

## GLOSSARY

**Administrative Fee:** the 8% fee taken from the funds raised by NICS missionaries for the management of the organization

**Annual Meeting:** the Trustees' meeting at which the Trustees elect the new members and officers and the Field Leaders give their annual reports

**Appointee:** one who has received the "Missionary Appointment Certificate" from the Home Office but has not yet started fulfilling the contracted position duties

**Barnabas Team:** the local extension of the Department of Member Care established to oversee the care and spiritual welfare of the missionaries on the field

**Contracted Salary:** the amount of salary provided by the employer (be it the school for overseas personnel or the home office for U.S.-based personnel)

**Donations:** money, acknowledged by official receipts, which may be claimed as deductible for income tax purposes

**Field Leader:** the senior administrator at a school

**Grievance:** an incident based upon an event or situation, which affects the conditions or circumstances under which a NICS missionary works or ministers, allegedly caused by misinterpretation or inequitable application of established policies or regulations

**Maximum Allowable Salary:** the maximum amount a NICS missionary can receive in a fiscal year through contracted salary and supplemental salary

**Ministry Expenses/Funds:** money, not part of the missionary's salary, which is used to further the ministry of NICS

**NICS Property:** items purchased using NICS funds (in contrast to school funds or a missionary's personal funds).

**Salary:** the contracted salary plus the supplemental salary received by a missionary for personal use (not to exceed the maximum allowable salary)

**Supplemental Salary:** additional funds a missionary may raise, above the contracted salary but not exceeding the maximum allowable salary, for any given position

# NICS MISSIONS MANUAL



NETWORK OF  
INTERNATIONAL CHRISTIAN  
SCHOOLS, INC.

*Mission Statement*  
*Purpose Statement*  
*Core Values*  
*Statement of Faith*  
*Guiding Principles*  
*Sexual Conduct Policy*  
*Grievance Procedures*  
*Glossary*

*Revised January 5, 2007*

**NETWORK OF INTERNATIONAL  
CHRISTIAN SCHOOLS, INC.**

the discussion of the grievance at the board meeting and will be given the opportunity to share their views. Within ten (10) days of the board meeting, the Board of Trustees will communicate its decision in writing to all appropriate parties.

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*Founded July 1991*

*Incorporated under the laws of the state of Tennessee, January 30, 1992.*

*Federal Tax Exemption, June 30, 1992*

*Tennessee State Tax Exemption, July 15, 1992*

the problem. In the event the grievance is first discussed with anyone other than the Field Leader, the Field Leader shall be apprised of the discussion. Within five days following the concluding conference in review of the petitioner's grievance, the Field Leader shall communicate his/her decision in writing to the petitioner.

**(Step Two):** In the spirit of Matthew 18, if the grievance is not resolved at step one of the local level, both the petitioner and the field leader may invite one individual each to a meeting to assist with finding a mutually acceptable resolution to the grievance.

**(Step Three):** If a mutually agreed upon resolution is not reached at step two, the petitioner and field leader will select three to five mutually agreed upon local volunteers to assist in a review of the grievance with a view toward providing wise counsel that will bring about a mutually acceptable resolution to the grievance.

**EXECUTIVE LEVEL:**

**(Step One):** If the grievance is not resolved at the local level, a petitioner may appeal to the next appropriate authority within ten (10) days after receipt of the decision. That authority for Covenant School personnel is the Vice President of Educational Affairs (VPEA), and for non-Covenant School personnel is the NICS/OASIS Senior Vice President (SVP). The appeal shall be in writing and specifically set forth the reasons for the appeal. A copy of the previous decision & summary shall accompany the appeal, with reasons stating why the decision was unacceptable. Within 21 days, the VPEA or SVP shall review submitted documents, collect additional information as deemed necessary and communicate his decision in writing to the petitioner.

**(Step Two):** If the grievance is not resolved, a petitioner may appeal to the NICS President within ten (10) days after receipt of the previous decision. The appeal shall be in writing and specifically set forth the reasons for the appeal. A copy of all previous decisions shall accompany the appeal, with reasons stating why the decisions were unacceptable. Within 30 days, the President shall review submitted documents, collect additional information as deemed necessary and communicate his decision in writing to the petitioner.

**BOARD LEVEL:**

If the grievance is not resolved at the executive level, as a final level in the grievance process, a petitioner may appeal to the NICS/OASIS Board of Trustees through its Chairperson within ten (10) days after receipt of the president's decision. The appeal shall be in writing and specifically set forth the reasons for the appeal. A copy of the decisions at all previous levels shall accompany the appeal, with reasons stating why the decisions at the previous levels were unacceptable. The NICS Board Chairperson shall place the grievance on the agenda for the next regularly scheduled board meeting and notify all parties involved of the meetings time and location. Anyone directly involved in the grievance may be present during

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## NICS MISSION STATEMENT

“The mission of NICS is to establish a worldwide network of international Christian schools staffed by qualified Christian educators, instilling in each student a Biblical world-view in an environment of academic excellence and respect for people of all cultures and religions.”

## NICS PURPOSE STATEMENT

*“Reaching the world for Christ through international Christian education”*

## NICS CORE VALUES

*Summary Statement: We are a Biblically-based, Christ-centered, caring community that is committed to excellence.*

### 1. Biblically-based

We will operate with a Biblical world-view, based on faith, led by the Holy Spirit, supportive of the local church, in obedience to God’s commands to love and disciple all nations, and in accordance to His laws and the laws of man.

### 2. Christ-centered

Our behavior will show that Christ is our Head, our ultimate desire being to honor, glorify, and please Him, clearly portraying His attributes, with the final measure of our success being our faithfulness to His will.

### 3. Caring Community

Through our worldwide network, we will give priority to people rather than programs or infrastructures, demonstrating respect, loyalty, support and cooperation, regardless of cultural differences.

### 4. Committed to Excellence

Our standard for hiring qualified Christian educators and measuring ministry performance as we educate the “whole child” will be the highest reasonable standard.

## Appendix B

## GRIEVANCE PROCEDURE

1. If the grievance is specifically related to school policy issues, it should follow school’s grievance process. If the grievance is specifically related to NICS/OASIS policy issues, it should follow the NICS/OASIS grievance process. The Field Leader shall have the authority to decide which route the grievance should follow.
2. In situations regarding a serious lapse of moral or ethical behavior on the part of the petitioner’s field leadership, this process should begin at the executive level.
3. A “petitioner” is the person making the claim or appealing a decision.
4. The term “days” when used in this regulation shall, except where otherwise indicated, mean working days.
5. It is important that grievances be processed as rapidly as possible. The number of days as stated at each level should be considered as maximum, and every effort should be made to expedite the process within these time frames. However, adjustment to the number of stated days may be made by the NICS/OASIS Home Office representative or Field Leader handling the grievance if it is deemed in the best interest of obtaining a just resolution or provides a greater opportunity at reaching a mutually satisfying agreement. Likewise, the responsible NICS/OASIS authority at each level has the option of requesting that subsequent procedures be expedited if s/he believes the circumstances of the grievance warrant such actions. At the local level, if no amiable resolution is made, the petitioner has five days from receipt of the final written decision to appeal to the next level. At the executive level, if no amiable resolution is made, both the petitioner and field leader have five days from receipt of the written decision to appeal to the next level.
6. All parties concerned should treat any grievance as confidential.
7. The procedure set forth above shall be the sole and exclusive course available to an aggrieved person. The parties shall follow this procedure for any controversy or claim and expressly waive their right to file a lawsuit against one another in any civil court for such disputes.

### Grievance Procedure Levels

#### LOCAL LEVEL:

**(Step One):** The petitioner with a grievance shall present the matter in writing to the Field Leader, no later than ten (10) days following the situation which prompted the grievance. The petitioner and the Field Leader shall confer on the grievance within ten (10) days with the view to arriving at a mutually satisfactory solution of

violation of criminal law(s), NICS may be required to report incidents of alleged sexual misconduct to appropriate authorities.

- \* “Sexual failure” is any overt act of adultery or other sexual behavior clearly prohibited by Scripture.
- \*\* As found in reference to sexual failure in Romans, I Corinthians, Galatians, and Ephesians.

## STATEMENT OF FAITH

A. We believe the Scriptures, both Old and New Testaments, to be the inspired Word of God (Exodus 24:4; Psalms 19:7-10; Luke 24:44; Matthew 5:17-18), without error in the original writings (Deuteronomy 4:1-2), the complete revelation of His will for the salvation of man, and the divine and final authority for all Christian faith, life, and conduct (2 Timothy 3:16; 2 Peter 1:20-21).

B. We believe in one God (John 10:30), Creator of all things (Genesis 1:1), infinitely perfect and eternally existing in three persons: Father, Son, and Holy Spirit (Matthew 28:19).

C. We believe that Jesus Christ, without any change in His eternal deity (John 10:31-38; Hebrews 1:3), became man through conception of the Holy Spirit and virgin birth (Luke 1:31-35), that He died on the cross (Mark 15:23-26; John 19:16-18), a perfect and complete sacrifice, in our stead and for our sin according to the Scriptures (Hebrews 9:13-15; Ephesians 1:6-7). He arose bodily from the dead and ascended into heaven (1 Corinthians 15:3-4; Acts 1:6-11) where, at the right hand of the Majesty on High, He is now our High Priest and Advocate (Hebrews 2:16-17).

D. We believe that the ministry of the Holy Spirit is to glorify the Lord Jesus Christ (John 16:13-14) and, during this age, to convict of sin and regenerate the sinner upon belief in Christ (John 16:7-12; Romans 8:9; 1 Corinthians 6:11); at the time of regeneration baptizing the believer into the one body of which Christ is the head (Galatians 3:26-28) and to indwell, guide, instruct, fill, and empower the believer for godly living and service (Romans 8:26-27 & 15:13; Proverbs 3:5-6).

E. We believe that man was directly created by God in His own image (Genesis 1:27), but fell into sin (Genesis 3). The entire human race is, therefore, lost and only through repentance (2 Corinthians 7:10), faith in Jesus Christ (Ephesians 2:4-9), and regeneration of the Holy Spirit, can salvation and spiritual life be obtained (Romans 8:13-14).

F. We believe that the atoning death of Jesus Christ and His resurrection provide the only ground of justification and salvation for all who believe (John 14:6; Acts 4:12), and that only such as receive Jesus Christ by personal faith are born of the Holy Spirit and by Him sealed to the day of redemption (Ephesians 4:30).

G. We believe in the personal return of the Lord Jesus Christ (2 Timothy 4:1), and that the hope of His appearing has a vital bearing on the personal life and service of the believer (2 Timothy 1:8-10).

H. We believe in the bodily resurrection of all the dead (Romans 8:11), of the believer to everlasting blessedness and joy with the Lord (Romans 4:7-8), and of the unbeliever to judgment and everlasting and conscious punishment (Matthew 25:46; Hebrews 10:29).

I. We believe that the Church is composed of all such persons who, through saving faith in Jesus Christ, have been regenerated by the Holy Spirit and are united together in the body of Christ, of which He is the head (Romans 12:4-5; 1 Corinthians 12:12-13).

J. We believe that water baptism and the Lord's Supper are ordinances to be observed by the Church during this present age. They are, however, not to be regarded as a means of salvation (Matthew 28:19; Acts 18:8; 1 Corinthians 11:23-29).

K. We believe that all the saved should live in such a manner as will honor and glorify and not bring reproach upon their Savior and Lord, and that it is commanded of God to remain separate from false doctrine, sinful pleasures, practices, and associations (Ephesians 5:25-27; 1 Peter 2:11)..

of Scripture and is a violation of the standards of NICS. As such, sexual misconduct will be responded to with immediate action consistent with scriptural principles, criminal law and NICS Guiding Principles up to and including immediate dismissal, if necessary. However, every attempt will be made to care for and restore such a person. When such misconduct is made known or becomes public, NICS will take the following actions:

- 1) The missionary or staff member will be immediately removed from ministry activity and duty and placed on a short probationary status while the investigation takes place. While on probationary status, pay will continue.
- 2) Notification will be made to the appropriate Home Office personnel so that proper notification can be made to the individual's home church to seek their cooperation in working with the missionary or staff member in reference to the allegations.
- 3) Every attempt will be made to direct the missionary or staff member to a formal program of counseling and accountability with a view of restoring him or her to fellowship with Christ and His body.

Complete restoration shall not take place until the NICS Board, President, and the local school board are satisfied that the missionary or staff member has achieved victory over his or her besetting sin, i.e., habit(s), indiscretion, etc. Evidence of such victory will vary from individual to individual, but all cases shall require a minimum of one year of submission to an accountability structure. Future placement with NICS will be dealt with on an individual basis and is not guaranteed.

- **Any missionary or staff member refusing to cooperate with NICS concerning his or her alleged misconduct will be dismissed immediately without financial remuneration.**

## **II. MISSIONARY OR STAFF RESPONSIBILITY**

Any personnel believing he or she has information or cause to question the sexual misconduct (I Thessalonians 5:22) of another staff member or other personnel, should promptly report the facts of the incident(s) with name(s) of the individual(s) involved to his or her Field Leader. No personnel will suffer retaliation for the reporting of any valid sexual misconduct.

Field Leaders must immediately report any incidents of alleged sexual misconduct to the Director of Member Care. The Field Leader will then make an appropriate thorough investigation of all complaints and will recommend appropriate disciplinary action to both the Director of Member Care and the President. Such action may include termination and in cases of suspected

## SEXUAL CONDUCT POLICY

### I. STANDARDS

In keeping with the Biblical qualifications for spiritual leaders given in I Timothy 3 and Titus 1, NICS missionaries and staff must live a life above reproach, characterized by the highest level of moral conduct. Therefore, all applicants with sexual failure\* in the past five years (except sexual failure involving children) are required to disclose the incident and the circumstances of such conduct to the organization in the following ways: 1) Those already on the field should go to the Field Leader with the information. The Field Leader will, in turn, make a recommendation to the President. 2) New candidates shall share such information with the Director of Mobilization.

- **Sexual failure involving children at any time in the staff member or candidate’s history must be reported.**

Such responses should be honest and fully represent the true nature of the incident, supported by any documentation of corroborating testimony on a separate Confidential Page, and mailed or hand-delivered to the Director of Mobilization along with the NICS Missions Manual Statement of Acceptance form. All such responses will be treated with the strictest confidentiality and professionalism. Past sexual failure does not necessarily disqualify anyone from service, provided that:

1. It can be determined that the applicant’s present convictions and lifestyle are above reproach.
2. Sufficient time (at least one year) has elapsed since the incident to establish oneself under STANDARDS Item 1. above. (In the case of some types of offenses, the candidate or missionary will need to have corroborating testimony of having consistent victory for a longer period of time with competent psychological evaluation. The Director of Mobilization will determine the necessity for such.)
3. If any pastoral counseling has been completed, the applicant’s pastor will recommend him or her for missionary service.

NICS missionaries and staff must strive to maintain irreproachable behavior in all moral and sexual matters and/or indiscretions by abstaining from all appearances of evil (I Thessalonians 5:22). Any sexual misconduct, including but not limited to premarital sex, adultery, fornication, homosexuality, bestiality, indecent exposure, sexual harassment, use of sexually explicit materials of any kind for sexual gratification or sexual abuse of children, is clearly forbidden in Scripture.\*\* It is contrary to the teaching

## GUIDING PRINCIPLES INTRODUCTION

**These Guiding Principles are for the use of all personnel of NETWORK OF INTERNATIONAL CHRISTIAN SCHOOLS, INC., (hereinafter referred to as NICS). Experience has proven that faithful adherence to such Guiding Principles will result in more harmonious fellowship and more efficient and effective service, and will do much to assure the fulfillment of the goals of NICS.**

**The President may amend the Guiding Principles within the limit of Board Policies.**

### I. FIELDS

A “field” in this document denotes the location of a NICS school. The fields of service of NICS shall not be limited to any specific region, nation, or group of nations.

### II. PERSONNEL

As outlined in Article VII. (Doctrinal Position) of the Constitution of NICS, each NICS appointee shall whole-heartedly and without mental reservation agree to abide by the Statement of Faith, signifying that agreement by a signed statement upon entering service or, after absence from NICS, upon reentry into any subsequent term of service.

This agreement to the Statement of Faith is understood when one signs the NICS Missions Manual Statement of Acceptance form. It should be understood that minor differences with statements that are not considered the "essential" doctrines of the faith may be allowed when those particular issues are discussed with the home office beforehand, and written agreement made which clarifies the differences. This will only be done, however, when there is firm agreement that the beliefs and practices of NICS will be honored, followed and adhered to as long as this individual is a part of the organization.

In such cases, the written clarification of differences will be sent from the home office to the appropriate field leader who must first approve the individual before final placement is arranged.

Because of the local-church orientation of this Mission and the desire to maintain unity, compliance to this policy is essential.

## A. Applications for Missionary Appointees

1. Applicants shall acquaint themselves with NICS' Guiding Principles and shall offer themselves only as they heartily approve of and earnestly desire to practice them. They must count the cost and be prepared in some instances, to endure privation, loneliness, danger, humiliation and to live at such distances from the ordinary comforts and advantages of their accustomed society as will necessitate reliance upon God for protection and aid. Faithfulness in such service, however, will enable them to find in the presence of Christ and in His Word such joy, peace, strength, and satisfaction that will outweigh all they have sacrificed for Him (Philippians 4:11b-13, 19).
2. Any applicant who, in general, is able to meet the spiritual, educational, physical, and personal qualifications as set forth by the Board of Trustees, and who feels called of God to missionary service will receive, upon request, appropriate forms to enable such applicant to submit information relating to his or her Christian experience, doctrinal beliefs, personal background training, and physical and mental fitness.
3. An applicant who has submitted a formal application, signed a statement indicating his or her agreement to abide by the Guiding Principles, and is accepted as an appointee, may proceed to churches and individuals with the purpose of obtaining provision for outgoing and ongoing needs.

## B. Missionary Appointments and Classifications

All applicants who are approved through the home office (chaplains, Field Leaders, teachers, school staff, etc.) are considered "missionaries" of NICS. Missionary service with NICS officially begins from the date of appointment as classified below. **Attendance at NICS Pre-Field Orientation is required of all NICS missionaries, including dependants, as described in the Pre-Field Orientation section of this manual.**

Locally-hired staff are not considered NICS missionaries. Non-NICS staff members shall not be placed into administrative positions without the approval of the President.

Categories of NICS Personnel

### 1. Missionary Appointee

Applicants approved for placement will officially be appointed only upon completion of the full application, spouse application (if applicable), signed NICS Missions Manual acceptance form, and a

organization. Because these two issues have historically caused division within the Body of Christ, those who take extreme positions on these issues would be better served by seeking missionary appointments with agencies more in line with their position.

3. Missionaries of NICS recognize their oneness with all born-again believers and thus join hands with those of like precious faith, purpose, and compatible scriptural emphasis in a serious effort to reach the lost for Christ whenever such cooperation is for the furtherance of the ministry entrusted to the Mission and in harmony with Biblical principles.

*"...stand fast in one spirit, with one mind striving together for the faith of the gospel."* (Philippians 1:17)

## I. Special Ministries

Literature, medical, orphanage, and other specialized services and projects, which aid in the ministry of NICS, may be undertaken by NICS missionaries on the field to the extent the needs justify and personnel and resources are available. The establishment of such ministries shall be subject to approval by the Field Leader.

## 2. Country of Citizenship

Missionaries residing in a foreign country should acquaint themselves with any responsibilities they may have to the Consulate of their home government for registration, filing of income tax reports, or other matters. No individual missionary should negotiate with an agency of any government or make an appeal on behalf of NICS apart from authorization by the appropriate NICS authority.

## E. Policy on Ransom Demands

Should any missionary, summer worker, or other person associated with NICS be abducted or held hostage, and ransom or other concession is demanded, it is the policy of NICS to refuse such demands. This policy does not preclude the acceptance of appropriate government involvement in obtaining the release of the abducted. As in other aspects of the spiritual conflict in which all are engaged, there must be confidence in the Lord to deliver from or out of danger which may accompany dedicated service to Him (see Daniel 3:16-18; Acts 20:24).

## F. Education of Missionary Children

The children of NICS missionaries attend the local NICS school free of charge. Parents are encouraged to send their children to NICS schools.

## G. Outside Employment

It is NICS' desire that the missionaries' contracted salary plus supplemental salary is sufficient to meet their needs. Dearth of time and energy due to outside employment tends to detract from ministry effectiveness. Where outside work is necessary for family welfare, prime consideration should be given to raising additional missions support instead of employment. Legal issues involving visa restrictions and various individual school concerns mandate that NICS missionaries and spouses obtain permission from the Field Leader before undertaking outside employment.

## H. NICS Affiliations and Associations

1. NICS is an independent, evangelical, faith mission. Membership with the Interdenominational Foreign Mission Association (IFMA) was approved September 1993.

2. It is the desire of NICS to work in a friendly and cooperative way with all those who proclaim the name of Christ, realizing that even "brothers and sisters" in Christ may disagree on some doctrinal issues. It is understood, however, that NICS is not identified with a "charismatic" emphasis nor a "legalistic" emphasis and expects all appointed missionaries to adhere to its position while a part of the

national criminal background clearance. A NICS Missionary appointment certificate will be issued to the applicant upon appointment, making the appointee eligible for the privileges and responsibilities pertaining to NICS missionaries, with the exception of field-specific matters. Applicants shall not raise funds on behalf of NICS until the Missionary appointment is complete.

## 2. School Personnel

The administrators, teachers, and support staff of NICS schools (including personnel involved in starting a new project) are generally recruited and appointed through the NICS Home Office. School contracts are offered by the school administrators in conjunction with the NICS Home Office. Initial contracts are normally for a period of two years, but this may vary when deemed necessary by the school. NICS does not generally appoint personnel who are not associated with one of its schools.

## 3. Home Country Leave

After four years of service, a missionary desiring to continue active service with NICS, at the end of his or her current contract and with prior approval by his or her Field Leader and the Director of Member Care, may remain an active NICS missionary for one year on Home Country Leave. Status beyond one year is under the jurisdiction of the Director of Member Care. Up to one year of longevity credit with NICS can be accumulated while on Home Country Leave. Home country leave for medical reasons may be granted on a case by case basis.

## 4. Missionary on Loan or Seconded

a) A person holding missionary status with another mission agency and simultaneously desiring to become an appointed NICS missionary must make a request for such status to the Director of Mobilization.

b) A NICS missionary desiring to have dual missionary status with another agency must make a request for such status to the Director of Member Care.

## 5. Home Office Personnel

The full-time personnel working in the home office that are NICS missionaries must agree to abide by the Guiding Principles.

### C. Commissioning as a Missionary

1. Each missionary should hold membership in a "sending" church in his or her home country. Although church membership is required on the field of service, it is not necessary to transfer membership from the "sending" church. Due to the unique role of the missionary, dual, watchcare, or associate membership is encouraged.
2. It is recommended by NICS that appointees be commissioned as missionaries by their sending church.
3. NICS reserves the right to contact the pastor or elders of the home or sending church of any missionary where there is a felt need for the church's assistance to the missionary.

### D. Pre-Field Orientation

1. NICS operates a Pre-Field Orientation (PFO) for the whole family, with programs designed for adults and children alike. PFO is required of all NICS missionaries, including their children who will be living overseas.
2. Attendance at PFO must take place before service on the field, except in the case of late or mid-school-year appointments. Postponement of PFO attendance is rare and is only granted when extenuating circumstances are present. Postponement is only granted with the understanding that the individual or family must attend PFO the following year.
3. While NICS requires and highly encourages attendance at PFO for all its missionaries, *exemptions* from attending PFO will be considered, upon request, for citizens of countries outside North America.
4. Requests for postponement or exemption, as described above, should be submitted in writing to the appropriate Field Leader, preferably prior to acceptance with NICS. The Field Leader will forward the request, with his/her comments to the Director of Member Care. Requests must be approved by a committee consisting of the Director of Member Care, the Senior Vice-President and the appropriate Field Leader. The decision of the committee will be returned in writing to the missionary and documentation will be placed in their personnel file for future reference.

### E. Engagement, Marriage, and Divorce

1. Married applicants will be appointed as NICS missionaries only after both husband and wife are accepted. Non-teaching spouses should submit the "Spouse Application" and sign the NICS Missions Manual Statement of Acceptance form.
2. Unmarried applicants who are engaged must clearly state this and will be appointed only after both parties have been accepted.
3. Missionaries and accepted appointees not engaged to be married must be most prayerful and thoughtful before committing themselves to an

1. Since missionaries in foreign lands are a great distance from their relatives, there are special legal difficulties in dealing with their effects should they die without having made a valid will. Therefore, every missionary is encouraged to make a will and keep a copy of it on file in the Home Office. Missionaries should also contact the Home Office any time there is a change of their emergency contact person or that person's address or telephone number.

2. Marriage revokes a will and necessitates making a new one.

3. As probate laws differ in the various countries, inquiries should be made as to the requirements for making a valid will in the country of residence.

### C. Relationship to Contributors

1. All missionaries are encouraged to correspond regularly with their prayer and support partners in the ministry. Relating concrete incidents experienced at work, inspiring intelligent praise for victories won and effectual intercession for urgent needs is of inestimable value.

2. Questions concerning finances should first be referred for investigation to the NICS U.S. Office, not to the contributor.

3. In an effort to help educate donors to the overall mission of NICS and enhance their knowledge of what individual missionaries are doing, materials such as letters, prayer bulletins, brochures, etc. may be periodically sent out by the NICS home office.

4. One special project may be highlighted by the NICS president each year. A mailing detailing the project and ways to get involved could be sent to all the donors who have contributed to NICS and its missionaries. This should give the donors a greater sense of connectedness and purpose with NICS as well as its missionaries. Matthew 6:21 "For where your treasure is, there your heart will be also."

### D. Relationships to Governments

1. Country of Service

Missionaries residing or traveling in a foreign country must recognize that they are guests, give due respect to the legal authorities and people of the country, and be subject to the laws of the country involving customs, duties, taxation, residence requirements, etc. Should the missionary experience trouble or persecution, a friendly representation may be made to the appropriate officials.

must be deposited in a NICS account. If the missionary leaves active service, an accounting must be made to NICS of such vehicles and equipment.

5. The Field Leader shall be responsible to maintain a register of any property owned by NICS (not the local school) at that location.

## **VI. PERSONAL CONDUCT**

### **A. Moral and Social**

It is the goal of NICS that all personnel glorify God in all that they do. In keeping with the Biblical qualifications for spiritual leaders, NICS missionaries and staff must live a life above reproach, characterized by the highest level of moral and social conduct.

### **B. Cultural and Professional**

Areas of separation from the world, which are “field specific”, should be discussed with the appropriate Field Leader before signing a contract.

### **C. Sexual**

It is the goal of NICS that all personnel glorify God in every relationship. However, it is recognized in today’s world that there are problems concerning sexual misconduct toward members of the opposite sex, the same sex, and toward children. Therefore, NICS has established the following procedures to try to help prevent such problems and, if such should occur, to give guidelines for proper handling of such matters. (See Appendix A)

### **D. Grievance Procedures**

In some cases, it may be a matter of debate as to whether an issue should be handled via the grievance procedure of the local school or the NICS Grievance Procedure. In these situations, the Field Leader at the NICS school shall have the authority to decide which route the procedure should follow. If a missionary has a grievance concerning the Field Leader, the missionary may begin on Level Two of the NICS Grievance Procedure. (For the NICS Grievance Procedure, see Appendix B.)

## **VII. MISCELLANEOUS**

### **A. Reports**

NICS missionaries shall submit any reports required by their Field Leader(s) regarding activities, finances, and future plans.

### **B. Wills**

engagement with one who is not a NICS missionary or an accepted appointee and must defer marriage until such other individual has applied and been found acceptable for missionary service. Should this marriage take place before the other has been accepted, withdrawal from active relationship with NICS, on either a temporary or a permanent basis, may be necessary.

4. NICS may appoint as missionaries those who have been divorced, after careful consideration of the circumstances. Matters concerning child custody/support must be discussed and documented with the NICS home office and verified by the Director of Mobilization before accepting a NICS position.

### **F. Responsibilities of the Missionary Family**

In the appointment of missionary families, the spiritual qualifications, call, training, and experience of both husband and wife are considered. NICS expects parents to give priority to the care of the home and children. It is not recommended that mothers of pre-school children pursue full-time employment.

### **G. Resignation, Retirement, Dismissal**

#### **1. Resignation**

a) Should a missionary desire to resign from NICS, he must give five months notice to the Field Leader. When the missionary is serving out a valid contract, that contract must be appropriately addressed before the resignation is granted. NICS believes contracts are very important to both parties who sign them. Contracts offered by NICS schools are between the individual and the school board. Every effort should be made by both signing parties to keep the terms of any contract. In some cases extenuating circumstances arise in which careful consideration must be given. Any NICS school staff member who feels a need to breach a valid contract, should make every effort to do so in such a way that operation of the school is not put in jeopardy. Once an agreement on the contract is reached, copies of such agreement and the notification of resignation should be sent to the Director of Member Care by the Field Leader. Resignation from a school contract automatically assumes resignation from NICS missionary status unless request is made to the Director of Member Care and an exception is granted.

b) A missionary resigning from NICS is to surrender to the local NICS leadership, within one week of the effective date of the resignation, all NICS ministry funds or ministry property in his or her charge.

c) If a missionary on home country leave decides to resign from NICS, he must immediately inform the Director of Member Care.

## 2. Retirement

The recommended retirement age is 70; however, service beyond this is allowed as long as health and job performance remains adequate.

## 3. Dismissal

Should an occasion necessitate its doing so, the Personnel Committee in the Home Office (President, Senior Vice President and Director of Member Care) has the power to terminate the missionary status (not status with the local school board) of any missionary with NICS after carefully considering the case.

### H. Death of a Missionary

1. **Married Missionary:** If a married missionary dies while in active service with NICS, all project funds will continue to be transferred as usual, because the spouse is also a NICS missionary. No change will be necessary until the spouse also leaves NICS, at which time the regular policies for resignation or departure of a NICS missionary will apply.
2. **Single Missionary:** If a single missionary dies while in active service with NICS, the relevant project account will remain open through the end of the month following his/her death. Funds will be transferred according to the instructions on file to assist surviving family members with expenses resulting from the individual's death.

### III. FIELD LEADERSHIP STRUCTURE

#### A. Administrative (Field Leader)

1. The senior administrator is that NICS missionary with the highest organizational position at the school and shall be designated as the NICS Field Leader for that school.
2. The NICS Field leader shall lead the NICS team of missionaries with integrity, providing a godly example of Christ-like, servant leadership.
3. The NICS Field Leader shall exercise active jurisdiction over the ministry of NICS and her missionaries as a whole, administering the policies and decisions of its leadership, keeping the ministry consistent with the NICS Missions Manual and associated NICS Partnership Document. As such, the Field Leader will be accountable to the NICS

g) An 8% administrative fee will be charged to all contributions processed by the NICS Home Office to help with the management of the NICS organization.

h) If the missionary is required to raise for NICS enough funds to cover their entire salary and ministry expenses, their project account fund will be charged for applicable benefit expenses (such as health care) that are not covered by the school.

i) Any donations raised by a missionary above the maximum allowable salary may be available for approved ministry expenses.

j) Any appointee or missionary having received ministry expenses/funds who withdraws or is dismissed before the proper expenditure of such funds or any part thereof is expected to make an accounting of such funds to NICS.

k) If a NICS missionary resigns or is dismissed before the expenditure of the funds in his or her supplemental salary account, the funds are automatically directed to the SEED Fund to help with the start up of new school projects.

#### B. Property

1. Any missionary having ministry funds in his possession or under his control, as distinguished from personal salary, is to maintain a careful record of the receipt and disbursement of such funds. If a bank account is maintained for such funds, authorization is to be by resolution of the Field Leader and arrangements are to be made for an alternate signature.
2. The Regional Director may rent, lease, or purchase such real property, as funds are available, and/or erect such buildings as may be needed for NICS ministry and may rent, lease, or sell such property under power of attorney granted as necessary by the President. Ministry funds received through NICS may only be used for designated ministry purposes.
3. Missionary outfit for overseas use is divided into two categories: the first being items of personal outfit purchased with the missionary's salary. The second being NICS vehicles and equipment purchased with NICS funds which must be retained as NICS property.
4. Vehicles and other items of equipment purchased with NICS ministry funds must be registered with NICS on forms it provides and then may be used by the missionary in his ministry as long as he maintains active status in NICS. When such vehicles and equipment are sold, the proceeds

be paid by NICS. The amount each missionary will be expected to raise will be determined by the Field Leader and home office, with consideration given to such factors as the salary needs, expected expenses, fringe benefits, emergency funds, lost donors, currency fluctuations and a padding for shortfalls.

b) Each missionary is required to have secured donation pledges of at least enough to cover their contracted salary (if not provided by the school) and expenses with allowances made for unfulfilled pledges.

c) Missionaries will be restricted from departing for the field until an established minimum of financial support, based on the school's reasonable local living standards, has been met.

#### 4. Administration of Funds

a) NICS is recognized as a non-profit 501 (c) (3), charitable organization in the United States, and donations acknowledged by official receipts may be claimed as deductible for income tax purposes as allowed by law.

b) All donations acknowledged by the official receipt of NICS are for the furtherance of the mission of NICS and must be administered by the appropriate authority as determined by the Board of Trustees.

c) Donors should send donations to the NICS office in the United States, with such remittance to be by check or money order payable to NICS.

d) It is NICS' sincere desire to collaborate with its donors for the furtherance of the mission; thus, the expressed preferences of any donor for any particular application of funds contributed to the work of NICS will be considered.

e) Any missionary receiving a contribution directly from a donor should forward such donation to NICS' U.S. office (the check or money order must be made out to NICS and not the individual missionary or school), unless the funds are meant to be one-time personal gifts for events such as birthdays and anniversaries.

f) The raising or receiving of funds by any officer, representative, missionary, or missionary appointee of NICS for any special purpose or project, or for the ministry of the individual or NICS in general, does not give such individual any equity in the funds thus raised or received except for such remuneration for services and reimbursement for expenses as may be decided upon by the appropriate NICS authority.

President for the overall accomplishment of the mission of NICS on the given field, and will be available to answer for such as requested.

4. The NICS Field Leader will normally serve as the chairman of the Barnabas Team and is responsible for carrying out these duties as outlined in Section B (Member Care) of the NICS Missions Manual.

#### 5. Responsibilities of the NICS Field Leader to NICS

(It should be noted that these responsibilities are specific to NICS and not inclusive of other responsibilities that may be stated within the school's job description for senior administrators or the approved Partnership Document. It is also acknowledged that some of these issues will also be important School Board issues, and therefore, may be duplicated as expectations by the School Board in other documents.) Non-compliance to these responsibilities should be reported to the President of NICS.

a) To lead the staff in such a way as to ensure that the mission/philosophy, purposes, core values, vision, goals and objectives of NICS are achieved at the local level

b) To work amiably with the School Board for the operations of the school

c) To prepare and present any reports and assessments, including the NICS Annual Report, to the NICS Board of Directors and/or, Home Office, as requested

d) To serve as the local liaison between the NICS Home Office and the Local School in regard to NICS issues, NICS missionary personnel, and issues related to the implementation of the Partnership Document

e) With respect to the programs produced / services provided by the school, the field leader shall not fail to ensure that these programs / services meet or exceed Network of International Christian School and accreditation standards for excellence in quality and safety as well as reflect Christian values, and are consistent with the mission, purpose and values of NICS

f) To ensure the development and implementation of a community service program to host-country nationals whereby the students and staff can express the love of Christ in a practical way

g) To ensure the development and implementation of a school-wide plan for evangelism, discipleship, and Biblical integration and provide the NICS Home Office with documentation of such

h) To hire and maintain a faculty who are evangelical, mission-minded Christians, in agreement with the NICS and the school mission statements, purpose statements, and statements of faith, who agree to abide by school policies, who are committed to the mission of the school and NICS and exhibit a Christ-like love for their students

i) To identify reasonable local living standards for singles, couples and families for full-time positions and develop local school guidelines for full or partially supported staff, restricting departure for the field until an established minimum of financial support, based on the school's reasonable local living standards, has been met by the prospective employee

j) To promote and provide staff spiritual development opportunities through activities and/or resources such as guest speakers, staff devotions, collective prayer times, videos, tapes, books, etc. (It is encouraged that the Field Leader develops a Christian resource library for staff pertaining to Christian growth and development on a variety of topics.)

k) To develop and adhere to emergency notification procedures for all NICS missionaries on site relative to contact with the home office and designated next of kin. This information must also be filed with the NICS Department of Member Care

l) To diligently seek an "accountability partner" on the field to help with personal spiritual growth

m) To communicate ministry news, prayer needs, and local information on the NICS ministry to the NICS Home Office

n) To communicate to the local NICS team of missionaries, information regarding NICS, seeking to help his/her local team to stay "connected" with the broader network of NICS schools

o) To see that NICS Family Gatherings (times of praise, celebration and fellowship) take place at least twice a year with the local NICS missionary team (Non-NICS personnel are invited and encouraged to attend as well.)

p) To seek, encourage, and participate in opportunities for networking with other NICS schools and personnel, particularly with the purpose of "stronger" schools helping "weaker" schools

e) Supplemental salary will normally be disbursed from the school's missionary support project account in conjunction with the contracted salary. However, if a missionary needs the supplemental salary disbursed earlier, a request may be submitted to the Director of Member Care.

f) Missionaries leaving NICS will be eligible for supplemental salary for two months following their effective date of resignation or dismissal to assist in the transition to their home country or other place of service.

g) Missionaries on home country leave from their schools must apply with their Field Leader and the home office in order to receive supplemental salary during this time. For tax purposes, the proper paperwork must be filled out before money is disbursed from the school's supplemental salary account. The level of supplemental salary allowed will be set according to the home country standards. After one year of home country leave, unless the NICS Finance Department receives written directions from the Director of Member Care, any supplemental support received will remain in the school's support account until the missionary returns to the field.

h) Salary matters are not to be specifically discussed among missionaries. Those missionaries who find themselves in financial hardship for any reason should discuss the matter with their Barnabas Team member or Field Leader for advice, prayer and support in resolving the matter.

## 2. Expenses

a) Ministry expenses must be used to accomplish NICS purposes. Qualified ministry expenses will be determined by the Field Leader for overseas missionaries and by the Director of Member Care for missionaries in their home country. Documentation of these expenses must be turned in to the NICS finance department before funds are disbursed. "Ministry Expense Guidelines" are available in more detail from the Department of Member Care.

b) Reimbursement of approved ministry expenses is allowed upon appointment as a NICS missionary and if the missionary has raised sufficient funds to cover the expenses.

## 3. Levels of Committed Support

a) It is each missionary's responsibility to raise for NICS the funds necessary for their supplemental salary and the ministry expenses to

## A. Support

Appointees offering themselves for missionary service must do so in the confidence that their dependence must be upon the Lord for the supply of all that is necessary for the support of that ministry.

### 1. Salaries

a) **Contracted Salary:** Most NICS schools provide monetary compensation to their missionary teachers and administrators. The contracted salary for overseas personnel should be set by each school with the understanding that the well being of the staff is the school's responsibility. The contracted salary for the home office staff and administrators of NICS Covenant schools is set by the President and for the President, by the Board of Trustees.

b) **Maximum Allowable Salary (MAS):** IRS regulations mandate that non-profit organizations set limits on the amount of compensation their employees/missionaries can receive via non-taxable gifts. The President and Senior Vice President, in consultation with the school administrators, sets this amount for all positions except the President, and the Board sets it for the President. The current MAS is \$60,000 for singles, \$80,000 for couples and \$100,000 for families. NICS recognizes that the cost of living is different in each country. Therefore, living on an amount close to the MAS could be an acceptable standard for missionaries in some countries but considered extravagant in others. We expect our missionaries to live comfortably but within the acceptable standard of their local community.

c) **Supplemental Salary:** Missionaries may need to raise funds for NICS to supplement their contracted salaries. The amount of *supplemental salary* a missionary may receive is the difference between the *contracted salary* and the *maximum allowable salary* for their position. Upon appointment, NICS missionaries are authorized to raise these needed support funds (supplemental salary) for NICS. When donations for support funds are received by NICS, they are accumulated until the end of each month, and then given to the school to be transferred as supplemental salary payments from the schools into the missionaries' project accounts. Since both contracted and supplemental salaries are paid by the schools, which are foreign organizations, the school's "statement of income" documentation prepared by the school's business offices should include both contracted salary and any supplemental salary received at the school.

d) Missionaries will not be eligible to receive contracted salary until they have begun service as determined by the school administrator.

q) To continually strive to improve his/her own personal leadership skills and to identify and help develop prospective leaders within the local NICS team of missionaries

r) To actively participate in required NICS leadership activities:

- Leadership Retreat
- Recruiting activities at the Home Office

s) To cooperate with and contribute to the improvement of Home Office procedures with the departments of Mobilization, Member Care, Finance, Educational Affairs, and the Offices of the Senior Vice President and the President

t) With regard to critical issues (political, environmental, etc.) in your host country, the Field Leader will keep the proper Home Office department head updated at least twice a week. The responsible department head will inform all parties (home office personnel and administrators) when an issue has reached the critical stage.

## B. Member Care (Barnabas Team)

The Director of Member Care shall oversee the care and spiritual welfare of the missionaries on the field by means of a Barnabas Team in each NICS ministry location. The Barnabas Team is the local extension of the Department of Member Care. The word Barnabas in Scripture means "son of encouragement." It is the desire of NICS that the primary purpose of this team be that of encouragement to our missionaries.

### 1. Purpose of the Barnabas Team

The purpose of the Barnabas Team is to provide **Care, Direction** and **Accountability** for the local ministry of NICS and her missionaries.

a) **Care** will be carried out through prayer, fellowship and encouragement of NICS missionaries. Support in adjusting to the local culture, life, school and missionary team may also be arranged through the Barnabas Team structure. "*A cord of three strands is not quickly broken.*" Ecclesiastes 4:12

b) **Direction** will be offered by means of counsel, guidance and advice to the individual missionaries. "*...so that the man of God may be thoroughly equipped for every good work.*" II Timothy 3:16-17

c) **Accountability** is useful and necessary in bringing about balance, effectiveness and growth in an individual's life and ministry. "*As iron sharpens iron, so one man sharpens another.*" Proverbs 27:17

## 2. Structure of the Barnabas Team

- a) All NICS appointed administrators (including assistant principals) shall be permanent members of the Barnabas Team.
- b) The senior administrator shall serve as the Field Leader.
- c) At-large members may be nominated by any existing Barnabas Team member.
- d) At-large members of the Barnabas Team are selected by the unanimous decision of the permanent members.
- e) The Field Leader shall promptly notify the Director of Member Care of all missionaries who are selected to serve on the Barnabas Team.
- f) At-large members shall serve for one year on the Barnabas Team with the option to be re-elected.
- g) Non-administrative missionaries may decline a nomination to serve on the Barnabas Team.
- h) Care Groups shall be established according to the following guidelines:
  - (1) Every NICS missionary shall be assigned to a care group by the Barnabas Team.
  - (2) Each Barnabas Team member shall have a maximum of six missionary units (single, couple or family) in their care group.
  - (3) Assignment to care groups should be done with consideration to the needs of the individual missionary.
  - (4) A missionary or the care group leader may request an individual transfer to another group with the consent of both group leaders involved and the Field Leader. This option is given to foster the best possible relationships and care for the missionaries on the field.
  - (5) In large NICS ministries, the Field Leader may establish the Barnabas Team as his/her care group.

## 3. Establishment of the Barnabas Team

(NOTE: membership in national churches must constitute a strong commitment to learning the local language.) Within ten weeks of their arrival on the field, NICS staff members must identify to their care group leader on the Barnabas Team the local church to which they desire to be a part. The evangelical nature of the church may at any time be brought under the review of the Barnabas Team.

The local church, in accordance with New Testament teaching, is a congregation of professed believers on the Lord Jesus Christ who assemble themselves together in His name for the breaking of bread, worship, praise, prayer, testimony, the ministry of the Word, discipline, and the furtherance of the Gospel through the propagation of its message to unbelievers. In some cases home churches or the ministry of military chaplains may be acceptable.

It should be clearly understood that overseas international churches are often limited in what they can offer their parishioners and often there may be only one or two churches from which to choose. Thus, it is not a realistic expectation as a missionary that the churches available on the field will “fit” every staff member’s personal preferences in music, worship style, programs offered, etc. NICS staff members should be prepared to be flexible and supportive of the church they choose to join, contributing to its success and ministry.

B. The missionary shall publicly identify with the church in the pattern prescribed by the church to formally become a member. (Dual, Associate, or watchcare membership is normally available.)

C. The missionary shall be committed to the unity and success of the mission of the church. This should be accomplished in at least the following areas:

1. A pattern of regular attendance of the scheduled public church meetings.
2. A pattern of Christian service to the body and ministry of the church.
3. A pattern of biblical “grace” giving represented by contributing ones tithes and offerings.

D. Converts of the ministry should be encouraged and instructed from the beginning to become a part of a Bible-preaching local church, and to become witnesses for their Savior, to study the Word of God diligently, to bear responsibility for local church involvement, and to support their church by their means.

## V. **MATTERS OF FINANCE AND PROPERTY**

*Many terms in this section are defined in the Glossary.*

i) The Field Leader is responsible for approving all NICS Ministry Expenses on the field.

#### 7. Jurisdiction of the Barnabas Team

a) The Barnabas Team is an extension of the Department of Member Care.

b) The Barnabas Team shall provide care of NICS ministries and NICS missionaries and shall not have jurisdiction over any other school faculty or staff members who are not officially associated with NICS, unless such jurisdiction is established at the sole discretion of the senior NICS Field Leader or the local school board.

c) The Barnabas Team's jurisdiction includes NICS missionaries and their ministries and is not to be confused with the jurisdiction of the local school board, which governs school functions and operations.

#### 8. Responsibilities of NICS Missionaries

a) Missionaries are expected to consult with their care group leader as a source of counseling or to discuss personal/spiritual struggles or failures.

b) Missionaries are expected to consult with their care group leader at any time in which they may be considering leaving the service of NICS. The Barnabas Team member will offer prayer and counsel privately until the individual missionary announces a decision.

c) Missionaries seeking counsel or decisions regarding significant ministry issues shall direct such correspondence to the Barnabas Team through their care group leader.

d) Barnabas Team members have a God-given responsibility to provide care to the NICS ministry "family." NICS missionaries should likewise hold these leaders in high esteem, encouraging them in prayer, loyalty and cheerful support.

### IV. LOCAL CHURCH

A. It is the requirement of NICS that every missionary make himself or herself an exemplary member of an evangelical local church (national or international) on the field. Identification with a church must be one that is not in conflict with the NICS Statement of Faith or its goals and purposes as an evangelical mission. No potential staff member should join this organization who is not wholly committed to being an integral part of a local church.

When a new NICS ministry is established, the NICS Field Leader and/or Director of Member Care shall appoint members of a Barnabas Team to oversee the care and welfare of NICS missionaries.

#### 4. Standards for Barnabas Team Membership

a) Each member of the Barnabas Team must be an appointed NICS missionary.

b) One year of service with NICS is required, and two years of service with NICS is recommended to be eligible for at-large membership on the Barnabas Team.

c) Permanent members are not subject to the minimum service requirement.

d) Barnabas Team members shall be above reproach and set an example for NICS missionaries regarding integrity, morality, trustworthiness, and confidentiality of serious or sensitive matters.

e) Barnabas Team members should be servants to the missionary team in each location.

f) Removal of a member from the Barnabas Team before the end of his year of service shall only be for serious failure to follow the standards set forth above and shall require a unanimous vote of the remaining members.

g) The Field Leader should consult with the Director of Member Care before such a vote and shall immediately notify the Director of Member Care if a member is removed from service.

h) Permanent members may not be removed without the additional consultation and approval of the Director of Member Care and the President.

#### 5. Function of the Barnabas Team

a) The Barnabas Team shall meet at least three times a year for an extended time of prayer for the ministries and missionaries to whom they have been charged.

b) The Field Leader shall schedule other meetings or events when he deems it appropriate to address NICS issues that are relevant to this body. Such issues include, but are not limited to, the following:

- (1) Prayer meetings to address individual or NICS ministry emergencies, crises, or similar items.
  - (2) Spiritual Renewal for the Barnabas Team and/or the remaining missionaries.
  - (3) Matters regarding an individual missionary whose ministry effectiveness, spiritual, mental or physical condition, morality, marital/family situation, or keeping of the principles set forth in the NICS Missions Manual.
  - (4) Matters requiring conflict resolution of mission issues.
  - (5) Crisis counseling for individuals or groups within the Mission.
- c) The Field Leader may establish special committees of the Barnabas Team to deal with crises and sensitive issues that arise. The missionary's care group leader shall be included in or consulted by such committees.
  - d) Where the Barnabas Team consists of more than six members, the Field Leader may establish an Executive Committee consisting of at least half of the Barnabas Team membership. The purpose of the Executive Committee shall be to address the policy-making decisions that come before the Barnabas Team.
  - e) In keeping with Biblical guidelines, Barnabas Team members should normally first address matters individually with those in their care group.
  - f) The Field Leader may make public any meeting of the Barnabas Team that does not deal with items of a sensitive/confidential nature.
  - g) A quorum shall be two-thirds of the Barnabas Team. All motions require majority approval of the total Barnabas Team membership.
  - h) Any member of the Barnabas Team may bring forth a motion for consideration by the Barnabas Team.
  - i) A report should be written by the Field Leader and forwarded to the Director of Member Care for filing when it concerns serious matters as determined by the Field Leader. When a decision is not unanimous, any objections by a dissenting member(s) should also be placed in writing and filed with the report.

- j) The Barnabas Team may make field-specific policies. A record of Barnabas Team decisions will be kept by the Field Leader and field-specific policies will be published in the Field Orientation Handbook.
- k) The Barnabas Team shall schedule and facilitate "NICS family gatherings" at least twice annually for the purpose of fellowship, encouragement and inspiration.
- j) The Barnabas Team shall be responsible to distribute a Field Orientation Handbook to pertinent NICS missionaries.

## 6. Function of the Barnabas Team Members

- a) To encourage and support those in their care group through individual or group prayer and fellowship on a regular basis but not less than three times a year.
- b) To build relationships with their care group members to foster good communication, accountability and care for each NICS missionary.
- c) To be available to their care group members for counsel as needed.
- d) To be the normal intermediary for any ministry issues (not school specific issues) that require a review or appeal from any of their care group members.
- e) To offer guidance and counsel to any of his care group members who are considering their extension of service with NICS, when the decision is being made.
- f) To assist the Field Leader, if he/she desires, in conducting the NICS Ministry Reviews (3 times a year) and NICS Exit Interviews for the individuals in their care group. Appropriate forms are to be submitted to the Field Leader upon completion.
- g) The Field Leader shall forward all Exit Interview forms to the Director of Member Care upon completion.
- h) The Field Leader is encouraged to use the Barnabas Team as the means for providing support to new missionaries as they adjust to culture and life on the foreign mission field.