation shall constitute a quorum at any meeting of members.
9. At all meetings of members of the Corporation every question shall be determined by a majority of votes unless otherwise expressly provided by the Canada Corporations Act or these By-laws.

ENACTING, REPEALING AND AMENDING BY-LAWS

10. The By-laws of the Corporation may be enacted, repealed or amended by by-law sanctioned by affirmative votes of at least two thirds of the members of the Corporation at a meeting duly called for the purpose of considering such by-law provided that such enactment, repeal or amendment has received the prior approval of The Convention and the approval of the Minister of Industry.

DIRECTORS, OFFICERS AND COMMITTEES

11. The property and business of the Corporation shall be managed by the members of the Corporation while in session, and between sessions by a Board of Directors consisting of persons from time to time holding office under the Constitution of The Convention as President, Past President, Vice-President and two Directors elected at the annual meeting of members of the Corporation. The Executive Minister shall be an ex-officio Director without vote. The appointment of the Directors shall take effect from the date of election to office under the Constitution of The Convention or election as Director at the annual meeting of members of the Corporation, as the case may be.
12. The office of Director shall be automatically vacated:
 - a. if a Director resigns The Convention office by virtue of which he/she became a Director;
 - b. if a Director becomes of unsound mind; and
 - c. on the death of a Director.

Any Director will be removed from office on ceasing to hold his/her qualifying office under the Constitution of The Convention or may be removed from office by special resolution passed by a majority of votes cast at a meeting of members of the Corporation. Any vacancy in the Board of Directors occurring for any of the above reasons may be filled until the next annual meeting of The Convention by appointment of another member by resolution of the remaining Directors.

13. The Directors may exercise all of the powers of the Corporation that are not by the Canada Corporations Act or these By-laws required to be exercised by the members of the Corporation, and may delegate any of such powers to an officer or officers of the Corporation.

Notice of the time and place for the holding of any meeting of Directors shall be delivered or sent via normal communication facilities to each Director at his/her latest address as shown on the records of the Corporation not less than two (2) days (exclusive of the day on which the notice is delivered or sent via normal communication facilities but inclusive of the day for which notice is given) before the date of the meeting, provided that meetings of the Directors may be held at any time without notice if all the Directors have waived notice.

Notice of any meeting of the Directors or any irregularity in any meeting or in the notice thereof may be waived by any Director in writing or by any other manner addressed to the Corporation, and such waiver may be validly given either before or after the meeting to which such waiver relates. The attendance of a Director at a meeting of Directors is a waiver of notice of the meeting except where a Director attends a meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called.

A Director or Directors may, if all the Directors consent, participate in a meeting of Directors or of a Committee of Directors by means of such telephone or other communication facilities that permit all persons participating in the meeting to hear each other, and a Director or Directors participating in such a meeting by such means shall be deemed to be present at that meeting.

Every Director and every officer, their respective heirs, executors and administrators shall from time to time and at all times be indemnified and saved harmless out of the funds of the Corporation from and against all costs, charges and expenses, whatsoever, which such Director or officer sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against him/her for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by him/her in or about the execution of the duties of his/her office; and also from and against all other costs, charges and expenses which he/she sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by his/her own willful neglect or default.

14. The Officers of the Corporation shall be a President, Vice-President, and Executive Minister, being those persons from time to time respectively holding the offices of President, Vice-President, and Executive Minister under the Constitution of The Convention. The appointment of the Officers shall take effect from the date of their election to such offices under the Constitution of The Convention. Any Officer will be removed from office on ceasing to hold his/her office under the Constitution of The Convention and may be removed from office by resolution of the Board of Directors.
15. The President shall preside at all meetings of members of the Corporation and of the Board of Directors, provided that, in the absence of the President or at his/her request, the Vice-President shall preside at such meetings and that, in the absence of both the President and the Vice-President, such meetings shall be presided over by a Chairman to be elected thereat.
16. The Executive Minister shall keep a permanent record of the proceedings at all such meetings, conduct the correspondence of the Corporation, and conduct such other business of the Corporation as the Board of Directors shall delegate to him/her. He/She shall have custody of the corporate seal of the Corporation and be responsible for certifying documents issued by the Corporation. Such documents may be certified by a certificate signed by the Executive Minister and bearing the corporate seal of the Corporation.
17. A Treasurer shall be appointed at the annual meeting of the members of the Corporation and shall keep the books of the Corporation, which will include records of all funds handled by the Corporation and the financial statements. He/She shall present audited financial statements to the first regular meeting of the members of the Corporation following the close of its fiscal year. The Treasurer shall serve without remuneration, provided however, that he/she may be reimbursed for expenses incurred in carrying out his/her duties. The Treasurer may be removed from office by a resolution of the Board of Directors.
18. The Board of Directors may establish, and make appointments to, Standing and Special Committees from time to time; such appointments are not restricted to members of the Council but may be selected from within the membership of the churches of The Convention.
19. All Directors, Officers and Committee members shall serve without remuneration, provided that Directors, Officers and Committee members may be reimbursed for expenses incurred in carrying out their duties.
20. The members of the Corporation at each annual meeting of the Corporation shall appoint an auditor or auditors to audit the accounts of the Corporation and to be paid such remuneration as is determined by the Board of Directors.
21. Contracts shall be executed on behalf of the Corporation by such officers as may be approved from time to time by the Board of Directors.

HEAD OFFICE

22. The head office of the Corporation shall be located at 1655 Manawagonish Road in Saint John, New Brunswick.

RULES AND REGULATIONS

23. The Board of Directors may make rules and regulations not inconsistent with these By-laws relating to the management and operation of the Corporation.

ENACTED the 6th day of April, 2001

Rev. Gordon H. Sutherland, President

Dr. Harry G. Gardner, Secretary
(affix Corporate Seal)

CERTIFIED to be a true copy of Special By-Law "B" of COUNCIL OF THE UNITED BAPTIST CONVENTION OF THE ATLANTIC PROVINCES, enacted by the Board of Directors of the Corporation at a meeting thereof duly called and held on the 6th day of April, 2001, and ratified, sanctioned, confirmed and approved by affirmative votes of at least two thirds of the members of the Corporation at a regular general meeting of the members of the Corporation duly called and held on the 6th day of April, 2001.

COUNCIL OF THE UNITED BAPTIST
CONVENTION OF THE ATLANTIC
PROVINCES

Dr. Harry G. Gardner, Secretary

(affix Corporate Seal)

CONSENT AND APPROVAL

WHEREAS the name of United Baptist Convention of the Atlantic Provinces was changed to Convention of Atlantic Baptist Churches;

CONVENTION OF ATLANTIC BAPTIST CHURCHES (formerly known as United Baptist Convention of the Atlantic Provinces) does hereby consent to the use of the proposed corporate name “Council of the Convention of Atlantic Baptist Churches” by Council of the United Baptist Convention of the Atlantic Provinces;

AND does hereby approve the enactment of a by-law by Council of the United Baptist Convention of the Atlantic Provinces changing its corporate name to Council of the Convention of Atlantic Baptist Churches and authorizing Application for Supplementary Letters Patent to confirm same;

AND does hereby approve the enactment of a by-law by Council of the United Baptist Convention of the Atlantic Provinces amending, subject to confirmation by Supplementary Letters Patent, the purposes provisions set forth in the Letters Patent by deleting the words “United Baptist Convention of the Atlantic Provinces” and substituting therefor the words “Convention of Atlantic Baptist Churches”.

Dated the 10th day of April, 2003.

Convention of Atlantic Baptist Churches

Dr. Malcolm Card, President

Dr. Harry G. Gardner, Secretary

BY-LAW NO. 3

A by-law changing the corporate name and to amend the provisions of the Letters Patent and authorizing application for the issue of Supplementary Letters Patent to confirm the same.

BE IT ENACTED AND IT IS HEREBY ENACTED AS By-law No. 3 of COUNCIL OF THE UNITED BAPTIST CONVENTION OF THE ATLANTIC PROVINCES. (herein called the corporation):

1. That, subject to confirmation by Supplementary Letters Patent, the name of the corporation is hereby changed to COUNCIL OF THE CONVENTION OF ATLANTIC BAPTIST CHURCHES.
2. That, subject to confirmation by Supplementary Letters Patent, the words “United Baptist Convention of the Atlantic Provinces” contained in the purposes provisions of the Letters Patent are deleted and replaced by the words “Convention of Atlantic Baptist Churches”, such that the purposes provisions of the Letters Patent shall now read as follows:

“The purposes for which incorporation of the proposed corporation is sought are to further by all proper and legitimate agencies and means the development of the interests of the Convention of Atlantic Baptist Churches in accordance with its Constitution and, in the furtherance of such purposes, to use any funds made available to the Corporation by the said Convention or from gifts, legacies or donations from any source, for the support of the work of the boards, commissioners, institutions and organizations referred to in the said Constitution.”.
3. That the corporation be and is hereby authorized to make application to the Minister of Industry for the issue of Supplementary Letters Patent confirming this by-law insofar as it relates to changing the name of the corporation to COUNCIL OF THE CONVENTION OF ATLANTIC BAPTIST CHURCHES and in so far as it relates to amending the purposes provisions of the Letters Patent.
4. That the directors and officers are hereby authorized and directed to do, sign and execute all things deeds and documents necessary or desirable for the due carrying out of the foregoing.

ENACTED this 12th day of April, 2003.

WITNESS the corporate seal of the corporation.

Dr. Malcolm Card, President

Dr. Harry G. Gardner, Secretary

CERTIFIED a true copy of By-Law No. 3 of Council of the United Baptist Convention of the Atlantic Provinces enacted by the directors the 12th day of April, 2003 and sanctioned by a vote of not less than two-thirds (2/3) of the members present at a regular general meeting of the corporation held the 12th day of April, 2003.

Dr. Harry G. Gardner, Secretary

(affix Corporate Seal)

Appendix 4 – Principles of Policy Governance Explained

This explanation is intended for those who already understand the Policy Governance model. Its purpose is to refresh that understanding.

1. The Trust in Trusteeship

Because board members act as trustees on behalf of a larger group (which is called the “moral ownership”) and because the board is a subset of that group, the board must do the following things: 1) clearly identify who that larger group is and (2) make certain that the organization achieves what that group wants it to achieve. This requires the board to communicate (or link) with its owners.

2. The Board Speaks with One Voice or Not at All

Although unanimity is not required, the board’s group decision must be unambiguous, recorded in policy, and upheld by all members of the board as if it had been a decision that each made individually. No member has the authority to speak for the board unless specifically authorized to do so by the whole board. The board’s policies are the board’s voice.

3. Board Decisions Should Be Policy Decisions

Because the board’s voice is expressed in its policies, board decision making is always an amendment of, or an addition to, existing policy.

4. Boards Should Formulate Policy by Determining the Broadest Values before Progressing to Narrower Ones

By “nesting” policies, boards can regulate details and concentrate on why those details matter. For example, instead of deciding that staff members should receive a number of vacation days each year, the board could decide that fair and competitive staff treatment is a board value. Board members can then leave it to the chief executive officer (CEO) to interpret their words, or they can go to the next level of specificity.

5. A Board Should Define and Delegate Rather Than React and Ratify

If a board truly chooses to govern, then it must not be led by staff members or by its own committees. The board itself should work incessantly, continually, and obsessively to define the results the organization is to produce (Ends policies) and to define the “acceptable boundaries” (Executive Limitations policies) within which it can delegate the achievement of those results to the CEO. If truly governing the board should not be simply reacting to and ratifying staff or committee ideas.

6. Ends Determination Is the Pivotal Duty of Governance

On behalf of the moral ownership (which cannot conveniently assemble on a regular basis), the board must paint the target toward which the staff should shoot in terms of the benefits to be produced, the people to be served, and the cost of meeting these goals. There is no greater governance job than this, and it cannot be delegated.

7. The Board Can Best Control Staff Means by Limiting, Not Prescribing

Although boards often try to develop complete “to do” lists for CEO’s, for other staff members, or for committees, boards cannot oversee all the detail involved. It is easier, and in fact more complete, for a board to tell the CEO what should be achieved on behalf of the moral ownership (in Ends policies) and then to allow the CEO to use his or her expertise and experience to determine how best to get there within the limits of law, prudence, and ethics (Executive Limitations policies).

8. A Board Must Explicitly Design Its Own Products and Processes

Because the board’s governance function is distinct from the staff’s management function, the board must determine its own definition of governance and then decide how it will actually govern. All board members should clearly understand why the board exists; the purpose is not to oversee staff but rather to define the future on behalf of the moral ownership and to ensure that that future is achieved in a legal, ethical, and prudent manner.

9. A Board Must Form an Empowering and Safe Linkage with Management

Role clarity means that the board clearly knows its own role and the staff’s role and that the staff has a similar understanding. If both understand each other’s roles, if these roles do not overlap, and if both parties agree to adhere to these roles, then staff members can function freely yet be fully aware of their limitations. Board members essentially tell staff members, “We will not interfere if you can achieve the Ends without violating Executive Limitations.”

10. CEO Performance Must Be Monitored Rigorously But Only Against Policy Criteria

In a fair contest, contestants are only judged if they know the rules. Similarly, in Policy Governance the board judges the staff only according to the board’s own rules, and the staff will know those rules because they have been stated in policies.

These principles have been copied from *The Policy Governance Fieldbook: Practical Lessons, Tips, and Tools from the Experiences of Real-World Boards*, pp. 1-3. They were originally abridged from *Carver Guide 1: Basic Principles of Policy Governance*.