

## **TOOL #21: Board Member Annual Affirmation Statement**

*Share this document with board prospects to communicate your high commitment and generosity standards. Plus, require re-commitments annually from all board members.*



### **Pursue Discipleship!**

#### **Sustaining Motivation**

“Sustaining motivation is better understood as a by-product as opposed to a goal of itself. It is my experience that if you pursue discipleship with volunteers [and board members], motivation will follow. If volunteers see the fulfillment of their role as ‘obeying and serving God’ rather than serving you or your [organization], it will cause motivation to swell.”<sup>1</sup>

**NOTE! Two templates are available for Tool #21.**

#### **Nonprofit Boards:**

##### **TOOL #21A: Board Member Annual Affirmation Statement**

This tool is also included on the following pages.



#### **Church Boards:**

##### **TOOL #21B: Church Board Member Annual Affirmation Statement**

This tool is only available online.

<sup>1</sup> Al Newell, “Sustaining Volunteer Motivation: One Principle, Five Tips” (Concord, NC: Newell & Associates, 2007), published on the High Impact Volunteer Ministry Development website in 2007 but no longer available online. Used by permission of the author, Al Newell, at [www.newellandassociates.com](http://www.newellandassociates.com).

## Board Member Annual Affirmation Statement



**Attn: Church Boards**

The Church Board Member Annual Affirmation Statement is available online at [www.ECFA.church/Content/Church-Board-Member-Annual-Affirmation-Statement](http://www.ECFA.church/Content/Church-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/toolbox](http://www.ECFA.org/toolbox) or [www.ECFA.org/Content/Board-Member-Annual-Affirmation-Statement-NP](http://www.ECFA.org/Content/Board-Member-Annual-Affirmation-Statement-NP)

**“With crystal clarity, we explain  
 the 3 distinct hats of board service:  
 Governance, Volunteer and Participant.”<sup>2</sup>**

**How to use this document:**

Begin by asking your board members to answer three questions:

<b>How strongly do you agree or disagree with these statements?</b>					
1 – Strongly Disagree 2 – Disagree 3 – Neither Agree nor Disagree 4 – Agree 5 – Strongly Agree					
<b>How effective is our board at establishing written criteria and qualifications for board members?</b>	<b>Circle Your Answer</b>				
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.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
With crystal clarity, we explain the three distinct hats of board service: ✓ The Governance Hat ✓ The Volunteer Hat ✓ The Participant Hat	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
We are also crystal clear about a board member’s charitable giving expectations (if any).	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

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.

<sup>2</sup> See “Board Member Read-and-Engage Viewing Guide,” in *ECFA Governance Toolbox Series No. 1: Recruiting Board Members* (Winchester, VA: ECFAPress, 2012), 11. Visit [ECFA.org/Toolbox](http://ECFA.org/Toolbox).

## Introduction

**Your Logo and Contact Information Here**

### Board Member Annual Affirmation Statement

(Approved by the Board on \_\_\_\_\_, 2020)

“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 will 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 and Responsibilities of Board Members**

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

- 1) **People.** We are accountable for the hiring, inspiring, guiding, evaluating, and the supporting of our CEO.
- 2) **Policies.** We focus on governance (as defined in the Board Policies Manual) and our stewarding and accountability process for the ministry (and our board) in the key areas of mission, vision, values, B.H.A.G. (Big HOLY Audacious Goal), strategy, strategic plan (at least three years), and the annual organizational goals; plus the CEO’s three to five “Annual S.M.A.R.T. Goals” (which are Specific, Measurable, Achievable, Realistic and Time-related).
- 3) **Strategy.** We agree with Ram Charan’s statement in *Owning Up: The 14 Questions Every Board Member Needs to Ask*, that we want our board to *own* the strategy, but not necessarily create it. He writes, “There is nothing more important for a CEO than having the right strategy and right choice of goals, and for the board, the right strategy is second only to having the right CEO.”<sup>3</sup>
- 4) **Legal and 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 spiritually 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.

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<sup>3</sup> Ram Charan, *Owning Up: The 14 Questions Every Board Member Needs to Ask* (San Francisco: Jossey-Bass, 2009), 68.



## 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 micromanage 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!

**For more information on the 3 Board Hats, download and view:**  
***ECFA Governance Toolbox Series No. 2: Balancing Board Roles***  
***Understanding the 3 Board Hats: Governance, Volunteer, Participant***  
**[www.ECFA.org/toolbox](http://www.ECFA.org/toolbox)**

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, 2020 to December 31, 2022 (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:

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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 <i>highly committed</i> 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 generous giver to XYZ Ministries, recognizing that major donors, foundations and other donors have the expectation that the XYZ Ministries Board of Directors will be part of the “most highly committed” group of donors.              |

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

- Yes No 6. I affirm that, as I'm able, I will seek to influence my colleagues, my organization/company, major donors and foundations to be generous givers to our ministry.
- Yes No 7. I affirm that I am an active 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:**

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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 a 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!**

<p><b>Signed:</b> _____ <b>Date</b> _____</p> <p>Print name: _____</p>
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**2021 “Participant Hat” Expectations for Board Members** (Updated: \_\_\_\_\_, 2020)

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



## Conflicts of Interest Disclosure Policy and Questionnaire

### Two Options:

- 1. Visit the ECFA Knowledge Center, [www.ECFA.org/Content/Conflicts-of-Interest-Sample-Policy](http://www.ECFA.org/Content/Conflicts-of-Interest-Sample-Policy), for a conflict of interest template.
- 2. Download and view:

***ECFA Governance Toolbox Series No. 3:  
Conflicts of Interest - Addressing Board  
and Organizational Conflicts of Interest***

*Avoiding Trouble, Trouble, Trouble  
with Related-Party Transactions*

[www.ECFA.org/Content/Governance-Toolbox-Series-3](http://www.ECFA.org/Content/Governance-Toolbox-Series-3)



ECFA Standard 6 calls for members to handle conflicts of interest and related-party transactions with excellence and integrity. Conflicts can be avoided most easily when the organization has a stated conflicts of interest policy and annually asks the Board of Directors and key administrative personnel to document potential conflicts.

The following are sample conflicts of interest policies and questionnaires. ECFA does not endorse any particular document but is providing these samples to help you (in conjunction with legal counsel and other professional advisors) develop the documents appropriate for your ministry.

### Sample Conflicts of Interest Policy

All trustees, officers, agents, and employees of this organization shall disclose all real or perceived conflicts of interest that they discover or that have been brought to their attention in connection with this organization's activities.

"Conflicts of interest" occur when a person is responsible for promoting the interest of the ministry at the same time he or she is involved in a competing personal interest (financial, business, personal, or relational).

"Disclosure" shall mean providing properly, to the appropriate person, a written description of the facts comprising real or apparent conflicts of interest. An annual questionnaire shall be distributed to trustees, officers, and certain identified agents and key employees to assist them in considering such disclosures, but disclosure is appropriate and required at any time conflicts of interest may occur. The completed questionnaires shall be filed with the CEO or such other person designated by the CEO to receive such notifications. At the meeting of the top governing body, all disclosures of real or perceived conflicts of interest shall be noted for the record in the minutes.

An individual trustee, officer, agent, or key employee who believes that he or she or an immediate member of his or her immediate family might have real or perceived conflicts of interest, in addition to filing a notice of disclosure, must abstain from



- (1) participating in discussions or deliberations with respect to the subject of the conflict (other than to present factual information or to answer questions),
- (2) using his or her personal influence to affect deliberations,
- (3) making motions,
- (4) voting,
- (5) executing agreements, or
- (6) taking similar actions on behalf of the organizations where conflicts of interest might pertain by law, agreement, or otherwise.

At the discretion of the top governing body or a committee thereof, a person with real or perceived conflicts of interest may be excused from all or any portion of discussion or deliberations with respect to the subject of the conflict.

A member of the top governing body or a committee thereof, who, having disclosed conflicts of interest, nevertheless shall be counted in determining the existence of a quorum at any meeting in which the subject of the conflict is discussed. The minutes of the meeting shall reflect the individual's disclosure, the vote, and the individual's abstention from participation and voting.

The CEO and Board Chair shall ensure that all trustees, officers, agents, employees, and independent contractors of the organization are made aware of the organization's policy with respect to conflicts of interest.

## Conflicts of Interest Questionnaire

I have read the organization's Conflict of Interest Policy and in signing this certificate, I have considered the literal expression of the Policy, but also its intent. I hereby certify that, **except as hereinafter stated**, to the best of my knowledge, I do not have any relations or interests whatever conflicting with the interests of the organization.

The exceptions are:

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I have business relationships with the following board members:

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If any situation should arise in the future which I think may involve me in a conflict of interest, I will promptly fully disclose the circumstances to the top leader or the board chair.

Furthermore, I agree to abide by the statement of confidentiality as contained in the foregoing organization's Conflict of Interest Policy.

Printed Name \_\_\_\_\_

Signed \_\_\_\_\_ Date \_\_\_\_\_

Read Lesson 31 in *More Lessons From the Nonprofit Boardroom*, "Where Two or Three Are Gathered on Social Media," and learn more about the four critical steps when considering significant transactions involving related parties:

1. Exclude
2. Compare
3. Determine
4. Document

And note: "Even when the ministry takes those four essential steps, it may still be in the best interest of the ministry to avoid the related-party transaction."<sup>4</sup>

<sup>4</sup> Dan Busby and John Pearson, *More Lessons From the Nonprofit Boardroom: Effectiveness, Excellence, Elephants!* (Winchester, VA: ECFAPress), 169.

**2021 Board Meeting Schedule** (Updated: November 15, 2020)

Year 2021	Day/Time	Location	Agenda
Meeting #1 Date: _____	Tuesday 2:00–4:00 p.m.	Telephone Conference Call	<ul style="list-style-type: none"> <li>• 2020 Financial Reports/Budget Review</li> <li>• 2021 Financial Reports (2-months)</li> <li>• 2021 Budget (final review)</li> <li>• Committee Reports</li> <li>• Executive Director’s “State of the Organization” report for 2020</li> <li>• Strategic Plan update</li> </ul>
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"> <li>• Financial Reports (4 months)</li> <li>• Committee Reports</li> <li>• Executive Director’s S.M.A.R.T. Goals update</li> <li>• Leading Indicators update</li> <li>• Nominating Committee Report</li> </ul>
Meeting #3 Date: _____	<b>BOARD RETREAT</b> <b>Thursday 4 p.m. to</b> <b>Friday 2 p.m.</b>	TBD	<ul style="list-style-type: none"> <li>• Financial Report (7 months)</li> <li>• Strategic Plan (2022–2024) – Draft 1 (BHAG, Primary Customer, Mission, Strategies, Business Model, Development Plan, etc.)</li> <li>• Nominating Committee recommendations on board prospects</li> </ul>
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"> <li>• Welcome to New Board Members</li> <li>• Financial Reports (10 months)</li> <li>• 2022 Annual Plan, Calendar, Leading Indicators and Executive Director’s 2022 S.M.A.R.T. Goals</li> <li>• 2022 Preliminary Budget</li> <li>• Executive Director’s Performance Review (based on 2021 S.M.A.R.T. Goals)</li> <li>• Board Governance Committee Report</li> <li>• Appointment of Auditor</li> </ul>

**2022 Board Meeting Schedule** (Updated: \_\_\_\_\_, 2020) – Proposed

Year 2022	Day/Time	Location	Agenda

**Resources:**

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NOTE! Two templates are available for Tool #21.

❑ **Nonprofit Boards:**

**Tool #21A: Board Member Annual Affirmation Statement –**

*<http://www.ECFA.org/Content/Board-Member-Annual-Affirmation-Statement-NP>*

❑ **Church Boards:**

**Tool #21B: Church Board Member Annual Affirmation Statement –**

*<http://www.ECFA.org/Content/Church-Board-Member-Annual-Affirmation-Statement>*

To download these templates, refer to page ii of this book for the website.

For more help on using this tool, order:

*ECFA Governance Toolbox Series No. 1: Recruiting Board Members*

*Leveraging the 4 Phases of Board Recruitment*

*Cultivation • Recruitment • Orientation • Engagement*

***[ECFA.org/Toolbox](http://www.ECFA.org/Toolbox)***

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