

The Church Network

Policy Governance Manual
January 2025

Contents

GP-1	Global Governance	4
GP-2	Governing Style	5
GP-3	Shared Values	6
GP-4	Board Job Descriptions	7
GP-5	Monitoring Governance Process and Board-CEO Relationships	8
GP-6	Agenda Planning	10
GP-7	Board Committee Principles	11
GP-8	Board Committee Structure	12
GP-9	Cost of Governance	14
GP-10	Officer Roles	15
GP-11	Board Member Conduct and Covenants	16
GP-12	Local Chapters	17
B/CEO-1	Global Board-CEO Relationships	19
B/CEO-2	Unity of Control	20
B/CEO-3	Accountability of the CEO	21
B/CEO-4	Delegation to the CEO	22
B/CEO-5	Monitoring CEO Performance	23
EL-1	Global Executive Constraint	25
EL-2	Treatment of Consumers	26
EL-3	Treatment of Staff and Volunteers	27
EL-4	Financial Planning and Budgeting	28
EL-5	Financial Administration	29
EL-6	Emergency Succession	30
EL-7	Asset Protection	31
EL-8	Compensation and Benefits	32
EL-9	Communication and Support to the Board	33
E-1	Global Ends Statement	34
E-2	Competency	35
E-3	Networks	36
P-1	Accounting Policy	37
P-2	Document Retention and Destruction Policy	39
P-3	Investment Policy	40
P-4	Privacy Policy	43
P-5	Fraud Policy	46
P-6	Code of Ethics	49
P-7	Gift Acceptance Policy	51
P-8	Conflict of Interest	52
P-9	Committee Structure	53

P-10	Whistleblower Policy	57
P-11	Discipline of the Board's President	59
P-12	Disciplining Individual Board Members	60
P-13	Anti-Harassment and Bullying Policy	61
	Appendix.....	66

Policy Type: Governance Process

Global Governance

GP-1

1.0 The purpose of the Board, on behalf of the association's membership, is to see that The Church Network

1.0.1 Achieves appropriate results for appropriate persons at an appropriate cost and

1.0.2 Avoids unacceptable actions and situations.

1.1 The Board, aligning with the values of its members, holds itself accountable to the membership to receive regular input on members' values, which informs and provides insights on issues relevant to Church leadership.

Policy Type: Governance Process

Governing Style

GP-2

2.0 The Board will govern lawfully, under the guidance of scripture, and mindful of the following principles:

- 2.0.1 outward vision rather than internal preoccupation,
- 2.0.2 valuing differing viewpoints
- 2.0.3 strategic leadership more than administrative detail,
- 2.0.4 clear distinction of Board and Chief Executive Officer roles,
- 2.0.5 collective rather than individual decisions,
- 2.0.6 future rather than past or present,
- 2.0.7 proactivity rather than reactivity.

2.1 Accordingly:

- 2.1.1 The Board will cultivate a sense of group responsibility. The Board, not the Chief Executive Officer, will be responsible for excellence in governing. The Board will use the expertise of individual Board members to enhance the ability of the Board as a body but will not substitute individual judgments and opinions for the Board's collective values.
- 2.1.2 The Board will hold itself accountable for governing with excellence. This self-discipline will apply to matters such as attendance, preparation for meetings, adherence to policy-making principles, respect of roles, and ensuring effective governance capability into the future.
- 2.1.3 The Board will direct, lead and inspire the association through the careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided.
- 2.1.4 The Board's major policy focus will be on the intended long-term benefits for members and customers, not on the administrative or programmatic means of attaining those benefits.
- 2.1.5 The Board will encourage open dialogue and differences of opinions without allowing it to become personal.
- 2.1.6 The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
- 2.1.7 The Board will discipline as outlined in the procedures manual.
- 2.1.8 Although the Board can change its governance process policies at any time, it will observe the policies currently in force.
- 2.1.9 Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
- 2.1.10 The Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-CEO Relationship categories.

Policy Type: Governance Process

Shared Values

GP-3

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

- 3.0.1 The association exists for its members.
- 3.0.2 Each member has value.
- 3.0.3 Members should be actively involved.
- 3.0.4 Education and training is a lifelong process.
- 3.0.5 Church administration education is a shared responsibility.
- 3.0.6 Technology is essential to all functions of the association.
- 3.0.7 Investing in membership development is essential.
- 3.0.8 Diversity in gender, race, ethnicity, leadership strength, Christian denomination or faith community; and geography is of great value.
- 3.0.9 Leadership creates the vision and elicits strong membership support.

Policy Type: Governance Process

Board Job Description

GP-4

- 4.0 To accomplish its job, the Board, as an informed agent of the ownership, ensures appropriate organizational performance.
 - 4.1 Accordingly, the Board has direct responsibility to create:
 - 4.1.1 The link between the external environment and the operational organization. On an annual basis, engage in an ownership linkage strategy to understand the ownership's values about a topic selected for exploration by the Board.
 - 4.1.1 Methods will be used as needed to ensure the Board's ability to listen to member viewpoints and values.
 - 4.1.2 Oversight and assurance of relevance of the Domains of Knowledge.
 - 4.1.3 Oversight of the Investment function.
 - 4.1.4 Establishment of an appropriate annual membership dues level
 - 4.2 The Board develops written governing policies that, at the broadest levels, address each category of organizational decision.
 - 4.2.1 **Ends:** organizational impacts, benefits, effects, products, and results for specified recipients and their relative worth (what end result is desired for whom and at what cost).
 - 4.2.2 **Executive Limitations:** constraints on executive authority that establish the practical, legal, and ethical boundaries within which all executive activity and decision-making will take place.
 - 4.2.3 **Governance Process:** specification of how the Board conceives, carries out, and monitors its own task.
 - 4.2.4 **Board-CEO Relationship:** how authority is delegated and its proper use monitored; the CEO role, authority, and accountability.

Policy Type: Governance Process

Monitoring Governance Process & Board-CEO Relationships

GP-5

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

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

Policy	Frequency	Month(s)
GP 1- Global Governance	2x annually	February, August
GP 2 - Governing Style	2x annually	February, August
GP 3 - Shared Values	annually	September
GP 4 - Board Job Description	annually	March
GP 5 - Monitoring Governance Process	annually	March
GP 6 - Agenda Planning	2x annually	April, September
GP 7 - Board Committee Principles	annually	May
GP 8 - Board Committee Structure	annually	May
GP 9 - Cost of Governance	annually	August
GP 10 - Officers Roles	annually	July
GP 11 - Board Member Conduct and Covenants	annually	July
GP 12 - Chapters	annually	April
B/CEO 1 - Global Board - CEO Relationship	2x annually	February, July
B/CEO 2 - Unity of Control	2x annually	February, July
B/CEO 3 - Accountability of the CEO	2x annually	March, August
B/CEO 4 - Delegation to the CEO	2x annually	March, August
B/CEO 5 - Monitoring CEO Performance	2x annually	March, August
EL 1 - Global Executive Constraint	annually	February
EL 2- Treatment of Consumers	annually	March
EL-3 Treatment of Staff and Volunteers	annually	March
EL-4 Financial Planning and Budgeting	annually	November
EL-5 Financial Administration	annually	November
EL-6 Emergency CEO Succession	annually	September
EL-7 Asset Protection	annually	November
EL-8 Compensation & Benefits	annually	October
EL-9 Communication and Support to the Board	annually	September
E-1 Global Ends Statement	annually	June
E-2 Competency	annually	June
E-3 Networks	annually	June
P 1 - Accounting Policy	annually	June

P 2 - Document Retention & Destruction Policy	annually	June
P 3 - Endowment Fund Investment Policy	annually	October
P 4 - Privacy Policy	annually	June
P 5 - Fraud Policy	annually	June
P 6 - Code of Ethics	annually	October
P 7 - Gift Acceptance Policy	annually	June
P 8 - Conflict of Interest Policy	annually	October
P 9 - Committee Structure	annually	April
P 10 - Whistleblower Policy	annually	October
P 11 - Discipline of the Board's President	annually	May
P 12 - Discipline of Other Board Members	annually	May
P 13 – Anti-Bullying and Sexual Harassment	annually	April

By Month	Board Policies to Monitor
January	
February	GP 1, 2; B/CEO 1, 2; EL 1
March	GP 4, 5; B/CEO 3,4,5; EL 2, 3
April	GP 6, 12; P 9, 13
May	GP 7, 8; EL 5; P 11,12
June	E 1,2,3; P 1, 2, 4, 5, 7
July	GP 10, 11; B/CEO 1, 2
August	GP 1, 2, 9; B/CEO 3,4,5
September	GP 3, 6; EL 6, 9
October	EL 8, P 3, 6, 8, 10
November	EL 4, 5, 7
December	

5.2 In addition, the President shall ensure each regularly scheduled board meeting includes on the agenda a Summary of Board Effectiveness. This time is to be used for each Board member to comment on how effective the Board was during their meeting. These comments shall be captured in the meeting minutes. The President shall then utilize the survey results and comments to improve future meetings.

Policy Type: Governance Process

Agenda Planning

GP-6

6.0 To accomplish its job with a governance style consistent with Board policies, the Board will follow an annual agenda cycle which (a) drives exploration of Ends concerns, (b) continually improves Board performance through Board education and enriched input and deliberation, and (c) re-examines the relevance of the underlying values that support existing policy.

6.1 Accordingly:

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

Policy Type: Governance Process

Board Committee Principles

GP-7

7.0 Board committees, teams, and task forces, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to CEO.

7.1 Accordingly:

- 7.1.1 Board committees are to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have dealings with current staff operations.
- 7.1.2 Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.
- 7.1.3 Board committees cannot exercise authority over staff. Because the CEO works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.
- 7.1.4 Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same topic.
- 7.1.5 The only Board committees are those that are set forth in this policy.
- 7.1.6 Committees will be used sparingly and ordinarily in an ad hoc capacity.
- 7.1.7 This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the CEO.

Policy Type: Governance Process

Board Committee Structure

GP-8

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

8.1 Governance Committee

- 8.1.1 Purpose. Identify from among current TCN membership suitable leadership talent for members of the Board of Directors and make suggestions to the President for appointments to the various committees of the Board. This is a Board committee and reports solely to the Board.
 - 8.1.1.1 Work with Board leadership to promote ethical behavior and standards among Board members and committees of the Board.
- 8.1.2 Assist the Board in the development of potential leadership. Assist the Board in self-assessment of its performance and compliance with accepted Policy Governance practices and principles.
- 8.1.3 Structure and Responsibilities. The structure, duties and responsibilities of this committee are outlined in the Board Committee Structure Policy (P-9).
- 8.1.4 Term. The members of the Governance Committee shall be appointed annually by the President no later than April 1 of each year and may serve for a period of three (3) years in rotation. Individuals may serve more than three (3) years after a one-year absence from the Committee but not more than six years. The new committee and its officers will begin their year of service on April 1 of each year.

8.2 Professional Training and Standards Committee

- 8.2.1 Purpose. The purpose of the Professional Training and Standards Committee is to fulfill one of the significant roles of the mission of TCN which is to assist individuals serving Christ through administration in local churches to achieve the highest level of professional competence.
- 8.2.2 Structure and Responsibilities. The structure, duties and responsibilities of this committee are outlined in the Board Committee Structure Policy (P-9).
- 8.2.3 Term. The chair of the committee will serve at the will of the Board with no defined term limit. Members will serve a three-year term limit on a rotation basis. The term starts on April 1 of each year. Individuals may serve more than three (3) years after a one-year absence from the Committee but not more than six years.

8.3 Awards Committee

- 8.3.1 Purpose. The purpose of the Awards Committee is to recognize members of TCN who are demonstrating exemplary work in the field of church administration by determining the recipients of the association's special awards.
- 8.3.2 Structure and Responsibilities. The structure, duties and responsibilities of this committee are outlined in the Board Committee Structure Policy (P-9).
- 8.3.3 Term. Members will serve a three-year term limit on a rotating basis. Individuals may serve more than three (3) years after a one-year absence from the Committee but not more than six years. The term starts October 1 of each year.

8.4 Investment Committee

- 8.4.1 Purpose. The purpose of the Investment Committee is to manage endowment investments and review the operating investment account.
- 8.4.2 Structure and Responsibilities. The structure, duties and responsibilities of this committee are outlined in the Board Committee Structure Policy (P-9).
- 8.4.3 Term. Members will serve a three-year term limit on a rotating basis. Individuals may serve more than three (3) years after a one-year absence from the Committee but not more than six years. The term starts October 1 of each year.

Policy Type: Governance Process

Cost of Governance

GP-9

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

9.1 Accordingly:

- 9.1.1 Board skills, methods, and supports will be sufficient to assure governing with excellence. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
- 9.1.2 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.
- 9.1.3 Board members will be reimbursed for any ordinary and necessary business or professional expense incurred on behalf of the association, if the following conditions are satisfied:
 - 9.1.3.1 The expenses are reasonable in amount, properly authorized and do not exceed IRS per diem limits, and
 - 9.1.3.2 Documentation includes the amount, date, place, business purpose, and business relationship of each expense.
 - 9.1.3.3 Documentation is provided at least monthly. In no event will an expense be reimbursed if substantiated more than 60 days after the expense is paid or incurred.
- 9.1.4 Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.
- 9.1.5 Outside assistance will be arranged so that the Board can exercise excellence in governance and accountability. This includes, but is not limited to, fiscal audit/review. The board-appointed CPA firm or partner-in-charge may be rotated per current best practices.
- 9.1.6 Board must provide an annual plan for the upcoming year to the CEO before budget creation.

Policy Type: Governance Process

Officers Roles

GP-10

10.0 The elected officers each serve a distinctive and delineated role in the organization.

10.1 The President (Chief Governing Officer (CGO)) shall have the responsibilities described in the Bylaws of the Association, and further shall ensure the integrity of the Board's processes and serve as the Board's official spokesperson.

10.1.1 Accordingly, the President will:

10.1.1.1 Monitor Board behavior to ensure that it is consistent with its own rules and policies and those legitimately imposed upon it from outside the organization.

10.1.1.2 Conduct and monitor deliberations to ensure that only those issues clearly belonging to the Board, not the CEO, are discussed unless invited to do so by the CEO.

10.1.1.2.1 Ensure information that is for neither monitoring performance nor Board decisions will be avoided or minimized.

10.1.1.2.2 Ensure that deliberations are fair, open, and thorough, but also timely, orderly, and kept to the point.

10.1.1.2.3 Chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.

10.1.1.2.4 Conduct timely Board meeting debriefings and periodic self-assessments to ensure process improvement.

10.1.1.3 Make interpretive decisions that fall within topics covered by Board policies on Governance Process and Board-CEO Relationship, except where the Board specifically delegates such authority to others, using any reasonable interpretation of the provisions in those policies.

10.1.1.3.1 Refrain from making interpretive decisions about policies created by the Board within Ends and Executive Limitations policy areas.

10.1.1.3.2 Refrain from exercising any authority as an individual to supervise or direct the CEO or staff.

10.1.2 Compile and facilitate the summative evaluation of the CEO.

10.1.3 Represent the Board to outside parties in announcing Board-stated positions and in stating Presidential decisions and interpretations within the areas assigned to the President, delegating this authority to other Board members when appropriate, but remaining accountable for its use, and informing the Board of such representation.

10.1.4 Recommend persons to fill unexpired terms of vacant board positions for approval by the Board. The unexpired term shall not count as a year of elected service.

10.1.5 Appoint the members of all Board committees.

- 10.1.6 Preside at all business sessions of the association.
 - 10.1.7 Notify the CEO within thirty days when an action by the Board financially obligates the association.
- 10.2 The Vice President shall have the responsibilities described in the Bylaws of the Association, shall serve as Treasurer, and further shall oversee the work of fellow board members in their roles as liaisons to the chapters.
- 10.2.1 Assure the integrity of the financial records.
 - 10.2.2 Monitor the depositing of money, drafts, and checks in the name of and to the credit of this corporation in the banks and depositories designated by the Board of Directors.
 - 10.2.3 Monitor the endorsement for deposit notes, checks, and drafts received by this corporation as ordered by the Board of Directors, making proper vouchers for the deposit.
 - 10.2.4 Monitor the disbursement of corporate funds and the issuance of checks and drafts in the name of the corporation, as ordered by the Board of Directors.
 - 10.2.5 Upon request, provide the President and the Board of Directors an account of transactions of this corporation and of the financial condition of this corporation.
 - 10.2.6 Create and maintain board policies to support Executive Limitations policies pertaining to Financial Planning and Budgeting and Financial Administration as well as avoid actions which conflict with the board's delegation to the CEO concerning finances.
 - 10.2.7 Serve as ex officio member of Governance Committee.
 - 10.2.8 Chair the Investment Committee.
 - 10.2.9 In cooperation with the CEO, interview potential CPA firms and recommend to the board the firm to conduct the next fiscal audit/review.
 - 10.2.10 Oversees the annual Chapter Leaders' Meeting.
 - 10.2.11 Perform such other duties as are prescribed by the President or the Board of Directors
- 10.3 The Secretary shall assure the integrity of the Board's documents and faithfully carry out the responsibilities described in the Association Bylaws. Accordingly, the Secretary will:
- 10.3.1 Keep minutes and a complete record of all proceedings of every meeting of the Association and the Board of Directors, including e-mail and telephone conferences.
 - 10.3.2 Distribute minutes to the board for review within two weeks following each meeting and send final copies to board members and the TCN office to be duly filed and maintained by the CEO.
 - 10.3.3 Assure all records are maintained in a safe and secure manner and pass the records on to his or her successor. Be sure all minutes of the Association and board of directors' meetings are on file with the TCN office.
 - 10.3.4 Maintain separately those portions of the minutes covering confidential personnel matters.
 - 10.3.5 Perform such other duties as prescribed by the President or the Board of Directors.
 - 10.3.6 By June 30th each year and on an annual basis create a physical backup of all TCN Board and committee working documents (TCN Dropbox, Board Minutes, & Governance minutes).

Policy Type: Governance Process

Board Member Conduct

GP-11

- 11.0 The Board commits and covenants to Christian, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.
- 11.1 Accordingly:
- 11.1.1 Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - 11.1.1.1 Members' interaction with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
 - 11.1.1.2 Members' interactions with the public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - 11.1.1.3 Members will give no consequence or voice to individual judgments of CEO or staff performance.
 - 11.1.2 All officers, directors, and employees will observe high standards of business and personal ethics in the conduct of their duties and responsibilities as outlined in the Board Code of Ethics Policy outlined in P6. All officers and directors will comply with this policy and report violations or suspected violations in accordance with this policy.
 - 11.1.3 Board members are expected to avoid conflicts of interest involving any matter pending before the Board. A conflict of interest is deemed to exist when a member is confronted with an issue in which the member has a personal or financial interest or an issue or circumstance that could render the member unable to devote complete loyalty and singleness of purpose to the membership's interest. A Board member owes to the Board a fiduciary duty to act in the best interest of the association as outlined in the Conflict of Interest Policy outlined in P8.
 - 11.1.4 Board members are expected to comply with the Anti-Harassment and Bullying Policy of TCN outlined in P14.
 - 11.1.5 Board members are expected to comply with practice regarding complaints of violations of honesty or integrity in fulfilling the organization responsibilities in compliance with all applicable laws and regulations and in keeping with the organization's whistleblower policy outlined in P10.

Policy Type: Governance Process**Local Chapters****GP-12**

12.0 Local Chapters of the Association may be organized. The Board of Directors acknowledges there are informal, unchartered TCN groups meeting that provide the opportunity for networking.

Policy Type: Board-CEO Relationship**Global Board-CEO Relationship****B/CEO-1**

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

Policy Type: Board-CEO Relationship**Unity of Control****B/CEO-2**

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

2.1 Accordingly:

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

Policy Type: Board-CEO Relationship**Accountability of the CEO****B/CEO-3**

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

3.1 Accordingly:

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

Policy Type: Board-CEO Relationship

Delegation to the CEO

B/CEO-4

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

4.1 Accordingly:

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

Policy Type: Board-CEO Relationship

Monitoring CEO Performance

B/CEO-5

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

5.1 Accordingly:

- 5.1.1 Monitoring is simply to determine the degree to which Board policies are being met. Information not formally presented as monitoring data and that does not contribute directly to this purpose is not considered monitoring data.
- 5.1.2 The Board may acquire monitoring data on Ends and Executive Limitations policies by one or more of three methods:
 - 5.1.2.1 **Internal Report**, in which the CEO discloses information and/or certifies compliance to the Board,
 - 5.1.2.2 **External Report**, in which an external, unbiased third party selected by the Board assesses compliance with Board policies, and/or
 - 5.1.2.3 **Direct Board Inspection**, in which not less than two designated members of the Board assess compliance with the appropriate policy criteria.

5.2 In every case, the standard for compliance shall be whether the CEO has reasonably interpreted the Board policy being monitored and determination of whether reasonable progress is being made toward achieving the Board's Ends policies. The Board will make the final determination as to whether a CEO's interpretation is reasonable and whether reasonable progress is being made.

5.3 All policies that instruct the CEO will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but will ordinarily depend upon the following schedule and method:

Policy	Method	Frequency	Month(s)
EL-1 Global Executive Constraint	internal	annually	February
EL-2 Treatment of Consumers	internal	annually	March
EL-3 Treatment of Staff and Volunteers	internal	annually	March
EL-4 Financial Planning and Budgeting	internal	annually	November
EL-5 Financial Administration	internal	quarterly	February, May, August, November
EL-5 Financial Administration	external	annually	May (possibly April, depending on CPA)
EL-6 Emergency Succession	internal	annually	September
EL-7 Asset Protection	internal	annually	November
EL-8 Compensation & Benefits	internal	annually	October
EL-9 Communication and Support to the Board	internal	semiannually	February, September
By Month	CEO Monitoring Reports		
January			
February	EL 1, 5, 9		
March	EL 2, 3		
April			
May	EL 5		
June			
July			
August	EL 5		
September	EL 6, 9		
October	EL 8		
November	EL 4, 5, 7		
December			

Policy Type: Executive Limitations**Global Executive Constraint****EL-1**

- 1.0 The CEO shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, unethical, imprudent, or disreputable, with the governance policies of the Board.

Policy Type: Executive Limitations

Treatment of Consumers

EL-2

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

2.1 Accordingly, the CEO may not:

- 2.1.1 Use methods of collecting, reviewing, transmitting, or storing member and customer information that fail to protect against improper access to the material elicited.
- 2.1.2 Operate without establishing a clear method that allows members to reinstate their membership after a gap of membership.
- 2.1.3 Operate without providing member services in a timely manner.
- 2.1.4 Operate facilities without appropriate accessibility and privacy.
- 2.1.5 Operate without a clear understanding with consumers of what may be expected and what may not be expected from the service offered.
- 2.1.6 Operate without exhibiting tolerance and respect in regard to diversity in gender, race, ethnicity, leadership strength, denomination/faith group affiliation and geography.

Policy Type: Executive Limitations

Treatment of Staff and Volunteers

EL-3

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

3.1 Accordingly, the CEO shall not:

3.1.1 Operate without written personnel policies that:

3.1.1.1 clarify personnel rules for staff,

3.1.1.2 provide for effective handling of grievances,

3.1.1.3 include adequate job descriptions for all staff positions,

3.1.1.4 include an effective personnel performance evaluation system, and

3.1.1.5 protect against Harassment and Bullying.

3.2 Discriminate against any staff member for expressing an ethical dissent.

3.3 Prevent employees from grieving to the Board when internal grievance procedures have been exhausted and the employee alleges that Board policy has been violated.

Policy Type: Executive Limitations

Financial Planning and Budgeting

EL-4

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

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

- 4.1.1 Is not in a summary format understandable to the Board.
- 4.1.2 Does not identify all sources of and adequately describe uses of funds (revenues and expenses)
- 4.1.3 Is not derived from a formal process for planning for the future of the organization
- 4.1.4 Does not show
 - 4.1.4.1 Budget planning assumptions
 - 4.1.4.2 Sufficient detail to inform the board about economic drivers
 - 4.1.4.3 The amount of revenues and expenditures for each program or area for the most recently completed fiscal year,
 - 4.1.4.4 Realistic projections of revenues and expenditures for each program or area for the current fiscal year: balancing faith and prudence in a healthy way,
 - 4.1.4.5 Budgeted revenues and expenditures for each program or area for the upcoming fiscal year, and
 - 4.1.4.6 A balanced annual budget, with consideration of deficit and surplus scenarios,
 - 4.1.4.7 Moderation in spending priorities

Policy Type: Executive Limitations

Financial Administration

EL-5

5.0 With respect to the actual, ongoing financial condition of the association, the CEO shall not cause or allow any fiscal condition that is inconsistent with achieving the Board's Ends policies, or that places the long-term financial health of the association in jeopardy.

5.1 Accordingly, the CEO shall not:

- 5.1.1 Expend more than 110% of the funds budgeted during the fiscal year unless authorized by the Board.
- 5.1.2 The CEO shall maintain adequate reserve funds, whose minimum is defined as either (1) 25% of expenses from the trailing twelve months. These funds shall be held in the Operating brokerage account managed by the TCN staff. A balance in the Operating brokerage account exceeding the above minimum threshold calculation will demonstrate compliance. The CEO shall notify the Board when the reserve accounts are encroaching non-compliance.
- 5.1.3 Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days.
- 5.1.4 Fail to settle payroll and debts in a timely manner.
- 5.1.5 Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
- 5.1.6 Allow a balance of more than \$300,000 to remain idle in accounts earning substantially below the current market rate of return for a money market account for a period of more than one month.

5.2 Make any purchase without:

- 5.2.1 Exercising reasonable precautions against conflict of interest.
- 5.2.2 Receiving multiple bids on services over \$10,000.00

5.3 Acquire, encumber, or dispose of real property.

Policy Type: Executive Limitations**Emergency Succession****EL-6**

6.0 In order to protect the organization in the event of sudden loss of CEO services, the CEO will not operate without assuring that one or more other staff members is familiar with Board and CEO issues and processes and is capable of assuming CEO responsibilities on an emergency basis, should the need arise. The absence may be caused by sabbatical, extended illness, vacation and other similar occurrences.

6.1 A written emergency succession plan is in place.

Policy Type: Executive Limitations

Asset Protection

EL-7

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

7.1 Accordingly, the CEO shall not operate without:

- 7.1.1 Providing liability coverage for the TCN Board, staff and organization.
- 7.1.2 Providing Employee Dishonesty insurance coverage in an amount not less than \$25,000.
- 7.1.3 Protecting the association, its Board, or staff from reckless legal liability.
- 7.1.4 Protecting the association's trademarks, copyrights, intellectual property interests, and files from loss or significant damage.
- 7.1.5 Controlling the receiving, processing, or disbursing of funds in a manner that does not meet Board-appointed auditor's standards.
- 7.1.6 Overseeing the investing or holding operating capital in insecure instruments or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.
- 7.1.7 Protecting the organization's public image or credibility, particularly in ways that would hinder its accomplishment of Ends.

Policy Type: Executive Limitations

Compensation and Benefits

EL-8

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

8.1 Accordingly, the CEO shall not:

- 8.1.1 Change his or her own compensation and benefits.
- 8.1.2 Promise or imply permanent or guaranteed employment to any employee.
- 8.1.3 Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- 8.1.4 Establish or change retirement benefits so as to cause unpredictable or inequitable situations, including those that
 - 8.1.4.1 Incur unfunded liabilities.
 - 8.1.4.2 Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
 - 8.1.4.3 Allow any employee to lose benefits already accrued from any foregoing plan.
 - 8.1.4.4 Treat the CEO differently from other executive employees.

Policy Type: Executive Limitations
Communication and Support to the Board
EL-9

9.0 The CEO shall not operate without providing the Board with as much information as necessary to allow Board members to be adequately informed.

9.1 Accordingly, the CEO shall not:

- 9.1.1 Neglect to submit monitoring data required by the Board (see policy on Monitoring CEO Performance B/CEO-5) in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored.
- 9.1.2 Operate without advising the Board in a timely manner of trends, facts, and information relevant to the Board's work.
- 9.1.3 Operate without advising the Board of anticipated significant media coverage.
- 9.1.4 Operate without advising the Board if, in the CEO's opinion, the Board or individual members are not in compliance with its own policies on Governance Process and Board-CEO Relationship, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the CEO.
- 9.1.5 Operate without marshalling for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices.
- 9.1.6 Operate without providing a mechanism for official Board, officer, and committee communications.
- 9.1.7 Operate without working with the Board as a whole except when:
 - 9.1.7.1 fulfilling individual requests for information,
 - 9.1.7.2 working with officers or committees duly charged by the Board, or
 - 9.1.7.3 communicating with the President.
- 9.1.8 Operate without reporting in a timely manner any actual or anticipated noncompliance with any policy of the Board.
- 9.1.9 Operate without providing monthly financial reports to the board.

Policy Type: Ends
Global Ends Statement
E-1

1.0 The Church Network exists to create a strong and healthy Church.

1.1 Church leaders are connected, competent and knowledgeable to lead local congregations and execute ministry with excellence at the cost of all available funding.

1.1.1 Exposing church leaders to cutting edge learning and best practices for relevant implementation

1.2 Church leaders attain and maintain proficiency in our domains of knowledge.

1.2.1 Increasing numbers of Church leaders that attain and maintain certification.

1.3 Church leaders support and connect with each other to enhance community, collaborate in ministry, and create a sense of belonging.

Policy Type: Ends

Competency

E-2

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

2.1 Definition - Competent professionals in church administration are those who have attained and are maintaining proficiency in the areas that are applicable to their individual job responsibilities.

2.2 TCN has defined 14 domains of knowledge in church administration:

- 2.2.1 Personnel/Human Resource Management
- 2.2.2 Staff Development
- 2.2.3 Congregational Leadership
- 2.2.4 Theology of Stewardship
- 2.2.5 Office Management
- 2.2.6 Information Management
- 2.2.7 Property/Facilities Management
- 2.2.8 Communication and Marketing
- 2.2.9 Strategic Planning
- 2.2.10 Financial Management
- 2.2.11 Stewardship of Self
- 2.2.12 Legal & Tax Matters
- 2.2.13 Christian Perspectives & Theology of Church
- 2.2.14 Theology and Ethics of Church Administration

Policy Type: Ends

Networks

E-3

3.0 Multiple opportunities for networking are provided for all individuals working in church administration.

- 3.1 Definition: Network – a grouping of individuals who have a sense of belonging and common interests, i.e. chapter, denominational groups, networks of practice, virtual group, annual conference, certification training, social networks.
- 3.2 A support community for all individuals working in church administration is maintained.
 - 3.2.1 Definition: Support community – opportunities for interpersonal connection, information, and education.

Policy Type: Other

Accounting Policy

P-1

1.0 Statement of Policy:

1.0.1 The purpose of the Accounting Policy of TCN is to ensure that sound procedures are followed to accurately record, process, summarize and report the financial activity of the association.

1.1 Responsibilities:

1.1.1 The TCN Board of Directors has the overall responsibility of administering the accounting policies of the association. The Vice President will serve as the association's Treasurer. The Board will be responsible for reviewing the annual budget, providing recommendations and approving housing allowances when applicable.

1.1.2 The Chief Executive Officer will prepare the annual association budget and provide a monthly financial report to the TCN Board of Directors on a timely basis.

1.1.3 The Director of Operations is responsible for entering cash receipts, processing payables and payroll, preparing deposits, and invoicing advertisers.

1.1.4 The Director of Accounting is responsible for recording external funds transfers and auto-draft expenses, as well as posting accruals such as monthly subscriptions. The Director of Accounting reconciles all bank accounts and ensures the General Ledger balances between the technology platforms and the bank.

1.1.5 Procedures:

1.1.5.1 The Annual Budget

Budgets are established each calendar year by the TCN Staff in order to plan and allocate the association's monetary resources.

1.1.5.1.1 The Chief Executive Officer will present the next years' proposed budget at the November Board meeting.

1.1.5.1.2 The CEO will establish a budget that is in a summary format understandable to the Board, adequately describes revenues and expenses, and discloses budget- planning assumptions.

1.1.5.1.3 The budget will show:

1.1.5.1.3.1 the amount of revenues and expenditures for each program or area for the most recently completed fiscal year,

1.1.5.1.3.2 a projection of revenues and expenditures for each program or area for the current fiscal year, and

1.1.5.1.3.3 budgeted revenues and expenditures for each program or area for the upcoming fiscal year.

1.1.6 Receipts

1.1.6.1 Receipts include membership fees, donations, conference registrations, conference fees, exhibition booth fees, advertising payments, and product payments. Cash receipts are entered into the iMIS database daily by the Director of Operations. All checks are copied and separated batches maintained for cash and credit card transactions. The deposit is taken to the bank weekly.

1.1.7 Disbursements—Accounts Payable, Payroll, Non-Budgeted Expenses

- 1.1.7.1 Accounts Payable-Disbursements include payment of vendor invoices for products or services, utilities, building/grounds maintenance, insurance, travel expenses, and check requests for reimbursement of purchases or expenses. Invoices and check requests are processed weekly. No persons will have the authority to prepare checks for signature unless the expense is approved by the CEO. In the absence of the CEO, the Director of Accounting can approve transactions. All checks and electronic transactions for over \$500 require two of the following three signatures or approvals: CEO, Director of Operations, and Director of Accounting.

1.1.8 Payroll

- 1.1.8.1 Employee information and payroll data is entered in the Shelby Database by the Director of Operations. New hire information is added to the database as needed. Payroll is processed semimonthly.

1.1.9 Non-Budgeted Expenses

- 1.1.9.1 Any staff member proposing a purchase or expenditure which requires funding from sources beyond the budgeted funds must submit the proposal to the Chief Executive Officer. The Chief Executive Officer will evaluate the merit of the proposal and decide whether to approve funding, deny funding or recommend Board action for funding (e.g. suggest an Endowment allocation).

Policy Type: Other

Document Retention and Destruction Policy

P-2

2.0 Statement of Policy:

2.0.1 The purpose of the Document Retention and Destruction Policy is to outline the schedule for TCN's practice to retain or destroy all records and documents, regardless of physical form or characteristics, which have been created or received by the Organization in connection with the transaction of organization business.

2.1 Responsibilities:

2.1.7 The TCN Staff is responsible for the ongoing process of identifying its records, which have met the required retention period, and overseeing their destruction. Destruction of the documents may be accomplished by shredding, burning, or sending them to the landfill.

2.2 Description:

2.2.1 Paper Documents-The organization shall retain documents for the period of their immediate or current use, unless located in the following retention schedule.

2.2.2 Electronic Documents-Electronic documents shall be retained as if they were paper documents. Therefore, any electronic files that have been created or received by the organization shall be maintained for the appropriate amount of time.

2.3 Upon any indication of an official investigation of the organization by the IRS or any governmental entity, document destruction shall be suspended immediately. Destruction shall be reinstated upon conclusion of the investigation.

Policy Type: Other

Investment Policy

P-3

3.0 Introduction

3.1 Purpose

- 3.1.1 We understand the need to be good stewards of the resources entrusted to us; therefore, this policy will address diversifying financial assets in a conservative, God-honoring manner to produce acceptable returns.

Ecclesiastes 11:2 (NLT)

But divide your investments among many places, for you do not know what risks might lie ahead.

Ecclesiastes 11:6 (NLT)

Plant your seed in the morning and keep busy all afternoon, for you don't know if profit will come from one activity or another—or maybe both.

3.2 Objectives

- 3.2.1 The investment objectives of the TCN Investments, in order of priority, are:

3.2.3.1 Maintain consistency with the values of TCN in all investments

3.2.1.2 Preserve principal

3.2.1.3 Meet liquidity needs for the purpose of advancing overall operations, TCN's mission, objectives, and programs, including, but not limited to, scholarships, new chapter development, educational training, increasing and improving church management resources and services, researching and collecting and analyzing data (such as our compensation survey), improving placement and advisory services, committee retreats to support our education and certification programs, training future association leaders, and training staff.

3.2.1.4 Deliver a suitable return in relationship to these guidelines and current market conditions

3.3 Duties and Responsibilities

- 3.3.1 Board of Directors: The Board of Directors is ultimately responsible for overseeing the investment process in a prudent manner with regard to preserving principal while providing reasonable returns. In carrying out these duties, the Board of Directors has elected to delegate this responsibility to the TCN Investment Committee.

3.3.2 Investment Committee:

The Investment Committee will be responsible for:

Delegating Management and Investment Functions. In delegating the management and investment of the Portfolios to an external agent (also "the Investment Manager"), the Committee shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances.

Recommending an Investment Policy for the approval of the Board of Directors. This policy will be reviewed by the Investment Committee annually to determine its reasonableness with regard to current market conditions and any needed changes will be recommended to the Board.

- 3.3.2.1 Quarterly monitoring of new contributions to the funds and the income and expenses of the fund in relation to the policy.
- 3.3.2.2 Annually analyzing asset mix to ensure compliance with the Investment Policy and reporting the findings to the Board of Directors.
- 3.3.2.3 Reporting in a timely manner substantive developments that may affect the management of the assets.

3.3.3 Duties and Responsibilities of the Investment Manager

- 3.3.3.1 Observing and adhering to the guidelines, policies and constraints outlined in this investment policy statement.
- 3.3.3.2 Acting as a fiduciary in the management of Portfolios.
- 3.3.3.3 Discretionary investment management within the guidelines established in this investment policy statement including decisions to buy, sell or hold investments, alter asset allocation, rebalance and select and replace managers.
- 3.3.3.4 Monitoring and evaluating the asset allocation and performance results of the Portfolios, monthly, to ensure adherence to policy guidelines and to measure progress in relation to investment objectives.
- 3.3.3.5 Making a reasonable effort to verify facts relevant to the management and investment of the Portfolios.
- 3.3.3.6 Reporting investment performance results.
- 3.3.3.7 Meeting with the Committee periodically (as needed) on a mutually agreeable schedule to review any pertinent items related to the Investments, such as the performance, investment strategy and the economic outlook.

3.4 INVESTMENT POLICY AND GUIDELINES

- 3.4.1 Asset Allocation In determining the Portfolios' asset allocation targets and ranges, the Committee and Manager shall consider:
 - 3.4.1.1 expected short-term and intermediate-term cash flows from/to the endowment and operations
 - 3.4.1.2 historical and expected capital markets assumptions for each asset class in terms of both return and, especially, downside volatility
 - 3.4.1.3 long-term growth expectations for the investments, including the impact of inflation and the expected return from a diversified portfolio
 - 3.4.1.4 in the case of alternative investments, the expected illiquidity of such investments.
- 3.4.2 Allocation of endowment assets within the below limits, plus or minus 5%, will be based primarily on relative attractiveness and the investment/economic prospects over a three-year period.
 - 3.4.2.1 Equity 40%-60%
 - 3.4.2.2 Fixed 20%-60%
 - 3.4.2.3 Cash 0%-20%

3.5 Portfolios

- 3.5.1 Investments may be made by the Investment Manager through separate accounts with internal managers, commingled mutual funds, market index ETFs or other such structures that are determined to be appropriate by the Committee. The Portfolios may not utilize leverage or margin.
- 3.5.2 Equity investments are intended to provide, at a minimum, the market index total return growth rate for the Portfolios in the context of appropriate risk and traditional "settlement date" liquidity.

- 3.5.3 Fixed Income investments are intended to provide coupon yield, a higher total return over rolling three-year periods than cash equivalents and, most importantly, funding for the TCN's intermediate term cash requirements with lower downside risk than equities.

3.6 Spending Guidelines

- 3.6.1 The committee does not have the authority to expense funds. The annual distribution released for operational use will be 5% of the twelve (12) quarter rolling endowment average balance. This average is to be calculated through the third quarter prior to the Association's fiscal year. The committee and investment manager will determine, from a cash perspective, how those funds would be made available to the staff for operational use.

3.7 Insurance Limits

- 3.7.1 Account balances are not required to be at or below Federal insurance limits and/or SPIC limits; however, careful consideration should be given to the proper diversification and default risk of organizations where our account balances exceed Federal insurance limits and/or SPIC limits.

3.8 Risk Tolerance

- 3.8.1 The Portfolio will be managed in a manner that seeks to minimize the following risks:
 - 3.8.1.1 Currency Risk: The Portfolio will be invested 100% in US\$ denominated securities.
 - 3.8.1.2 Inflation Risk: TCN would like to meet or beat the rate of inflation, so we do not lose the value of our dollar due to inflation.
 - 3.8.1.3 Market Risk: TCN understands the safety of principle is a high priority (as stated above: therefore, the Portfolio will be managed in a manner that seeks to minimize principle fluctuations over the established time horizon and that is consistent with the Portfolio's stated objectives.
 - 3.8.1.4 Liquidity Risk: The portfolio should be structured in such a way that adequate liquidity will be achieved. All securities must be publicly traded for liquidity purposes.
 - 3.8.1.5 Reinvestment Risk: The short-term portion of the Portfolio should be adequately diversified in multiple duration products to minimize investment risk.

3.9 Morally Responsible Investment Criteria

- 3.9.1 TCN exists to create a strong and healthy church. It is counterproductive to the accomplishment of our mission and detrimental to the witness and testimony to be associated or identified with anything that compromises our commitment to these principles. TCN would prefer to forego profit opportunities rather than knowingly condone and support or be identified with the following:
 - 3.9.1.1 Alcoholic beverages, tobacco products, the gaming industry, abortion, pornography, genetic engineering, commercial filmmaking, companies that promote violence. Any such security, which is inadvertently included in our Portfolio, should be removed as soon as possible without causing disruption to the Portfolio.

Policy Type: Other

Privacy Policy

P-4

4.0 TCN respects member's privacy and is committed to protecting the personal information provided to us. This statement explains our policies and practices regarding the use and disclosure of personal information. The TCN Board reviews and updates this Privacy Policy from time to time as needed without notice. Members should review the terms of this policy periodically to ensure awareness of how TCN collects and uses personal information. By using our website, consent is given to the collection and use of personal information by TCN as explained below.

4.1 Personal Information.

4.1.1 You have control over your personal information. In general, you can visit our website without providing us with any personal information, however, there are instances where we must have your personal information in order for us to grant access or permission to our protected and secured sites. Such instances include, but are not limited to, application for membership, registration for events, and purchase or inspection of products. The information collected includes items such as your name, address, email address, phone number, title, etc.

4.2 Use of Membership Directory

4.2.1 Information stored in the TCN member database is solely the property of TCN. The extraction of large amounts of information from the TCN database, sometimes referred to as "data mining," is expressly prohibited. No one may gain access to the TCN member directory on the TCN website in order to "mine" member data. Members of TCN are allowed to search the member database through the Member Directory on TCN's website for individual members, subject to the provisions and restrictions of this Privacy Policy.

4.3 Use of Membership Mailing List.

4.3.1 The TCN membership mailing list is the property of TCN and is to remain under its exclusive jurisdiction. Mailing lists may be sold to outside organizations under the sole direction of the chief executive officer.

4.4 Use of E-Mail Addresses.

4.4.1 TCN does not provide member e-mail addresses to any outside party, including members of TCN, except as allowed through the Member Directory on TCN's website and to exhibitors at our national conference with the permission of the member. A member grants permission and provides his/her email address to an exhibitor by allowing the exhibitor to scan the barcode on the member's name badge or by other express permission granted. E-mail addresses are not to be sold to outside organizations or provided to advertisers, affinity partners, or member benefit vendors. TCN and/or its chapters may use a member's e-mail address to communicate items of news and interest to members and for inclusion in TCN or chapter member directories.

4.5 Accuracy and Security.

- 4.5.1 The accuracy and security of personal information is important to TCN. Currently, members may review and update your personal information by logging into the TCN website. If TCN is contacted to correct personal information, we will attempt to correct such inaccuracies in a timely manner. TCN is concerned with the security of personal information and is committed to taking reasonable steps to protect it from unauthorized access and use. To that end, TCN puts in place the appropriate physical, electronic and managerial policies and procedures to secure personal information. TCN also continues to implement procedures to maintain accurate, complete and current personal information.

4.6 Logins and Passwords

- 4.6.1 Access to certain content on our website is allowed and requires a login and password. By accessing and using TCN's protected and secured web site(s), one agrees to maintain the use of the login and password selected to access such site(s) and consent to TCN's terms of use.

4.7 Cookies

- 4.7.1 TCN uses "cookies." A cookie is a small data file that a website may transfer to a visitor's computer, mobile phone or other device to keep records of the visits to such site. A cookie contains information such as your login and password that helps TCN recognize the pages visited and improve future visits and services offered through TCN. The only personal information a cookie can contain is the information that you provide yourself. The information that is stored is designed to make future visits to TheChurchNetwork.com, MinistryPay.com and any other websites operated by TCN more beneficial, easier and faster because it allows the use of the sites without reentering information upon each visit. A cookie cannot read data off of your hard drive or read cookie files created by other sites. Information stored in cookies may be encrypted, however, TCN does not store credit card information in cookies. Refer to your browser's or device's help material to learn what controls you can be used to remove or block cookies or other similar technologies or block or remove other data stored on your computer or device (such as by using the various settings in your browser). Removal of this data, may affect your ability to use TCN or other websites and apps.

4.8 External Links.

- 4.8.1 The TCN website provides links to other third-party web sites. Even if the third-party is affiliated with TCN through a business partnership or otherwise, TCN is not responsible for the privacy policies or practices or the content of such external links. These links are provided for convenience purposes only and are accessed at one's own risk.

4.9 Children's Privacy.

- 4.9.1 TCN cares about the safety of children and their use of the Internet. TCN

will never knowingly request or solicit personally identifiable information from anyone under the age of 13 without verifiable parental consent. In the event that TCN receives actual knowledge that such personal information has been collected without the requisite and verifiable parental consent, TCN will take steps to delete that information from our database as quickly as is practicable.

4.10 General.

- 4.10.1 Please contact TCN at info@thechurchnetwork.com for any questions regarding TCN's Privacy Policy.

Policy Type: Other

Fraud Policy

P-5

5.0 Statement of Policy:

- 5.0.1 The purpose of the Fraud Policy is to facilitate the development of internal controls that will provide for the detection, prevention, and reporting of fraud directed against the organization. TCN is committed to a culture characterized by high legal, ethical and moral standards, and recognizes that over and above any financial damage suffered, fraud may reflect adversely on its image and reputation.

5.1 Responsibilities:

- 5.1.1 Employees will act honestly and with integrity at all times to safeguard the resources of the organization. They will adhere to the guidelines and controls set forth in the various TCN policies. They will act with propriety in the use of official resources and in the handling and use of corporate funds whether they are involved with cash or payment systems, receipts or dealing with contractors or suppliers. They will report violations or suspected violations in accordance with this policy.
- 5.1.2 The Chief Executive Officer will be responsible for identifying the risks to which systems and procedures are exposed, developing and maintaining effective controls to prevent and detect fraud, and ensuring staff compliance with the controls.
- 5.1.3 The Board of Directors is responsible for maintaining cost effective policies to deter fraud, carrying out prompt and thorough investigations if fraud occurs, and taking appropriate legal and/or disciplinary action against perpetrators of fraud.
- 5.1.4 The TCN Compliance Officer, any Active or Emeritus past president of the board, in cooperation with the Board of Directors, is responsible for investigating and resolving all reported allegations concerning fraud. The Compliance Officer is required to immediately report to the Board any suspected fraudulent activity. The President will appoint annually the Compliance Officer within 30 days after each national conference.

5.2 Definitions:

5.2.1 Fraud - Any dishonest or fraudulent act to include forgery or alteration of any document; misappropriation of funds, supplies, property or employees; etc.; improper handling or reporting of money or financial transactions; profiting for self or others as a result of inside knowledge; unauthorized disclosure of confidential information to outside parties; destruction or intentional disappearance of records, furniture, fixtures or equipment; accepting or seeking anything of material value from vendors or persons providing services or materials to the organization for personal benefit; and/or any similar or related irregularity.

5.2.2 Internal Controls – Policies and procedures established to achieve good financial management and mitigate risks inherent in the handling of monetary transactions.

5.3 Procedures:

5.3.1 The Board of Directors will:

- 5.3.1.1 Make no loans to employees or board members.
- 5.3.1.2 Refrain from engaging, knowingly or unknowingly, in any activity that may compromise themselves personally, an employee, or TCN in its relationship with members, vendors, or the public.
- 5.3.1.3 Ensure that the organization's financial records are reviewed or audited annually by a CPA firm.
- 5.3.1.4 Provide diligent, regular oversight of the organization's financial records requiring reports at their regularly scheduled meetings.
- 5.3.1.5 Regularly rotate the financial officer of the Board as determined by the association's bylaws and the Board's governing policies.
- 5.3.1.6 Refrain from hiring a CEO who was employed by the organization's audit firm during the year preceding the audit.
- 5.3.1.7 Ensure a Whistle-Blower Policy, Document Retention and Destruction Policy, Accounting Policy, and an Electronic Communication Policy are in place and communicated to the Chief Executive Officer.
- 5.3.1.8 Enforce a zero-tolerance policy regarding unethical and illegal behavior.

5.3.2 The Chief Executive Officer will:

- 5.3.2.1 Communicate organizational policies to all employees.
- 5.3.2.2 Ensure that TCN employees follow the controls outlined in the various TCN policies and the employee handbook.
- 5.3.2.3 Be responsible for monitoring the daily compliance with and effectiveness of the outlined controls.
- 5.3.2.4 Communicate a zero-tolerance policy regarding unethical and illegal behavior to all employees.
- 5.3.2.5 Identify potential risks of asset misappropriation, report them to the TCN Compliance Officer, and develop new procedures to mitigate the risk where a cost-effective solution can be achieved.
- 5.3.2.6 Ensure that each employee is paid a fair market wage compatible with his/her job description.
- 5.3.2.7 Perform periodic background checks and credit checks on all employees who handle money.

5.4 Investigative Process:

- 5.4.1 Persons observing or suspecting dishonest or fraudulent activity should not attempt to personally conduct an investigation related to such activity. A written report should be made to the TCN Compliance Officer detailing or outlining the suspected fraud. If requested, the individual will cooperate with the investigative process through the furnishing of written statements, interviews, etc. Reports will be confidential.

5.4.2 The TCN Compliance Officer will immediately contact the Board of Directors. The Board of Directors will take appropriate steps to investigate all allegations of fraud. In those instances in which the Board believes it to be in the best interest of the organization, members of the Board have the authority and duty, after consulting with legal counsel, to take control of, and/or gain full access to the organization's offices to examine, copy, and/or remove all or any portion of the contents of files, desks, cabinets, and other storage equipment (including computer files) on the premises without prior knowledge or consent of any individual who may use or have custody of any such items or equipment.

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

5.4.4. Results of investigations conducted by the Board of Directors will not be disclosed or discussed with anyone other than those persons associated with the organization who have a legitimate need to know in order to perform their duties and responsibilities. This level of confidentiality is necessary to avoid damaging the reputation of persons suspected, but subsequently found innocent of wrongful conduct and to protect the organization from potential civil liability.

5.4.5 Fraudulent activity may lead to employment sanctions up to and including termination and may subject the individual to civil liability and/or criminal prosecution.

5.4.6 If the substantiated fraudulent act has criminal implications, the Board of Directors will consult with law enforcement agencies as necessary to assist in the preparation and presentation of criminal findings in a court of law.

Policy Type: Other

Code of Ethics and Board Covenants

P-6

6.0 As a member of The Church Network (TCN), I commit myself to Christian, ethical, and lawful conduct, including the proper use of authority and appropriate decorum when acting as a church professional. I will use this Code of Ethics as a guide in performing my duties with trustworthiness and integrity as a Christian, as a colleague, and as a leader in the congregation where I serve.

6.1 As a leader in church administration, I will not attempt to exercise individual authority over the church community except as explicitly set forth in its governing policies.

6.2 As a leader in the congregation where I serve, I will:

6.2.1 Be committed to the mission of the church;

6.2.2 Strongly advocate that business practices are consistent with the authority of Scripture and civil law where there is no conflict;

6.2.3 Be responsive to my church's or religious institution's authorities, advocating ethical business practices as my standard;

6.2.4 Perform all duties as outlined in my job description, fulfilling my fiduciary responsibility to the members of the church;

6.2.5 Be knowledgeable of the documents governing the operations of the church;

6.2.6 Respect the processes of the church's governing body by not undermining the decisions of that body;

6.2.7 Remain current with changes or advancements in the areas of financial accountability and human resource management;

6.2.8 Openly and candidly share individual concerns, information, and knowledge with professional peers and church leadership;

6.2.9 Bring to the pastor's immediate attention, or to that of the governing board, any condition or action that I believe exceeds a current operating policy or is in non-compliance with any governing document;

6.2.10 Respect the confidentiality appropriate to issues of a sensitive nature;

6.2.11 Exercise honesty in all written and interpersonal interaction;

6.2.12 Show professionalism to all those with whom I make contact on behalf of the church;

6.2.13 Make every reasonable effort to protect the integrity and promote the positive image of the church and its members;

6.2.14 Encourage and value involvement by members of the church community;

6.2.15 Respond in a spiritual manner consistent with my faith when confronted with conflict.

6.3 As a TCN Board member, I pledge to

6.3.1 Participate with professional colleagues in organized efforts to share new knowledge and development in professional practices;

6.3.2 Be an advocate for the TCN, and to advance the values and benefits of membership to the ministry leaders whom I support and others with whom I come into contact;

6.3.3 Strive to be a life-long learner, seeking to attain the highest degree of competency in my field of work.

- 6.3.4 Be prepared and attend all meetings,
- 6.3.5 Be knowledgeable of the governing documents of the association, take the initiative to communicate and ask questions for clarification, and be committed to the mission of the association,
- 6.3.6 Bring to the President's immediate attention any condition or action that I believe exceeds an Executive Limitations policy, or is in non-compliance with any governing document,
- 6.3.7 Respect the confidentiality appropriate to issues of sensitive nature (What is said here stays here.),
- 6.3.8 Exercise honesty in all written and interpersonal interaction, so as not to intentionally mislead or misinform,
- 6.3.9 Listen and respect all viewpoints, seeking first to understand rather than to be understood, and ensuring not to maintain hidden agendas,
- 6.3.10 Encourage and value membership involvement, and withhold judgment on issues until all members have the opportunity to be equally informed,
- 6.3.11 Focus on issues rather than on personalities,
- 6.3.12 Show professionalism and make every reasonable effort to protect the integrity and promote the positive image of the association and one another to all those with whom we make contact on behalf of the association,
- 6.3.13 Communicate in a timely manner to avoid surprises,
- 6.3.14 Openly and candidly share individual concerns, information and knowledge, and respect Board processes by not undermining decisions of the Board,
- 6.3.15 Accept as final the majority vote of the Board unless circumstances, information, or data suggest reconsideration.

Policy Type: Other

Gift Acceptance Policy

P-7

7.0 Gifts to Unrestricted, Temporarily Restricted and Permanently Restricted Funds

- 7.0.1 The Church Network (TCN) shall accept unrestricted gifts to be used for general operations or as directed by the TCN Board of Directors.
- 7.0.2 TCN shall accept temporarily restricted gifts provided the gift is given to a temporarily restricted fund established by the TCN Board of Directors.
- 7.0.3 TCN shall accept permanently restricted gifts provided that the gift is given to a permanently restricted fund established by the TCN Board of Directors.

7.1 Types of Gifts Accepted into any type of Fund

- 7.1.1 Gifts of cash (currency, coin, check, traveler's check, money order, electronic transfer via ACH or credit card) will be accepted for any fund. Such gifts will be considered as received on the day TCN receives constructive receipt of the cash and will be recorded at the value received.
- 7.1.2 Gifts of stock, bonds, etc. readily traded on the stock exchange may be accepted for any fund. Such a gift will be considered as received on the date the instrument is received at the TCN office or is transferred into the TCN brokerage account. The value of the gift will be determined by the average of the high and low value on that date. The instrument will be sold as soon as is practicable after receipt.
- 7.1.3 Gifts of stock, partnership interests, real estate, works of art, etc., not readily or easily traded may be accepted, but only following analysis and decision by the TCN Board of Directors. In determining whether to accept the gift, the Board of Directors will consider any potential liabilities or conditions attached to the gift, the ease of selling the asset, or if the gift is one that TCN can retain and use in furthering its purposes. Gifts of real estate will require an environmental study before acceptance. The value of such gifts will be established by an independent appraisal.
- 7.1.4 In-Kind Gifts
 - 7.1.4.1 In-Kind gifts may be accepted if the TCN staff or Board of Directors determine the gift is a type that will be useful to the organization.
 - 7.1.4.2 In-Kind gifts may be a product, supply or service.

7.2 Valuation

- 7.2.1 Valuation of non-cash gifts shall be for internal TCN purposes only. It shall be the responsibility of the donor to assess the value of such gifts for their own tax purposes.

7.3 Acknowledgement of Gifts

- 7.3.1 TCN will acknowledge all gifts received in a timely manner.

Policy Type: Other
Conflict of Interest
P-8

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

8.1 Accordingly:

- 8.1.1 Members must avoid conflict of interest with respect to their fiduciary responsibility.
- 8.1.2 Members will annually disclose, by completing a Conflict-of-Interest form, their involvements with other organizations, with vendors, or any other associations that might produce a conflict.
- 8.1.3 Members must represent unconflicted loyalty to the interests of the membership. This accountability supersedes any conflicting loyalty such as that to the denominational groups, advocacy or interest groups, and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the association's services.
- 8.1.4 There must be no self-dealing or any conduct of private business or personal services between any Board member and the association except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
- 8.1.5 All Board members and employees shall disclose all real or apparent conflicts of interest that he or she or a member of his or her immediate family (defined as spouse, children, siblings) might have.
 - 8.1.5.1 Disclosure means providing to the President and CEO a written description of the facts comprising the real or apparent conflict of interest. Such disclosures will be noted for the record in the minutes of the Board.
 - 8.1.5.2 In addition to filing a notice of disclosure, the Board member must abstain from:
 - 8.1.5.2.1 participating in discussions or deliberations with respect to the subject of the conflict,
 - 8.1.5.2.2 using personal influence to affect deliberations,
 - 8.1.5.2.3 making motions, or
 - 8.1.5.2.4 voting
- 8.1.6 A Board member who has disclosed a conflict of interest will be counted in determining the existence of a quorum at any meeting in which the subject of the conflict is discussed. The minutes will reflect the individual's disclosure, the vote, and the individual's abstention from participation and voting. Such Board member who has disclosed a conflict of interest will be excused during discussion and voting on that particular issue to ensure open discussion.
- 8.1.7 Board members must not use their positions to obtain employment for themselves, family members, or close associates. Should a member desire employment, he or she must first resign.
- 8.1.8 Board members will not accept a gift of substantial value (in excess of \$100) or economic benefit that would tend to improperly influence a reasonable person or which the Board members knows or should know is primarily for the purpose of a reward for official action. Gifts related to special occasions, such as wedding and commonly celebrated holidays or events, are exempt.

Policy Type: Other

Committee Structure

P-9

9.0 Governance Committee

9.1 Committee Structure

- 9.1.1 Membership on the Governance Committee is composed of a minimum of five (5) individuals appointed no later than April 1 by the President in consultation with the Board of Directors. Among the appointees shall be the immediate past Board President and one Elected Director. The Vice President of the Board shall serve in an ex-officio capacity. The CEO shall serve as an ex officio member without voting rights. The current Board president shall not serve as a member of this Committee.
- 9.1.2 The chair shall be an individual closely familiar with Policy Governance and will be appointed by the Board President on an annual basis.
- 9.1.3 The Committee shall elect, from among its members, a secretary to record the actions and proceedings of the Committee.
- 9.1.4 Required characteristics of all Committee members include:
 - 9.1.4.1 Familiarity with Policy Governance,
 - 9.1.4.2 Commitment to the principles, practices and programs of TCN,
 - 9.1.4.3 Possession of the time commitment necessary to serve,
 - 9.1.4.4 Participation in TCN Leadership training as approved by the Board,
 - 9.1.4.5 TCN member in good standing,
 - 9.1.4.6 Certified Church Administrators (CCAs),
- 9.1.5 The President shall take into account the following in determining the committee structure:
 - 9.1.5.1 Longevity of membership in TCN
 - 9.1.5.2 Appropriate mix of gender, ethnicity & leadership strengths
 - 9.1.5.3 Diversity in denomination/faith group affiliation
- 9.1.6 When possible, the Committee should be reflective of the geographic distribution of association membership. Although this is not a requirement, an emphasis should be placed on appointing individuals with the desired characteristics outlined previously, with geography being but one consideration.

9.2 Responsibilities

- 9.2.1 Present to the Board for approval, and then to the membership at conference for their consideration, a slate of candidates for the Board of Directors. This slate shall be supplied to the Board two weeks prior to its spring Board meeting.
- 9.2.2 Solicit recommendations of Board Candidates from the membership and current association leadership. Current paid staff may make suggestions as to the suitability of individual candidates and may supply requested and known information about potential candidates but must not drive or unduly influence the process. Criteria for selecting candidates for a seat on the Board of Directors shall include:
 - 9.2.2.1 Expertise in the area of governance.
 - 9.2.2.2 Active membership in TCN.
 - 9.2.2.3 Attendance at national conferences.
 - 9.2.2.4 Participation in TCN Leadership training as approved by the Board,
 - 9.2.2.5 Active membership and involvement with a local chapter, a

virtual chapter, or a networking group— this serves as a measure of commitment and support of TCN where applicable. (Not everyone is in an area with a chapter.)

9.2.2.6 Certification as a CCA by the association

- 9.2.3 Assist the Board in the development of potential leadership. Components of the program may include:
 - 9.2.3.1 Participation in TCN Leadership training as approved by the Board.
 - 9.2.3.2 Board orientation
 - 9.2.3.3 Workshop at the national conference
 - 9.2.3.4 Other programs approved by the Board.
 - 9.2.3.5 Providing information regarding the governing and operating structure of the Association, including:
 - 9.2.3.5.1 Board operations and policies,
 - 9.2.3.5.2 all governing documents,
 - 9.2.3.5.3 information about Board committee responsibilities and structure, and
 - 9.2.3.5.4 other programs of the Board.
- 9.2.4 Assist the Board in self-assessment of its performance and compliance with accepted Policy Governance practices and principles. This may include:
 - 9.2.4.1 assessing the efficiency of board meetings, comparing minutes to agendas,
 - 9.2.4.2 assisting in maintaining timely and accurate Board communications, and
 - 9.2.4.3 providing tools to the Board to assess performance and productivity of Board members.

9.3 Professional Training and Standards Committee

- 9.3.1 Committee Structure.
 - 9.3.1.1 The chair of the Professional Training and Standards Committee shall be appointed by the President chosen from among the elected Board Directors no later than April 1st.
 - 9.3.1.2 The President shall appoint all other committee members, consisting of not more than seven (7), nor less than five (5) members by April 1st.
 - 9.3.1.3 Certification Center Directors shall serve as ex officio members.
 - 9.3.1.4 The CEO or his/her designee will serve as liaison to this committee.
- 9.3.2 Required characteristics of all committee members include:
 - 9.3.2.1 Commitment to the principles, practices and programs of TCN,
 - 9.3.2.2 Possession of the time commitment necessary to serve,
 - 9.3.2.3 TCN member in good standing, and
 - 9.3.2.4 Certification as a CCA by the association.
- 9.3.3 The President shall take into account the following in determining the committee structure:
 - 9.3.3.1 Longevity of membership in TCN
 - 9.3.3.2 Appropriate mix of gender, ethnicity & leadership strengths
 - 9.3.3.3 Diversity in denomination/faith group affiliation
- 9.3.4 Responsibilities
 - 9.3.4.1 Committee Chair
 - 9.3.4.1.1 Serve as the TCN Board's liaison to the committee; assure clear communication between Board and committee.
 - 9.3.4.1.2 Provide leadership of the committee in the areas of vision casting, goal setting and establishing certification and retention of certification requirements.

- 9.3.4.1.3 Lead committee meetings including those conducted via conference call or by electronic means.
- 9.3.4.1.4 Plan meeting agendas including the committee retreat held every three years.
- 9.3.4.1.5 Assure that the retreat agenda includes review of the certification requirements, retention of certification requirements and certification curriculum, and that revisions are made as deemed necessary.
- 9.3.4.1.6 Assure certification centers' training content meets the requirements set by the PT&S Committee.
- 9.3.4.1.7 Establish and maintain communication with denominational certification representatives, which includes inviting them to participate in the July committee meeting, other meetings and the retreat, as deemed necessary.
- 9.3.4.1.8 Sign candidates' certificates for certification and retention of certification.
- 9.3.4.1.9 Emcee the presentation ceremony at the national conference.

9.3.4.2 Committee Members

- 9.3.4.2.1 It will establish professional training, standards, and criteria for certification for all Active Member Church Business Administrators.
- 9.3.4.2.2 It will recommend to the Board educational objectives to be achieved by the national association and its membership.
- 9.3.4.2.3 It will recommend to the Board educational objectives to be achieved by the national association and its membership.
- 9.3.4.2.4 It will be the agency through which denominations and other religious organizations communicate their needs for certification standards.
- 9.3.4.2.5 The members of this committee will perform such other duties as will from time to time be defined by the Board.

9.4 Awards Committee

- 9.4.1 Committee Structure. The President shall appoint the Chair of the committee and a minimum of three (3) other committee members by October 1st. The CEO shall serve as an ex officio member.
- 9.4.2 Responsibilities.
 - 9.4.2.1 The awards committee will collect nominations and determine the recipients of the association's special awards.
 - 9.4.2.2 Members of the committee may not be considered for any award in the years they serve on the committee. If a committee member's name is placed in nomination, the choice will be 1) decline the nomination or 2) resign from the Awards Committee.
- 9.4.3 The suggested timing of committee action is as follows:
 - 9.4.3.1 March — The nomination form is sent to members.
 - 9.4.3.2 March through April — Nominations are collected by the Chair.
 - 9.4.3.3 May — Committee meets to select award recipients.

- 9.4.3.4 May — Recipients and their supervisors are notified.
- 9.4.3.5 May and June — National office collects biographical sketches and photos, and orders plaques and posters.
- 9.4.3.6 July—Awards are presented during the annual national conference. The Award recipients provide recommendations for the award presenter. The Committee is responsible for providing this information to the TCN staff, and the staff will confirm the presenters.

9.5 Investment Committee

- 9.5.1 Committee Structure
 - 9.5.1.1 The Vice-President will chair the Investment Committee.
 - 9.5.1.2 The committee will consist of not more than seven (7) nor less than five (5) Active members in good standing, including the Vice-President, and one Elected Director. The President will appoint members for the Investment Committee from the active membership by October 1st. The CEO shall serve as an ex officio member without voting rights.
- 9.5.2 Responsibilities. The duties and responsibilities of this committee are outlined in the Investment Policy.

Policy Type: Other

Whistleblower Policy

P-10

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

10.1 Responsibilities

10.1.1 The TCN Compliance Officer, any Active or Emeritus past president of the board, is responsible for oversight in investigating and resolving all reported complaints and allegations concerning violations of laws, regulations, policies or procedures and shall advise the Board of Directors of all complaints. The Compliance Officer is required to report to the Board at least annually on compliance activity. The President will appoint annually the Compliance Officer within 30 days after each national conference.

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

10.2 Procedures

10.2.1 Reporting Violations

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

10.2.1.2 Suspected violations should be reported the Compliance Officer via a written or electronic

10.2.2 No Retaliation

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

10.2.3 Accounting and Auditing Matters

10.2.3.1 The Compliance Officer, any active or emeritus past president of the Board of Directors, shall address all reported concerns or complaints regarding corporate accounting practices, internal controls and auditing. The Compliance Officer

shall immediately notify the Board of any such complaint and work with the board until the matter is resolved.

10.2.4 Handling of Reported Violations

10.2.4.1 The Compliance Officer will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated, and appropriate corrective action will be taken if warranted by the investigation. Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Policy Type: Other

Discipline of the Board's President

P-11

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

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

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

Policy Type: Other

Disciplining Individual Board Members

P-12

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

12.1 Accordingly, the President shall enforce the following procedure:

12.1.1 The disciplinary process may be started only upon receipt by the Board Officers of a written complaint signed by five Board members.

12.1.2 The members of the Board of Directors shall, within fourteen days after the receipt of the written complaint, appoint a committee consisting of three members of the Board of Directors, appointed by the President, and approved by the disinterested members of the Board of Directors acting in executive session.

12.1.2.1 Upon formation of the committee, the investigating committee shall have fourteen days to complete its initial investigation.

12.1.2.2 Upon the completion of the initial investigation, the investigating committee shall either present its findings and recommendations to the members of the Board Officers, or request additional time for investigation. The Board Officers may grant the investigating committee additional time to conduct further investigation if, in the sole discretion of the Board Officers, an additional investigation is required to obtain the relevant facts.

12.1.2.3 Following such investigation, the investigating committee shall present its findings and recommendations to the members of the Board Officers and the members of the Board of Directors.

12.2 Within a reasonable time following receipt of the investigating committee's findings and recommendations, the Board of Directors shall vote whether or not to discipline or remove the Elected Director.

12.2.1 The affected Director shall be given no fewer than fifteen days prior notice of the planned action and shall be entitled to appear in person or to respond in writing to the charges.

12.2.2 The disinterested members of the Board of Directors shall be the sole judge of what constitutes failure to execute duties and responsibilities and shall be the sole judge of the sufficiency of the evidence by which this is determined. The affirmative vote of two-thirds of the members of the Board of Directors shall be necessary to remove an Elected Director.

12.3 Disciplinary actions can include but are not limited to:

12.3.1 Establishing a probationary period, during which time the affected Director can demonstrate behavior modified to correspond to those behaviors outlined in the Board's current governing policies.

12.3.2 Removal of the respective Director from the Board of Directors.

Policy Type: Other

Anti-Harassment and Bullying Policy

P-13

13.0 The Church Network (TCN) strives to create an Association where people are treated honestly and professionally with fairness, decency, respect and dignity, and where members' unique talents and perspectives are valued. The respectful environment of the association is about more than compliance with the law but aims to be characterized by mutual trust and safety. TCN will not tolerate offensive, inappropriate or harassing behavior such as intimidation, bullying, threats, coercion, exploitation or unlawful discrimination based on such factors of race, color, national origin, ancestry, age, physical disability, mental disability, medical conditions, or past, present or future status in the uniformed services of the United States in accordance with applicable federal laws. Through enforcement of this policy TCN will seek to prevent, correct and discipline behavior that violates this policy.

13.1 In adopting this policy, TCN recognizes:

- 13.1.1 The need for good and positive working relationships exists at all levels within the Association.
- 13.1.2 The potential damaging and detrimental effects inappropriate and harassing behavior can have on the mission and image of TCN.
- 13.1.3 TCN is committed to preventing and eliminating harassment and bullying as far as possible.
- 13.1.4 All complaints of harassment and bullying will be taken seriously and thoroughly investigated.
- 13.1.5 Any unprofessional or disrespectful behavior, even if it does not rise to the level of "harassment," interferes with the goal of creating a respectful and professional environment and will not be tolerated. TCN reserves the right to respond to inappropriate behavior even where no one has complained or indicated they have been offended.

13.2 Definitions

13.3 Bullying and harassment is behavior which threatens, intimidates and disempowers an individual. It results in low morale, demotivation, poor productivity and lack of concentration. It belittles the individual, reduces confidence and effectiveness. Bullying, harassment and intimidation can be defined as unwanted conduct or behavior from one to another which the recipient finds offensive. Different situations can produce varying experiences of bullying, harassment or intimidation. Different attitudes and cultures can mean that what is perceived as bullying, harassment or intimidation by one person may not be seen as such by another. The common link is that the conduct or behavior is unwanted by the recipient.

13.4 TCN prohibits harassment of any kind, including sexual harassment, and will take appropriate and immediate action in response to complaints or knowledge of violations of this policy. For purposes of this policy, harassment is any verbal or physical conduct designed to threaten, intimidate or coerce. The following examples of harassment are intended to be guidelines and are not exclusive when determining whether there has been a violation of this policy:

- 13.4.1 Verbal harassment includes comments that are offensive or unwelcome regarding a person's national origin, race, color, religion, age, sex, sexual orientation, pregnancy, appearance, disability, marital status or other protected status, including epithets, slurs and negative stereotyping.
- 13.4.2 Nonverbal harassment includes distribution, display or discussion of any written or graphic material that ridicules, denigrates, insults, belittles or shows hostility, aversion or disrespect toward an individual or group because of national origin, race, color, religion, age, gender, pregnancy, appearance, disability, marital status or other protected status.
- 13.4.3 Sexual Harassment is defined as "unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature:
 - 13.4.3.1 Is made explicitly or implicitly a term or condition of service.
 - 13.4.3.2 Is used as a basis for a service decision.
 - 13.4.3.3 Unreasonably interferes with performance or creates an intimidating, hostile or otherwise offensive environment.
 - 13.4.3.4 Sexual harassment may take different forms. The following examples of sexual harassment are intended to be guidelines and are not exclusive when determining whether there has been a violation of this policy:
 - 13.4.3.4.1 Verbal sexual harassment includes innuendoes, suggestive comments, jokes of a sexual nature, sexual propositions, lewd remarks and threats; requests for any type of sexual favor (this includes repeated, unwelcome requests for dates); and verbal abuse or "kidding" that is oriented toward a prohibitive form of harassment, including that which is sexual in nature and unwelcome.
 - 13.4.3.4.2 Nonverbal sexual harassment includes the distribution, display or discussion of any written or graphic material, including calendars, posters and cartoons that are sexually suggestive or show hostility toward an individual or group because of sex; suggestive or insulting sounds; leering; staring; whistling; obscene gestures; content in letters, notes, digital communication, facsimiles, e-mails, photos, text messages, tweets and Internet postings; or other forms of communication that are sexual in nature and offensive.
 - 13.4.3.4.3 Physical sexual harassment includes unwelcome, unwanted physical contact, including touching, tickling, pinching, patting, brushing up against, hugging, cornering, kissing, fondling, and forced sexual intercourse or assault.
- 13.4.4 "Quid pro Quo" (this for that) Harassment involves expressed or implied demands for sexual favors in exchange for some benefit (e.g., a promotion, service on a committee) or to avoid some detriment (e.g., termination, demotion). Quid pro quo harassment is perpetrated by someone who is in a position of power or authority over another. Such harassment may involve behavior by a person of either gender against a person of the same or opposite gender.

13.4.5 “Hostile Environment” Harassment arises when speech or conduct is so severe and pervasive it that creates an intimidating or demeaning environment or situation that negatively affects a person's role performance. Unlike quid pro quo harassment, this type of harassment can be perpetrated by anyone in the environment, including a peer, supervisor, subordinate, vendor, church member, customer, contractor or even a person from outside the entity who regularly calls on the organization.

13.4.5.1 Hostile environment situations are not as easy to recognize, given that an individual comment or occurrence may not be severe, demeaning behavior may occur that is not based on sex, and there may be long periods between offensive incidents. Examples of conduct that might create a hostile environment include inappropriate touching, sexual jokes or comments, repeated requests for dates and a work environment where offensive pictures are displayed.

13.5 Bullying is defined as repeated, health-harming mistreatment of one or more people by one or more perpetrators. It is abusive conduct that includes:

13.5.1 Threatening, humiliating or intimidating behaviors.

13.5.2 Work interference/sabotage that prevents work from getting done.

13.5.3 Verbal abuse.

13.5.4 TCN considers the following types of behavior examples of bullying:

13.5.4.1 Verbal bullying: Slandering, ridiculing or maligning a person or his or her family; persistent name-calling that is hurtful, insulting or humiliating; using a person as the butt of jokes; abusive and offensive remarks.

13.5.4.2 Physical bullying: Pushing, shoving, kicking, poking, tripping, assault or threat of physical assault, damage to a person's work area or property.

13.5.4.3 Gesture bullying: Nonverbal gestures that can convey threatening messages.

13.5.4.4 Exclusion: Socially or physically excluding or disregarding a person in work-related activities.

13.6 In addition, the following examples may constitute or contribute to evidence of bullying in the workplace:

13.6.1 Persistent singling out of one person.

13.6.2 Shouting or raising one's voice at an individual in public or in private.

13.6.3 Using obscene or intimidating gestures.

13.6.4 Not allowing the person to speak or express himself or herself (i.e., ignoring or interrupting).

13.6.5 Personal insults and use of offensive nicknames.

13.6.6 Public humiliation in any form.

13.6.7 Constant criticism of matters unrelated or minimally related to the person's performance or description.

13.6.8 Public reprimands.

13.6.9 Repeatedly accuse someone of errors that cannot be documented.

- 13.6.10 Deliberately interfering with mail and other communications.
- 13.6.11 Spreading rumors and gossip regarding individuals.
- 13.6.12 Manipulating the ability of someone to do his or her work (e.g., overloading, underloading, withholding information, setting deadlines that cannot be met, giving deliberately ambiguous instructions).
- 13.6.13 Assigning menial tasks not in keeping with the normal responsibilities of the role.
- 13.6.14 Taking credit for another person's ideas.
- 13.6.15 Deliberately excluding an individual or isolating him or her from role-related activities, such as meetings.
- 13.6.16 Unwanted physical contact, physical abuse or threats of abuse to an individual or an individual's property (defacing or marking up property).

13.7 Scope: All Board of Directors, Membership and persons doing business with TCN are covered by and are expected to comply with this policy and to take appropriate measures to ensure that prohibited conduct does not occur. This includes customers, vendors, suppliers and contractors. It also applies to all locations and situations where TCN business is conducted and to all TCN-sponsored events. Appropriate disciplinary action will be taken against any individual who violates this policy.

13.8 Procedure

13.8.1 How to report a violation

- 13.8.1.1 Do not assume that TCN is aware of the problem.
- 13.8.1.2 Immediately bring complaints and concerns to the attention of TCN so that they can be addressed.
- 13.8.1.3 Immediately report suspected violations of this policy to the TCN Compliance Officer.
- 13.8.1.4 Investigation and response
 - 13.8.1.4.1 A complaint of harassment or inappropriate behavior will be investigated promptly and effectively.
 - 13.8.1.4.2 Where there has been a violation of policy, appropriate action will be taken to try to avoid future violations.
 - 13.8.1.4.3 In appropriate cases, disciplinary action will be taken against those violating the Anti-Harassment and Bullying Policy.
 - 13.8.1.4.4 Involved parties will be informed about the status of reviewing their complaints.

13.9 Confidentiality: Although TCN is committed to respecting the confidentiality and privacy of all parties involved in the reporting and resolution of harassing or bullying complaints, it cannot guarantee complete confidentiality. All information pertaining to a complaint or investigation under this policy will be maintained in secure files with the Board of Directors.

13.9.1 Examples of situations in which confidentiality cannot be maintained include:

- 13.9.1.1 When TCN is required by law to disclose information
- 13.9.1.2 When disclosure of information is determined necessary for conducting an effective investigation of the claim
- 13.9.1.3 When confidentiality concerns are outweighed by TCN's interest in protecting the safety and rights of others and its duty to investigate

13.10 Retaliation in any form will not be tolerated against an individual who makes a report with

TCN or the participants in an investigation of any such report.

- 13.11 Lodging a bona fide complaint will in no way be used against a director or Association member or have an adverse impact on the individual's membership status. However, filing groundless or malicious complaints is an abuse of this policy and will be treated as a violation. Any person who is found to have violated this aspect of the policy will be subject to discipline.

Appendix

Policy	Action	Accepted Date
GP-1 Global Governance		7/7/24
GP-2 Governing Style		7/7/24
GP-3 Shared Values		7/7/24
GP-4 Board Job Description		7/7/24
GP-5 Monitoring Governance Process and Board—CEO Relationship		7/7/24
GP-6 Agenda Planning		7/7/24
GP-7 Board Committee Principles		7/7/24
GP-8 Board Committee Structure		7/7/24
GP-9 Cost of Governance		7/7/24
GP-10 Officer Roles		7/7/24
GP-11 Board Member Conduct and Covenants		7/7/24
GP-12 Chapters		7/7/24
B/CEO-1 Global Board-CEO Relationship		7/7/24
B/CEO-2 Unity of Control		7/7/24
B/CEO-3 Accountability of the CEO		7/7/24
B/CEO-4 Delegation to the CEO		7/7/24
B/CEO-5 Monitoring CEO Performance		7/7/24
EL-1 Global Executive Constraint		7/7/24
EL-2 Treatment of Consumers		7/7/24

Policy	Action	Accepted Date
EL-3 Treatment of Staff and Volunteers		7/7/24
EL-4 Financial Planning and Budgeting		7/7/24
EL-5 Financial Administration		7/7/24
EL-6 Emergency Succession		7/7/24
EL-7 Asset Protection		7/7/24
EL-8 Compensation and Benefits		7/7/24
EL-9 Communication and Support to the Board		7/7/24
E-1 Global Ends Statement		7/7/24
E-2 Competency		7/7/24
E-3 Networks		7/7/24
P-1 Accounting Policy		7/7/24
P-2 Document Retention and Destruction Policy		7/7/24
P-3 Investment Policy		7/7/24
P-4 Privacy Policy		7/7/24
P-5 Fraud Policy		7/7/24
P-6 Code of Ethics		7/7/24
P-7 Gift Acceptance Policy		7/7/24
P-8 Conflict of Interest		7/7/24
P-9 Committee Structure		7/7/24
P-10 Whistleblower Policy		7/7/24
P-11 Discipline of the Board's President		7/7/24
P-12 Disciplining		7/7/24

Policy	Action	Accepted Date
Individual Board Members		
P-13 Anti-Harassment and Bullying		7/7/24