



Redwood Glen Guiding Principles

Adopted September 26, 2009

PREAMBLE

The following document is intended by the Redwood Glen Board of Directors (or simply “the Board”) to implement an accountable leadership model for the specific needs of Redwood Glen. The Guiding Principles fall into three categories: Mission Principles, Boundary Principles, and Accountability Principles, and are subject to continual revision by the Board. The Guiding Principles are not subject to revision or approval by any authority other than the Board.

Through its Mission Principles the Board prescribes for the Executive Director the major ends to be achieved by Redwood Glen. These ends are in harmony with the following purpose language from the original incorporation papers: *To transform individuals and communities, locally and globally, by providing opportunities to study, experience, and know creation and Creator.*

Through its Boundary Principles the Board sets limits on the means that may be used in pursuit of those ends prescribed through the Mission Principles. However, the Board is careful not to prescribe any particular means to be used, in order to leave the leadership and management of Redwood Glen to its Executive Director and staff.

Through its Accountability Principles the Board instructs its chairperson how to maintain the connection of the Board with its constituents, the monitoring of the Executive Director’s performance, and the integrity of the Board’s own process. In any case where these Guiding Principles delegate to the Executive Director and staff a decision required by the Bylaws or other legal authority to be made by the Board, such requirement will be fulfilled through the use of a routine consent agenda by the Board.

MISSION PRINCIPLES

[Whereby the Board prescribes for the Executive Director what difference Redwood Glen is to make for whom and to what extent]

MP 1.0 Comprehensive Mission Principle

To provide a special and unique Christian environment of service, affordability, transformation, renewal, and networking that partners with Bay Area churches and faith-based organizations to produce more and stronger disciples and churches in the wider Christian family while recognizing our historical connections with American Baptist Churches.

MP1.1 Component: Service “Reflecting Christ through Serving Others”

Provide for all who come excellent housing, dining, meeting and recreation facilities; excellent food service; and excellent service that is reflective of Jesus Christ. We serve with excellence to encourage openness in all our guests to follow Jesus Christ. Reflecting Christ through serving others is our first priority.

MP1.2 Component: Affordability “No Child Left Inside”

Provide for all families an affordable opportunity to send their child to summer camp regardless of the family’s income. Encouraging gifts to the camp scholarship fund and good management practices will enable us to offer reasonable camp fees. Using excellent Christian stewardship and sound business practices; affordable summer camps to all families, regardless of their income, is our second priority.

MP1.3 Component: Transformation and Renewal

Transform and renew all who come in a Christian spiritual environment of natural and architectural beauty, for their faith journey of life and service. An environment of transformation and renewal is our third priority.

MP1.4 Component: Networking

Network, collaborate, and partner with Bay Area churches, Christian leaders, and other faith-based organizations in order to multiply and strengthen disciples and churches. An environment of networking is our fourth priority.

BOUNDARY PRINCIPLES

[Whereby the Board limits the acceptable means that the Executive Director may use to achieve the Mission Principles]

BP1.0 Comprehensive Boundary Statement

The Redwood Glen Executive Director shall not cause or allow any practice, activity, decision, or organizational circumstance that is imprudent, unethical, or unbiblical.

BP1.1 Component: Staff & Conference Leadership

The Executive Director shall not fail to uphold high standards of Biblical teaching and morality for her/him, the Redwood Glen staff and Redwood Glen-sponsored guest speakers and volunteer camp directors.

BP1.2 Component: Financial Planning

With respect to financial planning the Executive Director shall not deviate materially from the Board's Mission Principles, shall not risk financial jeopardy, and shall not be limited to a short-range perspective.

BP1.3 Component: Financial Condition and Activities

With respect to the actual, ongoing financial conditions and activities, the Executive Director shall not allow the development of fiscal jeopardy, material deviation from generally accepted accounting principles as normally applied to similar organizations, or a material deviation of actual expenditures from Board priorities established in the Mission Principles.

BP1.4 Component: Endowments

The Executive Director shall not deviate from the endowment policies as determined by the Board, as appended to the Guiding Principles.

BP1.5 Component: Treatment of Staff

With respect to the treatment of paid and volunteer staff, the Executive Director shall not cause or allow conditions that are unbiblical, unfair, undignified, or unlawful.

BP1.6 Component: Treatment of Guests

With respect to the treatment of campers, guests, and conferees, the Executive Director shall not cause or allow: 1) dishonesty in relationship to guests or potential guests; 2) guests to be treated unfairly or with disrespect; 3) unhealthy, unclean, or degraded facilities; or 4) exploitation of any guest for personal and/or financial gain.

BP1.7 Component: Communication and Support to the Board

The Executive Director shall not permit the Board to be uninformed or unsupported in its work.

BP1.8 Component: Prohibited Use

The Executive Director shall not permit, wherever legally possible, the use of Redwood Glen grounds or resources by groups that are actively opposed to Christianity or the Redwood Glen Guiding Principles.

BP1.9 Component: Certification of Budget

The Executive Director shall not fail to bring the annual budget to the Board for certification as being in compliance with the Guiding Principles, particularly BP1.2.

BP1.10 Detail: Use of Line of Credit

In order to protect the use of the Line of Credit, the Executive Director may draw up to \$5,000 as necessary to meet cash flow needs. The Executive Committee may authorize a draw up to \$20,000. Any draw over \$20,000 must be authorized by the full board. All draws from the Line of Credit must be communicated in writing to the full board by the Executive Director or Board Chair.

ACCOUNTABILITY PRINCIPLES

[Whereby the Board defines for the chairperson the standards to enforce the three accountabilities of the Board]

AP1.0 Comprehensive Accountability Statement

The responsibility of the Board on behalf of Jesus Christ and those served by Redwood Glen in His name is to ensure Redwood Glen, through the leadership of its Executive Director, (1) achieves the fulfillment of its Mission Principles, and (2) avoids violation of its Boundary Principles.

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

The Board shall maintain an active connection to Christ as the ultimate Owner of Redwood Glen, as well as to supporters and participants, including American Baptists and the wider Christian community.

AP1.1.1 Detail: Continuing Education

The Board will annually research emerging trends in order to enhance its understanding of the training and equipping needed by professional and lay leaders for effective ministry.

AP1.1.2 Detail: Feedback and Assessment

The Board will intentionally gather input and feedback from conferees and stakeholders to better understand their needs and their perceived effectiveness of Redwood Glen in accomplishing our mission principles.

AP1.1.3 Detail: Prayer and Scripture

The Board will continually seek the wisdom and leading of Christ as the Lord of Redwood Glen. To this end, significant attention will be given to prayer and Scripture both as individual Board members and as a corporate Board.

AP1.2 Component: Board Process

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

API.2.1 Detail: Board Style

The Board will govern with an emphasis on (1) advancement of the Kingdom rather than internal preoccupation; (2) encouragement of a variety of viewpoints; (3) strategic direction more than administrative detail; (4) clear distinction of board and staff roles; (5) collective rather than individual decisions; and (6) proactivity rather than reactivity.

API.2.2 Detail: Board Job Description

The essential tasks of the board are to: (1) function as a steward representing the Owner; (2) define the guiding principles; and (3) employ the Executive Director and evaluate his/her performance. In addition to these three essentials, the Board shall exercise authority granted to it in the Bylaws but withheld from the Executive Director by virtue of the Boundary Principles.

API.2.3 Detail: Board Member Code of Conduct

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

- a. Board members agree to honor the principles and decisions of the Board acting as a whole. They agree not to foster divisiveness or attempt to exercise individual authority over the staff or the organization except as explicitly stated in the Guiding Principles.
- b. Board members agree to respect the confidentiality of sensitive Board issues and to avoid facilitating gossip or other “triangulation.”
- c. Board members agree to represent the mission of Redwood Glen in its totality, and not the special interests of any group within the organization or outside of it. Each member also agrees to disclose any personal or organizational conflict of interest and withdraw from any decision-making process materially affected. (See Redwood Glen Conflict of Interest policy)
- d. Board members agree to bring to the Board Chair’s immediate attention any condition or action, which they believe to be in violation of Board policies.
- e. Board members agree to attend every board meeting unless an emergency or an important previous commitment prohibit. Each member also agrees to give advance explanation of an absence to the chairperson whenever possible and to withdraw from membership on the board if two consecutive absences from regularly scheduled board meetings occur or if three absences within a 3-year term occur.
- f. Board members agree to be significant annual givers of record to Redwood Glen in order to provide ongoing financial support for its Mission Principles and therefore have 100% integrity behind the fundraising efforts of the Executive Director.

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

The Board Chair enforces the integrity and fulfillment of the Board’s process including the monitoring of the Executive Director’s performance. The Chair is authorized to use any reasonable interpretation of the Accountability Principles as he or she acts to ensure the integrity of the Board’s process.

AP1.2.5 Detail: Responsibility of the Redwood Glen Executive Director for Visionary Leadership

The Executive Director has the responsibility, authority, and accountability to serve as the primary visionary leader of the Redwood Glen at every level including conferees, board, and staff. If a question of process arises with regard to the Bylaws or the Redwood Glen Guiding Principles, the Executive Director will defer to the judgment of the Board Chair.

AP1.2.6 Detail: Use of Board Committees

Board committees, such as the Executive Committee, will be assigned to reinforce the wholeness of the Board's job and not to interfere with: (a) the delegation from the Board to the Executive Director; or (b) with the work of the staff.

AP1.2.7 Detail: Cost of Governance

The Board will continue to invest in its own governance capacity through training, outside expertise, research mechanisms, and meeting costs.

AP1.3 Component: Monitoring the Performance of the Executive Director

The Board's sole official connection to the operations of Redwood Glen, its achievement and conduct shall be through the Executive Director.

AP1.3.1 Detail: Unity of Control

Only decisions of the Board acting as a whole, or its Executive Committee acting on its behalf, are binding on the Executive Director.

AP1.3.2 Detail: Accountability of the Executive Director

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

AP1.3.3 Detail: Delegation to the Executive Director

The Board will instruct the Executive Director through the Guiding Principles that define the mission to be achieved and boundaries to be enforced, allowing the Executive Director to use any reasonable interpretation of these principles.

AP1.3.4 Detail: Performance of the Executive Director

The Board will conduct systematic and objective monitoring of the Executive Director's performance solely against accomplishment of the Mission Principles and compliance with the Boundary Principles.

- a. The Executive Director will be required to write measurable goals each year that correspond to each of the Mission Principles.
- b. Each year the Board shall review the results achieved by the Executive Director on each of the Mission Principles as the basis of compensation increase or corrective action. These results include both those achieved with reference to annual goals and those achieved in addition to annual goals.
- c. The Executive Director will be required to report to the Board on compliance with Boundary Principles at each annual performance review and to affirm or give evidence of compliance upon request by the Board at any time.