



KNOWLEDGE CENTER



GOVERNANCE

Nonprofit Board Member Annual Affirmation Statement

(Approved by the Board on _____, 20XX)

"ANY ENTERPRISE IS BUILT BY WISE PLANNING, BECOMES STRONG THROUGH COMMON SENSE,
AND PROFITS WONDERFULLY BY KEEPING ABREAST OF THE FACTS."

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

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

THE ROLES & RESPONSIBILITIES OF BOARD MEMBERS

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

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



5) **Generous Giving.** We invite spiritual discerning and qualified men and women to serve on our board who are already in the “Generous Givers Circle,” as defined in our Board Policies Manual—and who through example and influence, will encourage others to give generously to our ministry.

This document will be used two ways:

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



The 3 Hats of a Board Member

GOVERNANCE HAT

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

VOLUNTEER HAT

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

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

PARTICIPANT HAT

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

Your Name: _____



XYZ Ministries Board Member Annual Affirmation Statement

MY COMMITMENT.

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

Term of office: January 1, 2012 to December 31, 2014 (3 years)

Board Members Wear 3 Hats:

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

◆ GOVERNANCE HAT:

Circle: Yes or No

- | | | |
|-----|-----|--|
| Yes | No | 1. I affirm the XYZ Ministries Statement of Faith. |
| Yes | No | 2. I affirm I will serve faithfully on the XYZ Ministries Board of Directors, confident that I have the enthusiastic affirmation of my family (and my employer, if required) along with their understanding of the commitments I am making in the use of my time, talent and treasure. |
| Yes | No | 3. I affirm I will pray regularly for XYZ Ministries, the CEO, the staff, and the Board of Directors. |
| Yes | No. | 4. I affirm I am <u>highly committed</u> to attending the scheduled meetings of the board and committees and understand that the cost of transportation, hotel, and non-scheduled meals will be my responsibility. I will also participate in the regularly scheduled telephone conference calls. (<i>See the attached list for future board meetings.</i>) |
| Yes | No | 5. I affirm that during my three-year term on the board I will arrange my giving priorities so that I am able to be a <u>generous giver</u> to XYZ Ministries, recognizing that major donors, foundations and other donors have the expectation that the XYZ Ministries Board of Directors will be part of the "most highly committed" group of donors.
<p style="margin-left: 40px;">Note: "Generous giving" does not mean that our board members must be wealthy. Instead, when at all possible, we encourage each board member to prioritize XYZ Ministries, so it is one of the "Top-3" ministries for an individual's annual giving. (See the Board Policies Manual for more details.)</p> |



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

◆ VOLUNTEER HAT:

Circle: Yes or No

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



◆ PARTICIPANT HAT:

Circle: Yes or No

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

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

Signed: _____ Date _____

Print Name: _____

◆ BOARD MEETING SCHEDULE (example only)

20XX Board Meeting Schedule (Updated: November 15, 20XX)

Year 20XX	Day/Time	Location	Agenda
Meeting #1 Date: _____	Tuesday 2:00 – 4:00 p.m.	Telephone Conference Call	<ul style="list-style-type: none"> • Prev. Yr. Fin. Reports/Budget Review • Current Yr. Fin. Reports (2 months) • 20XX Budget (final review) • Committee Reports • Senior Pastor’s “State of the Report” report for 20XX and 20XX • Strategic Plan update
Meeting #2 Date: _____	Thursday 12:00 noon – Lunch 1:00 – 5:00 p.m. 5:30 p.m. Optional Dinner (spouses invited)	TBD	<ul style="list-style-type: none"> • Financial Reports (4 months) • Committee Reports • Senior Pastor’s S.M.A.R.T. Goals update • Leading Indicators update • Nominating Committee Report
Meeting #3 Board Retreat Date: _____	BOARD RETREAT Thursday 4 p.m. to Friday 2 p.m.	TBD	<ul style="list-style-type: none"> • Financial Report (7 months) • 3-Yr. Rolling Strategic Plan (20XX – 20XX) – Draft 1 (Big HOLY Audacious Goal, Mission, Strategy, Our Ministry Model, Development Plan, etc.) • Nominating Committee recommendations on board prospect
Meeting #4 Date: _____	Thursday 12:00 noon – Lunch 1:00 – 5:00 p.m. 5:30 p.m. Dinner (spouses invited)	TBD	<ul style="list-style-type: none"> • Welcome to New Board Members • Financial Reports (10 months) • 20XX Annual Plan, Calendar, Leading Indicators and Senior Pastor’s 20XX S.M.A.R.T. Goals • 20XX Preliminary Budget (next yr.) • Senior Pastor’s Performance Review (based on 20XX S.M.A.R.T. Goals) • Board Governance Committee Report • Appointment of Auditor

20XX “Participant Hat” Expectations for Board Members (Updated: _____, 20XX)

Date	Day/Time	Location	Event (*Required Attendance)
			*
			*
			(Optional):
			(Optional):

Next Year’s Board Meeting Schedule (Updated: _____, 20XX) - Proposed

Year 20XX	Day/Time	Location	Agenda



ECFA Governance Toolbox Series No. 1: Recruiting Board Members

Leveraging the 4 Phases of Board Recruitment

Cultivation ► Recruitment ► Orientation ► Engagement

www.ecfa.org/toolbox

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

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