

# BOOK 1 OF 2

## COHORT 7

**Presentation Resources**  
*February 11-12, 2020*  
*Vancouver, Washington*



**Board Leadership  
& Development**  
A MURDOCK TRUST PROGRAM

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# BOOK 1 OF 2 – Cohort 7 (2020)

Murdock Trust Board Leadership & Development Program

**An enrichment initiative of the M.J. Murdock Charitable Trust**

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## **Cohort 7 Lead Facilitators and Editors of Book 1 of 2:**

Scott Rodin and Ed McDowell

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# M.J. Murdock Charitable Trust

February 11-12, 2020 | Vancouver, Washington

*Tuesday 10:00 a.m. – 8:00 p.m. and Wednesday 8:00 a.m. – 3:00 p.m.*

Presenters	Session Titles	Page
Ron King & Terry Stokesbary	Sustainability	7
Scott Rodin	Culture	19
Scott Rodin & Ed McDowell	Strategic Planning	25
Ed McDowell	Governance	33
Terry Stokesbary	Special Presentation <i>Keeping the Promise</i>	
Kim Triller	Devotional <i>Words of Promise</i>	

[www.boardleadership.org](http://www.boardleadership.org)



# Board Leadership & Development

A MURDOCK TRUST PROGRAM

## TUESDAY – FEBRUARY 11, 2020

9:15 a.m. – 10:00 a.m.	Welcome & Coffee
10:00 a.m. – 12:30 p.m.	Welcome, Introductions, and Anchor Presentation #1 <ul style="list-style-type: none"><li>• Mid-morning Break</li></ul>
12:30 – 1:30 p.m.	Lunch and Table Topics
1:30 – 5:00 p.m.	Anchor Presentations #2 and #3 Coaching Connections <ul style="list-style-type: none"><li>• Mid-afternoon Break</li></ul>
6:00 – 8:00 p.m.	Reception Dinner Video Promise Presentation

## WEDNESDAY – FEBRUARY 12, 2020

7:00 – 8:00 a.m.	Continental Breakfast Buffet
8:00 a.m. – 12:15 p.m.	Devotions, Anchor Presentations #4 Coaching Connections <ul style="list-style-type: none"><li>• Mid-morning Break</li></ul>
12:15 – 1:15 p.m.	Lunch and Evaluations
1:15 – 3:00 p.m.	Closing Coaching Sessions, Stand & Declare <ul style="list-style-type: none"><li>• Our Strategic Next Steps</li></ul>

## MAY 5-6, 2020: SESSION 2 OF 2

*“An intelligent person is always eager to take in more truth,  
fools feed on fast-food fads and fancies.”*

*Proverbs 15:14 MSG*



# Keeping the Promise: *Sustainability*

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Ensuring the Organization  
For The Long-term



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# Keeping the Promise

## FOUR ESSENTIALS OF HEALTHY BOARDS

1. **Sustainability: ensuring the organization for the long-term**
2. *Culture: the steward board*
3. *Strategy: the board's role in strategic planning*
4. *Governance: the primary work of the board on behalf of the organization*

*It is the hope of the Murdock Trust that every nonprofit organization in the Pacific Northwest (and beyond) would flourish and sustain excellence and impact over a long period of time.*

What do we mean by “sustainable?”

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Every organization, intended or not, has a structure or framework that is made up of a set of elements that allow it to function. Understanding and executing the structure is necessary for the board to sustain the organization for the long haul.

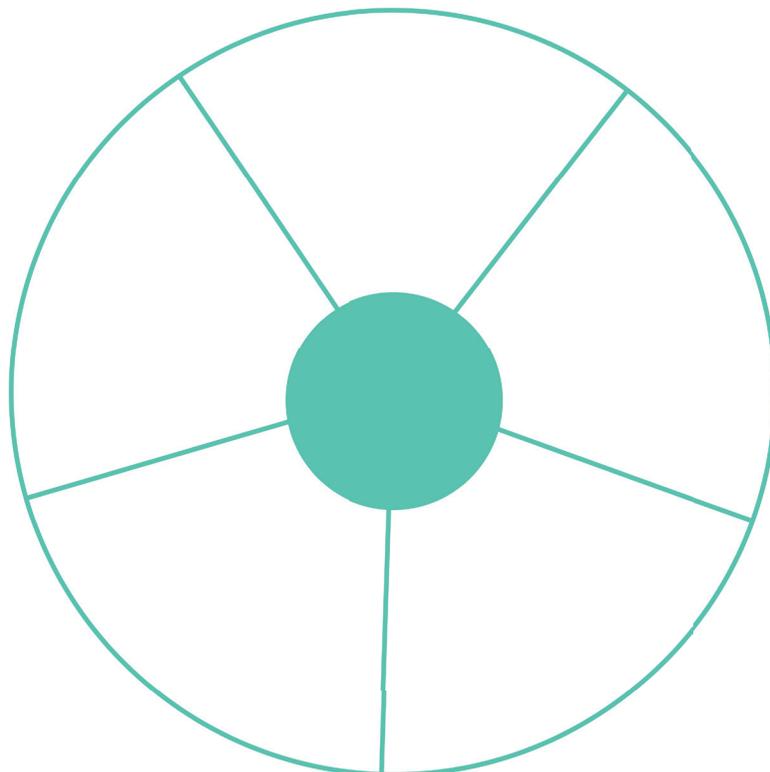
**GROUP EXERCISE:**

**Identify the elements of your organization's framework:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_

**Framework for Success — A Structure**

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*To appreciate the importance and power of this concept, an organization must embrace the concept of “perpetual vitality.” An organization should learn to embrace both its expansive creative energy and its need for structure and discipline. It must balance flexibility and control.*

## Everything starts with “Why.”

Your “Why leads to a Promise



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### GROUP EXERCISE:

Why was your organization founded?

What need did it set out to meet?

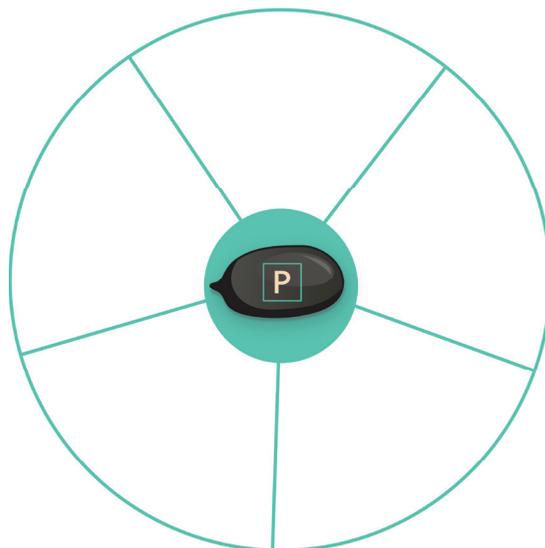
*Every nonprofit organization makes a promise to its beneficiaries and its community. The promise relates to—and is usually prompted by—a need in our communities.*

## The “Why” is the Core, Touching All the Elements of the Framework

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### GROUP EXERCISE:

**What is your Promise?**

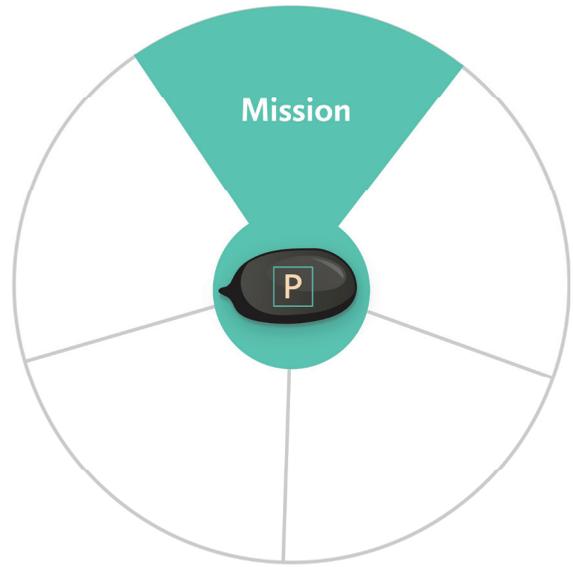


The First Core Element is...

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The Second Core Element is...

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The Third Core Element is...

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The Fourth Core Element is...

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## The Final Core Element is...

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## Complete Organizational Framework

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For a board member or an executive leader to be effective, s/he must understand the organization, its history, what it does, and how its work is supported. In other words, one must understand your organization's framework.

## Adding the POWER

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### THE THREE MOST IMPORTANT CONCEPTS WITH THE ORGANIZATIONAL FRAMEWORK:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## Assessment

LOW					HIGH
1	2	3	4	5	

1. How confident are you that your organization is sustainable?  
Built for the long haul?

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2. How confident are you that your mission is clearly  
reflected in your current operations?

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3. How confident are you that ALL target audiences have been  
identified and are resourced appropriately?

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4. How confident are you that your organization has  
effective programs for each target audience?

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5. How confident are you that your board is knowledgeable  
about ALL resources needed to deliver your promise  
(not just financial resources)?

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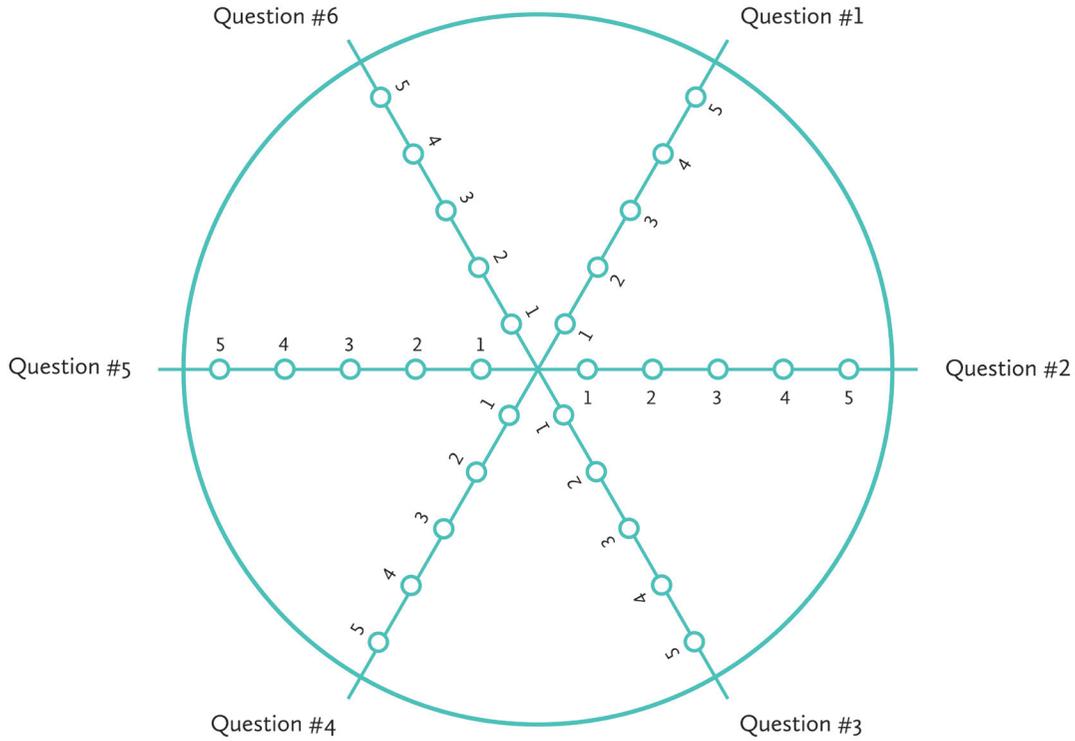
6. How confident are you that your board has anticipated  
the need and importance of a vision that will serve future  
generations?

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## GROUP COMPOSITE AVERAGE SCORE

Question 1. \_\_\_\_\_ Question 2. \_\_\_\_\_ Question 3. \_\_\_\_\_

Question 4. \_\_\_\_\_ Question 5. \_\_\_\_\_ Question 6. \_\_\_\_\_



A. How do you want this diagram to look in 18 months?

B. Does this graph give you any ideas for your 5 Strategic Next Steps?



# Keeping the Promise: *Culture*

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The Primary Work of the Board  
on Behalf of the Organization



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# Keeping the Promise

## FOUR ESSENTIALS OF HEALTHY BOARDS

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## ANCHOR PRESENTATION #2 – CULTURE: CREATING AND SUSTAINING A STEWARD BOARD

### Teaching

1. One common mission statement: Our Mission: God's Work done God's Way for God's glory
  - a. God's Work – is our mission and strategy aligned with Him?
  - b. God's Way – is our execution of the strategy done according to biblical principles?
  - c. God's glory – is He glorified in all we do, and does He get the glory for our victories?
2. Are we Owners or Stewards?
  - a. Starts with us as persons, then moves to our roles as board and leaders
  - b. Do we see life as owners or stewards?
  - c. One-kingdom people and two-kingdom temptation
    - i. Personally, and our attitudes on our boards and leadership roles
    - ii. Whose kingdom are we building, who is leading us, who really is the Lord?
  - d. Two choices
    - i. Our work done our way for our glory (building our kingdom)
    - ii. God's Work done God's Way for God's glory (building His kingdom)
3. Two Perspectives on Board Culture: Owner Board and Steward Board
  - a. Owner Board Characteristics
    - i. Set strategy based primarily on proven business methods and board/staff expertise and wisdom
    - ii. Rely primarily on the skills and experience of the CEO and Board to execute the strategy
    - iii. See the board and staff role as controlling outcomes, making things happen and getting results
    - iv. Raise funds using successful secular techniques
    - v. Top priority for new board members is the expertise and/or wealth and contacts they can bring to the board
    - vi. Measure success in metrics of growth, financial strength and program effectiveness

vii. Celebrate what they have accomplished when goals are met

**What's wrong with this picture?**

- **This could be said of any board, faith-based or not**
- **So, what is unique about a board of a Christian organization?**
- **How should our commitment to kingdom values set us apart?**

4. Steward Board Characteristics

- Set strategy based primarily on the leading of the Holy Spirit sought through concerted prayers and dialogue
- Rely primarily on God's guidance and strength as they execute His plan His Way
- See the board and staff's role as working with excellence to faithfully carry out God's plan with His power, trusting Him for the results
- Raise funds using biblical principles and see it as part of the ministry of the organization
- Top priority for new board members is spiritual maturity and a calling to serve
- Measure success in terms of faithfulness in executing the plan: was it God's work, did we do it God's Way and was it for His glory?
- Celebrate what God has done through worship and praise – making it a witness to His faithfulness

5. Owner Board/Steward Board Chart Which are you?

<b>Owner Board</b>	<b>Steward Board</b>
Owner Boards seek God's blessing on their work	Steward Boards seek to know and do God's work
Owner Boards add prayer to their agenda	Stewards Boards make prayer their agenda
Owner Boards focus on controlling outcomes	Stewards Boards surrender their need for control
Owner boards defend and take offense	Stewards Boards repent and give grace
Owner Boards seek to lead with strength and courage	Stewards Boards seek to follow the One who will lead them with strength and courage

## ASSESSMENT

### GOD'S WORK – KEY QUESTIONS

1. We practice intentional, discerning prayer as a board during our strategic planning and board work, making time for God to speak, to guide us and to shape our thinking when we plan and make decisions as a Board

*Absolutely Yes*

*Absolutely No*

1 2 3 4 5 6 7 8 9 10

2. We discuss what we hear God saying and seek alignment and consensus through the Holy Spirit before we move ahead

*Absolutely Yes*

*Absolutely No*

1 2 3 4 5 6 7 8 9 10

3. We pursue faithfulness to following God's will as our primary definition of success and align all metrics, policies and processes accordingly

*Absolutely Yes*

*Absolutely No*

1 2 3 4 5 6 7 8 9 10

4. We, as board members, consistently check our own agendas at the door and seek to truly hear God's voice and follow it unequivocally

*Absolutely Yes*

*Absolutely No*

1 2 3 4 5 6 7 8 9 10

### GOD'S WAY - KEY QUESTIONS

1. We manage our CEO according to metrics that are driven by how well he/she maintains a close relationship to Jesus Christ

*Absolutely Yes*

*Absolutely No*

1 2 3 4 5 6 7 8 9 10

2. We measure fundraising success according to biblical principles of giving and asking'

*Absolutely Yes*

*Absolutely No*

1 2 3 4 5 6 7 8 9 10

3. We measure program success according to kingdom metrics of outcomes aligned with God's vision for our ministry

*Absolutely Yes*

*Absolutely No*

1 2 3 4 5 6 7 8 9 10





# Keeping the Promise: *Strategy*

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The Board's Role in Strategic Planning



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## ANCHOR PRESENTATION #3 – STRATEGIC PLANNING

### Teaching

1. Why have a plan?
  - a. Don't we just trust in God? – Biblical examples
  - b. Our vision vs. God's vision – steward board vs. owner board recap
    - Definition of Strategic Planning
  - c. Planning is an act of faithfulness and stewardship
2. Why plans fail, falter and succeed (and never get started)
  - a. Fail – case study (no loyalty, no updates, no accountability)
  - b. Falter – case study (loss of focus due to TOU, board neglect, rigidity)
  - c. Succeed – case study (loyalty, accountability, agility, enculturation)
  - d. Never get started (or finished) – desire for the perfect plan, low priority, disillusion of time commitment
    - Not about having the perfect plan, but having a good process (Eisenhower quote)
  - e. Strategy is confused with Operations.
    - Framing the strategic issue

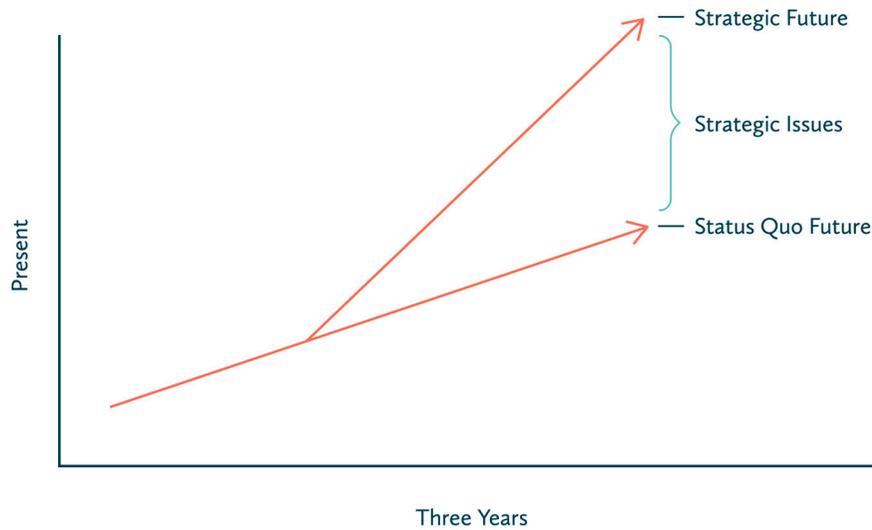
### Strategy vs. Operations

Strategy requires a dissatisfaction with the status quo future.

- Where will your ministry be in three years if you do nothing different?
- Operational goals will move you to your status quo future
- Are you satisfied with that future, is this the direction God is leading you?
- If NOT, strategic planning will create a narrative of your strategic future,
- The difference between your status quo future and your strategic future is described by your strategic issue

- You will only arrive at your strategic future if you successfully address these strategic issues.
- The final plan is a roadmap that will guide you in addressing the issue in a planned way.

### *Framing the Issues*



#### 3. The anatomy of a successful plan (EM)

- a. RECOMMENDATION: Rolling Three Year Strategic Plan (and planning process)
  - Adapted from the work of John Pearson

#### The benefits of a good strategic plan (and planning process)

- Works well for most boards and CEOs
- Functions well in simple and complex situations
- Collaborative
- Drives strategic thinking into the culture of the organization
- Focused & communicates well.

#### Components of the Rolling Three Year Planning Process

- Mission, Vision, & Values
  - › BHAG (Big Holy Audacious Goal) where applicable
- Our customers & what they value
- Environmental Scan
- S.W.O.T. Analysis
- Trends (Trend spotting exercise)
- Assumptions

- Spiritual Discernment Process
- Three-year visionary priorities (by dept.)
- Top 3-5 goals for year one.
- Board & Senior team goals and dashboards
- The rolling three-year strategic plan document

## ASSESSMENT

1. We have a plan

Yes \_\_\_\_\_ No \_\_\_\_\_ Not Sure \_\_\_\_\_

2. Our plan is up to date and relevant

*Absolutely Yes* \_\_\_\_\_ *Absolutely No* \_\_\_\_\_

1 2 3 4 5 6 7 8 9 10

3. Our plan is being executed well

*Absolutely Yes* \_\_\_\_\_ *Absolutely No* \_\_\_\_\_

1 2 3 4 5 6 7 8 9 10

4. Our plan guides all we do

*Absolutely Yes* \_\_\_\_\_ *Absolutely No* \_\_\_\_\_

1 2 3 4 5 6 7 8 9 10

5. Our plan is regularly assessed and annually updated

*Absolutely Yes* \_\_\_\_\_ *Absolutely No* \_\_\_\_\_

1 2 3 4 5 6 7 8 9 10

6. Everyone in our organization knows the plan

*Absolutely Yes* \_\_\_\_\_ *Absolutely No* \_\_\_\_\_

1 2 3 4 5 6 7 8 9 10

7. Everyone in the organization knows where they fit and their role in accomplishing the plan

*Absolutely Yes* \_\_\_\_\_ *Absolutely No* \_\_\_\_\_

1 2 3 4 5 6 7 8 9 10

8. The leadership team and key staff feel a sense of loyalty to the plan

*Absolutely Yes* \_\_\_\_\_ *Absolutely No* \_\_\_\_\_

1 2 3 4 5 6 7 8 9 10

### Plan

Choose your three lowest scores and discuss with your coach the next steps in improving them.

*Strategic Planning is a Spirit-led process of faith, where together we seek to hear God’s will for the future of the ministry and articulate it in a way that enables us to pursue it with organizational passion (unity of vision) and excellence (demanding our very best).*

## UNDERTAKING A STRATEGIC PLANNING PROCESS

### Board’s Role and Staff’s Role

Mission, Vision, Values, BHAG	BOARD	STAFF	JOINT
Our Customers & What They Value	BOARD	STAFF	JOINT
Environmental Scan	BOARD	STAFF	JOINT
S.W.O.T. Analysis	BOARD	STAFF	JOINT
Trends (and Trendspotting Exercise)	BOARD	STAFF	JOINT
Assumptions (“The Radar Report”)	BOARD	STAFF	JOINT
Spiritual Discernment Process	BOARD	STAFF	JOINT
Three-Year Visionary Priorities (by dept.)	BOARD	STAFF	JOINT
Top-5 Goals for Year One	BOARD	STAFF	JOINT
Board & Senior Team Goals & Dashboards	BOARD	STAFF	JOINT
“Results Book” Excerpts	BOARD	STAFF	JOINT
Appendix	BOARD	STAFF	JOINT
Introduction	BOARD	STAFF	JOINT
Organization-at-a-Glance & Historical Snapshot	BOARD	STAFF	JOINT
Executive Summary	BOARD	STAFF	JOINT
The Rolling 3-Year Strategic Plan Placemat	BOARD	STAFF	JOINT

### Sample Meeting Schedule

#### Meeting #1

- Affirm Mission, Core Values
- Conduct SWOTs Assessment
- Environmental Scan
- Trends and Assumptions

#### Meeting #2

- Review and Affirm work from Meeting #1
- Spiritual Discernment Session
- Three Year Visionary Priorities
- Top 5 Goals
- Assign Board and Senior Team Dashboard Work

#### Meeting #3

- Review and Affirm work from Meeting #2
- Assign all remaining work
- Create a communication plan

## OUTLINE OF THE FINAL PLAN

The Rolling 3 year Strategic Planning Template – Fill it out – it becomes the basis for planning, case statements and communication.

## NEXT STEPS AND WORK WITH YOUR COACH

As a team, answer these questions:

1. Do we have a current strategic plan that is relevant, up-to-date, and guiding our work daily?
2. If NO, are we committed to create a plan in the next 6 months?
3. How will we practice spiritual discernment as the foundation of your strategic planning work?
4. Do we have a clear idea of the delegation of responsibilities between the board and staff?
5. Can we see how the meeting schedule outlined above can be shaped to serve your process?
6. Look at our responses from Session 10 that were (-). How will we address each of these ineffective attitudes?
7. What role will our coach play?



# Keeping the Promise: *Governance*

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The Primary Work of the Board  
on Behalf of the Organization



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## FOUR ESSENTIALS OF HEALTHY BOARDS

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## ANCHOR PRESENTATION #4:

### GOVERNANCE: THE PRIMARY WORK OF THE BOARD ON BEHALF OF THE ORGANIZATION.

#### Teaching

1. Governance described: two images: Corral & Taxi
  - A. The board is a spiritual community called by God to steward/govern a piece of his kingdom work on earth.
  - B. One board with one voice making united decisions that guides and protects the direction of the organization.
2. Balancing board roles: Three Hats
  - A. Governance: The authority when the board is convened
  - B. Volunteer: Optional, no authority – here to serve.
  - C. Participant: Also known as advocate or ambassador. Participation in key events and activities critical to the health of the organization.
3. Board member responsibilities:
  - A. Top ten responsibilities of the non-profit board (true for every board)
  - B. Shared expectations of every board member
    - Annual affirmation statement

TWO PICTURES OF POLICY GOVERNANCE® :



The Taxi



The Corral

## POLICY GOVERNANCE® SUMMARIZED:

4 KEY AREAS:	DEFINITION:
ENDS:	“The board defines which human needs are to be met, for whom, and at what cost. Written with a long-term perspective, these mission-related policies embody the board’s long-range vision.”
EXECUTIVE LIMITATIONS:	“The board establishes through policy, the boundaries and limits the CEO (and staff) operate within on behalf of the organization.”
BOARD-STAFF LINKAGE:	“The board clarifies the manner in which it delegates authority to staff as well as how it evaluates staff performance on provisions of the ends and executive limitation policies.”
GOVERNING PROCESS:	“The board determines its philosophy, its accountability, and specifics of its own job. The effective design of its own board processes ensures that the board will fulfill its three primary responsibilities: <ol style="list-style-type: none"><li>1. Maintaining links to the ownership</li><li>2. Establishing the four categories of written policies</li><li>3. Assuring executive performance”</li></ol>

### JOHN CARVER’S PURPOSE OF GOVERNANCE

*“The purpose of governance is to ensure, usually on behalf of others, that an organization achieves what it should achieve while avoiding those behaviors that should be avoided.”*

*Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations,  
by John Carver*

<https://www.policygovernanceassociation.org/resources/principles-of-policy-governance.html>

John Pearson’s review:

[http://urgentink.typepad.com/my\\_weblog/2011/08/boards-that-make-a-difference.html](http://urgentink.typepad.com/my_weblog/2011/08/boards-that-make-a-difference.html)

**WORKSHEET: WHERE IS YOUR BOARD...ON THE “POLICY GOVERNANCE®” CONTINUUM?**

Adapted from John Carver’s “Policy Governance®” List of Board Roles:

1 through 10 for each statement below:

“The Starter List”	ALWAYS										NEVER
OUR BOARD...	10	9	8	7	6	5	4	3	2	1	
1. Sets the board’s work plan and agenda for the year and for each meeting.											
2. Determines board training and development needs.											
3. Attends to discipline in board attendance, following bylaws and other self-imposed rules.											
4. Continually improves their expertise as life-long learners in governance.											
5. Meets with and gathers wisdom from the organization’s customers (and “owners”)											
6. Establishes the limits of the CEO’s authority to budget, administer finances and compensation.											
7. Establishes the results, recipients, and acceptable costs of those results that justify the organization’s existence.											
8. Examines monitoring data and determines whether the organization has achieved a reasonable interpretation of board-stated criteria.											
9.											
10.											

# The 3 hats of a board member



## ☑ GOVERNANCE HAT

All board members wear their “Governance” hats at board meetings. Here we seek to spiritually discern God’s voice together as we steward the direction of the ministry in God-honoring ways.

## ☑ VOLUNTEER HAT

Contrary to what your experience may have been on other boards, here we affirm that “volunteering is optional—and is gifts-based and passion-driven.” If your primary reason for serving on our board is to expand your current volunteer role or a future volunteer role, you might be more fulfilled giving more time and energy to that volunteer role—and *not* serve on the board. We see these two hats as distinct and separate.

When a board member does wear a volunteer hat (remember—it’s optional), we remind that person to leave his or her “Governance” hat back in the boardroom! We know you won’t “power up” as a board member when you’re volunteering—and that you will respect the volunteer lines of authority by working with the appropriate staff or volunteer supervisor. And, of course, we know you will also refrain from bringing volunteer issues into the board meeting so other board members won’t be tempted to micro-manage staff functions and neglect board functions.

## ☑ PARTICIPANT HAT

The “Participant” hat (as you’ll note in this document) includes those events in our calendar year that we expect board members to attend. While you may be introduced as a board member here, these events are not board meetings and so, once again, it would be inappropriate for you to wear your “Governance” hat at these events. In advance, we may ask for your help in some way at an event and so you might be called upon to also wear your “Volunteer” hat. Thanks!

Visit [www.ECFA.org](http://www.ECFA.org) for more information on the 3 Hats

View the *ECFA Governance Toolbox Series No. 1:*  
*Recruiting Board Members Leveraging the 4 Phases of Board Recruitment:*  
Cultivation, Recruitment, Orientation, Engagement

## ASSESSMENT

### WORKSHEET: WHAT HAT ARE YOU WEARING WHEN...

Check one box per row.

BOARD MEMBER HATS:	GOVERNANCE HAT	VOLUNTEER HAT	PARTICIPANT HAT
1. "It's important that we have several board members present when our Rescue Mission Graduates receive their diplomas next week."			
2. "All in favor say 'aye.'"			
3. "As you know, every board member and spouse must host a table at our annual fundraising dinner—and invite eight guests."			
4. "The staff needs some accounting help to close the year-end books."			
5. "The Audit & Finance Committee will meet with the auditor on July 15."			
6. "Frankly, my staff can't understand why more board members don't show up at our workdays and walk-a-thons. They don't think you support the ministry—nor have any idea what's going on."			
7. "Fred, it sounds like you have passion in that area. As chairman, I'm asking you to chair a task force to pick the colors and carpeting for our new office remodel."			
8. "Due to our CEO's accident, he needs help on Draft #2 of the strategic plan. Any takers?"			
9. "Our day of prayer is next Thursday. All board members are expected to come. We'll also have a quick business meeting before the prayer services begin."			

## Board Activity

LOW				HIGH
1	2	3	4	5

1. The board operates under a set of policies, procedures, and guidelines with which all members are familiar.

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2. The Executive Committee reports to the board on all actions taken.

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3. There are standing committees of the board that meet regularly and report to the board.

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4. Board meetings are well attended, with near full turnout at each meeting.

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5. Each board member has at least one committee assignment.

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6. Nomination and appointment of board members follow clearly established procedures using known criteria.

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7. Newly elected board members receive adequate orientation to their role and what is expected of them.

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8. Each board meeting includes an opportunity for learning about the organization's activities.

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9. The board follows its policy that defines term limits for board members.

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10. The board fully understands and is supportive of the strategic planning process of the ministry.

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**Board Activity**

LOW			HIGH	
1	2	3	4	5

11. Board members receive meeting agendas and supporting materials in time for adequate advance review.

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12. The board adequately oversees the financial performance and fiduciary accountability of the organization.

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13. The board receives regular financial updates and takes necessary steps to ensure the operations of the organization are sound.

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14. The board regularly reviews and evaluates the performance of the CEO.

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15. The board actively engages in discussion around significant issues.

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16. The board chair effectively and appropriately leads and facilitates the board meetings and the policy and governance work of the board.

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## Mission and Purpose

1. Statements of the organization’s mission are well understood and supported by the board.
2. Board meeting presentations and discussions consistently reference the organization’s mission statement.
3. The board reviews the organization’s performance in carrying out the stated mission on a regular basis.

LOW					HIGH
1	2	3	4	5	

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## Governance / Partnership Alignment

1. The board exercises its governance role: Ensuring that the organization supports and upholds the mission statement, core values, statement of faith, vision statement, and partnership policies.
2. The board periodically reviews, and is familiar with, the organization’s partnership core documents. (Note: This item applies when a ministry has partnered with other ministries.)
3. The board reviews its own performance and measures its own effectiveness in governance work.
4. The board is actively engaged in the board development processes.

LOW					HIGH
1	2	3	4	5	

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### Board Organization

1. Information provided by staff is adequate to ensure effective board governance and decision-making.
2. The committee structure logically addresses the organization's areas of operation.
3. All committees have adequate agendas and minutes for each meeting.
4. All committees address issues of substance.

LOW					HIGH
1	2	3	4	5	

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### Board Meetings

1. Board meetings are frequent enough to ensure effective governance.
2. Board meetings are long enough to accomplish the board's work.
3. Board members fully and positively participate in discussions.

LOW					HIGH
1	2	3	4	5	

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### Board Membership

1. The board size is adequate to effectively govern the organization.
2. The board has a range of talents, experience, and knowledge to accomplish its role.
3. The board uses its members' talents and skills effectively.
4. The board makeup is diverse with experience, skills, ethnicity, gender, denomination, and age group.
5. Fellow board members review each member's performance at the end of every three-year term.

LOW					HIGH
1	2	3	4	5	

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### Board Membership

LOW				HIGH
1	2	3	4	5

6. Each board member participates in financially supporting the organization on an annual basis.

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7. The board demonstrates a deep spiritual commitment to Jesus Christ, to the Christian mission of our organization, and to obedience to God's word as revealed in the scriptures.

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### Administration and Staff Support

LOW				HIGH
1	2	3	4	5

1. The committee structure provides adequate contact with administration and staff.

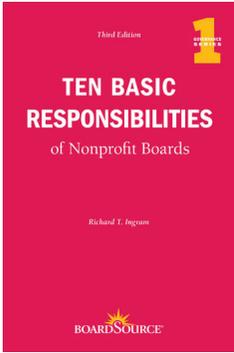
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2. Communication is strong and clear between the board and staff.

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3. Staff support before, during, and after-board meetings is effective.

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# Ten Basic Responsibilities

OF NONPROFIT BOARDS (3RD EDITION)

By Richard T. Ingram

- Note: The 3rd Edition edits #1 to read:  
“Determine mission and purposes, and advocate for them.”

## WHAT ARE THE BASIC RESPONSIBILITIES OF NONPROFIT BOARDS?

### 10 BASIC RESPONSIBILITIES OF NONPROFIT BOARDS

<b>1. Determine mission and purpose.</b>	It is the board’s responsibility to create and review a statement of mission and purpose that articulates the organization’s goals, means, and primary constituents served.
<b>2. Select the chief executive.</b>	Boards must reach consensus on the chief executive’s responsibilities and undertake a careful search to find the most qualified individual for the position.
<b>3. Support and evaluate the chief executive.</b>	The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization.
<b>4. Ensure effective planning.</b>	Boards must actively participate in an overall planning process and assist in implementing and monitoring the plan’s goals.
<b>5. Monitor, and strengthen programs and services</b>	The board’s responsibility is to determine which programs are consistent with the organization’s mission and monitor their effectiveness.
<b>6. Ensure adequate financial resources.</b>	One of the board’s foremost responsibilities is to secure adequate resources for the organization to fulfill its mission.
<b>7. Protect assets and provide proper financial oversight.</b>	The board must assist in developing the annual budget and ensuring that proper financial controls are in place.
<b>8. Build a competent board.</b>	All boards have a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate their own performance.
<b>9. Ensure legal and ethical integrity.</b>	The board is ultimately responsible for adherence to legal standards and ethical norms.
<b>10. Enhance the organization’s public standing.</b>	The board should clearly articulate the organization’s mission, accomplishments, and goals to the public and garner support from the community.

*Read John Pearson’s review:*

[http://urgentink.typepad.com/my\\_weblog/2014/11/serving-as-a-board-member-4-books.html](http://urgentink.typepad.com/my_weblog/2014/11/serving-as-a-board-member-4-books.html)

The above was excerpted from the facilitator supplementary materials in the *ECFA Governance Toolbox Series No. 2: Balancing Board Roles: The 3 Hats*, which included the following permission from BoardSource:

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SAMPLE ONLY - not prescriptive for your organization

# Board Member Annual Affirmation Statement



A resource to supplement the materials in the *ECFA Governance Toolbox Series No. 2: Balancing Board Roles* Understanding the 3 Board Hats: Governance ▶ Volunteer ▶ Participant ▶ [www.ecfa.org/Content/Governance-Toolbox-Series-2](http://www.ecfa.org/Content/Governance-Toolbox-Series-2)

*“With crystal clarity, we explain the 3 distinct hats of board service: Governance, Volunteer and Participant.”*

*ECFA Governance Toolbox Series No. 1: Recruiting Board Members (page 11)*

## HOW TO USE THIS DOCUMENT:

Begin by asking your board members to answer three questions:

### HOW STRONGLY DO YOU AGREE OR DISAGREE WITH THESE STATEMENTS?

1 – Strongly Disagree   2 – Disagree   3 – Neither Agree Nor Disagree   4 – Agree   5 – Strongly Agree

#### HOW EFFECTIVE IS OUR BOARD AT ESTABLISHING WRITTEN CRITERIA AND QUALIFICATIONS FOR BOARD MEMBERS?

CIRCLE YOUR ANSWER

We have a “Board Member Annual Affirmation Statement” (or similar document) that summarizes the roles and responsibilities of board members, including future board meeting dates—and the board member’s affirmation that he or she will be in attendance.

1   2   3   4   5

With crystal clarity, we explain the three distinct hats of board service:

- The Governance Hat
- The Volunteer Hat
- The Participant Hat

1   2   3   4   5

We are also crystal clear about a board member’s charitable giving expectations (if any).

1   2   3   4   5

Use this template to create your own “Board Member Annual Affirmation Statement” so current board members, and board prospects, understand—with crystal clarity—their roles and responsibilities.

## YOUR LOGO & CONTACT INFORMATION HERE

# Board Member Annual Affirmation Statement

(APPROVED BY THE BOARD ON (DATE))

*“Any enterprise is built by wise planning, becomes strong through common sense, and profits wonderfully by keeping abreast of the facts.”*

--Proverbs 24:3-4, The Living Bible

**OUR GOVERNANCE VISION.** It is our expectation and hope that in future years, the members of the Board of Directors of XYZ Ministries would sense such a high calling to their roles and responsibilities—and have such a vision for the potential of serving others—that they would give the highest priority (as defined by our Board Policies Manual) in the use of their charitable time and resources to XYZ Ministries during their three-year term of service on the board.

### THE ROLES & RESPONSIBILITIES OF BOARD MEMBERS

The full description of board member roles is listed in our Board Policies Manual. In summary, we desire to make spiritually discerning governance and policy decisions in these key areas:

1. People. We are accountable for the hiring, inspiring, guiding, evaluating, and the supporting of our CEO.
2. Policies. We focus on governance (as defined in the Board Policies Manual) and our stewarding and accountability process for the ministry (and our board) in the key areas of mission, vision, values, B.H.A.G. (Big HOLY Audacious Goal), strategy, strategic plan (at least three years), and the annual organizational goals; plus the CEO’s three to five “Annual S.M.A.R.T. Goals” (which are Specific, Measurable, Achievable, Realistic and Time-related).
3. Strategy. We agree with Ram Charan’s statement in *Owning Up: The 14 Questions Every Board Member Needs to Ask*, that we want our board to own the strategy, but not necessarily create it. He writes, “There is nothing more important for a CEO than having the right strategy and right choice of goals, and for the board, the right strategy is second only to having the right CEO.”
4. Legal & Financial Due Diligence. We take very seriously our fiduciary, legal and spiritual responsibilities as trustees of the ministry and we ensure that we are in compliance with all legal, financial, and governmental requirements, as described in our Board Policies Manual. These include, but are not limited to, policy oversight of the annual budget, cash flow, cash reserves, risk management, audits, ECFA Accreditation standards, CEO compensation, and other areas.
5. Generous Giving. We invite spiritual discerning and qualified men and women to serve on our board who are already in the “Generous Givers Circle,” as defined in our Board Policies Manual—and who through example and influence, will encourage others to give generously to our ministry.

### THIS DOCUMENT WILL BE USED TWO WAYS:

- We will ask current board members to review and sign this—and affirm their commitment to XYZ Ministries annually.
- We will ask prospective board members to review this in advance of their commitment to serve—and then upon their election, to sign the affirmation annually.

Your Name: \_\_\_\_\_

# XYZ Ministries

## BOARD MEMBER ANNUAL AFFIRMATION STATEMENT

### MY COMMITMENT.

Yes! I affirm my high commitment and generous use of my time, talent and treasures for the purposes of kingdom advancement through the work of XYZ Ministries. I believe God has called me to serve and I accept these roles, responsibilities and privileges with joy and enthusiasm.

**Term of office January 1, \_\_\_\_\_ to December 31, \_\_\_\_\_ (3 years)**

### Board Members Wear 3 Hats:

- Governance Hat
- Volunteer Hat (based on your strengths, social style and spiritual gifts)
- Participant Hat (participation at ministry events and fundraising dinners, etc.)

### GOVERNANCE HAT:

*Circle: Yes or No*

- |     |    |    |   |
|-----|----|----|---|
| Yes | No | 1. | I affirm the XYZ Ministries Statement of Faith.   |
| Yes | No | 2. | I affirm I will serve faithfully on the XYZ Ministries Board of Directors, confident that I have the enthusiastic affirmation of my family (and my employer, if required) along with their understanding of the commitments I am making in the use of my time, talent and treasure.   |
| Yes | No | 3. | I affirm I will pray regularly for XYZ Ministries, the CEO, the staff, and the Board of Directors.  |
| Yes | No | 4. | I affirm I am highly committed to attending the scheduled meetings of the board and committees and understand that the cost of transportation, hotel, and non-scheduled meals will be my responsibility. I will also participate in the regularly scheduled telephone conference calls. (See the attached list for future board meetings.)    |
| Yes | No | 5. | I affirm that during my three-year term on the board I will arrange my giving priorities so that I am able to be a generous giver to XYZ Ministries, recognizing that major donors, foundations and other donors have the expectation that the XYZ Ministries Board of Directors will be part of the “most highly committed” group of donors. |

**Note:** “Generous giving” does not mean that our board members must be wealthy. Instead, when at all possible, we encourage each board member to prioritize XYZ Ministries so it is one of the “Top-3” ministries for an individual’s annual giving. (See the Board Policies Manual for more details.)

- Yes No 6. I affirm that, as I'm able, I will seek to influence my colleagues, my organization/company, major donors and foundations to be generous givers to our ministry.
- Yes No 7. I affirm that I am an active attendee and participant in my local church and am committed to a spiritual journey of becoming a fully devoted follower of Christ.
- Yes No 8. I affirm that I will carefully consider opportunities for service on various board committees and will accept such assignments, as I am able. Note: current standing committees of the board are:
- A) Executive Committee
  - B) Finance & Audit Review Committee
  - C) Governance Committee
- Yes No 9. I affirm that if I am unable or unwilling to continue to serve, prepare for and attend meetings, and execute my responsibilities as a member of the Board of Directors of XYZ Ministries, I will resign my position so that the board may have the benefit of the full support and committed time, talent and treasure of an active board member.
- Yes No 10. Other \_\_\_\_\_

**VOLUNTEER HAT:**

*Circle: Yes or No*

- Yes No 1. I understand that while I am encouraged to serve as a volunteer of XYZ Ministries, such service is separate from my roles and responsibilities as a board member. I understand that volunteer service is optional, but should I volunteer, the organization will seek to place me in a volunteer role that leverages my spiritual gifts, strengths and social styles.
- Yes No 2. I affirm that should I serve as a volunteer, I will respect the lines of authority and accountability and not inappropriately bring my "Volunteer" hat ideas, suggestions, issues or recommendations to the board—but I will work directly with the staff person or volunteer that supervises or coordinates my volunteer work.
- Yes No 3. As a XYZ Ministries volunteer, I affirm I will prayerfully consider other opportunities for volunteer service, including:
- Representing the organization at meetings and events
  - Serving at an event
  - Serving on an ad hoc task force or committee
  - Joining the CEO in meetings with potential donors
  - Other:
- Yes No 4. Other: \_\_\_\_\_

**PARTICIPANT HAT:**

Circle: Yes or No

- Yes No 1. I understand that as board member, I am expected to attend selected events each year as a participant—and that, as much as possible, those calendar dates will be announced a year in advance. I also understand that married board members will be highly encouraged to involve their spouses in many of these events.
- Yes No 2. I affirm I will aggressively encourage others to become involved with XYZ Ministries and invite at least [circle: 3, 5, 10, \_\_\_] people new to the ministry to participate in one or more events each year, when possible.
- Yes No 3. I will seek to participate in at least one major ministry event each year (such as the Annual Workshop) at my own expense. I understand that boardmembers will receive a \_\_\_% discount on registration fees for this event. I also understand I may be asked to volunteer at this event.
- Yes No 4. Other: \_\_\_\_\_

*1 Corinthians 4:2 reminds us that to be a steward it is required that one be found trustworthy. Before God, it is my desire to be faithful in stewarding the important work of XYZ Ministries!*

**Signed:** \_\_\_\_\_ **Date** \_\_\_\_\_

**Print Name:** \_\_\_\_\_



*Board Leadership  
& Development*

A MURDOCK TRUST PROGRAM

## **Coach & Presenter Bios**





## Ed McDowell

BOARD COACH

Murdock Trust Board Leadership & Development

**ED McDOWELL** has been the executive director of Warm Beach Christian Camps and Conference Center, Stanwood, Wash., since 1995. Warm Beach serves more than 90,000 guests per year. Previous to 1995, Ed served five years as dean of student development at Central College in McPherson, Kan., and three years as senior pastor of First Free Methodist Church in Denver, Colo.

He is an experienced consultant and board member, having served on a wide variety of boards ranging from higher education, K-12 education, a crisis help line ministry, national associations, local churches, an adoption foundation, and currently serves as the board chair for Christian Camp and Conference Association (CCCA).

These roles have given him extensive experience in overseeing and directing ministry organizations, including fundraising, personnel management, organizational management, facilities management, marketing, and other disciplines.

Ed notes, “I have come to view boardsmanship as a primary sacred trust meant to be the conduit of the Kingdom of God increasing on earth as it already is in heaven.”

Ed consults with non-profit organizations to develop strong boards, raise resources, and guide strategic planning based on strong vision, mission, and core values.

Ed is a sought-after speaker, teacher, and consultant at churches, retreats, and professional conventions, both locally and nationwide. Also known as a skilled mediator, Ed endeavors to see all sides of every situation, while applying God’s unconditional love and firm standards to stand in the gap until mutually peaceful and productive solutions are identified and put into effect.

Ed and his wife, Bev, have nine children, the five youngest being adopted. They also have 14 grandchildren, including six adopted. Needless to say, family time ranks high on Ed’s list of personal interests, along with music, reading, golf, fishing, hunting, biking, and horses.

Ed’s personal mission statement defines God’s call on his life:

*“To give my life away for the cause of Jesus Christ  
to as many people as possible.”*

For more information on Warm Beach Camps, visit <http://www.warmbeach.com>

For more information on Ed’s consulting ministry and blog, visit <http://standpoint360.com>



## Dr. R. Scott Rodin

BOARD COACH

Murdock Trust Board Leadership & Development

**SCOTT RODIN** has a passion for helping Christian ministry leaders take a biblical approach to leadership development, strategic planning, board development and raising kingdom resources. Over the past 30 years he has worked with hundreds of organizations in the U.S., Canada, Middle East, Great Britain, China, India, the Philippines and Australia.

Dr. Rodin is president of The Steward's Journey and Kingdom Life Publishing. He also runs Rodin Consulting, Inc. He is a Senior Fellow of the Association of Biblical Higher Education and serves on the board of ChinaSource.

Dr. Rodin holds Master of Theology and Doctor of Philosophy degrees in Systematic Theology from the University of Aberdeen, Scotland. His books include:

- *The Four Gifts of the King* (Morgan James, 2019)
- *The Seventh Key* (Kingdom Life Publishing, 2015)
- *Christ Centered Generosity* (Kingdom Life Publishing, 2015)
- *Development 101* (Kingdom Life Publishing, 2015)
- *The Choice* (ECFA Press, 2014)
- *Three Dimensional Discipleship* (Kingdom Life Publishing, 2013)
- *The Million-Dollar Dime* (Kingdom Life Publishing, 2012)
- *The Third Conversion* (Kingdom Life Publishing, 2011)
- *The Steward Leader* (InterVarsity Press, 2010)
- *The Sower* (ECFA, 2009)
- *The Seven Deadly Sins of Christian Fundraising* (KLP, 2007)
- *Stewards in the Kingdom* (InterVarsity Press, 2000)

Dr. Rodin is married to Linda and they reside in Spokane, Washington.

Scott is also an international writer and speaker on:

- The Steward Leader
- The Journey of the Faithful Steward
- Three-Dimensional Discipleship
- Strategic Planning on Kingdom Values
- Raising Money as Kingdom Ministry
- Creation Care

Follow his blog at: [www.thestewardsjourney.com](http://www.thestewardsjourney.com)

Order books or request for Dr. Rodin to speak at: [www.kingdomlifepublishing.com](http://www.kingdomlifepublishing.com)

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## Terry Stokesbary

BOARD COACH

Murdock Trust Board Leadership & Development

**TERRY STOKESBARY** retired from a 22 year career at the M.J. Murdock Charitable Trust where he served as both Program Director and Senior Program Director for Enrichment. Prior to the Trust, Terry served nearly 25 years working in a national, faith-based organization where he held several leadership positions. There he invested time in both training and strategic growth initiatives. He has a bachelor's degree in political science, and welcomes opportunities to work with individuals and organizations in a variety of areas, including organizational growth and leadership development.



## Kim Triller

BOARD COACH

Murdock Trust Board Leadership & Development

**KIM TRILLER** has been the executive director of Care Net Pregnancy & Family Services of Puget Sound in Washington State since 1994. Offering life-affirming assistance at seven Pregnancy Medical and Family Service Centers in Pierce and King Counties, Care Net of Puget Sound has helped well over 240,000 individuals through a variety of programs, services, and referrals. Smart Programs, the community education arm of the ministry, has given presentations on healthy relationships and sex trafficking awareness to more than 180,000 students and adults.

Prior to her work at Care Net, Kim served for 16 years as Senior Program Director for Youth at the YMCA of Pierce & Kitsap Counties. During some of her time there, she was involved with the YMCA of the USA and served as West Coast Commissioner for Youth Programs. In 2004, Kim began serving as a Regional Consultant for Care Net National, one of Care Net of Puget Sound's national affiliates, and provided training for Pregnancy Centers in Washington, Oregon, Alaska, and Idaho in the areas of Board Leadership, Board Governance, Strategic Planning, Volunteer Training, Director Training, and Conflict Resolution.

Kim is now an approved National Trainer for Care Net National. Working in a front lines ministry has made Kim keenly aware of Christ's headship in each Christian ministry and of the need for extensive prayer covering over board members, ministry staff and volunteers, and the everyday decisions that must be made. Keeping Christ-focused and looking for every open opportunity to share the Gospel with others has been a tremendous blessing for all at Care Net. It has also proved to be a safeguard for Care Net of Puget Sound while enriching the faith, trust, and abilities of those who serve and are served. Kim and her husband, Steve, have five grown children and four grandchildren all living in the Pacific Northwest. Kim enjoys traveling, reading, being out in God's creation, music, and little animals (especially Dachshunds).

For more information about Care Net of Puget Sound, visit: [www.carenetsps.org](http://www.carenetsps.org)



## Dr. Paula Kinney

BOARD COACH

Murdock Trust Board Leadership & Development

**PAULA KINNEY** has been an educator for over 35 years as a teacher, principal, district school administrator, and adjunct professor. In addition, she has provided management and leadership training to several nonprofit organizations across the country such as the International Black Chief Firefighter's Organization, the National Principals Leadership Institute, and Magnet Schools of America. She also has given workshops at universities in Korea and Japan to potential teacher candidates. Dr. Kinney began her early career with IBM as an educational support specialist. She served as a Senior School Change Coach with E3: Employers for Education Excellence, an outstanding non-profit organization respected for a number of its school initiatives. She has been instrumental in motivating faculty and staff to embrace their school's vision and mission by providing on-going support and research-based professional development opportunities.

As a progressive leader and innovative practitioner, Dr. Kinney has made contributions to all levels of education and believes strongly that well-educated students make for vibrant strong and healthy communities. Dr. Kinney serves on numerous statewide and national boards and is actively involved in her community, with her passion being in education and health. Her research and publications have focused on equity and excellence through open and courageous communications based on trust and a shared vision. Dr. Kinney received her B.A. from Yankton College (S.D.), her M.A. in Psychology from Antioch University Seattle, and Ed.D. from Lewis & Clark College.

### PUBLICATIONS

*Black Students Voices: Experiences and Perceptions Around Attending Majority Suburban High School.* 2009 (Doctoral Dissertation).

Co-authored article entitled "This Isn't The Place for Me: Dropout" in *Youth at Risk: A Resource for Counselors, Teachers and Parents*, published and copyrighted by the American Association for Counseling and Development.

### COMMUNITY AFFILIATIONS

She has served on an extensive number of community boards, including the most recent:

1. Providence St. Vincent Medical Foundation Council of Trustees
2. George Fox University
3. CASA (Court Appointed Special Advocates)
4. Antioch University Seattle
5. World Affairs Council of Oregon

For more information: <https://paulakinneyconsulting.com/>



## Ron King

BOARD COACH

Murdock Trust Board Leadership & Development

**RON KING** is a senior fellow at the M.J. Murdock Charitable Trust and has extensive experience in both the business and nonprofit sectors. For twenty years Ron led Western Family Foods as its CEO, as well as serving in a number of leadership positions on nonprofit boards. Ron graduated from Washington State University and the Stanford Executive Program.



## Dr. Kimberly Thornbury

SENIOR PROGRAM DIRECTOR FOR ENRICHMENT

Murdock Trust Board Leadership & Development

**KIMBERLY THORNBURY** joins the Trust after 26 years of working in private higher education. Her work has focused on college student development, strategic planning, enrollment, new media initiatives, and marketing. She joins us from her most recent work at The King's College in New York City.

Kimberly is a nationally recognized expert in crisis management and college student success, and has spoken widely at national conferences and colleges. Her insights on leadership have been featured in publications such as Christianity Today and Christian Higher Education as well as numerous chapters included in books such as Life as Triage and Christian Leadership Essentials.

Kimberly has served on both national and local non-profit boards including Messiah University, Avail NYC and Impact 360. She has been a consultant for Christian colleges for almost 15 years, and has mentored dozens of young professionals who have successfully taken key leadership roles in higher education, business, and non-profit organizations.

She tweets about organizational development at @kthornbury