



Boost Your Board: Governance, Fundraising & Avoiding Big Mistakes

venture**12**

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- Evergreen
- 1,300ft / 220,000 tons
- Prevented 90 ships / day
- Prevented \$10b of trade
- “Technical human error”



2

- Hyundai Cargo ship
- 4,300 cars
- \$200m in damage
- “Out of balance”



3

2 M&M's Factory Workers Were Stuck In Chocolate For Over An Hour

Where's Willy Wonka when you need him?

 by DANIELLE HARLING JUN 10, 2022



4



Is your board stuck?



Is your board out of balance
and in danger of tipping?



Is everything sweet?

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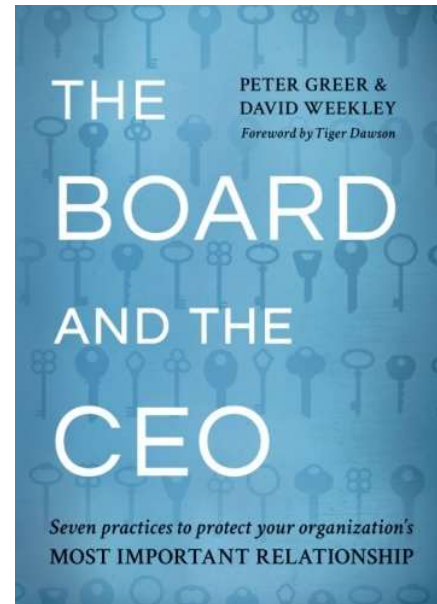


Does it seem like your board is just drifting?

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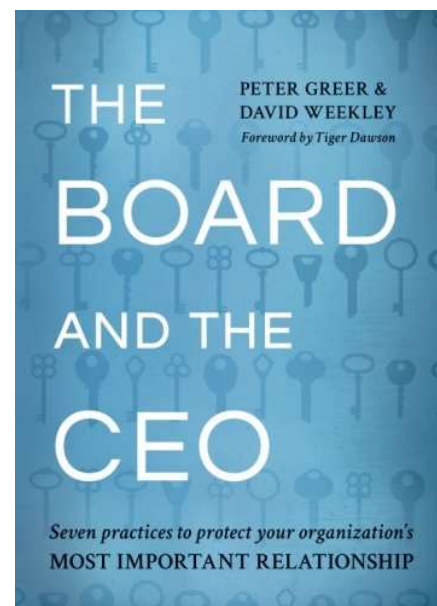
In *Come Thou Fount of Every Blessing*, Robert Robinson penned, “Prone to wander, Lord I feel it, Prone to leave the God I love.”

He understood that the seeds of drift are in all of us, and drift is possible for **every CEO, every board member, and every organization.**



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“...and when that happens, it can **almost always** be traced back to the board being unable to keep the organization and its leaders on mission.”




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Boards: A Theological Foundation

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- 
1. Board leadership should be **servant-leadership**.
 2. Board leadership should be **Trinitarian in nature**.
 3. Board leadership should resemble **NT Elder leadership**.

10

1. Board leadership should be **servant-leadership**.

“You know that those who are regarded as rulers of the gentiles lord it over them, and their high officials exercise authority over them...”



KATAKURIEUŌ
“PEOPLE ON A POWER TRIP”

Lord
Leaders
Local Community

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2. Board leadership should be **Trinitarian in nature**.



Intimacy	Harmony
Equality	Community
Unity	One mind
Love & Joy	Collaborative
Freedom	Interconnected

No competition / No power trippin’

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3. Board leadership should resemble **NT Elder leadership.**

Spiritually Mature / Shepherd
Help / Protect / Care
Govern / Seek God
Integrity / Maturity

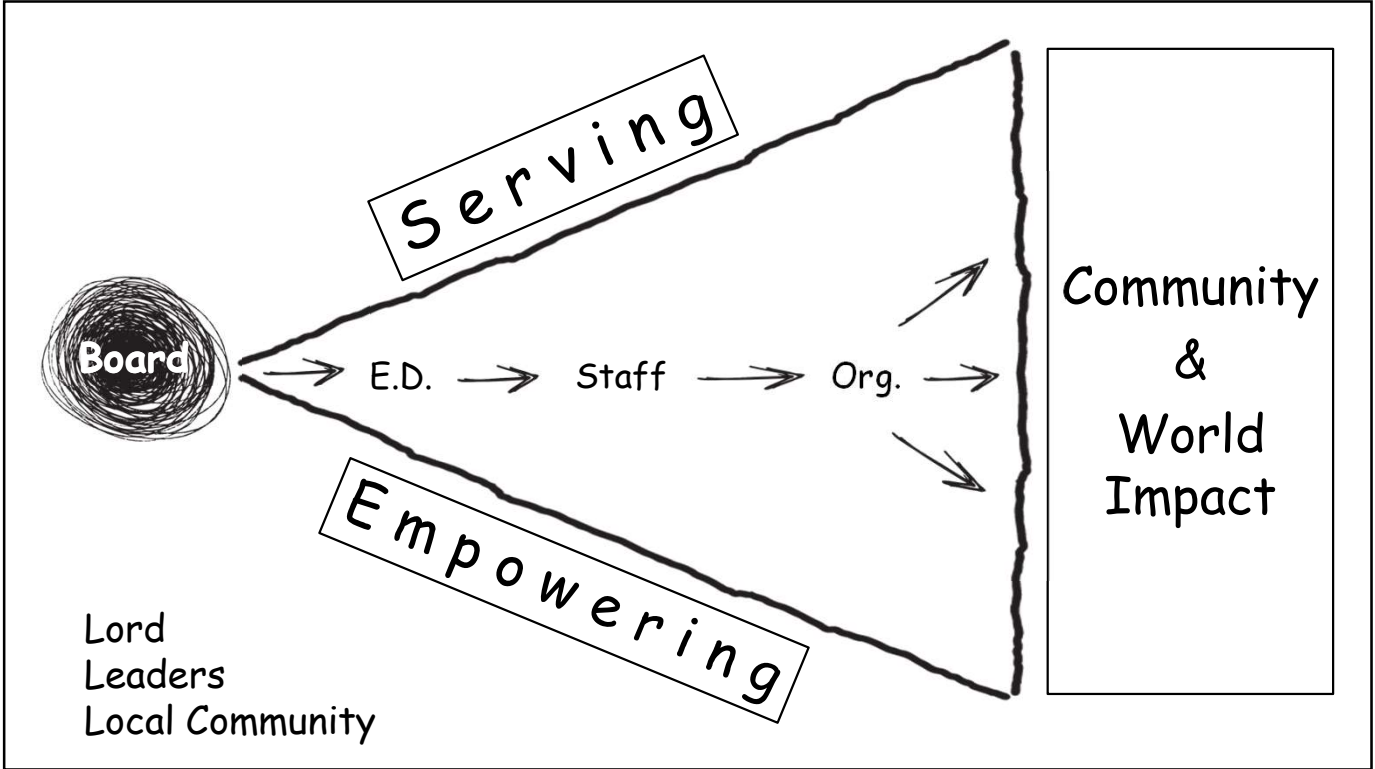
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Seek
first

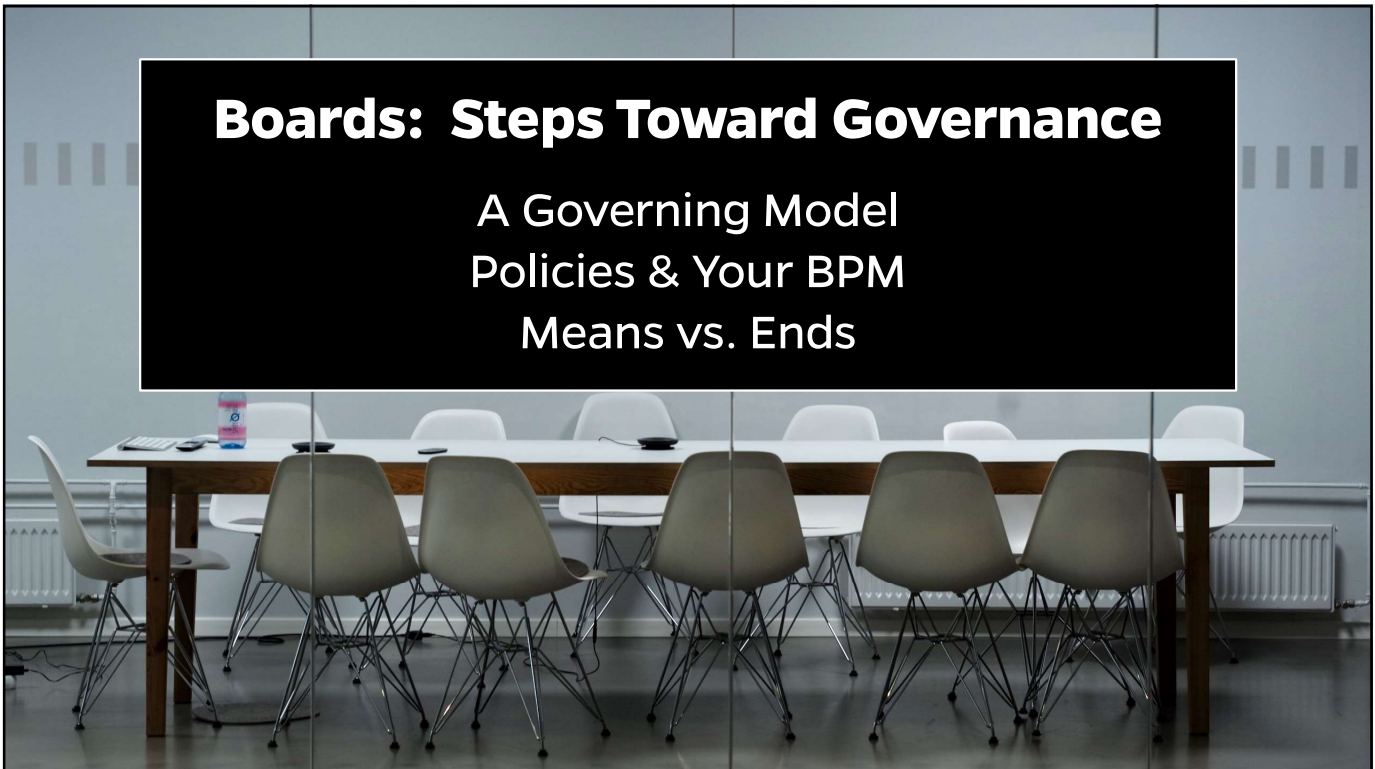


the
Kingdom

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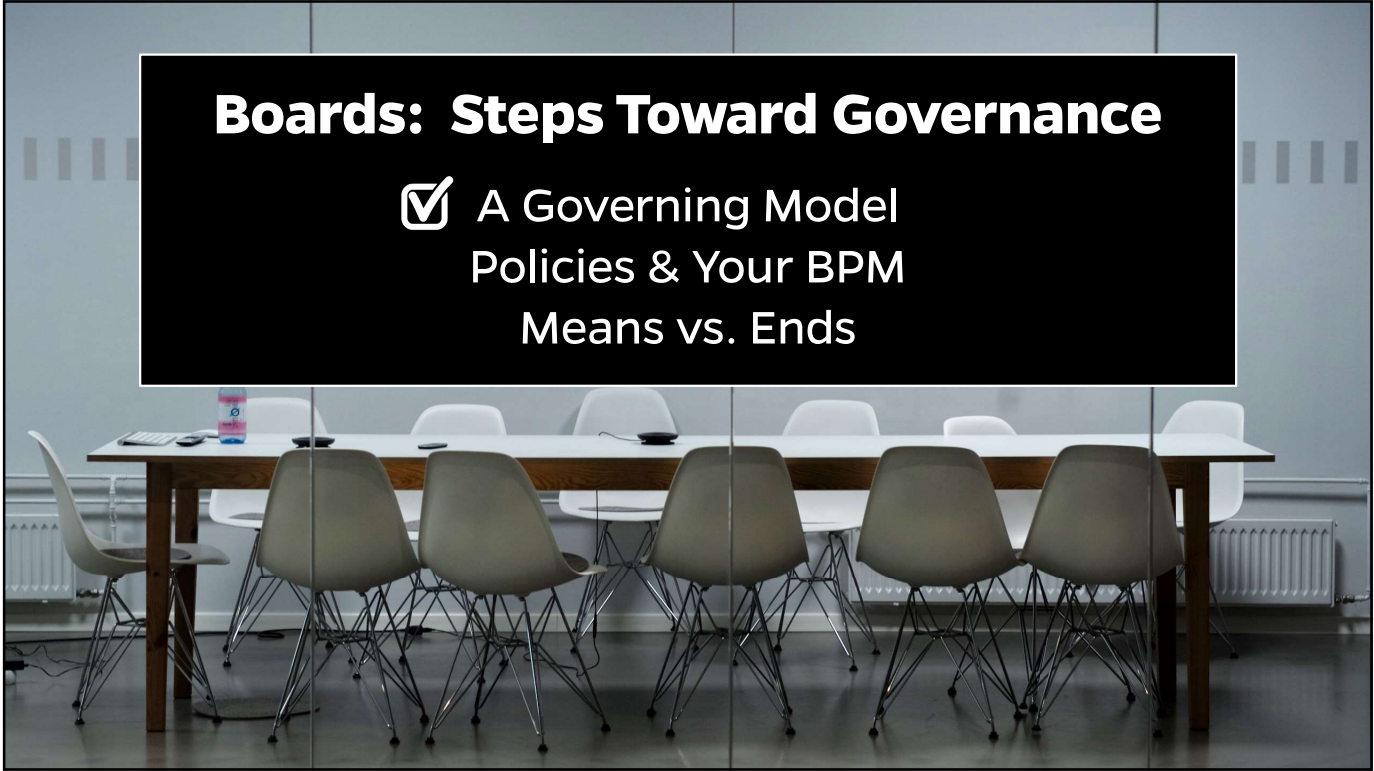
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Board as Staff	Board as Managers	Board as Governors	Board as Advisors	Board as Figureheads
Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides 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 CEO
Organizational objectives are set by the board	Organizational objectives are set by the board	Organizational objectives are set by the board	Organizational objectives are set by the board	Organizational objectives are set by the CEO
Strategies to achieve organizational objectives are developed by the board	Strategies to achieve organizational objectives are developed by the board	Strategies to achieve organizational objectives are developed by the CEO	Strategies to achieve organizational objectives are developed by the CEO	Strategies to achieve organizational objectives are developed by the CEO
Day-to-day operational authority rests with the board	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO
The board spends most of its time <i>doing</i> the work of the organization	The board spends most of its time <i>supervising</i> the work of the organization	The board spends most of its time <i>overseeing/directing</i> the work of the organization	The board spends most of its time <i>reviewing</i> the work of the organization	The board spends most of its time <i>affirming</i> the work of the organization
Primary board output is <i>labor</i>	Primary board output is <i>coordination</i>	Primary board output is <i>oversight/direction</i>	Primary board output is <i>counsel</i>	Primary board output is <i>endorsement</i>

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Board as Staff	Board as Managers	Board as Governors	Board as Advisors	Board as Figureheads
Legal responsibility resides with the board	Legal responsibility resides with the board	<p>This happens through policies!</p>	Legal responsibility resides with the board	Legal responsibility resides with the board
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Board Policies Manual (BPM)

House of Refuge Sunnyslope, Inc.
January 1, 2021

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Part 1: Introduction and Administration	2
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Part 3: Board Structure and Processes	4
Part 4: Board CEO/Staff Relationship	8
Part 5. Finance Parameters	11
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Part 7. Fundraising Parameters.....	12
Part 8. Audit and Compliance	13
ADDENDUMS AND EXHIBITS.....	14

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Policy 4.0 - Treatment of Staff & Volunteers

With respect to the treatment of paid staff and/or volunteers, the CEO will not cause or allow conditions, which are illegal, unfair, unsafe, unbiblical, or undignified. Accordingly, she/he will not:

- Employ any staff member who is not a follower of the Lord Jesus Christ expressed through a personal profession of faith and Christian conduct and is active in, and in good standing with, a local Christian faith community. (This requirement also applies to volunteers in a position of spiritual influence.)
- Operate without written personnel expectations, which clarify rules for staff, provide for effective handling of grievances, and protect against wrongful conditions, such as conflicts of interest.

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Policy 4.0 - Treatment of Staff & Volunteers, cont.

- Expectations must include written job descriptions for each paid position.
- Also: (After other bullet points.)
 - Complete and file annual reviews for each member of the staff in a timely manner. (Interns must be reviewed before the completion of their service as interns.)
 - Practice no discrimination against any staff member for expressing opposing views. (There must be a whistleblower policy protecting those who report issues of concern.)
 - Acquaint staff with this policy.

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- ADDENDUMS AND EXHIBITS 14

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Policy 5.1 - Finance Parameters

- **Finance General.** The CEO must ensure that the financial integrity of the organization is maintained at all times; that proper care is exercised in the receiving, processing, and disbursing of funds; and that financial and non-financial assets are appropriately protected. (See Part 8 for Audit and Financial Compliance.)
- **Financial Controls.** The CEO must exercise care in the accounting for, and protecting the financial assets of, the organization. The CEO is expected to incorporate generally accepted principles of accounting, develop internal controls, and ensure they are followed for the protection of the organization.

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Policy 7.0 - Fundraising 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.
- Fundraising Strategy. The CEO is expected to develop and maintain a fundraising plan which, at a minimum, includes direct mail, major donor initiatives, planned giving, and on-line giving. Such plan should be provided to board members for review in April and used to develop the fiscal budget.

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Policy 7.0 - Fundraising Parameters, cont.

- Donor Bill of Rights. The Board and CEO are expected to adhere to a Donor Bill of Rights, which includes policies on donor confidentiality, timely response to donations, and guidelines on accepting designated funds.
- Training. The CEO should provide periodic training in new fundraising techniques to the staff.

Email: Joe@venture19.org for your BPM Template!

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Boards: Steps Toward Governance

- ✓ A Governing Model
 - ✓ Policies & Your BPM
- Means vs. Ends

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VISION AND MISSION

LOVE.
HOUSE.
EQUIP.

VISION
Provide an earthly home of restoration and share God's promise of an eternal home.

MISSION
Love. House. Equip.

ENDS

MEANS

THINK ABOUT... THE EVERLASTING IMPACT OF OUR 550 BIBLE STUDIES & LIFE SKILLS CLASSES

MAKE AN IMPACT.

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The Board's Role:
Make sure org stays on track & "ends" up here!

ENDS

You Are Here!

God Calling You Here!

MEANS

For HRS, what are the Means?

All strategies & decisions connected with Love, House & Equip.

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“As long as the CEO uses any reasonable interpretation of the Board’s Ends... the CEO is authorized to make **all** decisions, take **all** actions, establish **all** practices, and develop **all** activities.” (As long as they don’t violate policies.)

Seth Godin says the CEO must have the freedom to be an eager scientist!



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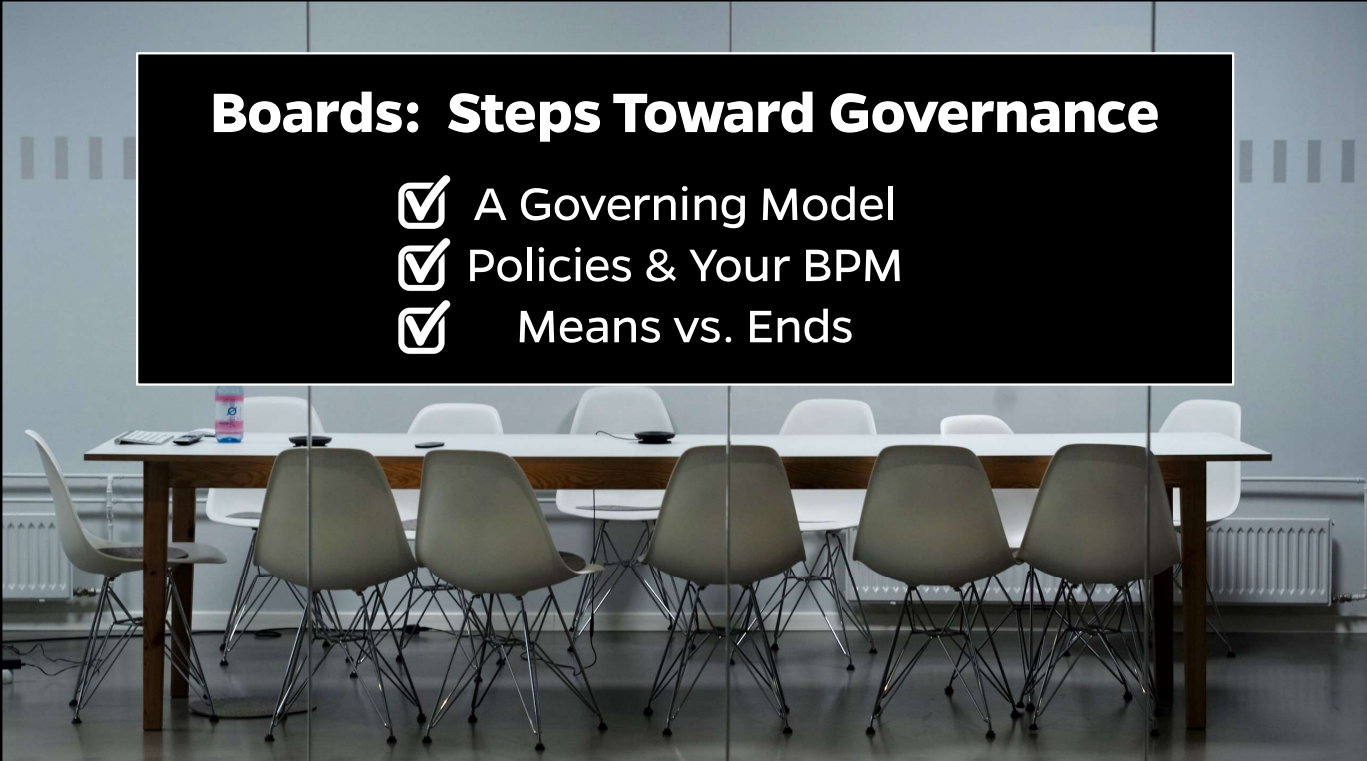
First steps toward your Board Policy Manual (BPM) and Policy Governance

1. Make sure that Articles and By-laws are legal and up to date. Have your by-laws reviewed by an attorney; your BPM must be consistent with your bylaws.
2. CEO commits 2-4 hours working through the Venture 1:9 Board Policy Manual (BPM) Template (created by www.TheAndringaGroup.com and used with permission). Many will be able to adopt 50% or more of the template language.
3. This Draft #1 will then be presented to a small BPM Task Force (or assigned committee) and, working together, this task force will create Draft #2.
4. Draft #2 will then be presented to the full Board for further discussion, adjustment and adoption.*
 - A. This can be an involved process. Good discussions during the board process will improve the draft and build consensus – but don't get stuck.
 - B. Some points of discussion should get "tabled" during this time as the board continues to work through and adopt as much of Draft #2 as possible. Items that get tabled will be sent back to the BPM Task Force for follow up and clean up.
 - C. Remember, your BPM is a "living" document that will always be "evolving." It is normal, natural and expected that on-going adjustments will be made (during this adoption process and in any upcoming board meetings.) Again, keep the adoption process moving and table what needs to be sent back to the BPM Task Force.
5. The result of this process is a completed, but "living" BPM that provides guidance and direction for the Board, CEO, and staff. These leaders will work with a well-defined focus and won't have to "reinvent the wheel" – the BPM addresses, in writing, all of the policies that are on-going.

5 Steps to Creating Your Board Policy Manual

www.venture19.org/resources

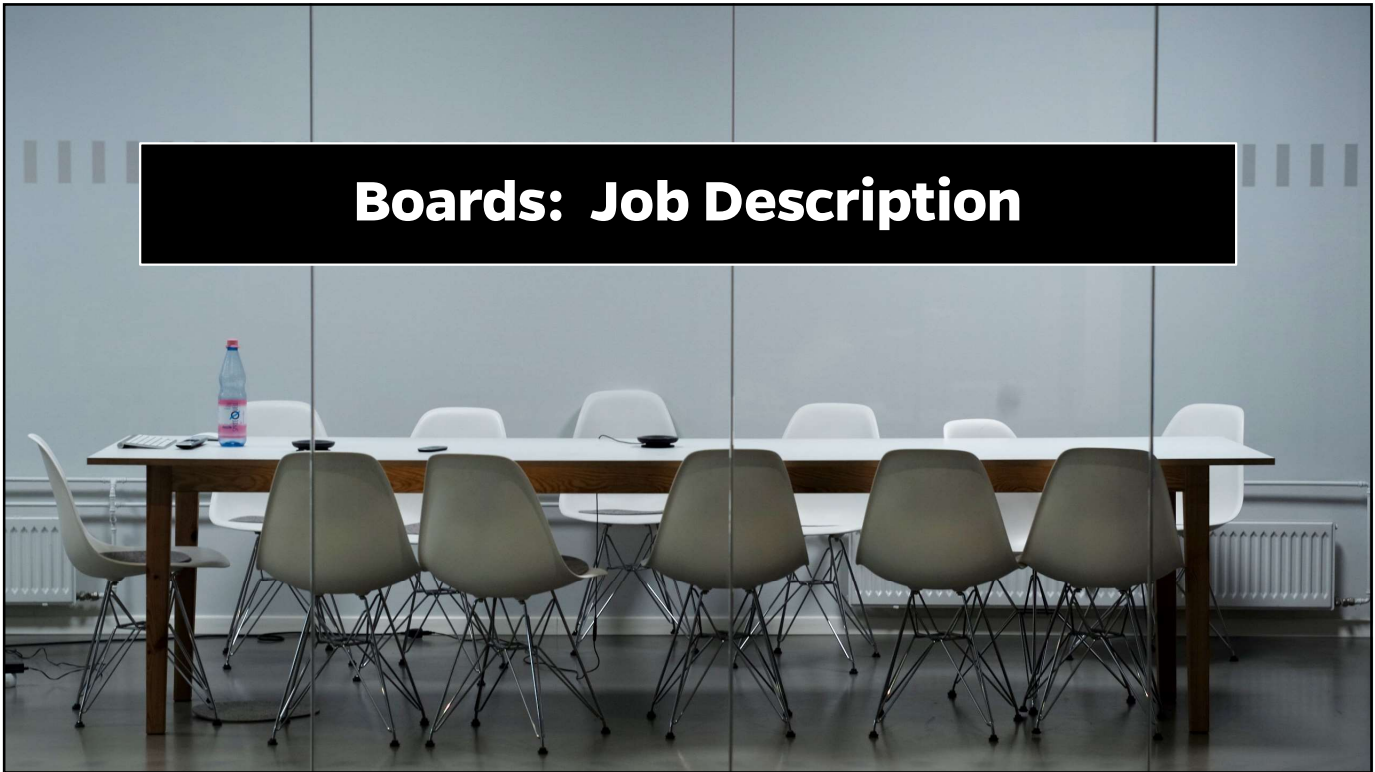
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Boards: Steps Toward Governance

- A Governing Model
- Policies & Your BPM
- Means vs. Ends

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3.2 - Board Job Description. The job of the board is to lead the organization toward desired performance and help ensure that it occurs... (partial)

- 3.2.1 Determine the mission, values, and major goals/outcomes and hold the CEO accountable for developing a strategic plan based on these policies.
- 3.2.2 Determine parameters within which the CEO is expected to achieve goals/outcomes and monitor the performance of the organization. (Through proper policies.)
- 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 policies of the board / organization.

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3.2 - Board Job Description, con't.

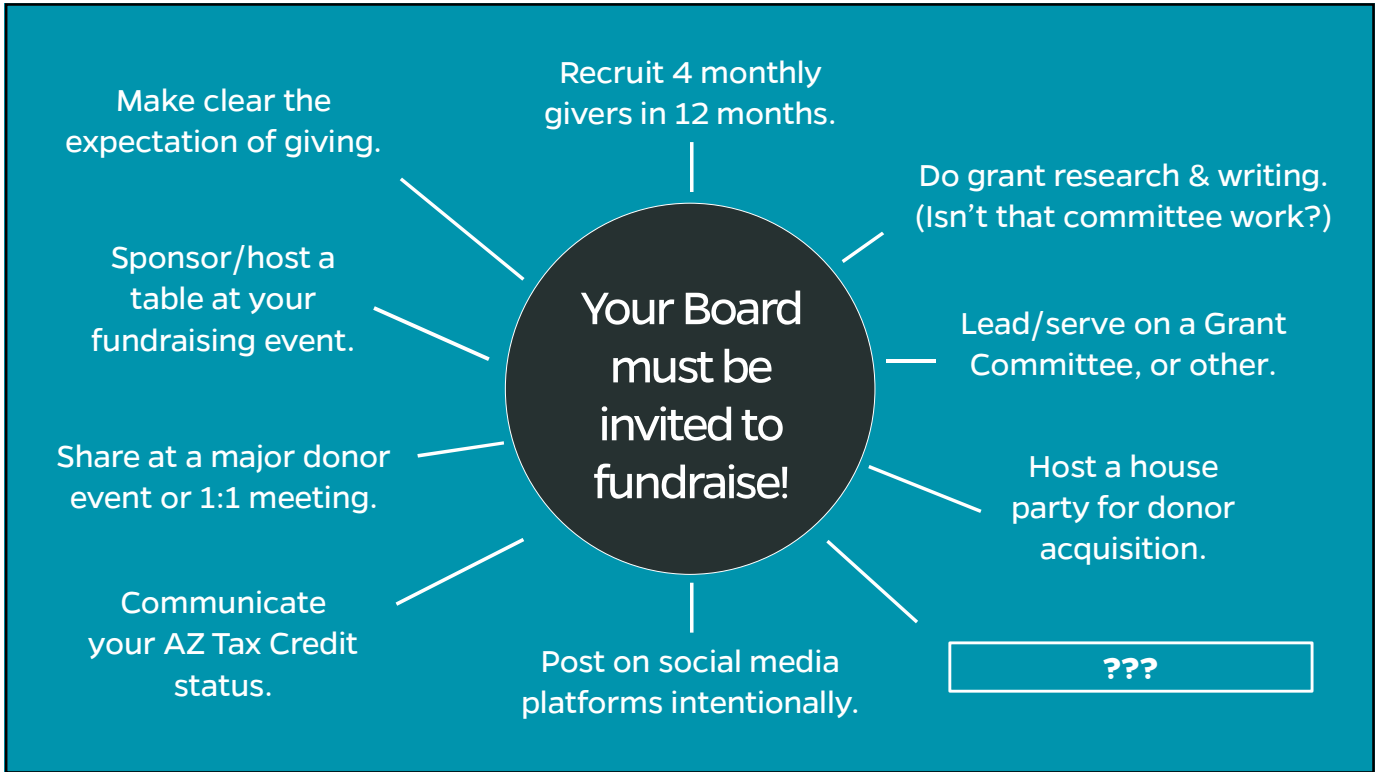
- 3.2.5 Select, fairly compensate, nurture, evaluate annually and, if necessary, terminate a CEO, who functions as the board's sole agent.
- 3.2.6 Ensure financial solvency and integrity (help as volunteers in fundraising; require periodic financial, legal and other external audits to ensure compliance, etc.).
- 3.2.7 Require periodic financial, legal and other external audits (at minimum a compilation) to ensure compliance with the law and good practices.
- 3.2.8 Evaluate and constantly improve our board's performance as a governing board.

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Boards: Fundraising



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Messaging Matters

<ul style="list-style-type: none"> • We need a new roof. • We need 27 more bunks. • We need \$250,000 to reach our budget. • Our truck needs a new transmission. 	<ul style="list-style-type: none"> • Our guests need to stay dry! • 27 more children need a safe place to sleep. • \$250k will allow us to serve x# people with dignity and respect. • This truck will allow us to continue food pick-up for 100 families this month.
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“**Nobody** wants to go down in history as the worst board member your organization has ever had.”



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Sample Board Meeting Agenda

October 1, 2022 / 9:00 am

(Recording of those in attendance, those absent.)

- I. Welcome / Devotional / Share / Prayer (or wherever desired)
- II. Approval of Minutes
- III. Reports
 - A. Executive Director
 - B. Chosen Staff Members (May want them submitted in writing.)
- IV. Committee Reports (examples)
 - A. Finance Committee
 - B. Nominating Committee
 - C. Governance Committee (Could include BPM work.)

V. Old Business (Tabled for a specific reason but still needs attention/decisions.)

- A. ??? (maybe board nominations)
- B. ??? (maybe contract negotiations)

VI. New Business (Determined by the Chair & CEO.)

- A. ???
- B. ???

(Followed by announcements, adjournment, next meeting date.)

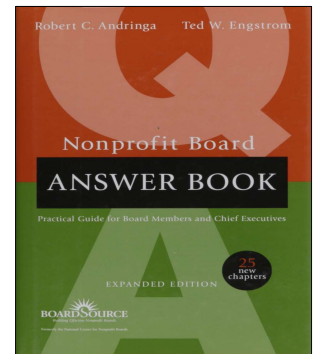
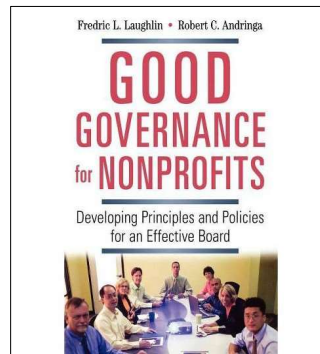
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“**The #1 reason** the board meets is to make sure the BPM is up-to-date and working, because it’s the board’s voice and provides direction for the CEO and ministry.”

“OK, now what else do we need to do and hear?”



www.theandringagroup.com/resources



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Boards: Big Mistakes



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Boards: Big Mistakes

Forming an incompetent board made up of wonderful Christian people.

Calling
Character
Competence
Chemistry
Courage

CEO, Chair not taking responsibility for an inept board.

“Maybe it’s not them; maybe it’s you.”

The board not understanding & adopting the “one-voice” mentality.

The Board speaks with one voice, or not at all.

Only dealing with business in board meetings; not supporting one another personally.

Your board is made up of real people.

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Boards: Big Mistakes

Having board meetings when your team is not at their best.

Why do most board meetings happen on weeknights?

Not properly orienting new board members.

This includes clarifying roles & expectations before the vote.

Letting the board agenda get loose by ignoring governance.

Governance structure exists for your benefit!

Not understanding the theological foundation of board leadership; instead, power-trippin!

The board is only the board when it’s in session.

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Boards: Big Mistakes

Failing to train the board on governance.

Some boards spend the first 15 minutes learning new governance principles.

What big mistakes would you add?

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Boards: Your Questions



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