

Board Leadership & Development

Faith-Based Program 2023

Resource Book

February 7-8, 2023 &
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**Board Leadership
& Development**

A MURDOCK TRUST PROGRAM

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Board Leadership & Development Faith-Based Program 2023

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

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Top Five Strategic Next Steps

Ensuring the Organization
for the Long Term



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Top Five Strategic Next Steps

Organization Name:

STRATEGIC STEP 1		
Point Person:		
Strategic Step:		
Deadline:		
Completed Date:		Coach's Help? <input type="checkbox"/> Yes <input type="checkbox"/> No

STRATEGIC STEP 2		
Point Person:		
Strategic Step:		
Deadline:		
Completed Date:		Coach's Help? <input type="checkbox"/> Yes <input type="checkbox"/> No

STRATEGIC STEP 3		
Point Person:		
Strategic Step:		
Deadline:		
Completed Date:		Coach's Help? <input type="checkbox"/> Yes <input type="checkbox"/> No

STRATEGIC STEP 4		
Point Person:		
Strategic Step:		
Deadline:		
Completed Date:		Coach's Help? <input type="checkbox"/> Yes <input type="checkbox"/> No

STRATEGIC STEP 5		
Point Person:		
Strategic Step:		
Deadline:		
Completed Date:		Coach's Help? <input type="checkbox"/> Yes <input type="checkbox"/> No



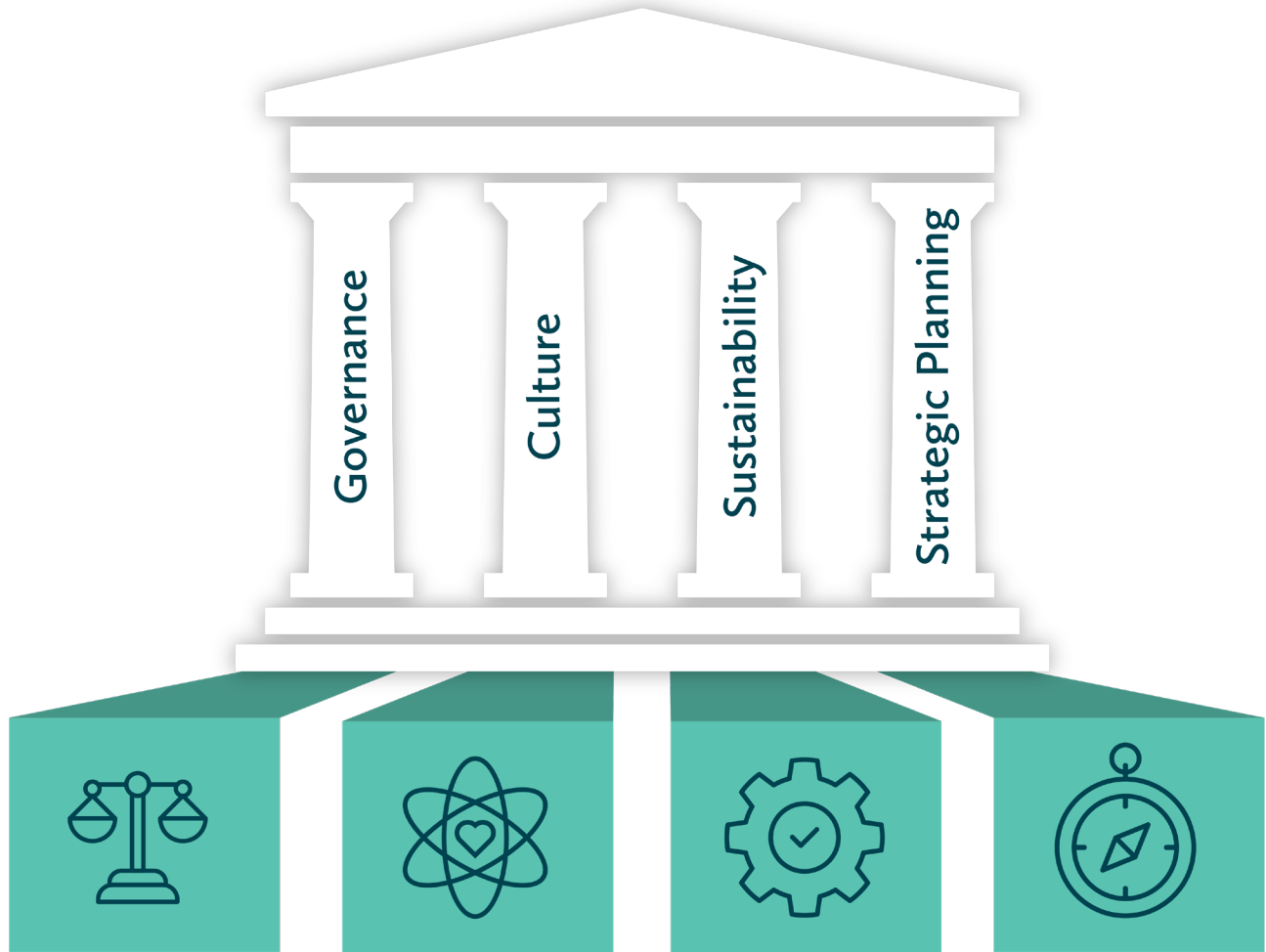
Setting the Stage

Four Characteristics of a High
Performing Board & Seven Keys
for an Effective Board Meeting



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Board Leadership Pillars



Governance 101

The Primary Work of the Board on Behalf of
the Organization



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Ten Primary Responsibilities of the Board

6. Ensure adequate financial resources, including defining the board's role in fundraising
7. Protect assets and provide financial oversight
8. Build a healthy and faithful board, incorporating cultural competency
9. Ensure legal and ethical integrity
10. Enhance the organization's public standing

Adapted from Board Source: Ten Basic Responsibilities of nonprofit boards by Richard T. Ingram



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 board members' experience may have been on other boards, we affirm that "volunteering is optional—and is gifts-based and passion-driven." If a board member's reason for serving on the board is to expand their current or future volunteer role, they may be more fulfilled giving time and energy to that volunteer role rather than serving on our board. These two hats are distinct and separate.

When board members wear a *volunteer hat*, they must leave their *governance hat* in the boardroom. We know they won't power-up as board members when they're volunteering, and they will respect the volunteer lines of authority by working with the appropriate staff or volunteer supervisor. And we trust they will refrain from bringing volunteer issues into board meetings so other board members won't be tempted to micromanage staff matters and neglect board functions.

☑ PARTICIPANT HAT

The *participant hat* includes expected attendance at events. While participants may be introduced as a member of the board, these events are not board meetings so it is inappropriate for them to wear their *governance hat* at these events. We may ask board members for help at an event, during which time they may be called to also wear their *volunteer hat*.

Visit www.ECFA.org for more information on the Three 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 board members 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 Executive Director'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."			

TOOL: THE BOARD MEMBER ANNUAL AFFIRMATION STATEMENT

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

*“With crystal clarity, we explain the
three 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.

Board Member Annual Affirmation Statement

(adapted from Evangelical Council for Financial Accountability (ECFA) Tools and Templates.)

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 members of the board of XYZ Ministries will sense a high calling to their roles and responsibilities—and have a vision for the potential of serving others—that they will give the highest priority to using their charitable time and resources during their three-year term, as outlined in the Board Policies Manual.

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 hiring, inspiring, guiding, evaluating, and supporting the CEO.
2. Policies: We focus on governance, as defined in the Board Policies Manual, and our stewarding and accountability process in the areas of mission, vision, values, BHAG (big, holy, audacious, goals), strategy, three-year strategic plan, annual organizational goals, and the CEO’s annual SMART goals (specific, measurable, achievable, realistic, time-related).
3. Strategy: We affirm Ram Charan's thoughts in *Owning Up: The 14 Questions Every Board Member Needs to Ask on the role of a nonprofit CEO*: "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." The board will own the strategy, but not necessarily create it.
4. Due Diligence: We take our fiduciary, legal, and spiritual responsibilities seriously, and will ensure compliance with legal, financial, and government requirements. This includes policy oversight of the annual budget, cashflow, cash reserves, risk management, audits, ECFA accreditation standards, CEO compensation, etc.
5. Giving: We invite spiritually discerning and qualified people to serve on the board—those who are already in the “Generous Givers Circle,” as outlined in the Board Policies Manual—and who through example and influence, encourage others to give generously to our ministry.

THIS DOCUMENT WILL BE USED TWO WAYS:

1. Board members will review the Annual Affirmation Statement and affirm their commitment to XYZ Ministries.
2. Prospective board members will review the Annual Affirmation Statement in advance of their commitment to serve and upon their election.

Your Name: _____

XYZ Ministries

BOARD MEMBER ANNUAL AFFIRMATION STATEMENT

MY COMMITMENT.

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

Term of office January 1, ____ to December 31, ____ (3 years)

Board Members Wear 3 Hats:

- The Governance Hat
- The Volunteer Hat (based on your strengths, social style, and spiritual gifts)
- The 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 will serve faithfully on XYZ Ministries' board, confident in the support of my family (and my employer, if required) and their understanding of my commitments regarding the use of my time, talent, and treasure. |
| Yes | No | 3. | I will pray regularly for XYZ Ministries, its Executive Director, staff, and board members. |
| Yes | No | 4. | I will attend scheduled board meetings and committees. I understand that the costs of transportation, hotels, and non-scheduled meals are my responsibility. I will participate in scheduled conference calls. See the attached list for board meeting dates. |
| Yes | No | 5. | I will prioritize charitable giving to XYZ Ministries during my three-year term. I recognize that donors and foundations expect XYZ Ministries' board members to be generous financial contributors. |

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 three” ministries for an individual’s annual giving. (See the Board Policies Manual for more details.)

- Yes No 6. I will influence my colleagues, my organization, potential donors, and foundations to be generous givers to XYZ Ministries.
- Yes No 7. I regularly attend a local church and am an active participant, committed to becoming a 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. If I am unable or unwilling to continue to serve, prepare for and attend meetings, or execute my responsibilities as a member of the board, I will resign my position so that XYZ Ministries can have 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. While I am encouraged to serve as a volunteer, such service is separate from my role and responsibilities as an XYZ Ministries board member. Volunteer service is optional. But should I volunteer, the organization will try to place me in a role that leverages my spiritual gifts, strengths, and social styles.
- Yes No 2. If I serve as a volunteer, I will respect the lines of authority and accountability. I will work directly with the staff person or volunteer that supervises my volunteer work, and will not bring my volunteer hat ideas, suggestions, issues, or recommendations to the board.
- Yes No 3. I will prayerfully consider opportunities for volunteer service with XYZ Ministries, including:
• Representing the organization at meetings and events
• Serving at an event
• Serving on an ad hoc task force or committee
• Joining the Executive Director in meetings with potential donors
• Other:
- Yes No 4. Other: _____

PARTICIPANT HAT:

Circle: Yes or No

Yes No 1. I am expected to attend select events each year (dates announced a year in advance when possible). I also understand that board members who are married are encouraged to involve their spouses in these events.

Yes No 2. I will proactively encourage others to be involved with XYZ Ministries and will invite at least [circle: 3, 5, 10, etc.] new people to participate in events each year.

Yes No 3. I will participate in at least one ministry event each year at my own expense (e.g. The Annual Workshop, for which board members receive a registration discount and may be asked to volunteer).

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: _____

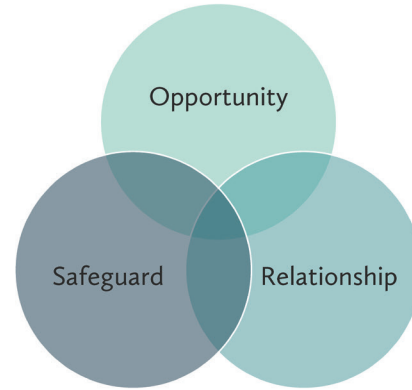
Date: _____

Print Name: _____

Board Policies

The board focuses on three types of policies

- > Opportunity policies provide thoughtful parameters on how opportunity will be pursued. For example, a policy may require 100% funding prior to starting a new initiative.
- > Safeguard policies are written to keep the organization from misunderstanding and harm. *Conflicts of Interest* and *Dispute Resolution* are two common examples.
- > Relationship policies describe the connection between the board, Executive Director, staff, volunteers, and constituency. Succession plans are a good example of how people will be cared for in crisis or planned transitions.



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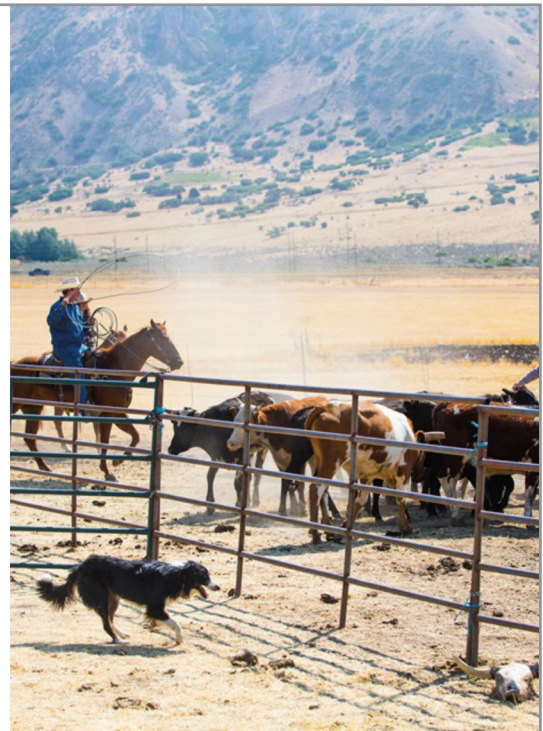
The Taxi

- › Boards provide direction regarding destination
- › You are not driving



The Corral

- > Board policies as safeguards
- > Case study



Governance

- › The board is a spiritual community called by God to steward/govern a piece of His Kingdom work here on Earth



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.

--	--	--	--	--

2. The executive committee reports to the board on all actions.

--	--	--	--	--

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.

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

7. Newly elected board members receive orientation for their role.

--	--	--	--	--

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

--	--	--	--	--

9. The board follows its policy of defined term limits for board members.

--	--	--	--	--

10. The board understands and supports the strategic planning process.

--	--	--	--	--

BOARD ACTIVITY

LOW					HIGH
1	2	3	4	5	

11. Board members receive meeting agendas and supporting materials in advance so they have adequate time to prepare.

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

14. The board regularly reviews and evaluates the Executive Director’s performance.

--	--	--	--	--

15. The board prioritizes cultural competency and leads the organization by example.

--	--	--	--	--

16. The board engages in discussion around significant issues.

--	--	--	--	--

17. The board chair effectively and appropriately leads and facilitates board meetings, as well as the policy and governance work of the board.

--	--	--	--	--

MISSION AND PURPOSE

LOW			HIGH	
1	2	3	4	5

1. Statements of the organization’s mission are understood and supported by the board.

--	--	--	--	--

2. Board meeting presentations and discussions consistently reference the organization’s mission statement.

--	--	--	--	--

3. The board regularly reviews the organization’s performance in carrying out the mission.

--	--	--	--	--

GOVERNANCE/PARTNERSHIP ALIGNMENT

LOW			HIGH	
1	2	3	4	5

1. The board exercises its governance role, ensuring 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 documents.
Note: this item applies when a ministry has partnered with other ministries.

--	--	--	--	--

3. The board reviews its performance and measures its effectiveness in governance work.

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4. The board is engaged in the board development processes.

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BOARD ORGANIZATION

1. Information provided by staff is adequate to ensure effective board governance and decision-making.
2. Committee structure addresses the organization's primary areas of operation.
3. Committees have thorough agendas and minutes for each meeting.
4. 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.

LOW				HIGH
1	2	3	4	5

--	--	--	--	--

--	--	--	--	--

--	--	--	--	--

BOARD MEMBERSHIP

LOW			HIGH	
1	2	3	4	5

4. The board makeup is diverse with experience, skills, ethnicity, gender, denomination, and age group.

--	--	--	--	--

5. The board recruits for cultural competence as key to the effectiveness of the organization.

--	--	--	--	--

6. Fellow board members review each member's performance at the end of every three-year term.

--	--	--	--	--

7. Each board member financially supports the organization annually.

--	--	--	--	--

8. The board demonstrates spiritual commitment to Jesus Christ, the Christian mission of the organization, and obedience to God's word as revealed in scripture.

--	--	--	--	--

ADMINISTRATION AND STAFF SUPPORT

LOW			HIGH	
1	2	3	4	5

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

--	--	--	--	--

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

--	--	--	--	--

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

--	--	--	--	--

Governance 201

The Life Cycle of the
Nonprofit Board



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Identify: Recruiting New Board Members

> Three Steps:

1. Board Evaluation—know what you want

- > Use tools for board evaluation and individual board member self-evaluation
- > Create a matrix to identify current board composition
- > Use strategic plan to identify needed strengths and areas of expertise
- > Identify the weaknesses/needs in current board
- > Create profile for new members
- > Give priority for needed diversity in recruitment efforts



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Continue: Effectively Involving Board Members to Achieve the Vision

› Five Considerations

1. **Time Management:** use their time wisely with well-run, organized, purposeful meetings
2. **Communication:** timely mailings, meeting preparation, semi-annual visits by board chair, good staff-board communications
3. **Involvement:** according to their expectations and roles, opportunities for organization involvement, personal financial support
4. **Revitalization:** board retreats, strategic planning work, outside consultants
5. **Recognition:** acknowledge and thank board members often



End: Helping Board Members Complete Their Service

› Three Reasons to Move Members Off the Board:

1. Ineffectiveness: lack of attendance and inability to carry out role and expectations
2. Unacceptable behavior
3. End of term



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Keys for Good Endings

- › Clear policies and expectations
- › Fair and frequent evaluations
- › Processes for grievances and discipline
- › Accountability
- › Appropriate term limits
- › History



Places for Former Members to Continue Serving

- › Advisory committees
- › Emeriti
- › Volunteers
- › Off the board with plans to return when appropriate



New Beginnings: Considerations for Returning Board Members

› Considerations:

- › Must fit strategic board needs
- › Abbreviated nomination process
- › Give board full reign to vote—no pre-arrangements or promises—due process
- › Don't abbreviate orientation process



**ARE ANY ACTION ITEMS IN THIS SECTION A CANDIDATE
FOR THE TOP 5 STRATEGIC NEXT STEPS?**



Governance 201

Succession Planning



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A GOOD, SIMPLE, COMMUNICATED CONTINGENCY PLAN IS FIRST. TO GET STARTED, ANSWER THESE QUESTIONS:

1. Who takes the lead?

a. What are the decision-making parameters?

b. How much money can be spent?

2. When, what, and to whom do we communicate?

a. Organization

b. Donors

c. Family

d. Insurance—should you have it?

e. Constituents

f. Bank

g. Others?

3. What about the organization?

a. Who is in charge?

b. Will we pay them extra?

c. How do we communicate?

d. Is there an interim leader?

e. Do we start a search?

f. How is the search to be paid for?

4. What about the family?

a. Do they know?

b. What can be done to ease the pain?

Succession Planning

- › Succession planning is a process of preparing for good leadership transition
- › Succession planning is not to be confused with Executive Director or key leader evaluation
- › Two key aspects of succession planning to consider:
 1. Contingency planning deals with emergencies
 2. Succession planning prepares for the future



Succession Planning

1. **Develop a written Contingency Plan**
 - > Share the Contingency Plan with trusted advisors
 - > Incorporate their comments into your thinking
 - > Work through Contingency Plan with your staff and board
 - > Don't try to finish the plan all at once; think; take your time
 - > Ensure the Contingency Plan is consistent with Articles of Incorporation, bylaws, policies, etc.
 - > Finalize your Contingency Plan and circulate
 - > Think through the benefits/liabilities of sharing your plan within the organization
 - > Revisit Contingency Plan annually



Succession Planning

2. A written Succession Plan and the elephant in the room

- › Why so few of us have a good written plan
- › Uneasiness from the board
 - › Poor Executive Director evaluation process, if there is one
 - › Marginal performance by Executive Director
 - › Not wanting to “talk money”
 - › Not sure how to create a plan
 - › Who should have the conversations?
 - › How do we start the conversations without concerning the Executive Director?
- › Insecurity of Executive Director
 - › Are they forcing me out?
 - › I don’t have enough to retire
 - › Am I not doing a good job?
 - › I haven’t had a review in years



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Questions to Answer:

- › Do we review the Executive Director annually?
 - › Is there a job description?
 - › Is succession planning part of the review?
 - › How is a competitive wage established?
- › Is there a process and timetable for retirement and/or planned departure?
- › Is there an internal successor(s)?
 - › If so, what development needs are there for that person?
 - › What training or additional exposure can be offered?



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Questions to Answer:

- > If there is not an internal choice, has a search firm been identified?
 - > If not, how do we learn about search firms?
- > Who is on the search committee?
- > What is our severance policy?
 - > Forced termination?
 - > Performance issues?
 - > For cause?
 - > Unforced termination?
 - > Change in direction for the organization?
 - > Performance not up to expectations?



Questions to Answer:



Does the board have a formal evaluation process?



Does the board require SMART* goals and are they measured annually by the Executive Director?



Is there a strategic plan?

› Once these questions are answered by the board and the Executive Director, you will have 90% of your Succession Plan complete.



*SMART: Specific, Measurable, Achievable, Relevant, Time-Bound



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**ARE ANY ACTION ITEMS IN THIS SECTION A CANDIDATE
FOR THE TOP 5 STRATEGIC NEXT STEPS?**



Governance 201

The Board/Executive Director Relationship



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Cultivating Clarity and Alignment

THE GOVERNANCE CONTINUUM

BOARD AS STAFF	BOARD AS MANAGERS	BOARD AS DIRECTORS	BOARD AS GOVERNORS	BOARD AS ADVISORS
Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board
Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the Executive Director
Organization long-term goals are set by the board	Organization long-term goals are set by the board	Organization long-term goals are set by the board	Organization long-term goals are set by the Executive Director	Organization long-term goals are set by the Executive Director
Strategies to achieve organizational long-term goals are developed by the board	Strategies to achieve organizational long-term goals are developed by the board	Strategies to achieve organizational long-term goals are developed by the Executive Director	Strategies to achieve organizational long-term goals are developed by the Executive Director	Strategies to achieve organizational long-term goals are developed by the Executive Director
Day-to-day operational authority rests with the board	Day-to-day operational authority rests with the Executive Director	Day-to-day operational authority rests with the Executive Director	Day-to-day operational authority rests with the Executive Director	Day-to-day operational authority rests with the Executive Director
The board spends most of its time DOING the work of the organization	The board spends most of its time SUPERVISING the work of the organization	The board spends most of its time DIRECTING the work of the organization	The board spends most of its time GOVERNING the work of the organization	The board spends most of its time AFFIRMING the work of the organization
Primary board output is LABOR	Primary board output is COORDINATION	Primary board output is DIRECTION	Primary board output is COUNSEL	Primary board output is ENDORSEMENT

Teal indicates Board responsibilities; Salmon indicates Executive Director responsibilities. These vary based upon which type of board you have. Adapted from R. Terrence Jackson © 2004

#2. The Continuum Between Policy-Making Boards and Hands-On Boards

BOARD MEMBER QUIZ	POLICY-MAKING ✓	HANDS-ON ✓
1. Board committees focus ONLY on governance		
2. Most board members have key volunteer roles		
3. “Adjourned is adjourned”—board members have no authority outside board meetings		
4. All execution and implementation assigned to Executive Director		
5. “Adjourned is adjourned”—individual board members have no authority outside board meetings		
6. All execution and implementation assigned to Executive Director		
7. “The board speaks with one voice or not at all”		
8. Board members chair and serve on various operational committees, including Program, Operations, and Fund Development Committees		
9. Board agenda focuses on short-term problems		

Board Member Temptations

1. To think and conduct board business under the false assumption that all board members are just like me, and that God has wired us with similar strengths, spiritual gifts, and social styles.
2. To assume all board members are experienced and effective leaders—just like me—and that we all agree on our board’s operating style and are aligned with the Executive Director’s preferred operating style.
3. To confuse the three hats of a board member: governance, volunteer, and participant.
4. To lower the bar on board member selection and buy into the ill-informed mantra that just one of the three “W’s”—work, wisdom, wealth—is sufficient.
5. To recruit board members because of their position versus their passion.



Board Member Temptations

6. To rely on my past board and organizational experiences and rest on my laurels—versus becoming an active life-long learner in board governance best practices.
7. To assume that all Christ-centered organizations have similar organizational cultures—and to understand one is to understand them all.
8. To make board decisions based on anecdotes and subpar analysis versus requiring objective data and reports and dashboards that are aligned with a God-inspired mission statement, goals, and a strategic plan rooted in spiritual discernment.
9. To avoid healthy and honest dialogue with the Executive Director on challenging realities.
10. To... [insert your own temptation]



WORKSHEET:

Where is Your Board on the “Policy Governance®” Continuum?

ADAPTED FROM JOHN CARVER’S “POLICY GOVERNANCE®” LIST OF BOARD ROLES

SELECT 1 THROUGH 10 FOR EACH STATEMENT BELOW

“THE STARTER LIST”	ALWAYS										NEVER									
	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
THE BOARD																				
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 Executive Director’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																				

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>

WORKSHEET:

What Is Your Board’s Operating Style and What Is Your Executive Director’s Operating Style?

CIRCLE THE NUMBER THAT BEST DESCRIBES YOUR BOARD’S OPERATING STYLE TODAY

	HIGH POLICY-MAKING					HIGH HANDS-ON				
Board Style 10 = High Policy-Making 1 = High Hands-On	10	9	8	7	6	5	4	3	2	1

CIRCLE THE NUMBER THAT BEST DESCRIBES YOUR EXECUTIVE DIRECTOR’S OPERATING STYLE TODAY

	HIGH POLICY-MAKING					HIGH HANDS-ON				
Executive Director Style 10 = High Policy-Making 1 = High Hands-On	10	9	8	7	6	5	4	3	2	1

WORKSHEET:

Where Do You Want Your Board and Executive Director to Be in 12 to 18 Months?

Now take this second self-assessment below.

CIRCLE THE NUMBER THAT BEST DESCRIBES WHERE YOU WANT YOUR BOARD'S OPERATING STYLE TO BE IN 12 TO 18 MONTHS

	HIGH POLICY-MAKING					HIGH HANDS-ON				
Board Style 10 = High Policy-Making 1 = High Hands-On	10	9	8	7	6	5	4	3	2	1

CIRCLE THE NUMBER THAT BEST DESCRIBES WHERE YOU WANT YOUR EXECUTIVE DIRECTOR'S OPERATING STYLE TO BE IN 12 TO 18 MONTHS

	HIGH POLICY-MAKING					HIGH HANDS-ON				
Executive Director Style 10 = High Policy-Making 1 = High Hands-On	10	9	8	7	6	5	4	3	2	1

DISCUSS WHERE YOU THINK THE BOARD AND EXECUTIVE DIRECTOR ARE IN THEIR CURRENT UNDERSTANDING OF STYLES, AND WHAT STEPS MIGHT MOVE THEM TO A NEW POSITION IN THE NEXT 12 TO 18 MONTHS.

Culture 101

Creating and Sustaining Healthy Boards



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*“Culture is what people do
when no one is looking.”*

— Herb Kelleher,
Southwest Airlines

Board Culture Defined

- › Unwritten rules, assumptions, values, and social expectations that dictate how board members behave together
- › How things get done, rather than what gets done
- › Like background noise, it often goes unnoticed
- › May seem perfectly healthy until a crisis or leadership transition occurs



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A Major Issue

> 87% of organizations see developing healthy cultures as a top challenge.

> Heidrick and Struggles, international consulting firm



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“Culture eats strategy for breakfast.”

— Peter Drucker

*“The most devastating effect of sin
is that by it, we are blinded to it.”*

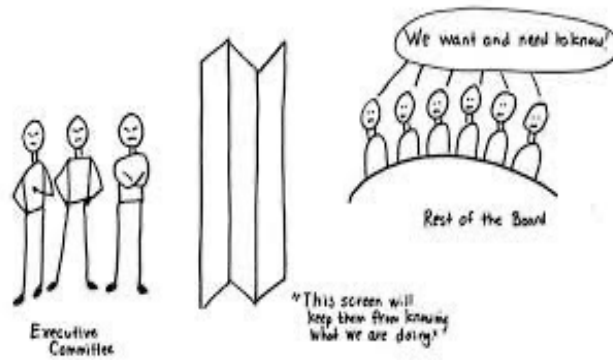
— Billy Graham

Five Traits of Unhealthy Boards

1. Dominant Few



Leads to lack of transparency re how decisions are really made



Traits of Unhealthy Boards

2. Imbalanced Relationship with Executive Director



A. Board Defers too Much



B. Board Overreaches



"Maybe we are micro-managing a bit too much."



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Traits of Unhealthy Boards

3. Christian Nice



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Traits of Unhealthy Boards

4. Too Homogeneous

WHEN ALL **THINK** ALIKE,
THEN NO ONE IS THINKING
- WALTER LIPPMAN -

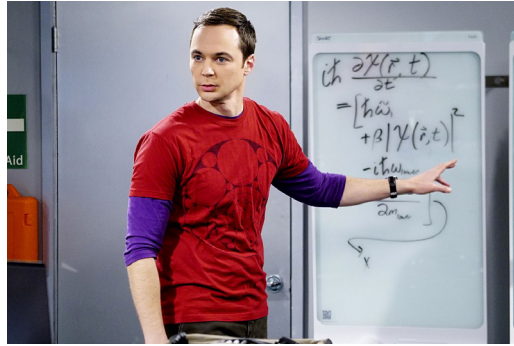


Traits of Unhealthy Boards

5. Weak Chair



A. Has low emotional intelligence



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B. Is unfocused/ undisciplined/ easily diverted



"I don't want to take this meeting off track, but.. isn't Stonehenge amazing? Seriously, who did that?"



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C. Mishandles contrarians

Muzzles



Allows to dominate



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D. Tolerates misbehavior



“In any failing institution, as common as the abuse of power is the neglect of power.”

Andy Crouch



Questions for Discussion

Work with Your Coach

What unhealthy cultural traits has your board exhibited in the past? Now?



Culture 201

Creating and Sustaining Healthy Boards



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Culture 101 – Traits of Unhealthy Boards

1. Dominant few
2. Imbalanced board-executive director relationship
 - › Defers too much
 - › Overreaches
3. Christian nice
4. Too homogeneous
5. Weak chair
 - › Low EQ
 - › Undisciplined
 - › Mishandles contrarians
 - › Tolerates misbehavior



Culture 201 - Ideal Board Culture

- › The board is a spiritual community called by God to steward a piece of His Kingdom work here on earth

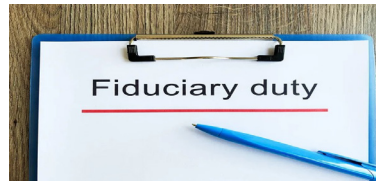


Healthy Boards Reflect Kingdom Values

1. Stewards Rather than Owners

“This, then, is how you ought to regard us: as servants of Christ and as those entrusted...
Now it is required that those who have been given a trust must prove faithful.”

(1 Cor. 4:1-2)



Healthy Boards Reflect Kingdom Values

2. Spiritual Community

“Let us consider how we may spur one another on toward love and good deeds... encouraging one another...” (Heb. 10:24-25)

- › Create a prayer list of requests from senior staff and trustees in advance
- › Set aside 30-60 minutes of agenda time to pray for the ministry
- › Ask someone to pray after each major discussion
- › Schedule a devotional (or study Scripture)
- › Fast together



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Healthy Boards Reflect Kingdom Values

3. Relational

“Encourage one another and build each other up...” (1 Thess. 5:11)

- › Give new trustees a “board buddy”
- › Invite trustees to share “life stories”
- › Do mission together
- › Add an annual retreat
- › Include spouses whenever possible
- › Honor long-serving staff and trustees
- › Reconcile conflicts quickly and well – don’t let them fester



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Healthy Boards Reflect Kingdom Values

4. Transparent

- › “If we walk in the light, as he is in the light, we have fellowship with one another... (1 John 1:7)
- › Clarify decision-making authority of:
 - › Officers
 - › Executive committee
 - › Committee chairs
- › Ensure that dissenters can share freely but not dominate



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Healthy Boards Reflect Kingdom Values

5. Heterogeneous

“Just as a body, though one, has many parts, but all its many parts form one body, so it is with Christ... whether Jews or Gentiles, slave or free...

The eye cannot say to the hand, “I don’t need you!”... On the contrary, those parts of the body that seem to be weaker are indispensable...” (Romans 12)



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Healthy Boards Reflect Kingdom Values

6. Aligned

› Regularly reference core documents during meetings:

- › Mission Statement
- › Vision Statement
- › Core Values
- › Strategic Plan



› Ensure that **policies** are congruent with core documents – especially those related to personnel and finances

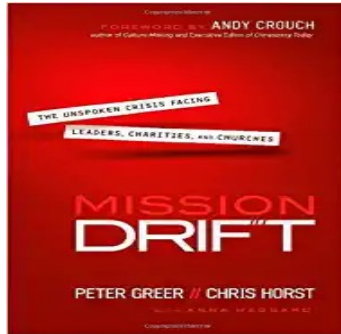


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Healthy Boards Reflect Kingdom Values

7. Accountable

› Prevent mission drift



- › Conduct audits (program & fiscal)
- › Assess performance of board officers and committee chairs
- › Terminate non-performing trustees per pre-set procedures
- › Conduct thorough annual review of ED (including strategic plan)



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Healthy Boards Reflect Kingdom Values

8. Intentional Improvement

- › “From him, the whole body - joined and held together by every supporting ligament – grows and builds itself up... as each part does its work.” (Eph 4:16)
- › Assess board’s health annually via surveys
- › Allot agenda time (and resources) for training, particularly during annual retreats



“What if we don’t change at all ...
and something magical just happens?”



Healthy Boards Reflect Kingdom Values

9. Celebratory

- › “The Lord has done great things for us. We are glad.” (Ps. 126:3)
- › Thank God for missional fruitfulness
- › Honor those to whom honor is due
- › Be joyful together



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Questions for Discussion

Work with Your Coach

1. What are the healthiest aspects of your board's culture? What is going well?
2. In what areas do you want to improve? What concrete steps should your board take next?



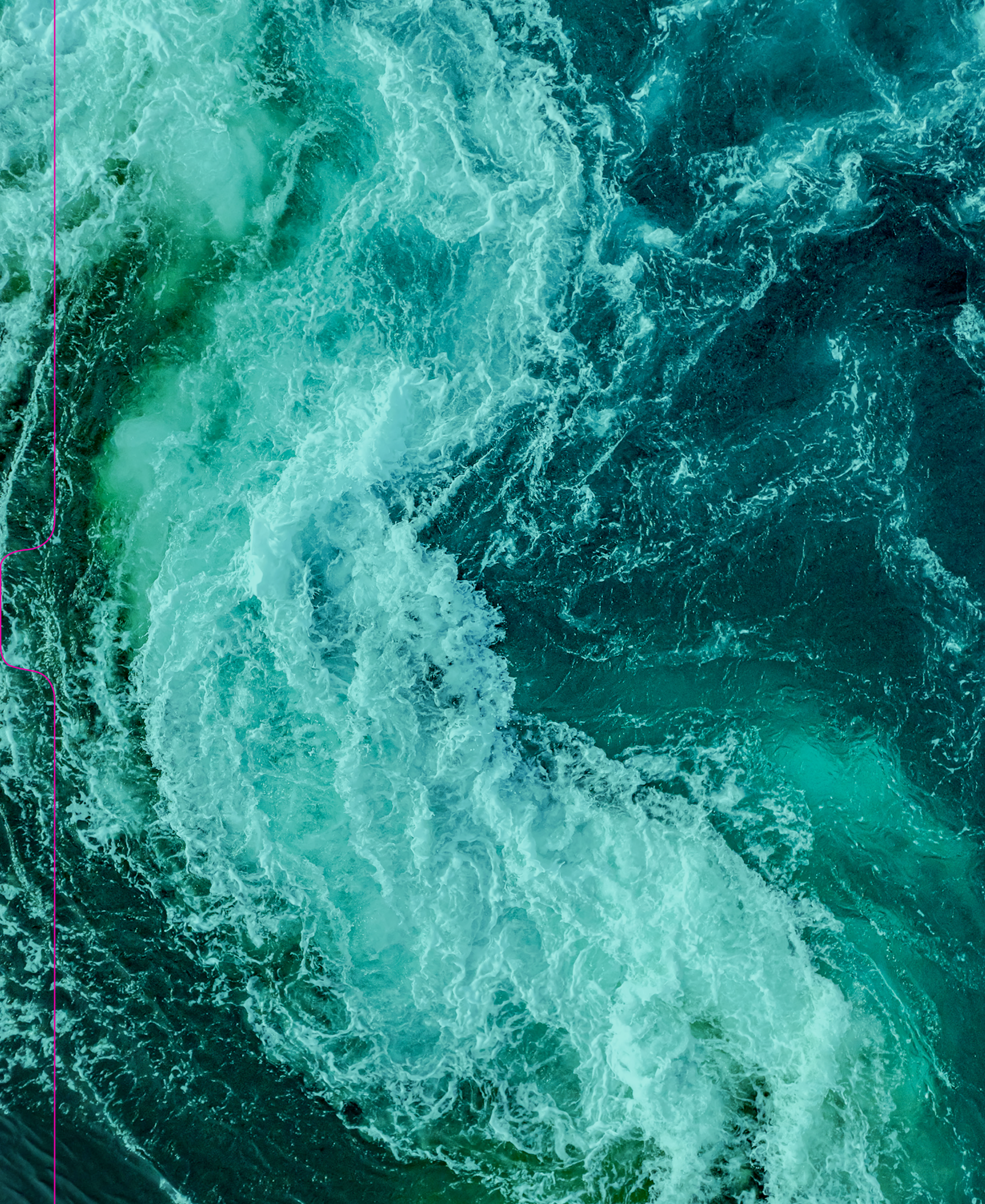
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Sustainability 101

Building an Organizational Framework



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“Our primary task is to unleash the creative forces in man. Let us accept the challenge and try to elevate the whole population.”

— Jack Murdock

What Do We Mean by “Sustainable”?

- › Lasting, built for the long-haul
- › Flexes but does not break, absorbs ups and downs
- › Balances inputs and outputs



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Why is Sustainability Important?

- > Numerous constituents require it
- > You can focus on doing work rather than reorganizing



Organizational Framework

- › For a board member or an executive leader to be effective, she/he must understand the organization and its history, which requires knowing what they do and how their work is supported. In other words, understand your organizational framework.
- › Identify the elements of your organization’s framework



GROUP EXERCISE:

Identify the elements of your organization's framework. Think in terms of ingredients in a recipe.

1. _____

2. _____

3. _____

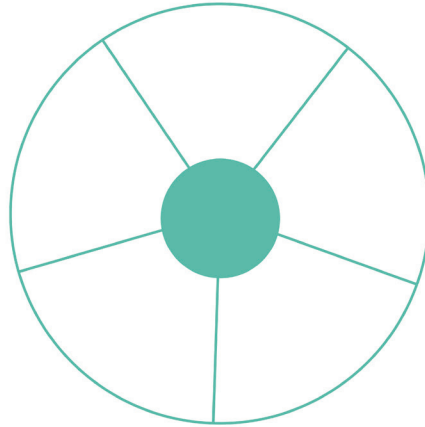
4. _____

5. _____

6. _____

7. _____

Framework for Success: A Structure



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Everything Starts with “Why”

- > Why did you come into existence? What need did you see?
- > What gets you up in the morning?
- > What keeps you up at night?
- > Understanding your “why” leads to a promise



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What is Your Promise?

- › Why was your organization founded?
- › What need did it set out to meet?



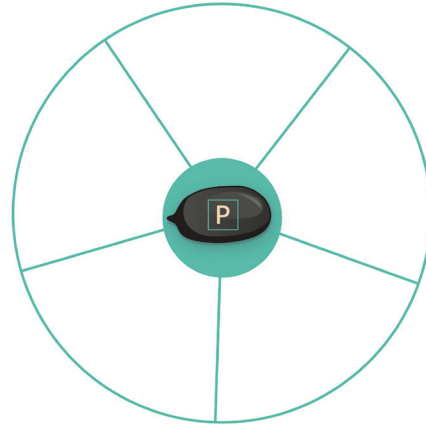
GROUP EXERCISE:

Why was your organization founded?

What need did it set out to meet?

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

› What is your promise?



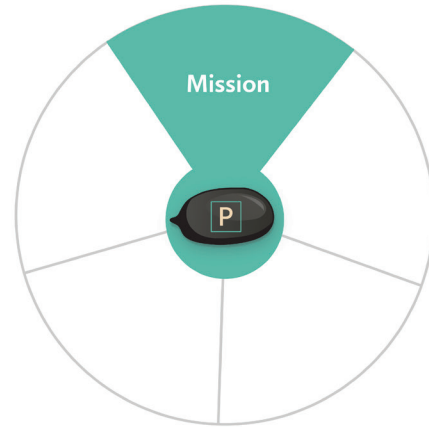
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GROUP EXERCISE:

What is your promise?

First Core Element: Mission

- › Defines what we do
- › The board is responsible to steward (hold in trust) the mission
- › Missions must live and breathe—they need to stay relevant



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Second Core Element: Target Audience

- › You have multiple audiences—your primary audience is the beneficiary of your services
- › What does each audience want/need?
- › The board needs to ensure a strategy exists for each audience



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Third Core Element: Programs

- › This is where your mission comes to life
- › Do we deliver this service/program better than everyone else?
- › Are our programs relevant/productive? Do they produce desired results?



Fourth Core Element: Resources



Fourth Core Element: Resources



- › Avoid overreliance on financials
- › Have a plan and review process for each resource



Fifth Core Element: Future Direction

- > “Future” is the key word
- > Proactive versus reactive
- > Disruption will drive this if nothing else
- > How will you deliver your mission three years from now?



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A Complete Framework for an Organization

- > Your promise is at the center of everything
- > Balances inputs/outputs
- > Top leaders need to understand your framework



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Adding the POWER

- › The power is the interconnectivity of the elements
- › Embrace this and avoid silo thinking
- › Promote efficient behavior



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Three Most Important Concepts with the Organizational Framework

1. Leadership must have a working understanding of the entire framework
2. Interconnectivity is key to driving efficiency and optimizing resources
3. Have a plan and review process for each element



ASSESSMENT

LOW					HIGH	
1	2	3	4	5		

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

--	--	--	--	--	--	--

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

--	--	--	--	--	--	--

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

--	--	--	--	--	--	--

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

--	--	--	--	--	--	--

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

--	--	--	--	--	--	--

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

--	--	--	--	--	--	--

GROUP COMPOSITE AVERAGE SCORE

Question 1 _____

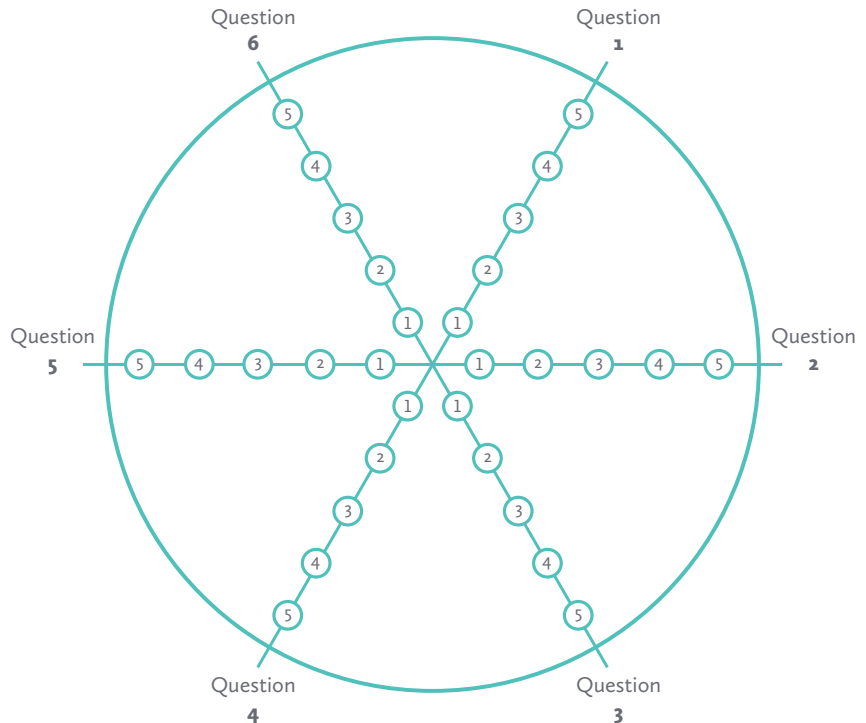
Question 2 _____

Question 3 _____

Question 4 _____

Question 5 _____

Question 6 _____



ASSESSMENT FOLLOW-UP QUESTIONS

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

B. Does the graph give you any ideas for your Five Strategic Next Steps?

ARE ANY ACTION ITEMS IN THIS SECTION A CANDIDATE FOR THE TOP 5 STRATEGIC NEXT STEPS?

Sustainability 201

The Work of High Performing Boards



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*“We are not building this country
of ours for a day... it is to last
through the ages.”*

— President Teddy Roosevelt

Organizational Model for Sustainability



What Do We Mean by Sustainable?

- › Lasting, enduring, delivering over the long-haul
- › Absorbs ups and downs
- › Flexes, but does not break
- › Balances inputs and outputs



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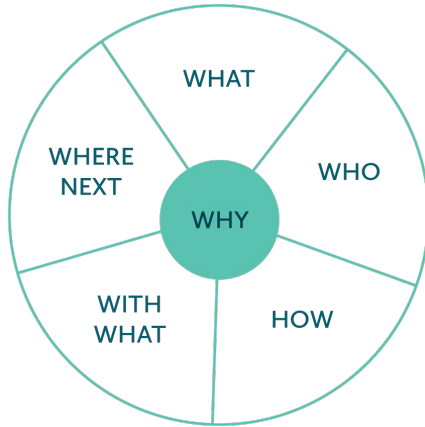
Why is a Sustainable Organizational Structure Important?

- › Numerous constituents require it
- › Beneficiaries, staff, volunteers, donors, suppliers, your community, all benefit from a sustainable organization
- › Allows us to keep our promise



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Organizational Model for Sustainability



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Organizational Model for Sustainability



Three Important Concepts: Quick Review

1. Top leadership needs a working understanding of ALL core elements
2. The interconnectivity of elements is key to driving efficiency and optimizing resources
3. The organization should have a plan for each element



A Business Model

- › Today we will go deeper into each of the five elements, highlighting three things:
 1. Their importance
 2. Actions a high performing board can take
 3. Questions a high performing board should ask



Mission: Quick Review

- › Defines the core purpose of a nonprofit organization
- › States “WHAT” services the organization provides



High Performing Boards

- › Utilize their mission to make decisions
- › Establish boundaries for appropriate courses of action
- › Define and reinforce shared values, norms, and beliefs while clarifying these with stakeholders as part of mission stewardship



Questions the Board Should Ask

- › Does every board member know and understand the mission statement?
- › Does our board regularly review the mission statement?
- › Does leadership integrate the mission into meetings, gatherings, and functions?



Organizational Model for Sustainability



Target Audiences: Quick Review

- › Every organization has several target audiences
- › The primary audience is usually the beneficiary of the organization or its programs
- › Identify your additional target audiences



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Importance of Target Audiences

- › Beneficiaries are the reason for an organization's existence
- › Understanding the audiences' needs directly relates to resources, program strategies, and board-level decisions
- › Each target audience requires a strategy



High Performing Boards

- › Understand the needs of their target audiences are vital
- › Recognize the needs of their audiences may change and/or vary depending on cultural differences
- › Assess the need to adapt strategies to these changes



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Questions the Board Should Ask

- › Does our board and leadership understand the needs of our target audiences?
- › Does our board regularly monitor changes in target audiences?
- › Should we adapt strategies to address changes?



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Organizational Model for Sustainability



Programs: Quick Review

- › Programs are outputs and where the mission is executed
- › Programs are your brand
- › Programs have lifecycles
- › The board's interest in programs is vital



Importance of Programs

- › Programs are where the mission comes to life
- › What are your key programs?



High Performing Boards

- › Expand their understanding of how programs meet the needs of each target audience
- › Make informed/strategic decisions about adding/discontinuing programs



Examples of Program Pivots

- › Connect programs with outcomes through evaluation and measurement



Evaluating Programs with Quantitative Data



Meals served



People served



Attendance



Cost of program

> Choose five to six metrics



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Evaluating Programs with Qualitative Data

- › Success stories
- › The power of institutional storytelling



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Other Assessments: Keeping Programs Relevant

- › SWOT (Strengths, Weaknesses, Opportunities, Threats)
- › The four buckets for continual improvement:
 1. What is going right with this program?
 2. What is broken or could be improved with this program?
 3. What is confusing about this program?
 4. What is missing with this program?



Questions the Board Should Ask

- › Does each program keep our promise to its target audience?
- › Does our board regularly review efficiency and effectiveness regarding programs?



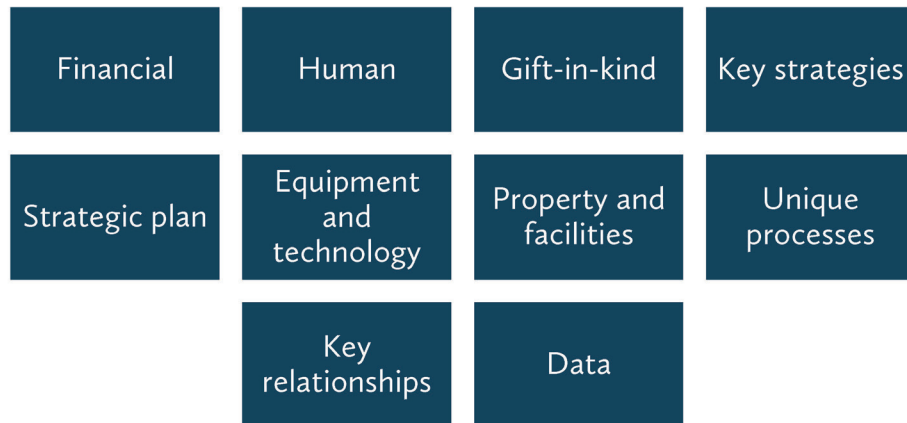
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Organizational Model for Sustainability



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Resources: Quick Review



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Importance of Resources

- › Resources drive the amount of output an organization achieves
- › A scarcity of resources may limit an organization's impact



High Performing Boards

- › Continually monitor resources for effectiveness and efficiency
- › Utilize simple tools to monitor relevant metrics



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Questions the Board Should Ask

- › Does our board review each key resource area at least once a year using a master calendar?
- › Have we developed metrics for measuring each resource?
- › Do we have a tool that can assist in our review, such as a dashboard or exception reporting?



Organizational Model for Sustainability



A series of horizontal lines for taking notes.

Future Direction: Quick Review

- › Defined as how an organization delivers its promise in the future
- › Emphasizes the board and leadership looking forward
- › The future is more than one planning cycle
- › How will we deliver our mission and promise two to three years from now?



Importance of Future Direction

- › Future direction informs your strategic intent and choices, which is why board involvement is necessary
- › Looking through the window of two plus years



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High Performing Boards

- › Join leadership in being open minded, thoughtful, and committed to “looking around the corner”
- › Create space where this can be accomplished, being proactive rather than reactive
- › Create space to “come up for air”



Questions the Board Should Ask

- › Does our board regularly “look around the corner” in each element of our business model—target audience, programs, resources, and finally mission?



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Examples of Future Direction

- › Assessments
- › Infrastructure
- › Financial stability
- › Programs
- › Staff culture
- › Crisis Management
- › Physical master plan
- › Future story
- › Market and competitive landscape
- › Board education
- › Cultural competency



Scenario Planning

- › Cash flows
- › Changing audiences/demographics
- › New partnerships
- › Physical space



Pilot Simulator



Organizational Model for Sustainability



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Why is This Important?

- › Boards that understand their business model will increase performance
- › Better understanding leads to better questions—answers lead to higher understanding, creating a cycle of improvement
- › Continuous improvement builds sustainability



MISSION

NEVER		SOMETIMES		ALWAYS
1	2	3	4	5

1. Does every board member know and understand our mission statement?
2. Does our board regularly review the mission statement?
3. Does leadership integrate the mission into meetings, gatherings, and functions?

--	--	--	--	--

--	--	--	--	--

--	--	--	--	--

TARGET AUDIENCE

NEVER		SOMETIMES		ALWAYS
1	2	3	4	5

4. Does the board and leadership understand the needs of our target audiences?
5. Does our board monitor change in target audiences?
6. Have we adapted to these changes?

--	--	--	--	--

--	--	--	--	--

--	--	--	--	--

PROGRAMS

NEVER		SOMETIMES		ALWAYS
1	2	3	4	5

7. Does each program keep our promise to its target audience, including donors?
8. Does our board review efficiency and effectiveness regarding programs and services?
9. Are all programs evaluated to ensure an awareness and sensitivity to a variety of cultures?

--	--	--	--	--

--	--	--	--	--

--	--	--	--	--

RESOURCES

NEVER		SOMETIMES		ALWAYS
1	2	3	4	5

10. Does our board review key resource areas at least once a year, using a master calendar?

--	--	--	--	--

11. Does our board have a tool that can assist in our review (e.g. dashboards, flash reports)?

--	--	--	--	--

FUTURE DIRECTION

NEVER		SOMETIMES		ALWAYS
1	2	3	4	5

12. Does our board regularly look around the corner in each element of our business model (e.g. target audience, programs, resources, mission)?

--	--	--	--	--

13. Do we have a grasp on the role of technology?

--	--	--	--	--

Next step: Prioritize the areas above which you can improve your board's performance

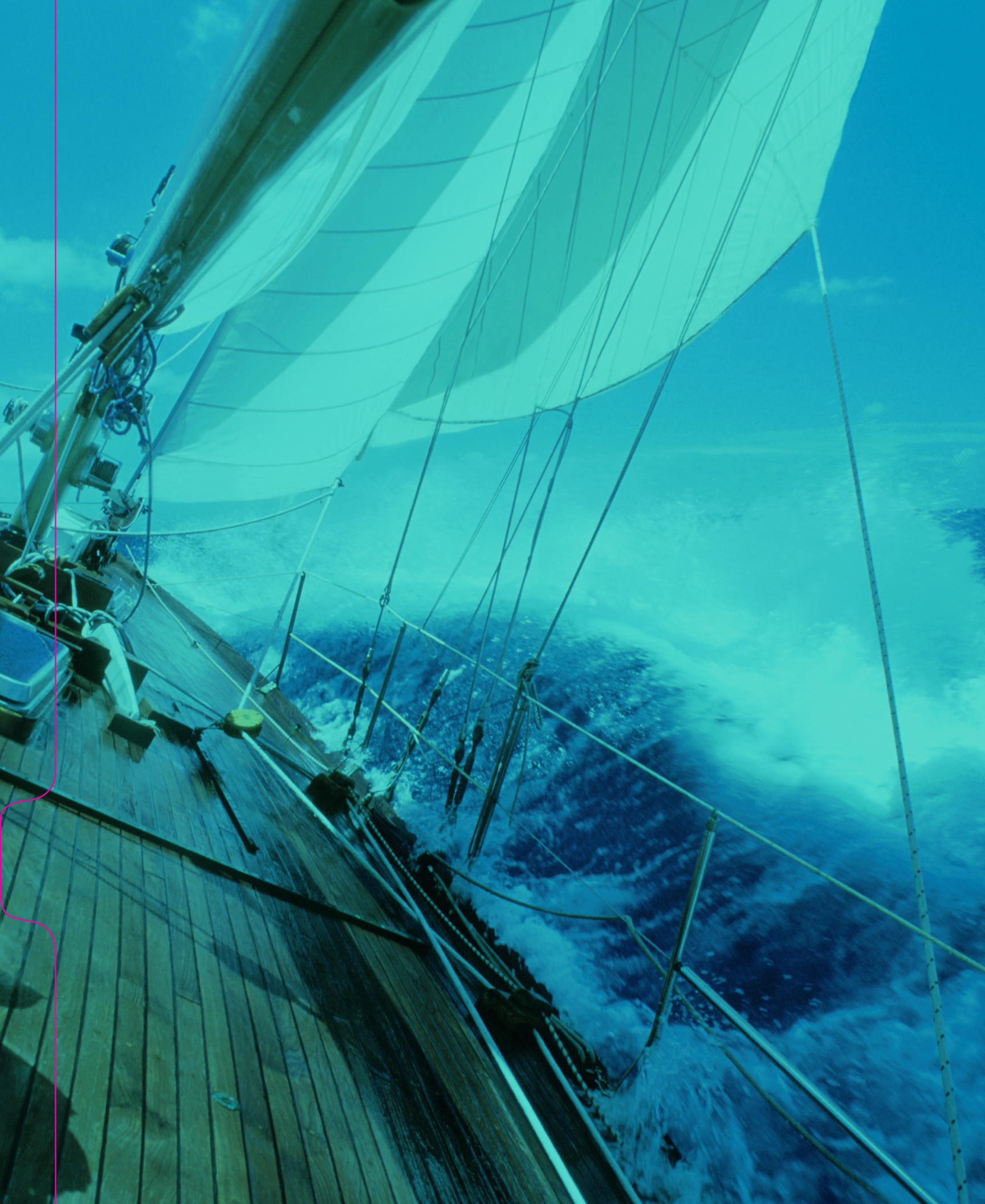
1. _____
2. _____
3. _____

Strategic Planning 101

The Board's Role in Strategic Planning



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Strategic Planning

> Why have a plan?



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Strategic Planning

- › A Spirit-led process of faith in which we seek 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 best).



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Strategic Planning

- › Strategic planning is a continual process that is used to set priorities, focus resources, and establish agreement on intended results. It shapes what an organization does with a focus on the future.
- › *Note: **Strategy** is different from **planning**. The strategy describes HOW goals will be met using available resources.*



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Board's Role in Strategic Planning

BOARD AS STAFF	BOARD AS MANAGERS	BOARD AS DIRECTORS	BOARD AS GOVERNORS	BOARD AS ADVISORS
Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board
Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the board	Reasons for organization to exist are determined by the Executive Director
Organizational long-term goals are set by the board	Organizational long-term goals are set by the board	Organizational long-term goals are set by the board	Organizational long-term goals are set by the Executive Director	Organizational long-term goals are set by the Executive Director
Strategies to achieve organizational long-term goals are developed by the board	Strategies to achieve organizational long-term goals are developed by the board	Strategies to achieve organizational long-term goals are developed by the Executive Director	Strategies to achieve organizational long-term goals are developed by the Executive Director	Strategies to achieve organizational long-term goals are developed by the Executive Director
Day-to-day operational authority rests with the board	Day-to-day operational authority rests with the Executive Director	Day-to-day operational authority rests with the Executive Director	Day-to-day operational authority rests with the Executive Director	Day-to-day operational authority rests with the Executive Director
The board spends most of its time DOING the work of the organization	The board spends most of its time SUPERVISING the work of the organization	The board spends most of its time DIRECTING the work of the organization	The board spends most of its time GOVERNING the work of the organization	The board spends most of its time AFFIRMING the work of the organization
Primary board output is LABOR	Primary board output is COORDINATION	Primary board output is DIRECTION	Primary board output is COUNSEL	Primary board output is ENDORSEMENT

Teal indicates Board responsibilities; Salmon indicates Executive Director responsibilities. These vary based upon which type of board you have. Adapted from R. Terrence Jackson © 2004

Board’s Role in Strategic Planning

- › Where you sit on the previous chart helps describe your role in the strategic planning process
- › Examples:
 - › Aligns with Characteristics of High Performing Boards—
Future Direction (Long View in Mind)



Why Plans Fail, Falter, Succeed, Never Get Started

- › Fail: No loyalty, no updates, no accountability
- › Falter: Loss of focus due to the tyranny of the urgent, board neglect, rigidity
- › Succeed: Loyalty, accountability, agility, enculturation
- › Never get started/finished: desire for the perfect plan, low priority, the illusion of time commitment
- › Falter: Strategy is confused with operations
- › Falter: Poor framing of strategic issues

“I have always found that plans are useless, but planning is indispensable.”
-Dwight D. Eisenhower



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Outcomes of a Good Strategic Plan

- › Works well for most boards and executive directors
- › Functions well in simple/complex situations
- › Collaborative
- › Drives strategic thinking into the culture
- › Focused and communicates well



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Elements of the Work

› **Strategy Formation**

› Strategic thinking

› **Plan Development**

› Rolling three-year strategic plan



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ARE ANY ACTION ITEMS IN THIS SECTION A CANDIDATE FOR THE TOP 5 STRATEGIC NEXT STEPS?

Strategic Planning 101

Strategy Formation



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Why Is Strategy Important?

- › An organization’s power arises from bringing its resources to bear on a point.
- › Deciding why, where, and how to operate is different than operating.
- › Strategy overtly decides the best answers to “why, where, and how.”



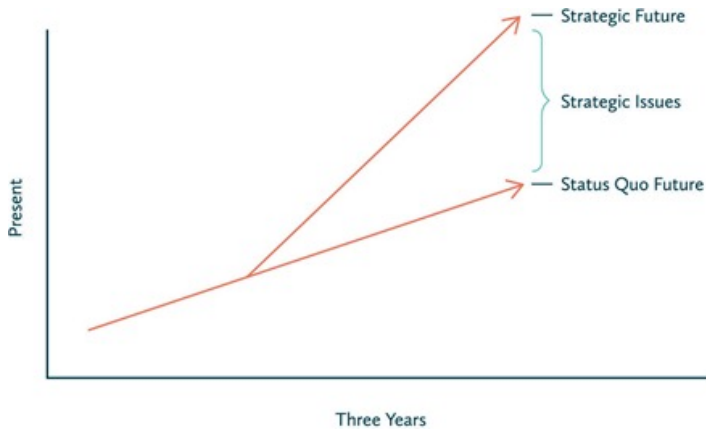
Board Leadership
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What Strategy Is

- › Guides resources allocation and shapes organizational practices.
- › Chooses a point of focus
- › Aligns organization around that point of focus
- › Great strategy uses today's resources to achieve greater success tomorrow through the organization's position, programs, practices, and resources.



Strategy Formation



› Strategy requires dissatisfaction with the status quo for the future



Context for Strategy

- › An organization is itself “a thing”
- › The organization operates within an environment
- › That environment is dynamic



4 Parts of Strategy Formation

- › Affirmation of Purpose
- › Narrative describing environment and its changing nature
- › Statement of organization's position
- › A real description of the organization at the end of the planning time horizon



Results of Strategy Formation

- › Answers the big questions
- › Guides resource allocation
- › Provides direction that can be implemented organization-wide
- › Develops outcomes for which management is responsible.



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Strategy Formation Exercise

As you see the world today:

- > What is **most** possible?
- > What is **less** possible?
- > What is **impossible** (but needs to happen)?

Strategic Thinking will consider how to make the impossible come to be a reality.



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Components of the Planning Process

- › Mission, vision, and values
- › Our customers and what they value
- › Environmental scan
- › SWOT analysis
- › Trends (internal & external)
- › Assumptions
- › Visionary priorities
- › Top three to five goals for year one
- › Narrative Building
- › Board and senior team goals and dashboards
- › Rolling three-year strategic plan Document
- › Updating process



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Strategic Planning Assessment

- › Take assessment individually
- › Discuss the three lowest scores
- › Identify next steps for improvement/work with coaches



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ASSESSMENT

1. We have a plan

Yes _____ No _____ Not Sure _____

2. Our plan is up to date and relevant

Absolutely No

Absolutely Yes

1 2 3 4 5 6 7 8 9 10

3. Our plan is being executed well

Absolutely No

Absolutely Yes

1 2 3 4 5 6 7 8 9 10

4. Our plan guides all we do

Absolutely No

Absolutely Yes

1 2 3 4 5 6 7 8 9 10

5. Our plan is regularly assessed and annually updated

Absolutely No

Absolutely Yes

1 2 3 4 5 6 7 8 9 10

6. Everyone in our organization knows the plan

Absolutely No

Absolutely Yes

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 No

Absolutely Yes

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 No

Absolutely Yes

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	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	BOARD	STAFF	JOINT
Agreed Upon Assumptions	BOARD	STAFF	JOINT
Spiritual Discernment Process	BOARD	STAFF	JOINT
Three-Year Visionary Priorities	BOARD	STAFF	JOINT
Top Five Goals	BOARD	STAFF	JOINT
Board & Senior Team Dashboard	BOARD	STAFF	JOINT
Updating Process	BOARD	STAFF	JOINT
Executive Summary	BOARD	STAFF	JOINT
The Rolling Three-Year Strategic Plan Placemat	BOARD	STAFF	JOINT

Sample Meeting Schedule

Meeting #1

1. Affirm Mission, Core Values
2. Conduct SWOTs Assessment
3. Environmental Scan
4. Trends and Assumptions

Meeting #2

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

Meeting #3

10. Review and Affirm work from Meeting #2
11. Assign all remaining work
12. Create a communication plan

OUTLINE OF THE FINAL PLAN

The Rolling Three-Year Strategic Planning Template: Fill it out—it becomes the basis for planning, case statements and communication.

Please see BLFB landing page for a completed example.

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 six months?

3. How will we practice spiritual discernment as the foundation of our 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 our process?

6. What role will our coach play?

Strategic Planning 201

Board's Role in Aligning Your Strategic Plan,
Business Plan, and Mission



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Recap: Board's Role in Strategic Planning

- > Simple premise
- > Clear benefits
- > Good process



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Strategic Thinking: Using, Updating, and Evaluating the Plan

The Rolling Three-Year Strategic Plan has been around in a variety of forms. John Pearson adapted and developed this type of planning because of the following:

THE PREMISE IS SIMPLE:

- Strategic planning is done every year covering a period of three years.
- As the first year is completed, a new third year is added. There are always three years in view.

THE BENEFITS ARE CLEAR:

- Works well for most boards and Executive Directors
- Functions well in simple and complex settings
- Collaborative
- Drives strategic thinking and planning into the culture of the organization
- Focused
- Communicates well

THIS STRATEGIC PLANNING PROCESS COVERS:

- Future Direction, Mission, Vision, Core Values
- Our Customers and What They Value
- Environmental Scan S.W.O.T. Analysis
- Trends
- Agreed Upon Assumptions
- Three-Year Visionary Priorities
- Top Five Goals
- Board and Senior Team Dashboard
- Updating Process
- Executive Summary
- The Rolling Three-Year Strategic Plan Document

Recap: Board's Role in Strategic Planning

> Simple premise

- > Strategic Planning is done every year covering a three-year period.
- > As the first year is completed, a new third year is added. Always three years in view.

> Clear benefits

> Good process



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Recap: Board's Role in Strategic Planning

› Clear benefits

- › Works well for most boards and Executive Directors
- › Functions well in simple and complex settings.
- › Collaborative
- › Drives strategic thinking and planning into the culture of the organization
- › Focused
- › Communicates well



Recap: Board's Role in Strategic Planning

- › Good process components
 - › Mission, vision, and values
 - › Our customers and what they value
 - › Environmental scan
 - › SWOT analysis
 - › Trends (internal & external)
 - › Assumptions
- › Visionary priorities
 - › Top three to five goals for year one
 - › Narrative Building
 - › Board and senior team goals and dashboards
 - › Rolling three-year strategic plan Document
 - › Updating process



Board’s Role in Strategic Planning

Board as Staff	Board as Managers	Board as Directors	Board as Governors	Board as Advisors
<i>Legal responsibility resides with the board</i>	<i>Legal responsibility resides with the board</i>	<i>Legal responsibility resides with the board</i>	<i>Legal responsibility resides with the board</i>	<i>Legal responsibility resides with the board</i>
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- ▶ *Board responsibilities*
- ▶ *Executive director responsibilities*



These vary based upon which type of board you have. Adapted from R. Terrence Jackson (C) 2004



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Board's Role in Aligning the Strategic Plan, Annual Operating Plan, and Mission

- › Promise: **why** we exist
- › Mission: **what** we do
- › Annual Operating Plan: **how** we operate
- › Strategic Plan: **where** we are going



Strategic Planning 201

Steps for Strategy Formation



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Narratives – What do we mean by it?

- › Summary descriptions of key elements of strategy
 - › Business Environment and its changing nature
 - › Organization’s Current and Future position in it.
- › Narratives are focused and concise
 - › ½ page to one page maximum
- › Narratives are the result of diligent and detailed work.



Narratives – Benefits

- › Summary in nature
 - › High level, not overly detailed
- › Sets context well
- › Tell a story that is easy to connect with



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Narratives – The Process

- › Gather the right people
- › Research the Narrative Topic
- › Garner agreement on research findings
- › Write a draft narrative
 - › Assign 1 or 2 people to do this
- › Finalize narrative



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The “Purpose” Narrative

- › Why does our organization exist?
- › What is our organization’s promise?



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Current “Service Environment” Narrative

- › Is what we provide still needed?
- › Is that need growing, stable, or declining?
- › Who else is meeting these needs?



Our “Current Position” Narrative

- › What is our organization’s position in the current environment?
- › Is our organization positioned for success in this environment?
 - › Explain “why” or “why not”.



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Our “Future Service Environment” Narrative

- > How will the service environment change in the next 3 years?
 - > What are we basing these observations on?
 - > Be comprehensive in your review (any and all ways).



Our “Future Position” Narrative

- > What will our desired position be in the future service environment?
 - > “Preferred Future”



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What Needs to Change?

- › What needs to change for us to reach our desired position in the environment 3 years from now?
 - › Create a working list of needed changes.



Strategic Planning 201

Planning the Path to Execution



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Rolling Three-Year Plan Advantages

- › Realistic time horizon
- › Maintains a consistent planning window
- › Easy to update and modify-dynamic
- › Informs the current annual operations plan
- › Provides accountability for the future direction



Rolling Three-Year Plan: Phase 1

- › Promise: Describe **WHY** the organization exists
- › Mission: Describe **WHAT** the organization does
- › Future Direction: Describe **WHERE** the organization is going
- › Values: Describe **HOW** the organization will conduct itself in pursuit of the mission.
- › Tag Line or Slogan: Unique identifier of the organization that speaks to the promise.



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Rolling Three-Year Plan: Phase 2

› Strategic Next Steps:

- › Focus priorities of the organization over the next three years
- › Reviewed, and updated annually

› *Recommendation: Limit the organization to 5 strategic next steps in any one year.*



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Rolling Three-Year Plan: Phase 3

Strategic Next Steps	Year 1 Goals	Year 2 Goals	Year 3 Goals	Year 4 & Beyond Goals
#1				
#2				
#3				
#4				
#5				



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Strategic Planning 201

Using, Evaluating, and Updating the Plan



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Using the Plan: Implementation

- › Monthly written report from the CEO to the board
- › Progress/challenges discussed with staff at least monthly
- › Progress/challenges discussed with the board at least twice a year, if not quarterly
- › Adjustments based on new information



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Reviewing & Update the Plan

- › Monthly Review of Plan
 - › How is performance against the plan?
 - › What adjustments need to be considered?
- › Semi-Annual Plan Updates
 - › What are the recommendations for plan changes?
 - › Assumptions, Narratives, Strategic Priorities
 - › Approved by the board
- › Tied to the board-approved annual budget



Spoiler Alert

A plan is only as effective as its
updating process

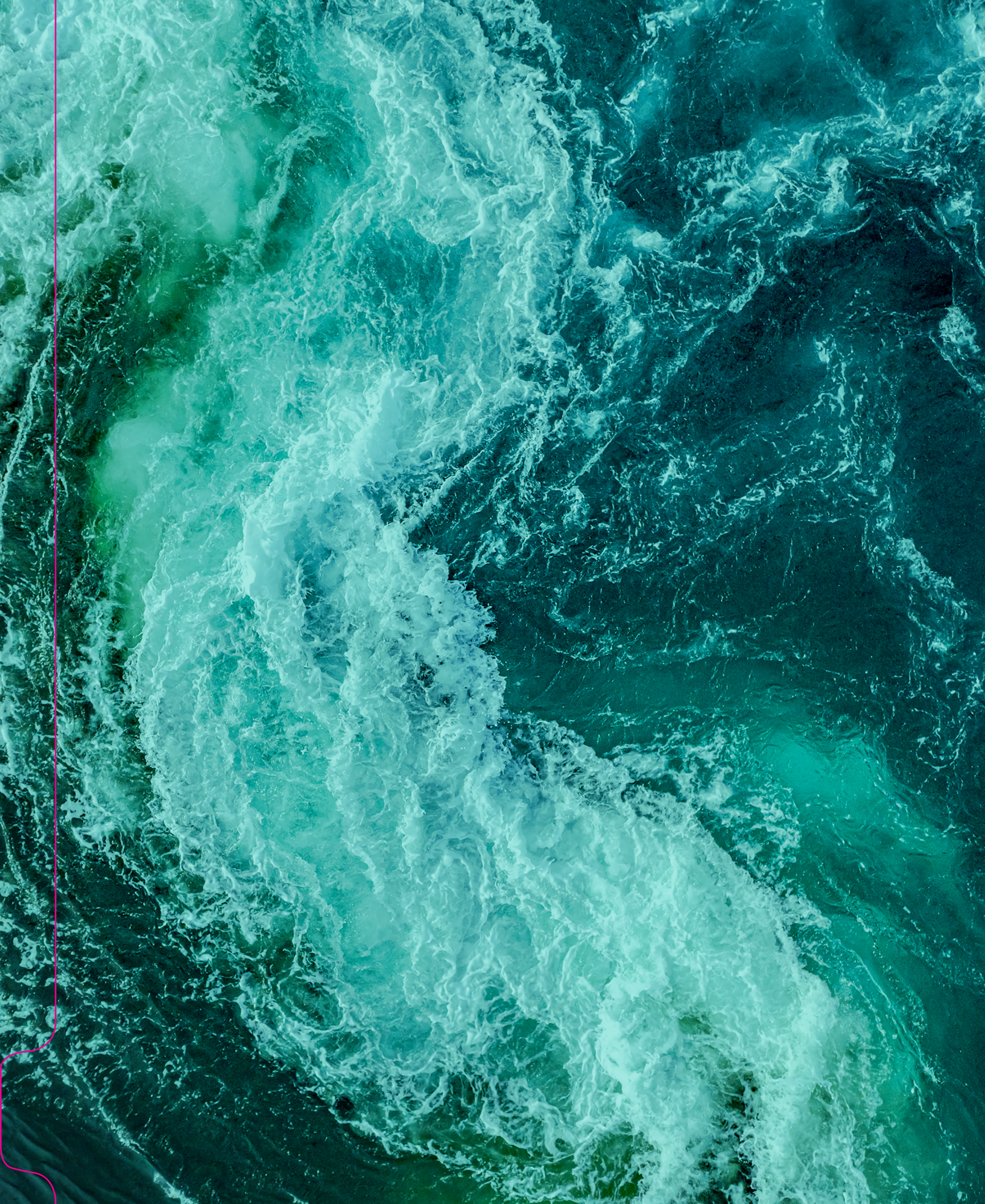


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Faculty Bios





Dr. Kimberly Thornbury

LEAD FACULTY

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. She 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 nonprofit boards and has been a consultant for Christian colleges for almost 15 years. She tweets about organizational development at @kthornbury and can be reached at kimberlyt@murdocktrust.org.



Ed McDowell

LEAD FACULTY AND
BOARD COACH

Murdock Trust Board
Leadership & Development

ED McDOWELL currently serves as the Executive Director of Warm Beach Camp and Conference Center, a ministry serving 90,000 people annually. Prior to his role at Warm Beach Camp, Ed served as Senior Pastor of a Free Methodist Church and as Dean of Students at Central College in Kansas. He holds a Bachelor of Arts in Religious Education from Seattle Pacific University, a Master of Education in Educational Counseling from Wichita State University, and an Associate of Arts degree in Christian Studies from Central Christian College of Kansas.

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

To learn more about Ed's consulting ministry, or to contact him, visit: standpoint360.com.

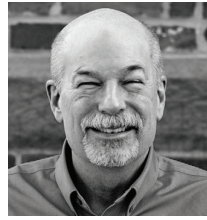


Ron King

LEAD FACULTY
AND 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 served as CEO of Western Family Foods. He has also served on several nonprofit boards. He holds degrees from Washington State University and the Stanford Executive Program. Ron can be contacted at ronk@murdocktrust.org.



Alec Hill

LEAD FACULTY
AND BOARD COACH

Murdock Trust Board
Leadership & Development

ALEC HILL is president emeritus of InterVarsity Christian Fellowship. Previously, he was dean of the School of Business and Economics at Seattle Pacific University and a Regional Director for World Relief.

He holds a law degree from the University of Washington and has served on numerous boards, including Christianity Today, the World Affairs Council, and the Union Gospel Mission. Alec is author of two books, *Just Business: Christian Ethics in the Marketplace* and *Living in Bonus Time: Surviving Cancer, Finding New Purpose*.

He lives with his wife, Mary, in the Seattle area and is the blessed survivor of a bone marrow transplant in 2015.



Adam Edgerly

BOARD COACH

Murdock Trust Board
Leadership & Development

ADAM EDGERLY is the founder and CEO of Culture Consultants, and an interculturalist with Awaken Group. He is an intercultural specialist and gifted communicator who has led transformational workshops for thousands across five continents. With over thirty years of experience in public speaking, Adam has a unique ability to distill complex concepts into memorable principles and actions.

His consulting work draws upon the latest technology in the fields of intercultural communication, behavioral science, and the neuroscience of change, along with his twenty plus years of senior executive experience, leading and training diverse teams.

Adam loves learning. He currently serves on the Board of Trustees of Biola University, where he earned his BA and MA in Intercultural Studies, with field research in leadership and language in Mali, West Africa. He also has an MBA from Emory University, with an international exchange at the University of Manchester, and a Certificat de Langue Français from Université Paris Sorbonne (Paris IV).

Adam is passionate about integrating biblical principles into life and leadership. He is the Founder of Newsong Los Angeles Covenant Church, a multicultural community committed to reconciliation in Christ. Prior to his twelve years as Lead Pastor of Newsong LA, Adam served the Evangelical Covenant Church Denomination as Associate Director of Global Evangelism, and as the Pacific Southwest Regional Director of Church Planting. He currently resides in Los Angeles, where he loves spending time at the beach with his wife and daughter.



Greg Ligon

BOARD COACH

Murdock Trust Board
Leadership & Development

GREG LIGON serves as CEO for Ligon Group Consulting, a consulting practice dedicated to helping leaders and organizations “discover what’s next and create pathways to get there.” The organization founded by Greg and his wife, Susan, provides customized organizational consulting, leadership coaching, and strategic branding that helps defeat confusion, create focus and maximize kingdom impact.

Greg has served church and non-profit leaders for over 30 years including both founding roles and executive roles in multiple organizations. He served with Leadership Network for 22 years, completing his tenure there as Chief Innovation Officer, and has also provided leadership in both in local church and through university ministry. Greg combines a “what’s next” spirit of innovation and a “get it done” process to his work of coaching and consulting. His work in brand management and executive coaching includes authors Max Lucado and John Eldredge and the Jesus Calling brand.



Daniel S. Wolgemuth

BOARD COACH

Murdock Trust Board
Leadership & Development

DAN WOLGEMUTH became the 9th President of Youth For Christ USA in April of 2005. On June 1st, 2021 he officially assumed the role of President Emeritus.

Before YFC Dan spent 28 years in for profit corporate work. His corporate career included roles in financial services, manufacturing, publishing and technology consulting organizations. This included small start-up companies and large multi-national organizations like General Electric where Dan served for 8 years.

Dan loves the local church and is a member of Colorado Community Church in Aurora, Colorado.

Dan was elected to the Board of Trustees of Taylor University in 2006. In addition, Dan has written extensively. He currently writes a weekly devotional piece called "Friday Fragments". It is posted on Dan's blog site: www.FridayFragments.com. Dan has published three books: The Monday Memo. Com in 2000, Fragments in 2010, and Give Life in 2014.

Dan was awarded an honorary Doctor of Humane Letters by Huntington University on May 12, 2012.

Dan and Mary have three married children and eleven grandchildren, all living in the Denver, CO metro area.



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, Washington State, since 1994. During this time, Kim also served 13 years as Regional Consultant for Care Net National and as National Trainer serving boards throughout the Pacific Northwest in Board Development, Strategic Planning and Conflict Resolution.

Prior to her work at Care Net, Kim served for 16 years as Senior Program Director for Youth at the YMCA of Pierce and Kitsap Counties. While serving at the YMCA, Kim served a few years as West Coast Commissioner for Youth Sports for the YMCA of the USA and collaborated on the production of the Youth Sports Administration Manual, and the national skills level curriculum for gymnastics. Kim is a graduate of Springfield College in Massachusetts, with a Bachelor's degree in Education.

To learn more about her work at Care Net Pregnancy Services of Puget Sound, and to contact Kim, email her at ktriller@carenetps.org and/or visit: www.carenetps.org.



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Appendix





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The Pathway to the Board—Overview

XYZ MINISTRY

NEW BOARD MEMBER PROFILE DEVELOPMENT	RESPONSIBLE	DATE COMPLETED
Board Matrix: Gaps		
Strategic Plan: How does it inform needed expertise?		
Review Board Terms: Anticipate future needs		
Bylaws: How many can we have?		
Strategic Plan: How many do we want? By when?		
Review Nomination Process		
Distribute Nominee Suggestion Forms to Board		
Create New Board Member Profile		

<input type="checkbox"/> STEP 1: IDENTIFICATION	RESPONSIBLE	DATE COMPLETED
Board members submit Nominee Suggestion Forms to Nomination Committee (NC)		
Nominees not informed of the board interest		
NC evaluate nominations and vet with board		
Board chooses who leads follow-up discussion with nominee		
Nominees are contacted to determine interest		

<input type="checkbox"/> STEP 2: INTEREST	RESPONSIBLE	DATE COMPLETED
Create packet with board nominee orientation materials (see tool # 3)		
Select board member(s) meet with nominee: <input type="checkbox"/> Review board nominee orientation materials <input type="checkbox"/> Answer questions <input type="checkbox"/> Assess interest		

<input type="checkbox"/> STEP 3: VETTING	RESPONSIBLE	DATE COMPLETED
NC hears from board members who met with nominees		
NC chooses who to pursue		
NC evaluate nominations and vet with board		
NC checks references and does background check		
Candidates meet with Board Chair and CEO		

<input type="checkbox"/> STEP 4: NOMINATION	RESPONSIBLE	DATE COMPLETED
NC and CEO make final determination		
Create candidate information packet for board		
Asks for commitment to serve from candidate		
Candidate agrees		

<input type="checkbox"/> STEP 5: ELECTION	RESPONSIBLE	DATE COMPLETED
NC gives candidate info packet to board		
NC makes a motion and board votes		
Board chair informs candidate		
Candidate is invited into the on-boarding process		

The Pathway to the Board

XYZ MINISTRY

CULTIVATION > RECRUITMENT > ORIENTATION > ENGAGEMENT

<input type="checkbox"/> STEP 1: SUGGEST <i>CONFIDENTIAL</i>	SUBMIT TO GOVERNANCE COMMITTEE
Board nominee name and contact information:	
Submitted by:	
Date:	
Board Nominee Suggestion Form received:	<input type="checkbox"/> Yes <input type="checkbox"/> No—do not proceed without form

<input type="checkbox"/> STEP 2: REVIEW <i>CONFIDENTIAL</i>	REVIEW WITHIN 30 DAYS
Review resume	
Review board member qualifications including Statement of Faith	
Review board nominee criteria against board needs	
Prayer and spiritual discernment process	
ACTION AND DATE <input type="checkbox"/> Decline or Postpone <input type="checkbox"/> Move to Step 3	

<input type="checkbox"/> STEP 3: INQUIRE <i>CONFIDENTIAL</i>	
Assign candidate to board member and/or CEO	
Document past involvement with XYZ ministry	
Invitation for involvement and/or volunteer role: <input type="checkbox"/> Task Force <input type="checkbox"/> Advisory Council <input type="checkbox"/> Informal Input/Focus Group/etc. <input type="checkbox"/> Attend Annual Event <input type="checkbox"/> _____	
ACTION AND DATE <input type="checkbox"/> Decline or Postpone <input type="checkbox"/> Move to Step 4 <input type="checkbox"/> Inform Board	

<input type="checkbox"/> STEP 4: APPLY	RECRUITMENT BEGINS
<p>Formal Meeting: “Would you serve as a board member should the Governance Committee recommend you?”</p>	
<p>Review Board Nominee Orientation Materials:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Position Description <input type="checkbox"/> Annual Affirmation Statement <input type="checkbox"/> Board Policies Manual <input type="checkbox"/> Calendar of Board Meetings and Retreats <input type="checkbox"/> Briefing: “The Three Board Hats”¹ 	
<p>Get-Acquainted Meal: Applicant and spouse dine with CEO and select board members</p>	
<p>Invitation to Submit Application: Governance Committee authorizes next step and board chair and/or CEO invites nominee to submit an application and resume:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Invitation Extended <input type="checkbox"/> Board Informed 	
<p>Application and Resume Submitted: Application submitted and permission given to proceed on reference checks</p>	

¹ECFA Governance Toolbox Series No. 2: Balancing Board Roles: Understanding the Three Board Hats: Governance, Volunteer, Participant (Winchester, VA: ECFAPress, 2013). Visit www.ECFA.org/Toolbox and download the Board Member Read-and-Engage Viewing Guide and the Facilitator Guide.

<input type="checkbox"/> STEP 4: APPLY	RECRUITMENT BEGINS
<p>References Affirm Applicant Meets Board Criteria:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Pastor and/or Church/Small Group Leader <input type="checkbox"/> Spouse <input type="checkbox"/> Employer and/or Fellow Employees <input type="checkbox"/> Background Checks—must be legal and authorized <input type="checkbox"/> Social Media Check <input type="checkbox"/> Colleague or Board Member Where Applicant Has Served—“Is s/he knowledgeable in governance and a Christ-centered team player?” 	
<p>Spiritual Discernment: Board prays to discern God’s direction regarding the nominee</p>	
<p>Governance Committee Recommendation: Due diligence and recommendation to board</p>	
<p>Board Approval/Election: Governance Committee recommendation approved by board:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Candidate Notified _(Date)_ <input type="checkbox"/> Candidate Elected _(Date)_ <input type="checkbox"/> Term Begins _(Date)_

STEP 5: ORIENTATION

Customized Orientation: Assign “board buddy” and create six-month orientation process to include:

- Board Professional Development Workshop
- Board Training—Online or Conference
- Review of Board Nominee Orientation Binder
- Briefing of XYZ Departments and Introductions
- Password for Online Portal and Documents
- _____

Professional Development Reading:

Read the following content within the next six months:

- Insert reading assignment _____
- Insert reading assignment _____
- Insert reading assignment _____

Orientation Evaluation: Within six months of the first board meeting, submit an evaluation and suggestions for improving the orientation process for future board candidates

<input type="checkbox"/> STEP 6: ENGAGE	
<p>Inspiring Engagement: Based on expectations for board members, engage candidate with a customized plan that includes:</p> <ul style="list-style-type: none"> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ 	
<p>Annually:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Sign Board Member Annual Affirmation <input type="checkbox"/> Sign the Annual Conflicts of Interest Statement <input type="checkbox"/> Attend the Annual Board Retreat with Spouse <input type="checkbox"/> Complete Annual Board Self-Assessment Survey 	
<p>Quarterly:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Attend Board Meetings <input type="checkbox"/> Read Board Materials in Advance and Complete “Homework” Assignments <input type="checkbox"/> Attend Committee Meetings <input type="checkbox"/> Expect to Hear God About Critical Issues Through Prayer and Spiritual Discernment <input type="checkbox"/> Maintain Standards of Board Governance Literacy as Outlined in the Board Policies Manual <input type="checkbox"/> _____ 	

STEP 6: ENGAGE

Daily/Weekly/Monthly:

- Pray regularly for Board, Staff, and CEO
- Respond Promptly to Emails and Phone Calls Regarding Board Work
- _____

Conduct Volunteer Work through appropriate employee channels versus going around normal channels to senior management or the CEO

Board Nominee Suggestion Form

XYZ MINISTRY

SUBMITTED BY:

Contact information:

Date:

PROSPECT NAME:

Address:

Phone/Cell:

Email:

Spouse:

Involvement with XYZ:

Employer:

Education:

Resume highlights:

Nominee's walk with God:

Church contact information:

PROSPECT NAME:

Strengths, gifts, expertise:

Service to other boards (past and present):

Nominee's philosophy of governance:

Meets board criteria:

- Pathway to the Board
- Annual Affirmation Statement
- Available for Board Meetings, Retreats, Select Events

NEXT STEPS:

A member of the Governance Committee will contact you within 30 days

Governance Committee will prioritize the nominee on the master list of nominations

When nominee's name tops the list, the Governance Committee will contact you

Do not contact nominee about board service until the Governance Committee requests your involvement. In the meantime, inspire the nominee to get involved in XYZ. Suggestions: "Liking" XYZ on social media, encouraging family members to participate in events, urging her/his church to participate in events and giving, and serving as a volunteer.

Board Of Directors—Board Nominee Orientation Binder

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INTRODUCTORY MATERIALS	
1	Introduction from the Chairman of the Board of Directors
2	General Brochures, Publications, (eNewsletter, Website outline, etc.)
3	Historical Snapshot, Honors, Awards, Notable News Clippings
BOARD OF DIRECTORS	
4	Current board member mini-bios, committees, volunteer structure
5	Annual affirmation statement, calendar of board meetings and retreats, biographical sketch form
6	Nomination and election procedures
7	Bylaws, articles of incorporation
8	Board policies manual
9	Conflict of interest disclosure letter
10	Board meeting agenda/pages of most recent meeting
11	Board issues/challenges for next three years—including skeletons in boardroom closet
FINANCE, BUDGET, IRS	
12	Annual Budget
13	Financial statements
14	Audited Financial Statements
15	IRS Form 990 (Return of Org. Exempt from Income Tax)

STRATEGIC PLAN & METRICS	
16	Rolling three-year strategic plan, strategic plan placemat
17	Customer satisfaction surveys, previous client feedback
18	Executive Director’s annual S.M.A.R.T. goals, board/Executive Director accountability process, monthly dashboard
19	Key performance indicators, essential statistics
TEAM MEMBERS	
20	Organizational chart
21	Team member mini-bios, Executive Director bio and top five strengths—StrengthsFinder.com
DEVELOPMENT	
22	Snapshot of donor development program
23	Direct mail, campaign/project, brochure samples
24	Development program annual and three-year goals, board’s role in raising funds
PROGRAMS AND SERVICES	
25	Menu of programs, products, and services for primary customers and supporting customers, annual program evaluation process

Board of Directors Handbook and Policy Manual

SAMPLE TABLE OF CONTENTS

SECTION ONE: ORGANIZATION PROFILE

- Introduction
- Mission Statement, Vision Statement, Core Values.....
- History and Heritage.....
- Key Partnerships, Memberships, Accreditation, and Associations (if applicable).....

SECTION TWO: GOVERNANCE STRUCTURE

- The Role of the Board of Directors.....
- Board Committees and Responsibilities

SECTION THREE: GOVERNING DOCUMENTS

- Articles of Incorporation.....
- Bylaws
- Committee Charters (If Applicable).....

SECTION FOUR: BOARD GOVERNANCE POLICIES MANUAL

Board Process Policies

- Board Member Selection.....
- New Board Member Orientation.....
- Affirmation of Service Statement and Form
- Conflict of Interest Policy and Form.....
- Board of Directors Evaluation.....

Board/President (or Executive Director) Relationship Policies

- President Position Description
- President Evaluation Policy
- President Succession Planning Policy.....

Board/President (or Executive Director) Relationship Policies

- Enterprise Risk Management Policy

APPENDICES

- Organizational Chart.....

Some organizations may have a well-developed handbook in place while others may be in the early development stages. In either case, it is important to invest the time and effort necessary to ensure it meets the needs of the organization. Thank you to the Association of Biblical Higher Education for the original version of this template.

The following are sample conflict-of-interest policies and questionnaire.

Conflict-of-Interest Policy Template

XYZ MINISTRY

CONFLICT-OF-INTEREST POLICY

All trustees, officers, agents, and employees of XYZ Ministry shall disclose all real or perceived conflicts-of-interest they discover or that have been brought to their attention. A conflict-of-interest occurs when a person is responsible for promoting the interest of XYZ at the same time they are involved in a competing interest (e.g., financial, business, personal, relational).

To disclose a conflict-of-interest, submit a written description of the real or perceived conflict to the CEO or designated official. Even though an annual questionnaire shall be distributed as a reminder of the policy and a means for uncovering conflicts-of-interest, disclosure is required at any time a conflict-of-interest occurs. All disclosures will be noted in board minutes.

Any individual who believes they—or an immediate family member—may have a conflict-of-interest must abstain from the following:

1. Participating in discussions or deliberations on the subject of the conflict (other than to present factual information or to answer questions)
2. Using personal influence to affect deliberations
3. Making motions
4. Voting
5. Executing agreements
6. Taking similar actions on behalf of XYZ from which conflicts-of-interest might pertain by law, agreement, or otherwise

At the discretion of the board, a person with real or perceived conflict-of-interest may be excused from discussion or deliberations on the subject of the conflict. A board member who discloses a real or perceived conflict-of-interest may be counted in determining the existence of a quorum at any meeting in which the conflict is discussed. The minutes of the meeting shall reflect the disclosure, the vote, and the individual's abstention from participating and voting.

CONFLICT-OF-INTEREST QUESTIONNAIRE

I have read the XYZ Conflict-of-Interest Policy and certify that I do not have any relations or interests conflicting with the interests of XYZ Ministry. Exceptions are allowed if an individual has a business relationship with a board member (must be disclosed).

I agree to abide by this Conflict-of-Interest Policy.

Print Name: _____

Sign Name: _____ Date: _____

Sample Board Minutes

XYZ MINISTRY

A meeting of the Board of Directors of XYZ was held by phone pursuant to the Article I, Section 1.7 of the Bylaws. The meeting was called to order. The number of board members present established a quorum pursuant to Article I, Section 1.4 of the Bylaws.

PRESENT

Jane Doe, Board Chair, Fred Smith, CEO, Don Green, Susan Hunt, Sarah Potts, and Amy Lee met by phone.

PRAYER

Jane opened in prayer.

MINUTES

The minutes from the May 7, 2021 meeting were approved.

BOARD BUSINESS

Jane encouraged the board to review governing documents.
The board will sign and return the Conflict-of-Interest Form.
Torte training forthcoming.

BOARD MEMBERS

Don provided information on potential board member Peggy Mitchell.
Potential Board Members were discussed.

OFFICER ELECTION AND BOARD COMMITTEES

Officer election and board committees were reviewed.
RESOLVED: the board of XYZ votes to approve the Officer Election and Board Committees.
The motion passed.

CEO REPORT

The CEO report was presented.
_____ partnership was discussed.

SPEAKING ENGAGEMENT POLICY

Fred's speaking engagement policy was discussed.

FALL MEETINGS

Fall state of XYZ (Investor's update), Mozer's house, Tuesday October 2.
September X, XYZ ministry leaders' lunch meeting.
October 9, optional _____ training.

AMY LEE

Amy Lee was thanked for over 14 years of service on the board.

There being no further business to discuss, the meeting was adjourned. The next meeting will be Monday, September 24, 2021.

Respectfully submitted,

Jane Doe, Board Chair

Don Green, Secretary

Financial Management Checklist

XYZ MINISTRY

- Pathway to the Board
- Board receives timely, relevant, and accurate financial information that is readily understood
- Board has assessed the ministry's financial health within the last year and appropriately addressed concerns
- Board orients new members on how to interpret XYZ's financial statements and benchmarks
- Cash reserves compare favorably with XYZ's goal for:
 - Operations
 - Donor-restricted net assets
 - Mortgage covenants
 - Capital needs
 - Other ministry expansion opportunities
- Significant revenue elements are increasing
- Average size of contributions is increasing across gift size ranges
- Number of regular contributors is increasing
- Unrestricted revenue is increasing
- XYZ adequately communicates with financial institutions regarding loan renewals, international fund transfers, line of credit, and bank accounts
- Accounts payable, payroll taxes, and current liabilities are paid on time
- Net assets without donor restrictions—after deducting net property, plant, and equipment, less related debt—show a positive trend
- Financial statements do not reflect designated net assets in excess of what is available for designation
- XYZ has an investment policy and a gift acceptance policy and follows both
- Bank accounts do not exceed FDIC limits
- XYZ secures an independent CPA firm to perform annual audit, review, compilation, or applied other accountability measures
- Staff provides a written response to the board in relation to any management letter comments from the CPA firm
- XYZ identifies the three greatest financial risks and the steps to mitigate those risks
- All significant related-party transactions are reported to the board for review and action
- Staff informs the board of total compensations, including fringe benefits taxable and non-taxable, of any member of the top leader's family employed by the organization or any of its subsidiaries or affiliates

Legal and Risk Checklist

XYZ MINISTRY

- Review organizational practices within the past year to ensure compliance with corporate documents (e.g., articles of incorporation, bylaws) and applicable state and federal laws
- Legal counsel reviews articles of incorporation, bylaws, and board policies every three to five years
- Review all major/material organizational risks
- Annual filings with applicable states are current to maintain corporate status
- Annual filings with applicable states are current for charitable registration purposes
- Loan covenants are in compliance
- Payroll tax filings are current with federal, state, and local governments
- Federal government filings are current (e.g., forms 1098, 1099, 5578)
- Annual filings of Form 990 and 990-T are current
- Compliance with all contractual agreements
- Filings for copyrights and trademarks are current
- Insurance coverages are adequate and insurance policies are in force
- XYZ uses written memos of understanding or contracts to specify the roles and responsibilities of the parties involved in partnership, joint ventures, or collaborations—these are signed by all parties
- XYZ funds are expended consistently with the ministry's mission and for tax-exempt purposes
- Board approved each type of restricted fund
- Giver-restricted funds are disbursed in a timely manner
- Giver-restricted funds are used for intended purpose
- XYZ has not borrowed restricted asset balances to fund operational expenses

Fundraising Checklist

XYZ MINISTRY

- Board members understand their fundraising responsibilities and are individually committed to giving to XYZ every year
- Financial facts and descriptions about XYZ's financial condition are current, complete, and accurate
- Board understands XYZ's fundraising program and restricted donations
- Statements regarding the use of gifts by XYZ in its charitable gift appeals are honored
- Board is aware of communication to givers regarding the potential of over-funding or under-funding projects for which funds are being raised
- For matching gifts, the board is confident initial pledges are legitimate and likely to be submitted
- Board is aware if staff and external fundraisers are being compensated on the basis of funds raised
- Board affirms XYZ provides givers appropriate and timely charitable gift acknowledgments
- Board affirms XYZ provides a report, upon written request, that includes financial information on any project for which it is requested
- Board compiles, analyzes, and leverages giving data to serve and support the giving base
- Board affirms XYZ provides a copy of recent year-end financial statements upon request

Sample Board Self Evaluation

XYZ MINISTRY

Respond to each statement by using the following scale to indicate the numeric score that most closely aligns with your evaluation of your performance.

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

QUESTIONS	SCORE
1. The board chair is doing an effective job leading the board. Comments:	
2. I am satisfied with my personal level of commitment to the board. Comments:	
3. XYZ is in my top three organizations I give to annually. Comments:	
4. I am satisfied with the schedule of board meetings that I’m required to attend. Comments:	
5. Board agendas are organized and relevant. Comments:	
6. The board has a good mix of people with diverse strengths, talents, and gifts. Comments:	

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

QUESTIONS	SCORE
<p>7. The board conducts fiscal oversight with integrity and transparency. Comments:</p>	
<p>8. I am familiar with the mission and vision of XYZ. Comments:</p>	
<p>9. The board does an effective job fundraising for XYZ. Comments:</p>	
<p>10. The process for selecting board members is good. Comments:</p>	
<p>11. We are a steward board—not an owner board. Comments:</p>	

Executive Director Evaluation

XYZ MINISTRY

Each board member completes this evaluation individually, results compiled collectively.

RATE EACH STATEMENT USING THE FOLLOWING SCALE				
1	2	3	4	5
DOESN'T MEET EXPECTATIONS	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	OFTEN EXCEEDS EXPECTATIONS	EXCEEDS EXPECTATIONS

VISION AND MISSION	SCORE
Developed a clear and compelling vision and mission. Comments:	
Effectively communicates vision and mission to all constituents. Comments:	

FISCAL MANAGEMENT AND OPERATIONS	SCORE
Prudently manages XYZ's finances, ensuring the viability of XYZ. Comments:	
Oversees an effective operational budget-building process. Comments:	
Works through senior leaders to meet operational goals within the context of board expectations and the strategic plan. Comments:	

RATE EACH STATEMENT USING THE FOLLOWING SCALE

1	2	3	4	5
DOESN'T MEET EXPECTATIONS	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	OFTEN EXCEEDS EXPECTATIONS	EXCEEDS EXPECTATIONS

PROGRAM DEVELOPMENT	SCORE
Effectively manages number, content, quality of XYZ programs. Comments:	

DEVELOPMENT AND FUNDRAISING	SCORE
Fundraising efforts meet board expectations and goals as outlined in the strategic plan. Comments:	

PLANNING AND CAPITAL PROJECTS	SCORE
Leads the development of strategic plans. Comments:	
Knowledgeable about regional and county regulations for initiatives outlined in the strategic plan. Comments:	
Successfully manages finances for implementation of capital projects. Comments:	

RATE EACH STATEMENT USING THE FOLLOWING SCALE				
1	2	3	4	5
DOESN'T MEET EXPECTATIONS	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	OFTEN EXCEEDS EXPECTATIONS	EXCEEDS EXPECTATIONS

SPIRITUAL FORMATION	SCORE
Invests in spiritual disciplines and self-care to sustain spiritual leadership. Comments:	
Balances work with family commitments. Comments:	

OVERVIEW	TOTAL
Comments:	

Tips: Convert evaluation to Survey Monkey for convenience; permit evaluation to be completed anonymously; require 100% participation; ask CEO to complete this evaluation as a benchmark to collective evaluation; use results to facilitate dialogue with CEO, board chairman, and one other board member.

Succession/Contingency Plan Template

XYZ MINISTRY

Responsibility for embedding succession planning into the culture and workflow of XYZ is assigned to the Trusteeship/HR Committee of the board and the Executive Director.

GUIDING PRINCIPLES

- Succession planning addresses the vulnerabilities of transition while focusing on the needs of the future in a thoughtful and beneficial way.
- Developing a deeper bench of staff leadership is a priority and should be a regular topic of discussion with the board.
- Establishing a succession plan for the Executive Director helps XYZ be prepared in the event of an unanticipated crisis.
- The board committee on governance identifies and cultivates prospective board members and adopts means of evaluating effective transitions.
- Succession planning is part of the annual workflow of the board, Executive Director, and leadership staff. It is not an event or a document, but rather, it is ongoing work about preparing for the future.
- Succession plans are reviewed annually by the Trusteeship/HR Committee, the Executive Director, and key leaders.

GENERAL POLICIES

Death of Executive Director

- *Care of Surviving Spouse*
Duration of housing: XX months. Can be extended based on agreement with new Executive Director, the former director's spouse, and the board.
- *Duration of Pay*
If the spouse is an employee, pay continues with the job. It is assumed the spouse will continue to work after the Executive Director's death. Should the spouse wish to end employment during the first year of a new Executive Director, s/he will be paid for an additional XX months beyond the last day of work.
- *Benefits*
If spouse is an employee, s/he is entitled to applicable benefits. Since the death of the Executive Director is a qualifying event for benefit enrollment outside the annual enrollment window, it's assumed the spouse will enroll. Should the spouse exit the organization as described under Duration of Pay, benefits will continue with pay until the end of the XX-month window. If the spouse is not an employee, XYZ will make a one-time payment equivalent to the cost of XX months of COBRA plus any applicable tax payments for the health benefits provided at the time of the death of the Executive Director.

Extended Leave of Executive Director

- *Medical, Pay, Benefits*

If leave is needed beyond the twelve weeks available via Family Medical Leave Act (FMLA), the HR Committee can review the request and make a recommendation to the board for additional leave up to XX months. The Executive Director will receive full pay during this time—or partial pay from XX to fill any pay gap not supported by insurance. All benefits including housing continue. Housing, pay, and benefits continue with no change for the spouse of the Executive Director whether the spouse is an employee or not.

- *Sabbatical*

Upon requests for a Sabbatical, the HR Committee will make a recommendation for board approval. Follow the guidelines for extended/medical leave but the HR Committee can make a specific recommendation based on the needs of the Executive Director.

- *Interim Director*

In the event of the death, extended leave, or sabbatical of the Executive Director, _____ will be named interim director for no longer than twelve months. If the spouse of the Executive Director is an employee, s/he will continue to report to immediate supervisor according to the organizational structure. As with the Executive Director, the board will support the interim director. The board chair and HR Committee will remain in frequent contact with the interim director and provide additional support or coaching if necessary.

Messaging

- *Spokesperson Script*

“_____ will act as the official spokesperson for XYZ and be responsible for any news to be published on social media, website, or a press release. Announcements will be run past the Chairman to ensure consistency with Board intentions.”

- *Timeline*

Day 1: Announcement of Executive Director’s death, disability, inability to serve

“We are saddened to announce our long-time Executive Director of XYZ Ministry was killed/succumbed to a long illness/suffered a traumatic injury today.” [Insert information about circumstances...]

Note: people will want to know what happened. They should be told as part of the moving ahead process. Control the news and eliminate speculation.

Day 2A: Announcement of interim director

Message to Staff:

“The board wants you to know we are grateful for you. We are committed to standing together through this time of unexpected transition. It comes as no surprise to you that the Executive Director and the board worked intentionally to prepare for a time like this. Although we hoped this would never happen, we’re prepared. Here are a few things to know:”

- o “The board has confidence in God’s leadership. This was not a surprise to Him.”
- o “_____ will serve as the interim leader.” Add qualifying reasons.
- o “Team effort from all of us is important. We are in this together as we continue to live out our mission.”
- o “The board has confidence in you to walk the ministry through this time.”

- “A special all-staff meeting has been called for (day and time) at (location). The board chair and one or two other board members will be at the meeting to answer questions and to address concerns regarding sustaining our momentum. _____ will be responsible for communications with the various constituencies, and the staff should refrain from making public statements.”

“We are asking that God make us stronger through this time of unexpected loss and change.”

“With gratitude for each one of you,”

Day 2B: Announcement of Interim Director

“The board chair announced today that _____ will serve as interim director starting immediately. _____ has been a key member of the XYZ ministry since _____ and has demonstrated his/her love for the ministry. Please join us in praying for _____ as s/he stands in the leadership gap for this season.”

Day 3A: Announcement for Memorial Service

“A celebration of life service to honor _____ will be held on (date) at (location).”

“As we move through this time of grieving, we are grateful for the guidance that was developed with the Board and _____ (Executive Director). As we reflect with gratitude on _____’s life and leadership, we move forward with a process that ensures XYZ’s stability with a strong transition team, prepares a search process for the next leader, and invites you to join us in prayer through this time of transition.”

Day 3B: Search Committee for New Executive Director

“The board is pleased to announce the establishment of the search committee for a new Executive Director of XYZ Ministry. Attached is a position description. Please feel free to share this with people who might be a good fit. Join us in prayer for God’s leadership in this. Thank you.”

ADDITIONAL TOPICS FOR BOARD TO CONSIDER

- Insurance
 - o Who is the beneficiary?
 - o Can the benefits be split?
 - o Disability insurance
- Should board hire a search firm?
- Should a temporary search committee be appointed?

A Board Prayer

XYZ MINISTRY

DEAR GOD, THANK YOU FOR CALLING THIS MINISTRY INTO EXISTENCE AND FOR ALLOWING IT TO SERVE AND CARE FOR THE PEOPLE YOU LOVE.

1. Thank you for the various perspectives represented in this meeting and the things we will learn from one another.
2. Thank you for the privilege of corporately receiving reports, and with one voice establishing policies, discovering direction, setting goals and encouraging those who serve in this ministry.
3. Thank you for the many people whose lives will be influenced through our meeting—other board members, staff, volunteers, donors, participants, vendors, and generations yet unborn who will benefit from the decisions we make today.
4. And God, thank you for entrusting your ministry into our care. Help us to be worthy of the trust that you and others are placing in us.

FATHER, ALLOW ME TO REPORT HONESTLY.

5. Help me to tell the whole truth not just the parts that make me look good.
6. Let me not bury bad news in mounds of data and detail and don't let me gloss over painful issues or personal failures.
7. Help me to give credit to others and take responsibility for failure and lack of progress.
8. Don't let me trivialize serious issues or magnify minor successes.
9. Let me tell stories and provide statistics that represent accurately.
10. Help me remember that good information provides a smooth pathway to good decisions.

GOD, AS WE APPROACH THIS MEETING, HELP US TO SEE CLEARLY.

11. Help us to see the issues before us from many perspectives – but ultimately from your perspective. Align our thoughts with your thoughts and our work with your desire.
12. God, help us to see our ministry's strengths and weaknesses and to embrace both.
13. Help us connect the dots between the many good ideas to find the great idea you have for us.
14. Help us to distinguish what is significant from what is superficial, what is short-term from what is long-term and what is best for me from what is best for all.

HELP ME TO LISTEN OBJECTIVELY.

15. Allow me the grace to filter angry words and hear the truth behind what is being said.
16. Help me to listen to the painful heart from which flows harsh comments.
17. Help me to learn from what is legitimate and to discard what is said in spite.
18. Help me to respond to questions with grace and respect.
19. Allow me to focus on what is being said more than how I will respond.

HELP ME TO SPEAK CAUTIOUSLY.

20. Let me use the least words, the least intensity, the least volume needed to be understood.
21. Help me voice my opinions with care, strength and meekness.
22. Help me to ask good questions, open dialogue, explore options, and deepen discussion.
23. Help me to say nothing degrading and nothing that would draw lines of conflict unnecessarily.
24. Help me to affirm and agree whenever possible.
25. Help me to give second voice to a courageous and wise first-voice; those who risk presenting a new, contrary or unrefined perspective.
26. Lord, help me to accept compliments and approval with humility.
27. God, give me the grace to watch with dignity as my proposal fails, and give me humility when my idea meets with approval.

DEAR GOD, GIVE THE BOARD WISDOM TO PLAN WISELY.

28. Help us to see opportunities and threats and to count the cost and to weigh risks and rewards.
29. Help us to see the possibilities for a better future.
30. Help us to honor the past but give us the courage to abandon the methods that provided yesterday's success but will lead to futility tomorrow.
31. Help us discover and employ the most effective methods to accomplish your mission for this ministry in the days ahead.
32. Help this Board to avoid the herd mentality that could stampede the ministry in a dangerous and reckless direction.
33. Help us to see which decisions are easily reversed and which ones are changed at great peril.

AND DEAR GOD, HELP US TO REMAIN UNIFIED.

34. Allow every member to express his or her opinion fully.
35. Help us to engage the dreams for the future with harmony and enthusiasm.
36. Help each of us to leave this meeting with the commitment to speak with one voice and to support the group decisions in public and private.
37. Help us to remember that few decisions are worth the divisions caused by dominant winning or belligerent losing.
38. Help us to seek your glory and not ours.
39. Grant us the joy of arriving at adjournment closer to one another because we are closer to you.

AMEN

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Board Master Calendar Template

XYZ ORGANIZATION

YEAR	TIME	LOCATION	AGENDA
February	Thursday 10:00 a.m.	Zoom/ Conference Call (link/number)	
May	Thursday 4:00 p.m. to Friday 4:00 p.m.	Board Retreat (location)	<ul style="list-style-type: none"> • Strategic Plan Brainstorming • Board Governance Update • Nominating Committee Report • Financial Reports (4 months) • Executive Director's Annual S.M.A.R.T. Goals • Board Meeting Schedule Approval
August	Thursday 10:00 a.m.	Zoom/ Conference Call (link/number)	
November	Thursday 8:30 a.m. to 4:30 p.m. Dinner with spouses 6:00 p.m.	Seattle	<ul style="list-style-type: none"> • Welcome to New Board Members • Financial Reports (10 months) • Annual Plan, Calendar, Leading Indicators and Executive Director's S.M.A.R.T. Goals • Annual Budget • Executive Director's Performance Review • Board Governance Committee Report on Board Member Self-Assessment Survey • Appointment of Auditor

Attach monthly dashboard to schedule or email as separate document.

Future Board Meetings

XYZ ORGANIZATION

YEAR	TIME	LOCATION	AGENDA
2023			
2024			
2025			
2026			

Board Policies Manual (BPM) for [your ministry's name]

XYZ MINISTRY

PART 1: INTRODUCTION AND ADMINISTRATION

- 1.1 Alignment.** Each Board-adopted policy in this document is expected to be consistent with the law, the Articles of Incorporation of (your ministry), and the Bylaws, all of which have precedence over these Board policies.
- 1.2 Executive Director.** The ED will be held accountable for developing all other organizational policies and procedures, which are to be consistent with these foundational documents and policies contained in this BPM.
- 1.3 Changes.** Changes to the BPM may be made at any Board meeting, based on monitoring activities and the assumption that the Board continually grows in wisdom. Except for time-limited or procedural-only policies (approve minutes, elect officers, etc.), which are recorded in regular Board minutes, all new “policies” approved by the full Board will be included in an updated version of this Manual. Recommendations may come from any committee, Trustee, or the ED.
- 1.4 Review.** The Board will undertake a thorough review of the Manual every third year. The purpose of the review is to identify policies that need to be updated or rewritten or new policies that need to be added, and to recommend the text of proposed changes. The review of the Manual is to be accomplished by the officers and committees of the Board. The officers and committees most closely involved with the specific policies are assigned responsibility for reviewing those policies and for proposing the text of the revisions or new policies deemed necessary. The Chair, ED, and Secretary are to be available for consultation.
- 1.5 Notice.** In advance of each Board meeting, the ED shall send a copy of the current policies to the Board, showing language recommended to be deleted by use of the strike-through and language recommended to be added using underlines. Each revision of the document should be clearly identified both at the top of the first page and in the footers.
- 1.6 Placement.** Each new policy will be drafted to fit within the most logical policy section listed below. Over time, the Board can reduce or add to the specificity of its policies.
- 1.7 Oversight Responsibilities.** The sections of the Manual, the committee responsible for overseeing and making recommendations to the Board, and the individuals given authority to interpret and make decisions within the scope of, but not violating these policies, are:

SECTION	OVERSIGHT COMMITTEE	AUTHORITY
1. Introduction and Administration	Full Board	Chair
2. Foundational Statements	Full Board	ED
3. Governance Process	Board Development	Board Chair
4. Board-Administration Relationship	Chair/ED	Chair/ED
5. Finances	Finance	ED
6. Executive Parameters/Limitations	Full Board	Chair
7. Other Policies	Full Board	ED

1.8 Maintenance of Policies. The Secretary will oversee the recording and publication of these policies. The Secretary will maintain the policies on computer and provide updated copies to the Board in advance of each meeting. This Manual may be amended at any Board meeting. While all of the official policies are contained in this Manual, other documents relevant to the Board’s work will be kept in the Board Reference Book available at every Board meeting. The Secretary shall review this BPM at least annually to ensure compliance with the law.

1.9 Context of Different Policies. This BPM fits into a hierarchy of policies within which authority flows down and accountability flows up. The Board is accountable for levels 1-4. The ED is accountable for levels 5 and 6. No level may be inconsistent with the levels above it.

1. Laws and Applicable Regulations
2. Articles of Incorporation
3. Bylaws
4. Board Policies Manual
5. ED-approved Organizational Policies
6. Policies Set by Managers Under the ED

PART 2: FOUNDATIONAL DOCUMENTS

2.1 Our **vision** is ...

2.2 Our **mission** is ...

2.3 Our **core values** are ...

2.4 Our **Doctrinal Basis** is...

2.5 Strategic Plan. The board is expected to think strategically at all times. The ED will develop a strategic plan, update it as necessary, and provide a revised version to the board by [insert a date] each year.

PART 3: BOARD STRUCTURE AND PROCESSES

3.1 Governing Style. The board will approach its task with a style that emphasizes outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of board and staff roles, and pro-activity rather than reactivity. In this spirit, the board seeks to:

3.1.1 Enforce upon itself and its members whatever discipline is needed to govern with excellence. Discipline may apply to matters such as attendance, respect of clarified roles, maintaining confidentiality, leaving questions about organizational activities and issues to the ED, speaking to management and the public with one voice, and self policing of any tendency to stray from the governance structure and process adopted in these board policies.

3.1.2 Be accountable to its stakeholders and the general public for competent, conscientious and effective accomplishment of its obligations as a body. It will allow no officer, individual, or committee of the board to usurp this role or hinder this commitment.

3.1.3 Monitor and regularly discuss the board's own process and performance, seeking to ensure the continuity of

its governance functions by selection of capable directors, orientation and training, and evaluation.

3.1.4 Be an initiator of policy, not merely a reactor to staff initiatives. The board, not the staff, will be responsible for board performance.

3.2 Board Job Description. The job of the board is to lead the organization toward desired performance and help ensure that it occurs. The board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. To perform its job, the board will endeavor to:

3.2.1 Determine the mission, values, strategies, and major goals/outcomes and hold the ED accountable for developing a staff strategic plan based on these policies.

3.2.2 Determine the parameters within which the ED is expected to achieve the goals/outcomes.

3.2.3 Monitor the performance of the organization relative to the achievement of the goals/outcomes within the executive parameters.

3.2.4 Maintain and constantly improve all on-going board policies in this BPM.

3.2.5 Select, fairly compensate, nurture, evaluate annually and, if necessary, terminate a ED, who functions as the board's sole agent.

3.2.6 Ensure financial solvency and integrity through policies and behavior (including help as volunteers in fundraising).

3.2.7 Require periodic financial, legal, and other external audits to ensure compliance with the law and good practices.

3.2.8 Evaluate and constantly improve our board's performance and set expectations for board members' involvement as volunteers.

3.3 Board Member Criteria. In nominating members for the board, the Governance Committee will be guided by the board-approved profile. (See Addendum).

3.4 Orientation. Prior to election, each nominee will be given this BPM along with adequate briefings on the role of the board, officers, and staff, and an overview of programs, plans, and finances. Soon after election, each new board member will be given additional comprehensive orientation material and training.

3.5 Chair's Role. The job of the Chair is, primarily, to maintain the integrity of the board's process. The Chair "manages the board" and is the only board member authorized to speak for the board (other than in rare and specifically board-authorized instances).

The Chair ensures that the board behaves consistent with its own rules and those legitimately imposed upon it from outside the organization. Meeting discussion content will be those issues that, according to board policy, clearly belong to the board to decide, not staff.

The authority of the Chair consists only in making decisions on behalf of the board that fall within and are consistent with any reasonable interpretation of board policies in Parts III and IV. The Chair has no authority to impose policies beyond policies created by the board. Therefore, the Chair has no authority to

supervise or direct the ED's work, but is expected to maintain close communication, offer advice, and provide encouragement to the ED and staff on behalf of the board.

3.6 Board Meetings. Ideally, board events often will include time for guest presenters, interaction with staff and beneficiaries, board training, committee meetings, social activities, and plenary business sessions. Policies that are intended to improve the process for planning and running meetings follow:

3.6.1. The schedule for board meetings should, ideally, be set two years in advance.

3.6.2. The ED will work with the Chair and committee chairs in developing agendas which, along with background materials for the board and committees, monitoring reports, the ED's recommendations for changes in the BPM, previous minutes, etc. should be sent to all board members approximately two weeks in advance of board meetings or placed on the board's website.

3.6.3 Minutes and the updated BPM are expected to be sent to board members within 14 days of board meetings (or placed on the board's website).

3.6.4 Regular board meetings normally will be held ___ times a year in the months of ____, ____, and ____, preceded by a reminder notice approximately ___ days in advance of the meeting date. The ___ meeting normally will include a review of the planning and budgeting for the upcoming year. The ___ meeting normally will include a review of the performance of the ED and the organization for the past year. Special meetings of the board can be called according to the Bylaws [*if not in the Bylaws, define that process here*].

3.6.5 The Governance Committee will prepare a meeting evaluation survey for completion by each board member who attends the board meeting. The completed surveys will be reviewed, analyzed, and summarized by the Governance Committee, which will then report the results of the meeting evaluation to the board members within two weeks of the board meeting.

3.7 Standing Committees. Committees help the board be effective and efficient. They speak "to the board" and not "for the board." Unless authorized by the whole board, a committee may not exercise authority that is reserved to the whole board by the Bylaws or by the laws of [name of state] governing not-for-profit organizations. Committees are not created to advise or exercise authority over staff. Once committees are created by the board, the board Chair will recommend committee chairs and members for one-year terms, subject to board approval.

The board Chair and the ED are *ex officio* members of all committees except the Audit and Compliance Committee. The ED, or a designee, will assist the work of each committee.

3.7.1 **Governance Committee.** This committee recommends policies to the board pertaining to governance issues and processes including the orientation and training of new board members, the evaluation and improvement of the contribution of individual board members and officers, and the recommendation of Bylaw changes. The committee will also develop a roster of potential board members based on the board profile and nominate all board members and officers.

3.7.2 **Finance Committee.** This committee develops and recommends to the board those financial policies, plans, and courses of action that provide for mission accomplishment and organizational financial well-being.

Consistent with this responsibility, it reviews the annual budget and submits it to the board for its approval. In addition, the committee makes policy recommendations with regard to the level and terms of indebtedness, cash management, investment policy, risk management, financial monitoring and reports, employee benefit plans, signatory authority for expenditures and other policies for inclusion in this BPM that the committee determines are advisable for effective financial management.

- 3.7.3 **Audit and Compliance Committee.** This committee oversees the organization's internal accounting controls; recommends external auditors for board approval; reviews the external auditors' annual audit plan; and reviews the annual report, management letter, and the results of the external audit. The committee, or its delegate, should have an annual private conversation with the auditor and, as appropriate, legal counsel, all of whom may be contacted by the committee chair directly. In addition, the committee provides oversight of regulatory compliance, policies and practices regarding corporate responsibility, and ethics and business conduct-related activities, including compliance with Federal, state, and local laws governing tax-exempt entities. The committee oversees written conflict of interest policies and procedures of directors and officers and staff. (**NOTE:** *Many small nonprofits merge the Finance and Audit functions into one committee, although separating them is a trend in best practices.*)
- 3.7.4 **Advancement Committee (optional).** This committee studies and recommends policies relating to communications and public relations as well as policies relating to raising financial and other resources for the organization.
- 3.7.5 **Programs Committee (optional).** This committee studies and recommends board-level policies relating to programs and services of the organization.
- 3.7.6 **Executive Committee (optional).** This committee includes the Chair, other officers, and the Chairs of the other committees in Section 3.7. Except for the actions enumerated below, it has authority to act for the board on all matters so long as the Executive Committee determines that it would be imprudent to wait for the next board meeting to take such action. With respect to any action taken on behalf of the board, (1) the Executive Committee is required to report the action to the board within 10 days, and (2) the board may ratify the action at the next board meeting.

The Executive Committee is **not** authorized to make decisions with respect to the following matters:

- 3.7.6.1 Dissolve the corporation
- 3.7.6.2 Hire or fire the chief executive
- 3.7.6.3 Enter into major contracts or sue another entity
- 3.7.6.4 Make significant changes to a board-approved budget
- 3.7.6.5 Adopt or eliminate major programs
- 3.7.6.6 Buy or sell property
- 3.7.6.7 Amend the Bylaws
- 3.7.6.8 Change any policies the board determines must require a board vote.

3.7.7 *[Optional: Insert other board-created committees and their areas of responsibility]*

3.8 Advisory Groups, Councils, and Task Forces. To increase its knowledge base and depth of available expertise, the board supports the use of groups, councils, and task forces of qualified advisers. The term "task force"

refers to any group appointed by the ED or the Chair to assist him or her in carrying out various time-limited goals and responsibilities. Although either the Chair or the ED may form a task force, he or she should notify the board of its formation, purpose and membership within 10 days of its formation. The ED may assign a senior staff member to serve advisory groups.

3.9 Board Members' Code of Conduct. The board expects of itself and its members ethical and businesslike conduct. Board members must represent unconflicted loyalty to the interests of the entire organization, superseding any conflicting loyalty such as that to family members or friends, a business, advocacy or interest groups and membership on other boards or staffs. See 9.1.

Board members will make no judgments of the ED or staff performance except as the performance of the ED is assessed against explicit board policies and agreed upon written personal and professional performance objectives following each annual performance review of the ED by the board.

Each board member is expected to complete and sign an Annual Affirmation and Conflict of Interest Statement, which covers, inter alia, board conflicts of interest, in accordance with the laws of [the State] governing not-for-profit organizations, and other expectations of board members.

3.10 Board Finances. Every board member (other than the ED/staff) is expected to serve as an unpaid volunteer and be a donor of record in the first quarter of each calendar year. Expenses incurred to fulfill board activities normally can be an individual tax deduction; however, any board member may submit for reimbursement any expenses incurred to attend board or committee meetings.

PART 4: BOARD – ED/STAFF RELATIONSHIP

4.1 Delegation to the ED. While the board job is generally confined to establishing high-level policies, implementation and subsidiary policy development is delegated to the ED.

4.1.1 All board authority delegated to staff is delegated through the ED, so that all authority and accountability of staff as far as the board is concerned is considered to be the authority and accountability of the ED.

4.1.2 Organizational Essentials policies (Part 2) direct the ED to achieve certain results. Executive Parameters policies (Part 5) define the acceptable boundaries of prudence and ethics within which the ED is expected to operate. The ED is authorized to establish all further policies, make all decisions, take all actions, and develop all activities as long as they are consistent with laws and regulations and any reasonable interpretation of the board's policies in this BPM.

4.1.3. The board may change its policies during any meeting, thereby shifting the boundary between board and ED domains. Consequently, the board may change the latitude of choice given to the ED, but so long as any particular delegation is in place, the board and its members will respect and support ED choices. This does not prevent the board from obtaining information in the delegated areas.

4.1.4 Except when a person or committee has been authorized by the board to incur some amount of staff time and expense for study of an issue, no board member, officer, or committee has authority over the ED or the ED's employees. Only officers or committee chairs may request information, but if such request in the ED's judgment requires a material amount of staff time or funds or is disruptive, it may be refused until the Chair determines that the work is critical for board work and should be completed.

4.2 ED Job Description. As the board's single official link to the operating organization, ED job performance will be considered to be synonymous with organizational performance as a whole. Consequently, the ED's job contributions can be stated as performance in two areas: (a) organizational accomplishment of the major organizational goals in Section 2.5, and (b) organization operations within the boundaries of the law, prudence and ethics established in board policies on Executive Parameters in Part 5.

4.3 Communications and Counsel to the Board. With respect to providing information and counsel to the board, the ED is expected to keep the board informed about matters essential to carrying out its policy duties. Accordingly, the ED is expected to:

- 4.3.1 Report to the chair any personal actions or behavior which could potentially discredit the integrity of the ED and/or the organization. The chair and the ED are expected to report such things to the board, engage outside counsel as appropriate, and handle in the best interests of the organization. If the board finds the ED's actions unethical or immoral, suspension or termination may be the result.
- 4.3.2 Inform the board of relevant trends, material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established, always presenting information in as clear and concise formats as possible.
- 4.3.3 Relate to the board as a whole except when fulfilling reasonable individual requests for information or responding to officers or committees duly charged by the board.
- 4.3.4 Report immediately any actual or anticipated material noncompliance with a policy of the board, along with suggested modifications to this BPM for the future.

4.4 Monitoring Executive Performance.

The purpose of monitoring is to determine the degree to which the mission is being accomplished and board policies are being fulfilled. Information that does not do this is not considered monitoring. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to affect the future rather than to review the past. A given policy may be monitored in one or more of three ways:

- 4.4.1 Direct board inspection: Discovery of compliance information by a board member, a committee, or the board as a whole. This includes board inspection of documents, activities, or circumstances that allows a "prudent person" test of policy compliance.
- 4.4.2 External report: Discovery of compliance information by a disinterested, external person or firm who is selected by and reports directly to the board. Such reports must assess executive performance only against legal requirements or policies of the board, with suggestions from the external party as to how the organization can improve itself, including changes to this BPM.
- 4.4.3 ED Reports: The ED is expected to help the board determine what tracking data are possible to measure progress/outcomes in achieving the mission and goals and conforming with board policies. Currently the board requests these regular monitoring reports, in addition to any specific reports requested in other sections of the BPM:
 - 4.4.3.1 Monthly: Informal ED reports on achievements, problems, board notices, etc.

- 4.4.3.2 Quarterly: (A) One or two-page “dash board” report showing agreed upon key indicators that track designated financial and program outcomes over a three-year period in graphic form; (B) [Insert any other summary reports the board may define here.]
- 4.4.3.3 Semi-Annually: (A) Expense and revenue against budget report with comparison to previous year; (B) Balance sheet; (C) Cash flow projections; (D) [Insert other reports that the board may define.]
- 4.4.3.4 Annual: Within 45 days of the end of the fiscal year, with respect to that year: (A) End of year expense and revenue against budget; (B) Balance sheet; (C) Staff organization chart (or whenever major changes are made); (D) [Insert other reports that the board may define.]

4.5 Annual ED Performance Review. A performance evaluation task force, comprising the board Chair, Vice Chair, and the Chair of the Governance Committee is expected to oversee a formal evaluation of the ED annually, focused on achievement of organizational goals and any other specific goals the board and ED have agreed upon in advance, as well as the ED’s own written self evaluation and invited comments from all board members after they have seen the self-evaluation. The Chair will normally serve as Chair of the task force. After meeting with the ED, the task force will report on its review to the board, including recommendations on the ED’s compensation, which the Executive Committee or the board will then act upon.

During this process, the ED and the board will agree on any specific, personal performance goals for the year ahead. These goals should be documented in a letter to the ED from the board Chair and will become the primary basis for assessing the ED’s performance at the end of the next year. At least every three years, the task force may consider inviting other input in a carefully planned “360” review, including feedback from staff, peers in our sector, and individuals outside the organization who have interacted with the ED.

4.6 Staff Treatment and Compensation. With respect to treatment of paid and volunteer staff, the ED should build a climate of trust and determine policies based on competent legal counsel. The ED is expected to hire, train, motivate, compensate, and terminate staff in a professional and caring fashion. Salaries will be set within between X% and Y% of the mean for salaries of organizations of similar size, budget, and location according to well-respected and relevant survey data. Benefits will include _____ (fill in). The ED is expected to (A) develop and maintain an employee manual that is reviewed periodically by competent legal counsel and (B) provide copies to the board for information around April 1 of each year.

4.6.1 Staff Surveys. The ED is expected to arrange for an annual, or biennial, third-party survey to measure over time the health of our workplace culture consistent with our values, including feedback on perceptions of and trust in the board and ED. A full report for board discussion should lead to better ED and board policies and reduce the amount of ad hoc, inappropriate board member engagement with staff other than the ED.

4.7 ED Transitions. At any time, the Chair may appoint a succession/transition task force to explore options and propose strategies and board policies related to succession and transition of the ED and to facilitate any special needs of the outgoing and incoming EDs and their families. The incumbent ED should give the board, if possible, a ___-month notice of intent to leave that office. Any need for an acting or interim ED will be considered and determined by the board. At this time, the board designates _____ to serve in an Acting ED role whenever there is an immediate need. The board Chair is authorized, as soon as a vacancy or scheduled departure of the ED is known, to appoint a search committee and committee chair. The search committee may include up to ___ people not on the board, including _____. The committee is expected,

within 30 days, to recommend for board approval a position announcement, a recommendation on any search consultant, the appointment of a search secretary, and a budget for the search. The search committee should present one or two qualified candidates to the full board for selection. A special task force appointed by the Chair will, at the time of selection, negotiate the new ED's compensation and service agreement and give both the incumbent and successor ED any special performance priorities from the board. After he/she leaves the organization, the outgoing ED may be given a paid role, but only at the initiative of the new ED after consultation with board officers.

4.8 Budget. Until the board decides otherwise, the annual budget will be considered a management tool. As such, it can be changed within the board's parameters at any time with notice to and access by any board member whenever changes exceeding 1% are made by the ED. The principle expectation is that the budget will reflect the mission and goals of the organization, within the parameters of Section 5 below.

4.9 Other ED Expectations. The ED is expected to:

- 4.9.1 Develop a succession plan for senior leadership positions to be presented to the board in executive session annually.
- 4.9.2 Create and allow the board to review, all policies and documents that the federal or state governments recommend and request in their reporting/filings, such as the IRS Form 990.
- 4.9.3 Notify board members whenever any new governance-important document is available for board review according to the agreed upon system in 1.7.

PART 5 – EXECUTIVE PARAMETERS

(NOTE: The sections in this Part will look vastly different for each organization, but this template provides useful ideas on what might be drafted to fit your organization. Over time, you will be doing more editing, deleting and adding numbered sections and sub-sections in this Part than in most of the other Parts.)

The purpose of Part 5 (with its several sections) is to detail those Executive Parameters that will guide the ED and the staff as they accomplish the mission. These parameters are intended to free the ED and staff to make timely decisions without undue board directives. For simplicity of use, we have numbered the major sections below according to the major functions of our organization and our committee structure, understanding that we may choose to add, merge or delete such sections in the future.

Overall, the board expects that the ED will do nothing that is illegal, unethical, immoral, or clearly imprudent. The ED is expected to develop and, when necessary, seek board review and/or approval, of documents required or urged upon us by government agencies such as the IRS and other accrediting or financial standards organizations applicable to our organization. Beyond these expectations, the board details its Executive Parameters in the following sections.

SECTION 5. FINANCE PARAMETERS

5.1 Finance General. The ED must ensure that the financial integrity of the organization is maintained at all times, plus

- 5.1.1 Exercise proper care in the receiving, processing, and disbursing of funds;

5.1.2 Ensure that the end-of-year financials show at least a 1% addition to reserves;

5.1.3 Ensure that financial and non-financial assets are appropriately protected.

5.2 Financial Controls. The ED must exercise care in the accounting for and protecting the financial assets of the organization. To this end, the ED is expected to incorporate generally accepted principles of accounting and internal controls in the financial systems that are employed in the organization. In addition, the ED may not:

5.2.1 Receive, process, or disburse funds under controls insufficient to meet the board appointed auditor's standards.

5.2.2 Approve an unbudgeted expenditure or commitment of greater than \$_____ without approval of the full board.

5.2.3 Approve an unbudgeted expenditure or commitment of \$_____ without approval of the Finance Committee.

5.3 Asset Protection. The ED may not allow assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, the ED may not:

5.3.1 Fail to insure against theft and casualty losses to at least 80 percent replacement value and against liability losses to board members, staff, or the organization itself beyond the minimally acceptable prudent level.

5.3.2 Allow non-bonded personnel access to material amounts of funds.

5.3.3 Subject office and equipment to improper wear and tear or insufficient maintenance.

5.3.4 Unnecessarily expose the organization, its board, or staff to claims of liability.

5.3.5 Make any major purchase of over \$_____ without sealed bids or other demonstrably prudent acquisition of quality goods, or any purchase of over \$_____ without written record of competitive prices, or any purchase wherein normally prudent protection has not been given against conflict of interest.

5.3.6 Acquire, encumber, or dispose of real property without board approval.

5.4 Investment Principles. The ED may not invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non interest bearing accounts except where necessary to facilitate ease in operational transactions.

SECTION 6. PROGRAM PARAMETERS

In general, the ED is expected to establish, maintain, and eliminate programs and Services as will best achieve the mission and goals in the most effective and efficient manner.

6.1 New programs should be projected to serve at least _____ people.

6.2 New programs with an expected budget exceeding \$_____ must be approved by the board. Those programs now approved include: *[fill in]*

- 6.3 Programs with costs of more than \$_____ should be assessed for effectiveness by an outside evaluator at least every ____ years, with a written report made available to the board.
- 6.4 Any program executed in partnership with another organization should be _____.

SECTION 7. ADVANCEMENT PARAMETERS

The various efforts to represent the organization to the public (media, public relations, fundraising, new member recruitment, etc.) are expected to be integrated sufficiently so that the organization's brand/positioning in the external world is positive and effective.

- 7.1 Fund Raising Strategy.** The ED is expected to develop and maintain a fund- raising plan which, at a minimum, includes direct mail, major donor initiatives, planned giving, and web-based giving. Such plan should be provided to board members for review each March, along with results for each initiative. Total direct and indirect expenses for fundraising are not expected to exceed ____% of the total budget.
- 7.2 Donor Bill of Rights.** The ED is expected to develop and provide the latest version to the board, a Donor Bill of Rights, which should include, inter alia, the following restrictions, i.e., the ED may not allow the names of donors to be revealed outside the organization; represent to a donor that an action will be taken that violates board policies; fail to honor an enforceable restriction from a donor; or fail to confirm receipt of a donor's contribution and send him/her an annual summary of donations. The ED is expected also to ensure that we attempt to honor donors' requests and statements of desire as to how their donations are used so long as applicable circumstances allow, provided that those donors are adequately informed that their requests and statements of desire do not constitute binding obligations on the organization, and that the organization retains ultimate discretion and control over use of their donations.
- 7.3 Training.** The ED should provide for appropriate board and staff periodic training in new fundraising techniques and budget for such expenses.
- 7.4 Public Affairs.** The ED is expected to exercise care in representing that we are a charitable, mission-centered, listening organization and develop policies and procedures for communicating with primary stakeholders and the public at large in a way that reinforces that image.
- 7.5 Communications Plan.** The ED is expected to develop and maintain a communications plan, shared with the board as appropriate, that describes how the organization will communicate with its various stakeholders. The plan should identify the stakeholder segments, how the organization will both speak and listen to each segment.
- 7.6 Communications Restrictions.** To preserve our image in the community, the ED and any designee are the only spokespersons authorized to speak for the organization and the chair the only spokesperson for the board. None of the spokespersons may represent the organization in any way inconsistent with the policies in Part II of this BPM; make statements that may be perceived as supporting a political party or platform; author an article, book, or publication that includes classified or sensitive information about the organization; or engage in lobbying activities at any governmental level without prior permission from the board.

SECTION 8. AUDIT AND COMPLIANCE

The ED is expected to take the necessary steps to ensure that the integrity of our Systems and procedures comply with all pertinent legal, regulatory, and professional Requirements and to report to the board any material variations or violations.

8.1 Annual External Audit. An independent auditor will be hired and supervised by the Audit and Compliance Committee, after a careful selection and annual evaluation. The ED will work with the auditor to gain a clean opinion of the annual financial statements and respond in detail to items in the auditor's management letter concerning opportunities to improve systems and procedures related to financial controls.

8.2 Internal Compliance. The ED is expected to meet all requirements for complying with federal, state, or local laws and regulations. The ED should maintain a list of compliance actions and reports that are required of a nonprofit organization, or recommended by the IRS as reflected in questions contained in the Form 990 report, and periodically submit the list for inspection by the Audit and Compliance Committee. The ED is encouraged to contract with competent legal counsel every ____ years to compare our policies, procedures and contracts with pertinent laws and regulations so we remain in essential compliance. Reports of such reviews must be made available to the Audit and Compliance Committee who, in turn, will report to the board on the overall status of the organization with respect to compliance matters.

SECTION 9. MISCELLANEOUS

NOTE: available if needed for policies that do not fit naturally in other chapters such as:

9.1 Conflict of Interest

1. Each Trustee, prior to joining the Board, and all present Trustees, shall submit in writing to the Chair a list of all businesses or other organizations of which the Trustee is an officer, director, trustee, member, owner (either as a sole proprietor or partner), shareholder, employee or agent, with which (ministry) has or might reasonably in the future enter into, a relationship or a transaction in which the Trustee would have conflicting interests. The Chair shall become familiar with the statements of all Trustees in order to guide her or his conduct should a conflict arise.

2. Any Trustee, Officer, or Management Employee (collectively "Obligated Person") who contemplates engaging in any transaction or matter in which he or she may directly or indirectly profit financially or materially, shall disclose all material facts about the transaction to the appropriate Board of Trustees before engaging in the transaction in which a duality or conflict of interest arises. These requirements shall apply to an Obligated Person receiving an honorarium of more than \$500 in connection with speaking at or participating in a (ministry) event, conference or meeting. For purposes of this policy:

a. A *Management Employee* is an employee who can influence the decisions or actions of (ministry);

b. A *Transaction* is one which involves a person or entity of which an Obligated Person, or a member of the immediate family of an Obligated Person, is a proprietor, partner, employee, or officer.

3. A Trustee with an interest in such a transaction is neither to use his or her personal influence in the discussion of the matter, nor vote on the matter; and is required to leave the meeting during both the discussion and vote.

4. The Board of Trustees may authorize the transaction if it determines it is in the best interest of the respective corporation and:
 - a. The transaction is for goods or services purchased or benefits provided in the ordinary course of business of (ministry), for the actual or reasonable value of the goods or services or for a discounted value, and the transaction is fair;
 - b. The transaction is approved by a two-thirds (2/3) majority of the Trustees present and eligible to vote.
 - c. The (ministry) shall maintain a list disclosing each and every transaction in which an Obligated Person has a financial interest (an interest in a transaction or transactions exceeding \$500 in value for any Obligated Person on an aggregate annual basis), direct or indirect, including the names of those to whom the benefit accrued and the amount of the benefit, and shall keep such list available for inspection by members of the Boards of Trustees and contributors to the (ministry);
 - d. If the transaction, or the aggregate of transactions with the same Obligated Person within one fiscal year, is in the amount of \$5,000 or more, (ministry) Ministries publishes notice thereof in a newspaper of general circulation in (city/state), and gives written notice to the Trustee of Charitable Trusts before consummating the transaction;

Provided, however, that (ministry) shall not loan money or property to an Obligated Person, and any Obligated Person who assents to or participates in any such loan shall be jointly and severally liable for the amount of such loan until it is repaid, and provided that (ministry) shall not sell, lease for a term greater than 5 years, purchase, or convey any real estate or interest in real estate to or from an Obligated Person without prior approval of the (state) probate court having jurisdiction.
5. The minutes of the meeting are to show that the duality or conflict of interest was disclosed and discussed, and that the Trustee(s) with a personal interest in the matter was/were not present for the discussion, and abstained from voting;
6. Any material transaction is to be fully disclosed in the audited financial statements.
7. All Trustees shall be reminded annually of the Conflict of Interest Policy for their information and guidance.
8. Honorariums of \$500 or less incurred in connection with a Trustee speaking at or participating in an (ministry) event, conference or meeting shall be excluded from the Board of Trustees Conflict of Interest policy, but shall be reported to the Board at the next Board meeting following the event, and duly noted in the minutes.

ADDENDUMS

Addendums may include items such as:

1. Individual trustee profile and responsibilities
2. Position descriptions (chair, vice chair, secretary, treasurer, ED)
3. Committee charters (audit, board development, finance)
4. Finances (contractual authority and review, bank and bonding authorization, investment policy and authorization, transfer of funds to other organizations, expense reimbursements, government funding)
5. ED spouse volunteer role (for IRS purposes)

Board of Directors Handbook and Policy Manual

SAMPLE TABLE OF CONTENTS

SECTION ONE: ORGANIZATION PROFILE

Introduction

Mission Statement, Vision Statement, Core Values.....

History and Heritage.....

Key Partnerships, Memberships, Accreditation, and Associations (if applicable).....

SECTION TWO: GOVERNANCE STRUCTURE

The Role of the Board of Directors.....

Board Committees and Responsibilities

SECTION THREE: GOVERNING DOCUMENTS

Articles of Incorporation.....

Bylaws

Committee Charters (If Applicable)

SECTION FOUR: BOARD GOVERNANCE POLICIES MANUAL

Board Process Policies

Board Member Selection.....

New Board Member Orientation.....

Affirmation of Service Statement and Form

Conflict of Interest Policy and Form.....

Board of Directors Evaluation.....

Board/President (or Executive Director) Relationship Policies

President Position Description

President Evaluation Policy

President Succession Planning Policy.....

Board/President (or Executive Director) Relationship Policies

Enterprise Risk Management Policy

APPENDICES

Organizational Chart.....

One of the outcomes of the Murdock Board Training and Development program is a current, comprehensive, and functioning board policies handbook. Some organizations may have a well-developed handbook in place while others may be in the early development stages. In either case, it is important to invest the time and effort necessary to ensure it meets the needs of the organization. Thank you to the Association of Biblical Higher Education for the original version of this template.

Executive Director Position Description

Sample

XYZ ORGANIZATION

SUMMARY

The Executive Director is responsible for providing strategic leadership for the organization by working with the Board and other management to establish long-range goals, strategies, and policies. The Executive Director is the direct executive representative in the management of the corporation and is responsible for the organization's achievement of its mission and financial objectives.

QUALIFICATIONS

Tailor qualifications to fit XYZ's specific demands.

ESSENTIAL FUNCTIONS

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

1. Commit to the organization and its mission by making consistent and timely progress toward achieving the organization's long-range strategy.
2. Follow the highest ethical standards, ensure accountability, and comply with the law.
3. Provide leadership in developing program, organizational, and financial plans with the board and staff. Carry out plans and policies authorized by the board.
4. Work with staff to implement and oversee board-approved programs, projects, and plans.
5. Exercise responsible financial stewardship.
6. Determine financial needs and maintain fundraising records.
7. Oversee all aspects of fundraising.
8. Manage human resources, including recruitment, hiring, and firing of personnel in keeping with laws and regulations.
9. Assist in the selection and evaluation of board members.
10. Support and advise the board, making recommendations and engaging the board in planning and implementing projects.
11. Build external relationships and serve as an advocate of XYZ. Establish sound working relationships with community groups and organizations. Maintain a positive public image.
12. Ensure the board is kept informed on the condition of XYZ and all factors influencing it. Update the staff and board of significant developments and trends.

Board Chair Position Description Sample

XYZ ORGANIZATION

QUALIFICATIONS

Completed two years of board membership and have an understanding of how to run an effective board meeting.

TERM

The Chair is elected by the board for a term as stipulated in the bylaws.

REQUIREMENTS

- Gain confidence of the board and Executive Director through time as a board member
- Commitment to the work of the organization
- Knowledge and skills in one or more areas of board governance: policy, finance, programs, and/or personnel
- Regular attendance at board meetings
- Prepare for and participate in the discussions and deliberations of the board
- Foster a positive working relationship with other board members and the organization's staff
- Be aware of and abstain from real or perceived conflicts of interest

REQUIREMENTS

- Be the primary spokesperson for XYZ Organization to the media and the community at large
- Build a positive and professional relationship with the Executive Director
- Chair the Executive Committee
- Serve as signing authority on behalf of the board for financial and legal purposes
- Provide leadership and direction to the board
- Arrange for Vice Chair to chair meetings when absent
- In conjunction with the Executive Director, set the periodic board meeting agenda
- Ensure committee chairs carry out their duties in an effective and timely manner
- Ensure board members receive agenda and minutes in a timely manner
- Adhere to general duties outlined in the board member job description

Elements of a Strategic Plan

<p>The Process</p>	<p>Select a facilitator/consultant that has a track record for scaling Mt. Everest—and empower that person to select the methodology that has worked well for him or her in the past.</p>
<p>The People</p>	<p>Board/staff task force? Staff-only task force with regular updates to the board? Either way, leverage their CliftonStrengths®.</p>
<p>The Placemat</p>	<p>Wordsmith the one-page placemat with prayerful discernment and an eye to communicating the plan to multiple customers (board, staff, donors, clients, volunteers, etc.).</p>
<p>The Proclamation</p>	<p>Get the plan off the shelf and into the streets! Completing the plan is just the start. Now you must sell the plan.</p>
<p>The Progress</p>	<p>Monitor Results: Dashboards. Targets. Measurements. Metrics. Monthly Updates. Make strategic planning an on-going, year-round process—not a one-time event.</p>

STEP 1: APPOINT A TASK FORCE

Generally a combination of key staff and two or three board members.

STEP 2: CREATE THE PLANNING CALENDAR

For most organizations without a written strategic plan, this process might range from three to nine months.

STEP 3: SEEK BUY-IN

Ensure that the CEO (or senior pastor), senior team, and the board agree that the time is right for a strategic planning process and that there is passion, time, and budget to accomplish the plan. (You never have a second chance to make a first impression.)

STEP 4: APPOINT OR RETAIN A FACILITATOR OR CONSULTANT

Discern if you have internal expertise to facilitate this process or if you need to recruit a volunteer or retain a consultant.

STEP 5: APPOINT “CHAMPIONS”

Discern if you have internal expertise to facilitate this process or if you need to recruit a volunteer or retain a consultant.

STEP 6: PLAN A CELEBRATION

Create the expectation that you will be successful and put a celebration date on the calendar and assign your best party-planner to organize the event.

STEP 7: AFFIRM THE ANNUAL PLANNING CALENDAR

To ensure that this is a “rolling” three-year plan (that adds one more year every year—so you are always looking ahead three years), set key target dates for the next 12 months. Build strategic planning into the DNA of your organization so it’s similar to your budgeting and monthly financial reporting cycle—not a one-time annual event that provokes groans and excuses!

Read Chapter 10, “The Hoopla! Bucket” in John Pearson, *Mastering the Management Buckets: 20 Critical Competencies for Leading Your Business or Non-profit* (Ventura, CA: Regal, 2008).

Executive Director Monthly Dashboard Report Template

XYZ ORGANIZATION

Submit to board on the 15th of each month.

Executive Director S.M.A.R.T. Goals: Specific, Measurable, Achievable, Realistic, Time-related

YEAR	TARGET DATE	NOTES	STATUS
1. Revenue and Expenses: Achieve year-end net income goal of \$40K based on revenue of \$500K and expense of \$460K	12/31/22		<input type="checkbox"/> ● Needs Immediate Attention <input type="checkbox"/> ● Monitoring Required <input type="checkbox"/> ● On-Track
2. Operating Reserves: Increase operating reserves from \$114K to \$154K (equivalent to 4 months of the FY 2021 expense budget)	12/31/22		<input type="checkbox"/> ● Needs Immediate Attention <input type="checkbox"/> ● Monitoring Required <input type="checkbox"/> ● On-Track
3. Board Member Recruitment: Assist board with cultivating five new board prospects for quarter 1, 2023	10/31/22		<input type="checkbox"/> ● Needs Immediate Attention <input type="checkbox"/> ● Monitoring Required <input type="checkbox"/> ● On-Track
4. Three-Year Rolling Strategic Plan: Based on board feedback, recommend final version of 2023-25 Strategic Plan to board	9/30/22		<input type="checkbox"/> ● Needs Immediate Attention <input type="checkbox"/> ● Monitoring Required <input type="checkbox"/> ● On-Track
5. Vision 2025 Resource Center: Implement Phase 1 Pilot Program of Vision 2025 Virtual Resource Center, including cultivation, recruitment, orientation, engagement of two state coordinators, ten area coordinators, 50 local business sponsors, church ambassadors	9/15/22		<input type="checkbox"/> ● Needs Immediate Attention <input type="checkbox"/> ● Monitoring Required <input type="checkbox"/> ● On-Track

Date Submitted: _____ Period Covering: _____

Executive Director Signature: _____

Quarterly Board Meeting Agenda

XYZ ORGANIZATION

Omitted documents will be distributed at board meeting or in an advance email.

TIME	TOPIC	LEAD	ACTION
8:00 a.m.	Continental Breakfast		Key: For information For discussion For decision
9:00 a.m.	Call to order	Chair	
9:05 a.m.	Rollcall and welcome	Chair	
9:10 a.m.	Minutes of last board meeting Consider a Consent Agenda ¹	Chair	Decision
9:15 a.m.	Personal updates and sharing	Secretary	Discussion
9:45 a.m.	Governance Conversation <i>Lesson 23: Focus on Mission Impact and Sustainability, Lessons from the Nonprofit Boardroom, 2nd ed., pages 117-122</i>	Chair	Discussion
9:55 a.m.	Break	Governance Chair	
10:10 a.m.	Three Year Assumptions² Strategic Planning <i>Pre-read Rumsfeld's Rules: Leadership Lessons in Business, Politics, War; Strategic plan discussion, update, and Life, by Donald Rumsfeld (chapter revision based on three-year assumptions)</i>	Chair	Discussion
12:00 p.m.	Working Lunch		
1:00 p.m.	Executive Director Report and Q&A	Executive Director	Decision

TIME	TOPIC	LEAD	ACTION
1:35 p.m.	Committee Reports and Resolutions Executive, Governance, Finance and Audit Committees	Chair	Information Discussion
2:45 p.m.	Break	Chair	
1:00 p.m.	Executive Session Dismiss Executive Director, staff, guests Board meeting resumes with executive session summary to Executive Director	Chair	
1:00 p.m.	New Business	Chair	
1:00 p.m.	Adjournment	Chair	

Prime Responsibility Chart Template

XYZ ORGANIZATION

P = Prime Responsibility A = Assistant Responsibility AP = Approval Required

ROLES AND RESPONSIBILITIES				
	BOARD	Executive Director	VP/CFO	DEPT. HEADS
PERSONNEL:				
Hire and fire top leader	P			
Hire and fire senior leaders		P		
Hire and fire middle management		AP	P	
Hire and fire staff			AP	
Annual update: employee handbook	AP	A	P	A
PLANNING:				
Mission, vision, values	A	P	S	S
Rolling 3-year plan annual update	A	P	S	S
Executive Director's annual goals	A	P	S	S
Department heads annual goals		A	A	P
FINANCE:				
Annual budget	A	S	P	S
Quarterly financial reports			P	
Annual audit	A		P	
Non-budgeted expenditures over \$_____		A	P	S

ROLES AND RESPONSIBILITIES				
	BOARD	Executive Director	VP/CFO	DEPT. HEADS
ADD CATEGORIES, ROLES, AND RESPONSIBILITIES AS NEEDED:				

Only one person has prime responsibility. In the absence of a Board Policies Manual (see Tool #17), this chart clarifies board and staff roles. Update regularly (e.g., Version 3.0 – 4/15/2021).

Board Policies Manual Recommended Content

XYZ ORGANIZATION

Download a sample Board Policy Manual from The Andringa Group at theandringagroup.com/resources.

RECOMMENDED CONTENT	
Organizational Profile	<ul style="list-style-type: none"> <input type="checkbox"/> Introduction <input type="checkbox"/> Mission statement, vision statement, core values <input type="checkbox"/> History and heritage <input type="checkbox"/> Partnerships, memberships, accreditations, associations
Governance Structure	<ul style="list-style-type: none"> <input type="checkbox"/> Role of the board, code of conduct, financial expectations <input type="checkbox"/> Board meeting expectations and policies <input type="checkbox"/> Committee structure and responsibilities <input type="checkbox"/> Advisory groups, councils, taskforces
Governing Documents	<ul style="list-style-type: none"> <input type="checkbox"/> Articles of incorporation <input type="checkbox"/> Bylaws <input type="checkbox"/> Committee charters <input type="checkbox"/> Organizational chart

RECOMMENDED CONTENT**Board Governance**

- Board selection, orientation, member criteria, job descriptions
- Affirmation of Services and Conflict of Interest policies and forms
- Board evaluation
- Executive Director job description, evaluation policy
- Risk assessment and succession planning policies
- Budget and fundraising controls and audits
- Institutional communication

Content used with permission by Bob Andringa and Fred Laughlin, coauthors, *Good Governance for Nonprofits: Developing Principles and Policies for an Effective Board*

Example Board Leadership Appendices

TEN QUESTIONS TO ASK YOURSELF BEFORE AGREEING TO SERVE ON A BOARD

1. Do I fully understand what is expected of me as a responsible board member?
2. Can I make the time available to effectively serve on the board, to do the necessary homework, to attend meetings and retreats, etc.?
3. What qualifies me to serve on this board? What would I bring to the board in terms of my experience, abilities, interests, resources, and relationships?
4. How long of a commitment am I willing to make to this organization?
5. Do I believe in this organization?
6. Do I feel truly supportive of this organization's executive and the executive staff?
7. Is my spouse supportive of my serving on this board?
8. Are there hidden things in my life that would disqualify me from serving if they were known?
9. Why should I not serve?
10. Do I sense God's leading in this decision?

EXAMPLE: NEW BOARD MEMBER PROFILE

Our ideal next board member will meet the following criteria:

Age Range:

Specific Skills:

Gender:

Ethnicity:

Ministry Background:

Connections:

Ability to Give:

EXAMPLE: BOARD MEMBER GENERAL PROFILE

Our ideal next board member will meet the following criteria:

An “Ideal” Profile...

- Loves Jesus Christ
- Cares deeply about our mission and the objectives of the organization
- Committed to a local church
- Person of integrity who is above reproach
- Enjoys a wide network of friends and professional contacts
- Thinks independently without insisting on “my way.”
- Is God-oriented with his/her life and sense of purpose focused more on God than on personal achievements, family, or a mission or program
- Motivated by faith in the work of God
- Person of prayer
- Decisive
- Sees the big picture
- Has a worldwide perspective
- Positive and focused on the future, yet is also realistic—aware of reality, but not shackled by it
- Thinks critically without a critical attitude
- Is an encourager, a cheerleader for the whole group, including the senior executive
- At ease in an advising relationship with the senior executive
- Keeps priorities clear while able to sort details in a confusing situation
- “Fits” with current board members
- Humble and not judgmental
- Demonstrates ability to delegate effectively
- Spouse is supportive of their service on the board
- No conflict of interests
- Has a servant-leader attitude—“How can I help the group win?”
- Willing to work, to do homework, to serve

- Brings a wide variety of successful experiences
- Has rebounded from failure with integrity
- Demonstrates a commitment to honesty, loyalty, and excellence
- Understands the importance of confidentiality
- Desires to grow and to learn

EXAMPLE: BOARD MEMBER ROLES AND RESPONSIBILITIES

1. To appreciate, recognize, and encourage everyone who contributes to the ministry
2. Finance
 - a. To make certain the ministry operates in a fiscally responsible manner as stewards of the resources of the kingdom and adheres to policies and regulations regarding its financial management
3. Strategy
 - a. To review, refine, approve, and track the strategic plan which includes:
 1. The vision, mission, and core values
 2. Three-year goals
 3. The three-year strategy and one-year implementation plan
 4. The funding plan
4. Resources
 - a. To network to the ministry
5. Problem Solving
 - a. To work effectively as a team member on the board in making God-honoring decisions
6. Governance
 - a. To support the operation of an effective board including:
 1. Constitutions and bylaws
 2. Policy and procedure manual
 3. Board minutes
 4. Financial records
7. Hire, evaluate, release the senior executive
8. Provide spiritual leadership
9. Maintain a standard of excellence

EXAMPLE: SELECTION PROCESS FOR NEW BOARD MEMBERS

1. Board Appoints Nominating Committee
 - a. Committee Reviews
 - b. Board Member Profile (character and expertise)
2. Committee Drafts List of Candidates
3. Senior Executive Reviews the Candidates List
4. Board Reviews/Approves the Candidates List
5. Nominating Committee Contacts Potential Board Members
6. Nominee Receives Prospective Board Member Packet:
 - a. Board Member Profile
 - b. Selection Process
 - c. Leadership Commitment Agreement
 - d. Ten Questions to Ask Before Deciding to Serve
 - e. Strategic Plan
 - f. Roles and Responsibilities of Board Members
 - g. Current Board Roster
7. Interested Nominees Invited to Attend One or Two Board Meetings and are Assigned a Temporary Advisory Role
8. Nominee Interviewed with Spouse if Applicable
9. Nominee's References Checked
10. Recommendation Presented to the Board
11. Approval Given
12. Board Extends Official Invitation
13. Sign Leadership Commitment Agreement
14. New Member Orientation

SEVEN STEPS FOR RECRUITING BOARD MEMBERS:

1. **RECRUIT** for passion—not position
2. **PRAY** before prospecting
3. **DATE** before proposing
4. **INSPIRE** your prospect to give generously
5. **PROPOSE** marriage
6. **CONTINUE** dating

Excerpted by permission from *Mastering the Management Buckets: 20 Critical Competencies for Leading Your Business or Nonprofit*, by John Pearson (Regal Books, 2008), www.ManagementBuckets.com

EXAMPLE: BOARD MEMBER COMMITMENT FORM

Board Member Commitment Form

Knowing God spoke clearly in His word concerning the character and responsibility of a leader, as a board member, I commit myself to God and to my board colleagues to do the following:

- I will seek to maintain an intimate walk with the Lord by regularly spending time alone with Him in His Word and in prayer.
- I will be a diligent student of God's Word.
- I will endeavor to walk continually in the Spirit.
- I will pray regularly for those who serve with me as board members and for the staff.
- I will pray regularly for the ministry.
- I will give my talents and treasure to the work of the Lord through this ministry.
- I will attend all meetings of the board, unless I am hindered by a compelling reason such as illness or necessary travel. When unable to attend, I will notify the board chairman in advance.
- I will prepare for each board meeting by doing my homework and by submitting myself anew to the Holy Spirit.
- By the power of the Holy Spirit, I will not express negative attitudes through criticism and complaint.

- Instead, I will be positive and encouraging, endeavoring to maintain the unity of Spirit in the bond of peace.
- I will maintain an open and teachable attitude.
- I have studied these statements of commitment and have prayed over them. I believe God would have me serve the board as a member according to these standards.

Signed: _____ Date _____

EXAMPLE: BOARD COMPOSITION MATRIX (ADJUST FOR YOUR OWN CULTURE AND GOALS)

Personal Characteristics						
Familiarity with the Organization	Ministry vs Business background		Gender Diversity			Ethnic Diversity
	Business	Ministry	Men	Women	Caucasian	Other
Area of Expertise as it relates to the board	Success in promoting us among their constituencies		Spiritual Authority and Stature	Personal Stature		Giving and Finding Wealth

Board Of Directors—Board Nominee Orientation Binder

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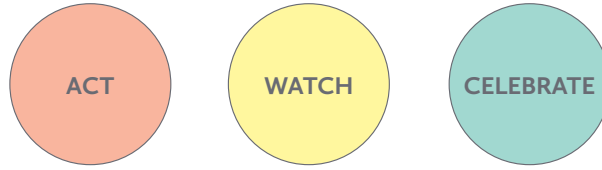
INTRODUCTORY MATERIALS	
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3	Historical Snapshot, Honors, Awards, Notable News Clippings
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5	Board Member Annual Affirmation Statement <ul style="list-style-type: none"> • Future Board Meetings • Letter of Invitation to Serve and Biographical Response Form
6	Nomination and Election Procedures
7	Bylaws, Articles of Incorporation, etc.
8	Board Policies Manual
9	Conflict of Interest Disclosure Letter
10	Former Board Members & Board Chairs
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12	Board Issues for Next 3 Years; Skeletons!
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13	Annual Budget
14	Current Financial Reports
15	Audited Financial Statements
16	ECFA Membership, Profile and Public Statistics
17	IRS Form 990 (Return of Org. Exempt from Income Tax)

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18	Strategic Thinking/Planning Process & Strategic Plan Placemat (11x17)
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20	CEO SMART Goals & Board/CEO Accountability Process (Dashboard)
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Sample Dashboard for Nonprofits

XYZ ORGANIZATION

A dashboard helps senior leaders track key performance indicators (KPI) at a glance. To create an effective dashboard: 1) Make it easy to read. 2) Use color to focus attention. 3) Keep it simple to update. 4) Adjust metrics as needed.



	TARGET	6 MONTHS AGO	NOW
FINANCE:			
Unrestricted cash on hand	60 days	65 days	55 days
Year-Over-Year (YOY) growth (Budget increase over previous fiscal year)	3%	6%	4%
Liquid Unrestricted Net Assets (LUNA) (Assets that could be converted to cash)	\$25K	\$5K	\$8K
Program efficiency (Budget used for overhead)	35%	30%	30%
FUNDRAISING:			
Total gifts (MOS, QTR, YRLY)	5 per QTR	3 per QTR	7 per QTR
Major gifts (\$10K+)	1 per QTR	1 per QTR	2 per QTR
Gifts per donor segment	2: \$1-5K 2: \$5-10K 1: \$10K+	1: \$1-5K 1: \$5-10K 1: +\$10K	3: \$1-5K 2: \$5-10K 2: \$10K+
Pledge fulfillment	90%	80%	86%
BOARD OF DIRECTORS:			
New members	3 by Sept	2 in July	Still 2 as of Aug
Attendance	80%	80%	88%
Board member self-evaluations complete	By Aug	NA	Done
Annual Board evaluation complete	By Oct	NA	NA

PROGRAMS AND IMPACT:			
Beneficiaries served	50 a year	63	89
First-time clients	15	23	26
Program attendance (% of targeted participation achieved at a specific program)	25%	32%	22%
Beneficiary satisfaction rate	10% survey completion rate/ 80% satisfaction	12% survey completion rate/ 67% satisfaction	11% survey completion rate/ 82% satisfaction
Pre/post scores (Growth of knowledge, skills, abilities, and/or behaviors in program participants)	90% standard deviation (SD)	92% SD	94% SD

HUMAN RESOURCES:			
Employee satisfaction rate (Net Promoter Score)	9	6	7
Performance evaluations complete	90%	Didn't track	86%
Workers' compensation claims open	0	2	1
Percentage of people of color	50%	44%	42%

RISK MANAGEMENT:			
990-N Form complete	100% by Nov	NA	Applied for Extension
Emergency action plan	Updated by Oct	NA	Not due yet
Fire drill	Monthly	Began monthly drills July	Monthly
Tech audit	Twice annually	Not done	Not done

MARKETING:			
Website page views per month	500	237	320
Email click-to-open rate (CTOR) and click-through rates (CTR)	15% CTOR 3% CTR	12% CTOR 4.2% CTR	13% CTOR 4.4% CTR
Email conversion rates	3%	3.7%	3.8%
Landing page conversion rates	5%	3%	3.2%

**Note: for ongoing metrics, current year data is "to date" unless otherwise noted

Highest Value (past 4 years)	Current Year
Lowest value (past 4 years)	Last Year

Change from previous year
 ↓ Lower ↑ Higher → No Change
 *blank or N/A if last year or current year are unavailable

KEY METRICS

Undergraduate Applications (14-15 Addtl Application Requirements)			6-year Graduation Rate		Traditional Full-Time Students (Matriculated)		First-time, Full-time Freshman Retention (fall to fall)	
4,577	4,577	↑	61.4%	52.9%	563	473	68.4%	N/A
3,033	3,033		50.9%	61.4%	453	488	60.0%	64.0%

Full-time based traditional overall student retention (spring to fall)			Total fall non-duplicating head count (full-time, part-time, transfer, semester in the city, online, etc.)		Development Goal (in millions)		Overall Net Tuition Per Student	
85.0%	85.0%	↑	593	488	\$11.1	\$9.0	\$13,615	\$13,615
75.0%	82.8%		488	530	\$8.6	\$8.6	\$10,487	\$12,771

First-Year Full Time Net Tuition Per Student		
\$13,850	\$13,850	↑
\$10,000	\$13,514	





Rolling Three-Year Strategic Plan

FYs 2018-2020

Current year measurement beginning Oct. 1, 2019

Submitted by Gregg Hunter, President/CEO



CCCA MISSION

CCCA exists to maximize ministry for member camps and conference centers.

CCCA VISION

CCCA will become an indispensable partner for Christian camps and conference centers across the United States because of the programs, products and services we provide to members. CCCA will be known among all Christian camps and conferences for helping members foster God's work in guests' lives.

STRATEGIC PLAN OVERVIEW

This is a rolling, three-year strategic plan that is updated annually prior to the beginning of each fiscal year and presented to the CCCA board of directors for discussion and approval. In the past, many elements in the plan originated in brainstorming and discussion with the board and were then analyzed and crafted into tactics by the CCCA team. This year, following the April board meeting, board members were invited to submit suggestions, feedback or ideas to help shape changes to the FY 19-20 plan. The most common suggestion given by board members was, "keep doing what you're doing, just go deeper."

The result is a plan that is similar to the current year plan, with updates and a few new tactics that were inspired by the board's input.

STRATEGIC PLAN FY 2019-20

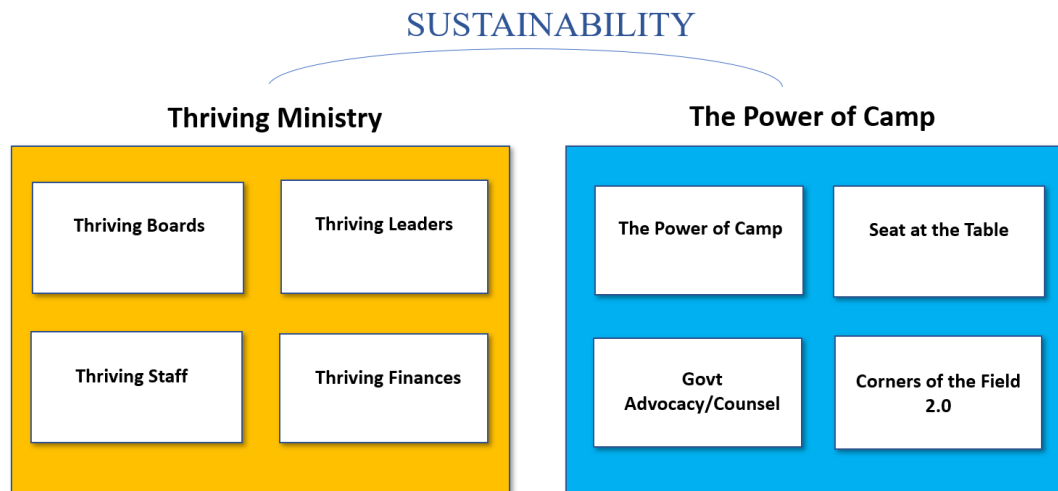
During fiscal year 2017-18, we introduced a new approach to the identified strategic initiatives of CCCA, brought about through brainstorming and conversation among CCCA board members and follow-up meetings of the CCCA leadership team. With board input in mind, we will go deeper and continue the good work started over the past two years, believing the efforts require additional time.

As a reminder, the earlier discussions with board members and meetings with the leadership team led us to identify one key "umbrella" topic that gives overall focus in pursuit of our mission: **Sustainability**. Below is a recap of the plan's approach:

We have received input from the board and many CCCA members about the needs, challenges and threats faced by Christian camp professionals. Taken in their entirety, the list of challenges can be addressed by increasing and improving each ministry's sustainability. For our purposes, sustainability is a holistic idea – not simply related to financial or environmental concerns. **For our purposes, sustainability is defined as "the long-term ability to maintain a rate of growth or existence."**



Rather than three or four stand-alone initiatives, which all have supported maximizing ministry for members, we propose to continue focusing on one principle for the fiscal year – **Sustainability** – supported by two strategic initiatives, **Thriving Ministry** and **The Power of Camp**. These initiatives are each comprised of distinct efforts that we believe have the potential for powerful impact on the sustainability of camp ministries across the U.S. The graphic below paints a picture of the organization of these plan elements.



In the following section, I will explain the purpose of each effort and the ways it will benefit members. After this section of definition, I will share **tactics and measurable goals** for each.

Thriving Ministry

We have identified four important elements of a thriving ministry that CCCA will focus on supporting in the coming year, which, when taken together, address a large percentage of the challenges facing camp and conference professionals:

1. **Thriving Boards**
2. **Thriving Leaders**
3. **Thriving Staff**
4. **Thriving Finances**



1. Thriving Boards

Purpose

- To teach strategic competencies that are essential to board and organizational health.
- To deliver personalized coaching for each participating camp ministry to enhance growth and sustainability.
- To expand the existing CCCA Thriving Boards program, developed and funded in the northwest, to other parts of the country so that many other CCCA member ministries may benefit. During the 2019-20 fiscal year we will launch Thriving Boards in the northeast, with key camp leaders serving as catalysts and advisors for developing this program in that region.

2. Thriving Leaders

Purpose

- To equip leaders at Christian camps and conference centers to develop or enhance their leadership skills, particularly in light of the cultural, social and religious climate of our time.
- To address the needs of the thought leaders and larger camps within the CCCA membership.
- To support section leadership to further strengthen the movement of Christian camping and CCCA's role in it.

3. Thriving Staff

Purpose

- To assist in recruiting quality staff at member ministries, including addressing the growing challenge of recruiting summer staff.
- To grow and develop staff at Christian camps and conference centers to help them serve with excellence in the unique ministry environment.

4. Thriving Finances

Financial matters have long been one of the greatest threats to the sustainability of Christian camps and conference centers in the U.S. Our efforts will seek to provide additional resources and education to address this need.

Purpose

- To equip camps and conferences to develop fundraising strategies and tactics that will provide financial support for their ministries in the near- and long-term.



- To develop specific tactics and tools that members can choose to implement to help increase the financial stability of their ministry.

thepowerofcamp®

The Power of Camp has been an approved Strategic Initiative of CCCA for several years. We plan to continue the types of tactics we've employed in this initiative to raise the awareness of, and the esteem for, the Christian camp and conference experience. Last year, we added three additional efforts to maximize this strategy, while continuing our traditional "The Power of Camp" efforts of the same name (see No. 4, below):

1. **Seat at the Table**
2. **Corners of the Field 2.0**
3. **Government Advocacy/Counsel**
4. **The Power of Camp**

1. **Seat at the Table**

Purpose

- To ensure that Christian camps and conference ministries have a voice when topics relevant to their ministries are discussed by Christian and social leaders; topics such as youth culture, providing hope to youth in crisis, evangelism, marriage and family development, Bible literacy, the future of the church and other critical issues. This effort aims to ensure that Christian camping is viewed as a valuable partner in evangelism and spiritual formation as well as culture shaping and grooming of next gen leaders.

2. **Corners of the Field 2.0**

Purpose

- To raise awareness nationally among Christian camps about the benefits of hosting foster children for a camp experience.
- More broadly, to positively impact the future of kids in the foster system by providing an avenue to a camp experience that provides hope, positive role models, and a safe, loving environment in which kids can learn about Jesus.
- To share examples with CCCA members of how other camps are reaching out to this community of young people and changing their lives.



- To raise funds nationally for this effort to benefit member camps in hosting foster kids.
- To make a measurable difference in the world, and especially among at-risk and impoverished youth who are often forgotten by a traditional youth ministry approach.

3. Government Advocacy/Counsel

Purpose

- To keep a finger on the pulse of federal, state and local laws and regulations that can impact the way CCCA members conduct their ministries and communicate what we learn.
- To record effective opposition to laws that are overturned or defeated in state legislatures for the benefit of camp and conference ministries.
- To share these victories with CCCA members so they have an example to follow in the event that they face a similar challenge.
- To advise members/sections/regions how to appeal to lawmakers or government entities for the best possible outcome.

4. The Power of Camp

The Power of Camp has become more than a campaign – it has become a vital communications strategy for CCCA. It has allowed us to create tools that are highly useable by members. It has also allowed us to model for members how to engage supporters on social media, how to tell their stories well and how to talk about the impact of the camp experience. Our engagement numbers continue to grow on social media. We see an increasing impact of The Power of Camp as more and more members are using the tools.

Purpose

- To raise the awareness of, and esteem for, the Christian camp and conference experience.

Tactics and Goals

THRIVING MINISTRY

Thriving Boards Tactics and Goals

- Kick off the Thriving Boards program in the Northeast.



Goal: Secure participation of 10 camps in the Northeast.

- Continue to deliver Thriving Boards program in five northwestern states

Goal: For 2019-20, 12 camps participating in yearlong program in the Northwest

- Connect with funding sources (foundations, individuals) for program expansion outside the Northwest, either for fully funding the Northeast, or growth in another part of the U.S.

Goal: Submit funding proposal (grant application) with one non-NW foundation

- Deploy best practices throughout CCCA publications to educate camps about board roles and responsibilities.

Goal: Produce regular column in *InSite* – three issues in FY 19-20 on Thriving Boards. Include Thriving Boards recommendations or lessons learned in at least six issues of *Flint & Steel*.

Thriving Leaders Tactics and Goals

- Create tools to support section leadership in building more effective Sectional conferences.

Goals:

Enhance the section manual to include a robust guide to creating a great sectional conference.

Invest in by being more intentional in communication and training, and help elevate the importance of these volunteer roles.

- Focused EIT webinars and communications products around leadership

Goals:

Schedule three EITs that have a leadership focus

Print four leadership segments in *InSite* featuring the voices of seasoned leaders and emerging leaders

Book five presenters/seminar leaders at the national conference who specialize in leadership development and deliver content either from the main stage or in seminars

Thriving Staff Tactics and Goals



- Research best practices for recruiting **summer staff**, share strategies with all members

Goals:

From November – April, publish one recruitment tip per issue in *Flint & Steel*

Seed Christian Camp Forums with five provocative questions about recruiting to help foster a conversation across the movement. Promote on social media to increase engagement

Host a “Roundtable” conference call with camp staff responsible for recruiting

- Promote the enhanced job-posting benefit to serve even more camp/conference members, making recruiting efforts easier and more effective

Goal: Facilitate a 10 percent growth in the number of job seeker profiles posted on the CCCA job site and a 10 percent increase in responses to job openings

- Help fuel recruitment of **seasonal and full-time staff** with a national outreach strategy

Goals:

Create five social media graphics promoting summer camp jobs, deploy them from November through May.

Send an eblast to targeted lists of job seekers and their advocates to promote working at summer camp. (College guidance counselors, college-targeted publications)

Create 10 testimonial stories and accompanying social graphics about the benefit of working at summer camp. Deploy from November to May.

Reach out to youth workers encouraging them to recommend working at summer camp as a discipleship opportunity for their older students.

Thriving Finances Tactics and Goals

- Assist in securing funding for a national development program called Thriving Finances.

Goal: Secure a grant that pays for a development coach development coach (through Mission Increase) who will be a CCCA staff member, dedicated to serving member camps and conference centers.



- Identify the most beneficial tactics used by camps to provide financial support, both near-term and long-term, with a special emphasis on planning for the future. Harvest expert content from Mission Increase and craft communication pieces around it.

Goals:

Deploy those tips to members through CCCA communications vehicles

Publish a finance column in every other issue of *InSite* magazine

Deliver at least one EIT focused on development

Promote archived EITs, InSite articles and conference recordings about fund raising

THE POWER OF CAMP

Seat at the Table Tactics and Goals

- Work with a consultant who can broker meetings and relationships with senior leaders of nonprofits, ministries and businesses. Evaluate existing travel for connection opportunities.

Goal: Conduct 10 meetings with key leaders

- Schedule Monthly Ministry Meetings with leaders of ministries across the country, to learn about their ministry focus and share about CCCA's vision and plan

Goal: Attend 12 meetings by phone, Skype or in person

- Raise awareness of camp and build relationships in youth and family ministry community

Goal: Exhibit at Orange Conference or NYWC or NNYM and follow up with promotional emails to secure 200 new names in our database

- Attend national meetings of Christian leaders on topics such as: building cross-cultural relationships and understanding, youth outreach, youth challenges, or marriage and family

Goal: Attend three meetings

Corners of the Field 2.0 Tactics and Goals



- Raise or donate money to send financially challenged kids to camp; focus on getting kids in foster care to camp, in an effort to radically change their statistically predicted future

Goal: Raise or contribute \$45,000 in scholarship money for summer of 2018

- Secure cause-marketing relationship with strategic company, to benefit CCCA's effort to help fund foster kids' experience at camp

Goal: Recruit one key company whose name will lend credibility to the effort

- Use social media to raise awareness for this campaign.

Goal: Create six shareable graphics and two blog posts about the campaign.

Government Advocacy/Counsel Tactics and Goals

- Continue the contractor relationship with government affairs expert who will inform CCCA and its members about the specific challenges posed by federal, state and local laws

Goal: One expert on retainer who can provide consulting services to CCCA

- Working with this expert, publish – or in other ways distribute to members – the challenges that have been introduced to camps, the strategies camps have employed to overcome them, and the results both good and bad that have been realized

Goal: Quarterly publish results, in *Flint & Steel*, *InSite*, EIT, or other independent communication tool

The Power of Camp (Sub-initiative) Tactics and Goals

- Raise the awareness of, and esteem for, the Christian camp and conference experience.

Goals:

Deploy an average of seven social media posts a week

Grow social engagement by 10%

Post 15 blog posts

Publish five testimonials from influencers

Place two pieces with media (magazine, TV, radio, newspaper or online)



STRATEGIC EFFORTS

In addition to the strategic initiatives proposed in the three-year plan, CCCA has adopted **Strategic Efforts**, labeled “SE” below, may or may not require significant investment of time from the President/CEO and other leaders. But they are included in the Strategic Plan to show the breadth of CCCA’s vision for impacting members and the movement.

SE **Christian Camping impact research** – Begun in fiscal year 2014-15, CCCA’s effort to collect data and communicate powerfully through research is still under way. Research efforts for the coming year include:

- **The Power of Camp Study** conducted by Dr. Jacob Sorenson. We will conduct the second CCCA study to capture and measure the positive impact a camp experience can have upon a child or teen.

The summer staff impact study by Wheaton College may continue outside the banner of CCCA and “The Power of Camp,” but CCCA will assist Wheaton in recruiting participants and Wheaton will share results with CCCA for publication.

SE **CCCA a Thriving Organization** – To provide the greatest value to members, thereby fulfilling our mission to maximize ministries, CCCA must be a healthy, thriving organization.

- **Membership Retention and Recruitment** – We have adopted the aggressive goal of 92 percent retention of current members, and a targeted average of 850 members for the fiscal year. We will pursue a more hands-on approach through the sections, connecting with current section leaders and through them, to non-members in the sections.
- **Strengthening and Communicating Member Benefits** – We will pursue stronger, and perhaps *new*, relationships with our preferred providers in food service and insurance, and will seek to grow this network with other product/service providers. We will refine our strategy about communicating the benefits of membership including clear and compelling communication about these and other benefits.
- **Organizational Behaviors** – CCCA continues to emphasize our established organizational behaviors as our covenant to one another for building a healthy, effective team culture. The next CCCA Staff Culture Survey will be administered in late winter 2020 and results delivered to the board at the April meeting.

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M.J. Murdock
CHARITABLE TRUST