

Equipping Elders for Effective Leadership

— BOARD LEADERSHIP —

ENVIRONMENTAL VISION



**CHRIST-
CENTRED**



**SPIRIT-
EMPOWERED**



**MISSION-
FOCUSED**



BOARD LEADERSHIP

An Overview





RESPONSIBILITY &
ACCOUNTABILITY



EFFECTIVE
GOVERNANCE
BY CHURCH SIZE



ENDS OVER
MEANS

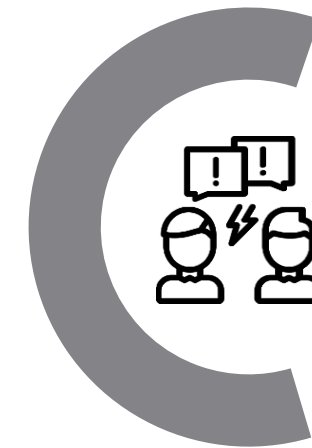
//////
SIX FOCUS
AREAS
FOR
BOARDS
//////



ALLIANCE
GOVERNANCE
DISTINCTIVES



ROLES



CONFLICT
ENGAGEMENT



RESPONSIBILITY & ACCOUNTABILITY



BOARD RESPONSIBILITIES

The Board has a fiduciary responsibility to:



Safeguard the vision, mission, and values against unintentional drift and unauthorized shifts in purpose.



Prevent theft, waste, or misuse of resources.



Operate solely in the **best interests** of the church.



Ensure that resources are deployed **effectively and efficiently** to advance the vision.

BOARD RESPONSIBILITIES

2

The Board has two primary areas of responsibility.



GOVERNING
&
SHEPHERDING



Both of these aspects of Board activity are spiritual in nature.

GOVERNING ROLE

DIRECT:

- Develop ENDS – the vision, mission, values, objectives, and goals of the church
- Ensure agreed upon ENDS are achieved
- Regularly evaluates through the Lead Pastor whether ENDS are being achieved



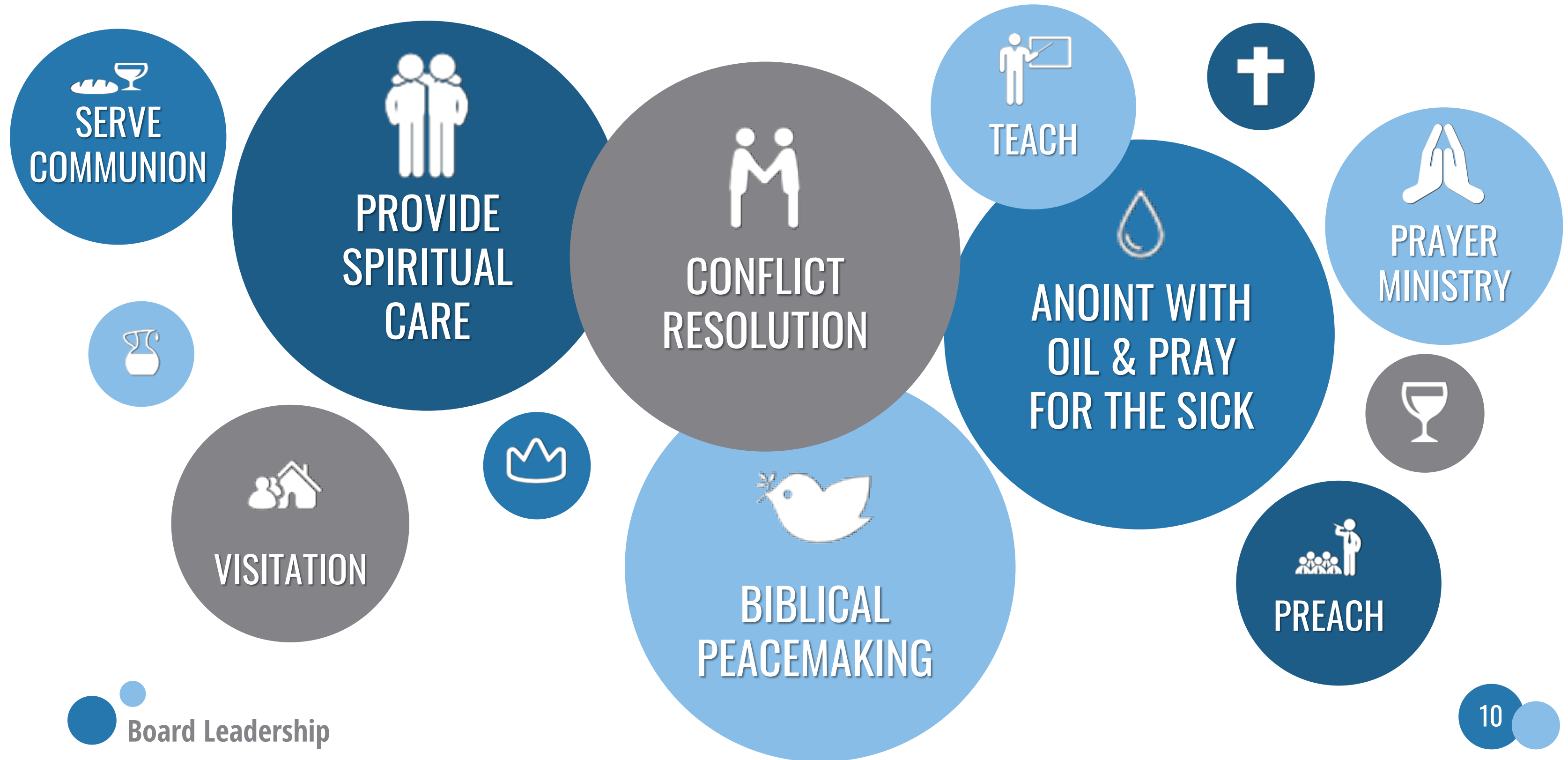
GOVERNING **ROLE**

PROTECT:

- Against things that would hinder achievement of the ENDS
- Against endangerment of the church and its resources



SHEPHERDING **ROLE**





“The job of a board is to direct
and protect.”

- Jim Brown, from *The Imperfect Board Member*

The Board is Accountable to:

The Lord Jesus as Head of the Church

Church Membership

The District Superintendent

The Governments of BC and Canada

And he is the head of the body, the church; he is the beginning and the firstborn among the dead, so that in everything he might have supremacy.

Colossians 1:18

The Board is Accountable to:

The Lord Jesus as Head of the Church

Church Membership

The District Superintendent

The Governments of BC and Canada

...at the annual meeting the members shall elect a Board from among the voting membership to be responsible for the affairs of the church between annual meetings.

Local Church Constitution, Article 7

FORM of GOVERNANCE



REPRESENTATIVE

The Christian and Missionary Alliance in Canada follows a representative, or Presbyterian, form of governance.



ELECTED

The Board, as elected by the membership, is the highest functioning form of governance in the local church.

The Board is Accountable to:

The Lord Jesus as Head of the Church

Church Membership

The District Superintendent

The Governments of BC and Canada

**The District Superintendent shall be
the recognized head of the entire
work of the district...**

Policy on District Organization, 2.3.1

The Board is Accountable to:

The Lord Jesus as Head of the Church

Church Membership

The District Superintendent

The Governments of BC and Canada

A director of a society must...

- a) act honestly and in good faith with a view to the best interests of the society,**
- b) exercise the care, diligence and skill that a reasonably prudent individual would in comparable circumstances,**
- c) act in Accordance with the Societies Act, and**
- d) act in accordance with the bylaws**

BC Societies Act, 53 (1)

The Board is Accountable to:

Governments of BC and Canada

Societies Act, Income Tax Act,
PIPA, etc.

Christian & Missionary Alliance in Canada

Local Church Constitution,
Manual of the C&MA

Church Membership

Church Bylaws



RESPONSIBILITY &
ACCOUNTABILITY

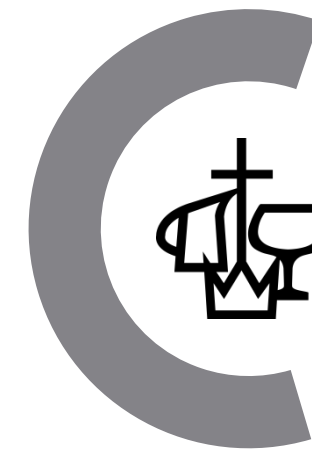


EFFECTIVE
GOVERNANCE
BY CHURCH SIZE



ENDS OVER
MEANS

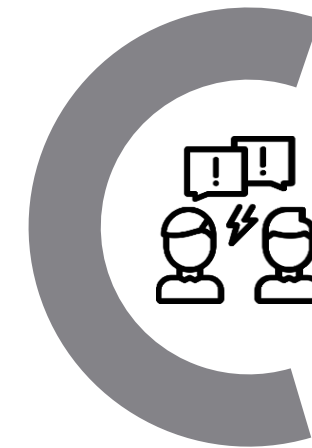
//////
SIX FOCUS
AREAS
FOR
BOARDS
//////



ALLIANCE
GOVERNANCE
DISTINCTIVES



ROLES



CONFLICT
ENGAGEMENT



EFFECTIVE GOVERNANCE BY CHURCH SIZE



/// EFFECTIVE GOVERNANCE

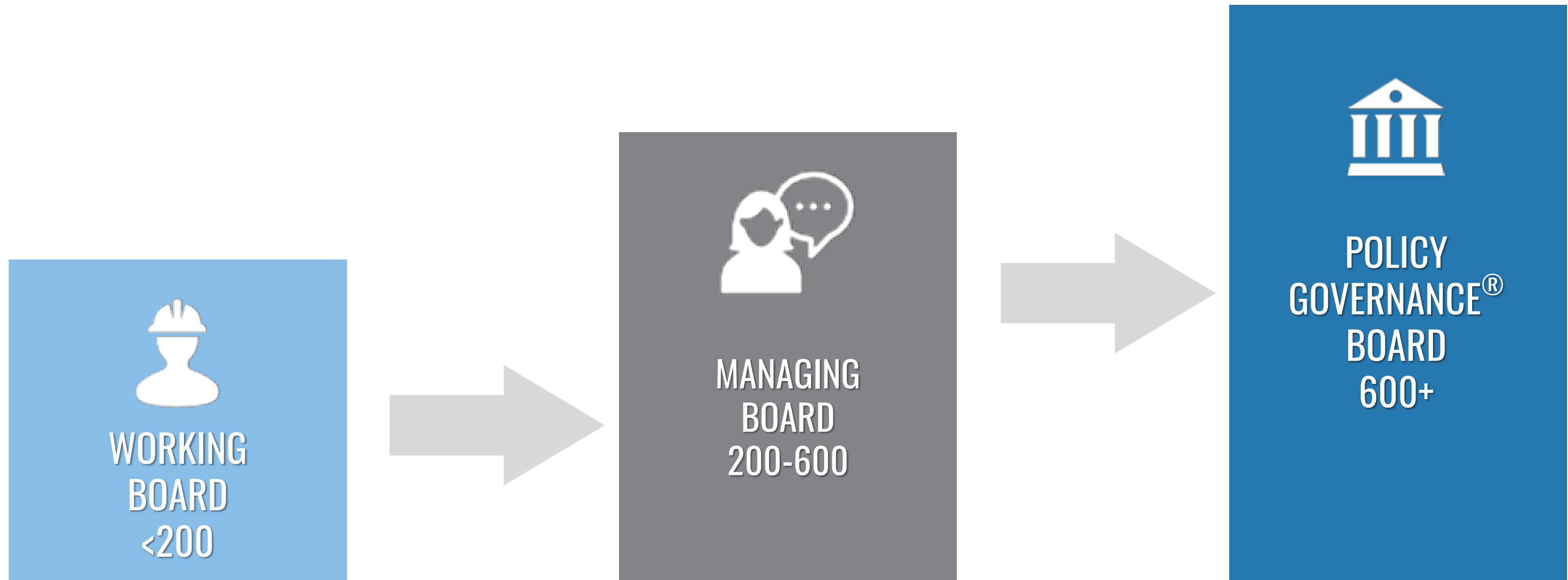
How will the Board govern
in its **unique** context?

/// EFFECTIVE GOVERNANCE

This is greatly influenced by church size.

Growing churches become **increasingly complex** and require more effort to give effective oversight.

CHURCH SIZE INFLUENCES BOARD TYPE



/// WORKING BOARD

1

Responsible for overall health of the church.

2

Responsible for the core function of the church.

3

Assumes responsibility for preaching, teaching, and shepherding in the absence of a pastor.

4

Focus always default to operational tasks and neglect vision and long-range planning.

/// MANAGING BOARD

1

Works with one or more pastors or lay leaders in overseeing the church.

2

Typical division of labour may have pastors as shepherds and the Board as managers.

3

Elders may function as the liaison between the Board and ministry leaders.

4

Effective managing boards learn to prioritize and invest time on vision, mission, and values.

/// POLICY GOVERNANCE®

BOARD

1

The Board primarily focuses on the ENDS of the church and delegates the MEANS of accomplishing them to the Lead Pastor.

2

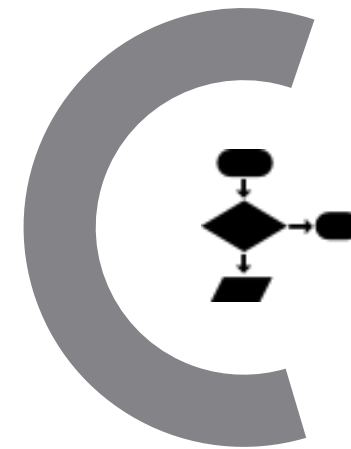
The Board gives oversight to the church through the creation and implementation of policies.



POLICY TYPES



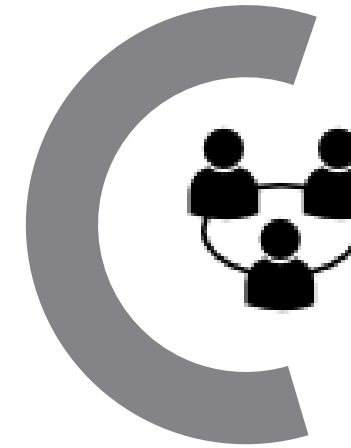
ENDS



GOVERNANCE PROCESS



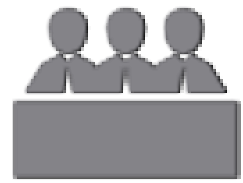
MINISTRY PROTECTION
(EXECUTIVE LIMITATIONS)



BOARD - LEAD PASTOR
RELATIONSHIP

SUGGESTIONS

FOR BOARDS



RECOGNIZE
YOUR CURRENT
BOARD TYPE



BECOME
STUDENTS
OF BOARD
GOVERNANCE



IDENTIFY &
ESTABLISH
BEST
PRACTICES



SECURE
COACHING IF
NEEDED



RESPONSIBILITY &
ACCOUNTABILITY



EFFECTIVE
GOVERNANCE
BY CHURCH SIZE



ENDS OVER
MEANS

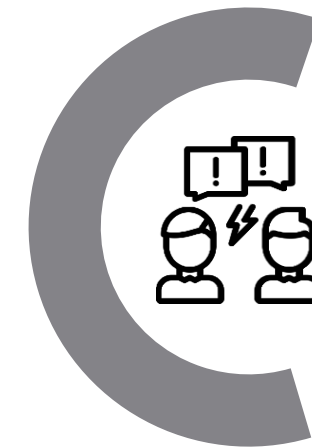
//////
SIX FOCUS
AREAS
FOR
BOARDS
//////



ALLIANCE
GOVERNANCE
DISTINCTIVES



ROLES



CONFLICT
ENGAGEMENT



ENDS
OVER MEANS



/// ENDS ASKS THE QUESTIONS...

What do we believe the Lord wants us to accomplish?
What does he have us here to do?

THE **FOCUS** IS ON CHURCH:



Values



Vision



Objectives
& Goals



Ministry
Multiplication

/// MEANS ASKS THE QUESTION...

How will we get this done?

Means are the
methods & practices
used to accomplish the ENDS

AN EXAMPLE

An ENDS statement:

The CPD exists so that official workers and boards of elders in the District are healthy and effective in their unique and shared identity and mission in Christ, faithfully investing God's resources.

Possible MEANS:

- **Equip training events**
- **Church and pastoral onsite visits**
- **Creative ministry multiplication ventures**

THE GOAL

Regardless of church size, handle every MEANS or operational item at the lowest level possible in the church's organizational structure.



The Board as a whole (including the Lead Pastor) focus on ENDS.

THE FOCUS

The Lead Pastor, staff, church volunteers, and individual elders as volunteers focus on the MEANS.



RESPONSIBILITY &
ACCOUNTABILITY

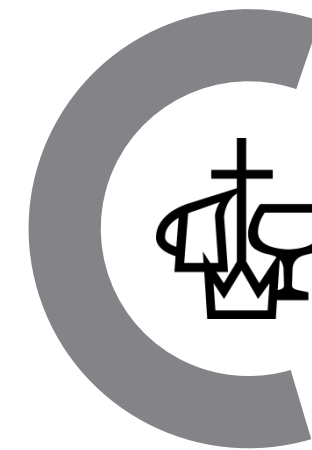


EFFECTIVE
GOVERNANCE
BY CHURCH SIZE



ENDS OVER
MEANS

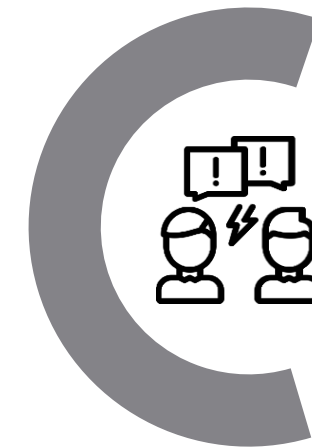
//////
SIX FOCUS
AREAS
FOR
BOARDS
//////



ALLIANCE
GOVERNANCE
DISTINCTIVES



ROLES

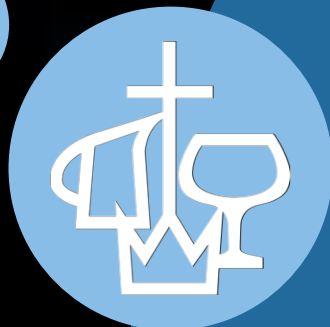


CONFLICT
ENGAGEMENT

GOVERNANCE

CHARGE C

ALLIANCE GOVERNANCE DISTINCTIVES



ALLIANCE GOVERNANCE /// DISTINCTIVES

- > **ROLE OF THE LEAD PASTOR**
- > **ROLE OF THE TREASURER**
- > **HIRING AND END OF EMPLOYMENT**

Certain unique governance items in The Christian and Missionary Alliance require careful thought.

ROLE OF THE LEAD PASTOR

In the Christian and Missionary Alliance, the Lead Pastor wears several hats...



ROLE OF THE LEAD PASTOR



An employee of the Board

The senior pastor of the church shall be **called** by the Board and **appointed** by the District Superintendent.

Local Church Constitution, 9.1

ROLE OF THE LEAD PASTOR



**Responsible for oversight
of the Board**

The senior pastor or a member of the Board appointed by the senior pastor shall be the chair. The senior pastor shall have **primary responsibility for oversight of the Board** and the church and shall function within the job description approved by the Board.

Local Church Constitution, 8.1

ROLE OF THE LEAD PASTOR



A member of the Board

With the exception of the senior pastor,
who is a **member ex-officio**...

Local Church Constitution, 8.1

ROLE OF THE LEAD PASTOR



Board Chair if desired

The senior pastor or a member of the Board appointed by the senior pastor shall be the chair. The senior pastor shall have primary responsibility for oversight of the Board and the church and shall function within the job description approved by the Board.

Local Church Constitution, 8.1

ROLE OF THE LEAD PASTOR

 A member of the Board

 Responsible for oversight of the Board

 A member of the Board

 Board Chair if desired

Boards (with the Lead Pastor) should discuss the different roles of the Lead Pastor.



There must be sensitivity to the different roles the Lead Pastor has and the complexity of his interaction with the Board.

ROLE OF THE TREASURER



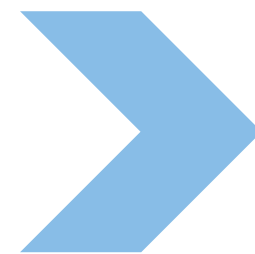
ROLE OF THE TREASURER



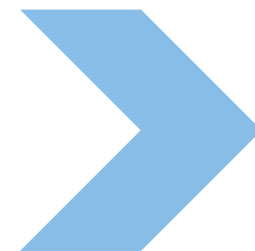
The Treasurer shall ensure that all funds of the church are received and disbursed as directed by the Board, shall ensure that proper records are maintained, and shall report as required.

Local Church Constitution, 8.3.4

REMINDERS FOR TREASURERS

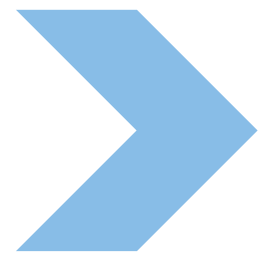


Individual Board members do not have oversight of staff activity



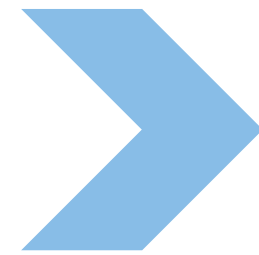
The Lead Pastor is responsible for administration of the budget

REMINDERS FOR TREASURERS



Cash flow may influence the timing of budgeted expenditures, however, the Treasurer does not have authority over the Lead Pastor

REMINDERS FOR TREASURERS



The Board may write policy to insulate against any friction in this area



Thought must go into crafting the treasurer's role in the church

HIRING/STAFF

- + Lead Pastor candidates are **called** by the Board and **appointed** by the District Superintendent (*Local Church Constitution, 9.2*)
- + Candidates for pastoral/ministry roles must be licensed prior to being hired or the employment offer must be subject to successful licensing
- + All other pastoral/ministry candidates and non-ministry roles are hired at the discretion and approval of the Lead Pastor and Board
- + Imperative for every hire, regardless of role, to have a proper offer of employment and job description

ENDING EMPLOYMENT

- + Lead Pastors resign from the church by giving notice to the District Superintendent and the Board
- + The Lead Pastor, with Board approval and after consultation with the District Superintendent, may terminate the employment of staff
- + **If termination of employment of any ministry staff is being considered, consult the District Office first!**



RESPONSIBILITY &
ACCOUNTABILITY

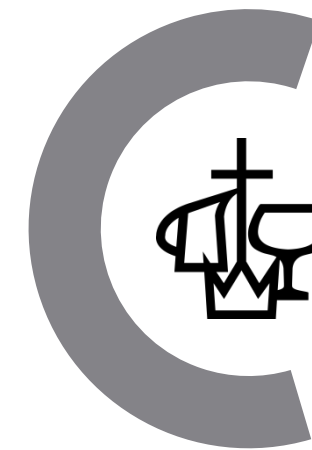


EFFECTIVE
GOVERNANCE
BY CHURCH SIZE



ENDS OVER
MEANS

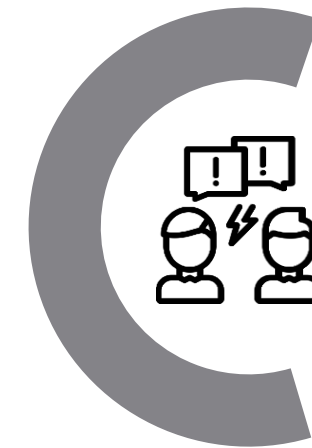
//////
SIX FOCUS
AREAS
FOR
BOARDS
//////



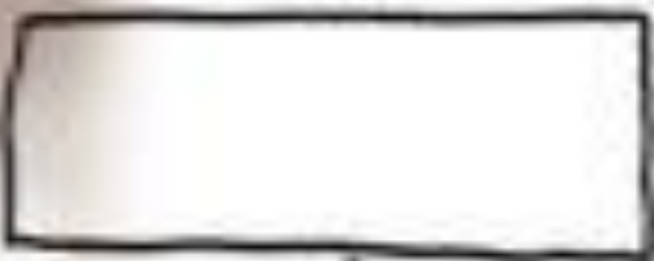
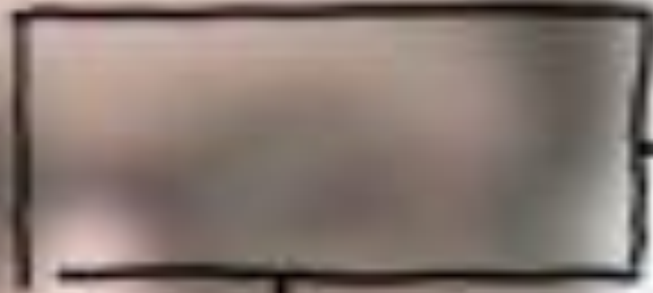
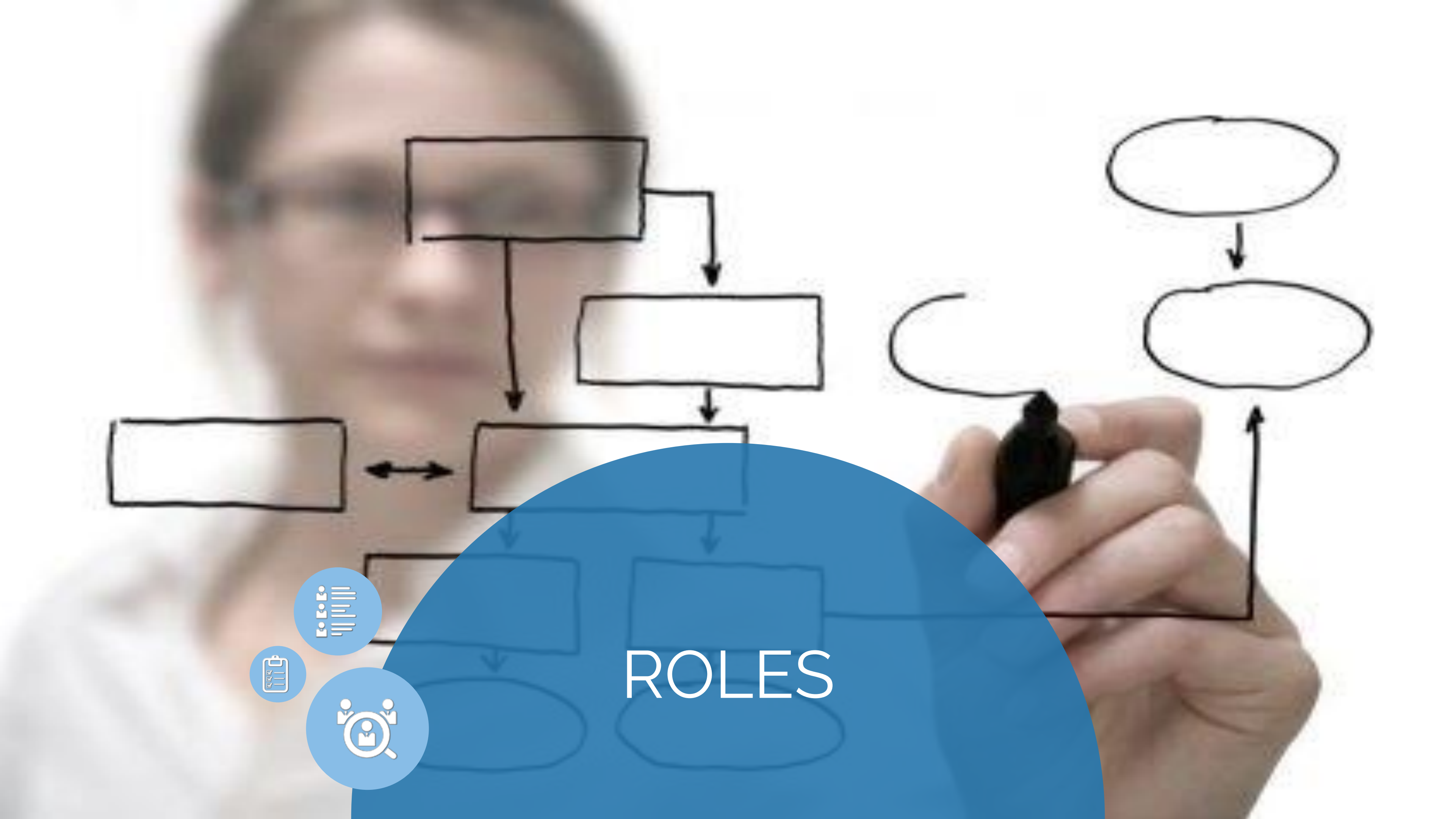
ALLIANCE
GOVERNANCE
DISTINCTIVES



ROLES



CONFLICT
ENGAGEMENT



ROLES



A CLEAR UNDERSTANDING OF THE **ROLES** OF:

 Board

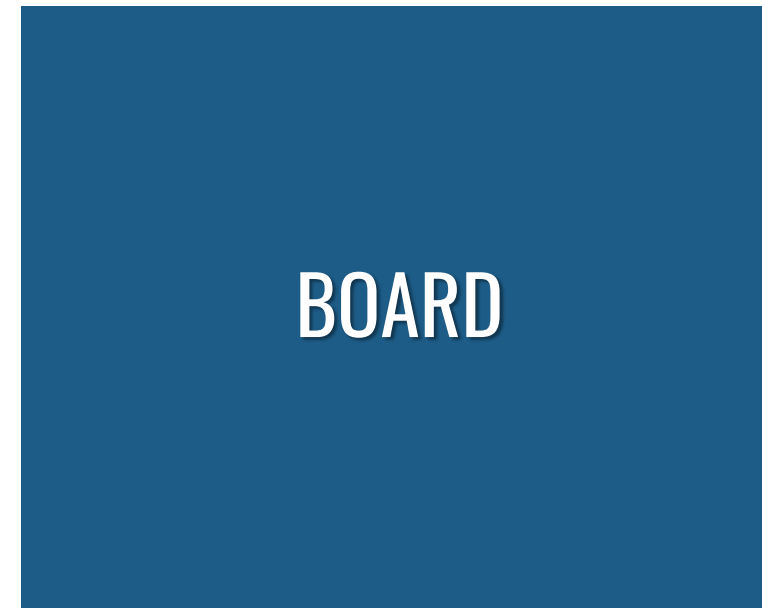
 Lead Pastor as employee

 Individual elders

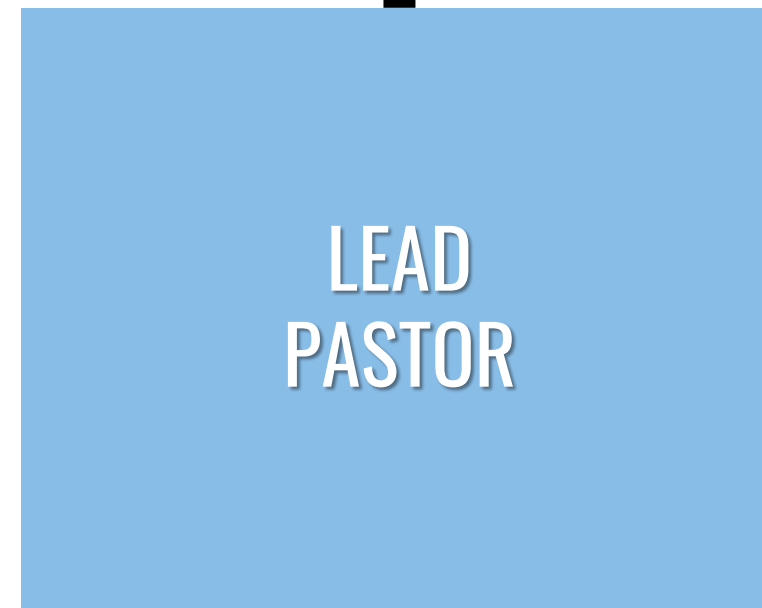
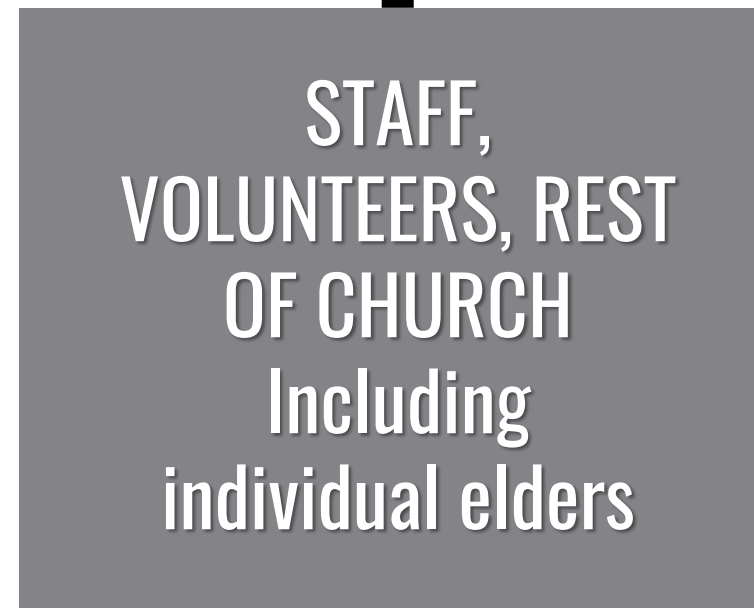
 Church staff – pastoral and support



When the Board is in
formal meetings



When the Board is NOT
in formal meetings



ROLES & AUTHORITY

ROLE OF THE BOARD

- Only has **authority as a Board**, expressed through motions and policies
- **Speak with one voice** as a Board through the motions passed
- Ensure individual elders do not speak or act on behalf of the Board without permission
- Report regularly to church membership, including the AGM
- Establish policies and refine them as necessary



ROLE OF THE BOARD

- Uphold the vision, mission, values, objectives, and goals of the church
- **Maintain confidentiality** for information and discussions brought to Board meetings
- **Develop clear expectations** for all reports to the Board
- Ensure the Lead Pastor fulfills their job description and at least annually conduct a review
- **Work in consultation** with the District Office to hire or terminate employment of the Lead Pastor



ROLE OF THE BOARD

- Ensure effective flow of information between the Board, Lead Pastor, and staff
- Uphold the policies and operational processes of the church
- Govern staff through the Lead Pastor
- Monitor the Board's effectiveness in following its policies



ROLE OF THE BOARD

- Ensure the officers of the Board are fulfilling their roles and mandates
- Establish board committees to assist the Board as needed
- Orient new Board and church members to the governance structure



ROLE OF AN ELDER


■ Avoid any conduct, speech, activity, or conflict that would hinder the work or integrity of the Board, according to biblical eldership

■ **Act in good faith** with honesty and integrity, keeping the church's best interests in mind

■ Is prudent and uses godly wisdom and common sense in decision making and conduct




ROLE OF AN ELDER



Attend Board meetings consistently, fully engage in meetings, and is well prepared



Honour **confidentiality**




Bring expertise, experience, insight, giftedness, and energy to the Board in order to serve




ROLE OF THE LEAD PASTOR

 **Primary oversight** of the health and vitality of the church

 Work collaboratively with Board Chair to ensure effective Board function

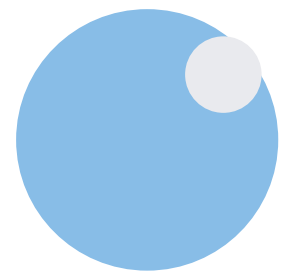
 Organize and leads other staff

 Ensure an appropriate staffing structure is in place to achieve the ENDS

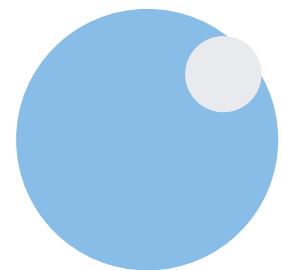
ROLE OF THE LEAD PASTOR

- Initiate the hiring process according to guidelines established by the Board and District
- Ensure staff compliance to any protective policies adopted by the Board
- Ensure compliance of staff to their written job descriptions
- Ensure staff reviews take place

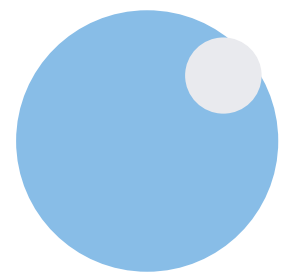
ROLE OF CHURCH STAFF



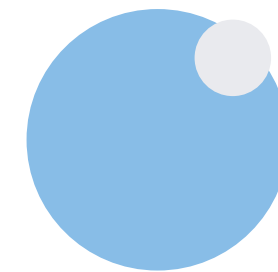
Are not members of the Board
& may not vote



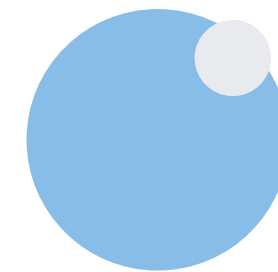
May attend Board meetings at the
discretion of the Board (in
consultation with the Lead Pastor)



Accountable to the Lead
Pastor or their designate



Take direction from the Board only
through the Lead Pastor or designate, &
are not directed by an individual elder



Communicate with Board through
the Lead Pastor unless another
reporting mechanism is approved





RESPONSIBILITY &
ACCOUNTABILITY

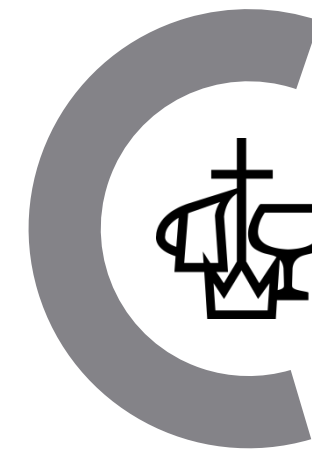


EFFECTIVE
GOVERNANCE
BY CHURCH SIZE



ENDS OVER
MEANS

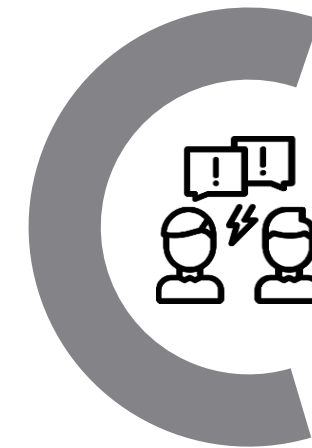
//////
SIX FOCUS
AREAS
FOR
BOARDS
//////



ALLIANCE
GOVERNANCE
DISTINCTIVES



ROLES



**CONFLICT
ENGAGEMENT**

A man and a woman are shown in profile, facing each other and pointing their index fingers towards the other. They are standing in front of a dark chalkboard. The chalkboard has several white and red drawings: a cloud with a lightning bolt on the left, a red zigzag line at the top, a green lightning bolt on the right, and some mathematical symbols like '#c', '*', and '=' in the center. A large blue semi-circle is overlaid on the bottom half of the image, containing the text 'CONFLICT ENGAGEMENT' and three circular icons on the left.

CONFLICT ENGAGEMENT

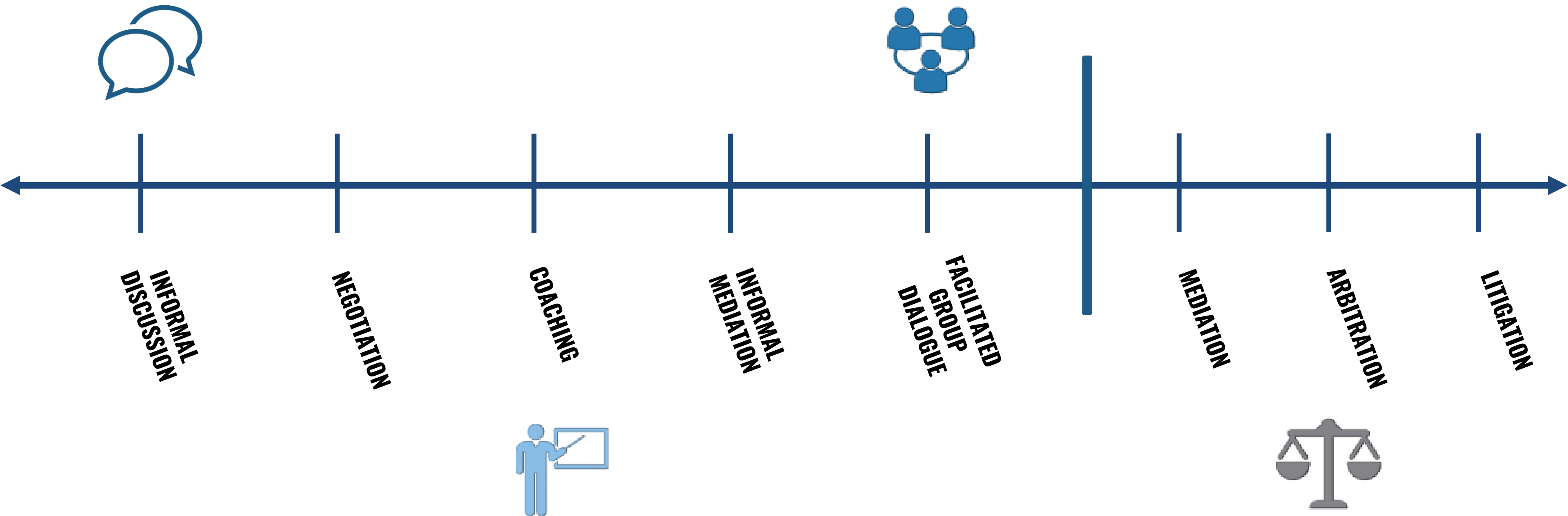


HANDLING CONFLICT

- How will staff members handle conflict with their Lead Pastor?
- How will a Lead Pastor handle conflict with the Board?



LEVELS OF INTERVENTION



CONFLICT ENGAGEMENT PROCESS



Allow and invite open and honest conversation



Proactively establish a healthy process for staff members to express their concerns should conflict arise with another staff member or the Lead Pastor



Proactively establish a healthy process for the Lead Pastor to express their concerns should conflict arise with the Board



CONFLICT ENGAGEMENT PROCESS



Seek to resolve any conflict at the minor/moderate stage



Seek district assistance early in the conflict process



When engaging in conflict at any stage, be sure to refer to any documents in the C&MA Manual that speak to healthy conflict processes*

*Including the Discipline & Restoration Policy for Members of Local Churches and the Policy on Discipline, Restoration, & Appeal for Official Workers





RESPONSIBILITY &
ACCOUNTABILITY

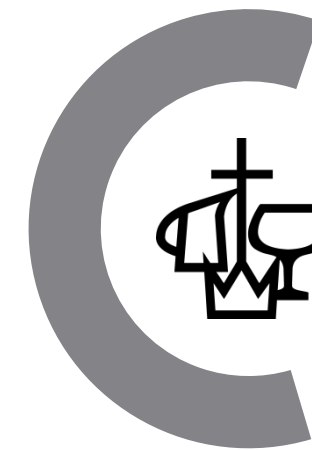


EFFECTIVE
GOVERNANCE
BY CHURCH SIZE



ENDS OVER
MEANS

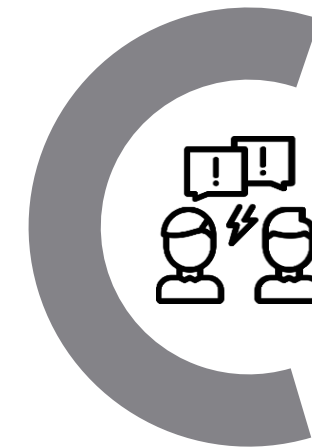
////
SIX FOCUS
AREAS
FOR
BOARDS
////



ALLIANCE
GOVERNANCE
DISTINCTIVES



ROLES



CONFLICT
ENGAGEMENT



TOOLS

SEVEN POWERFUL TOOLS



MEETING
AGENDA



BOARD SELF-
ASSESSMENT



CONSENT
AGENDA



CHURCH
DASHBOARD



DECISION
PROFILE



DISCUSSION
PROFILE

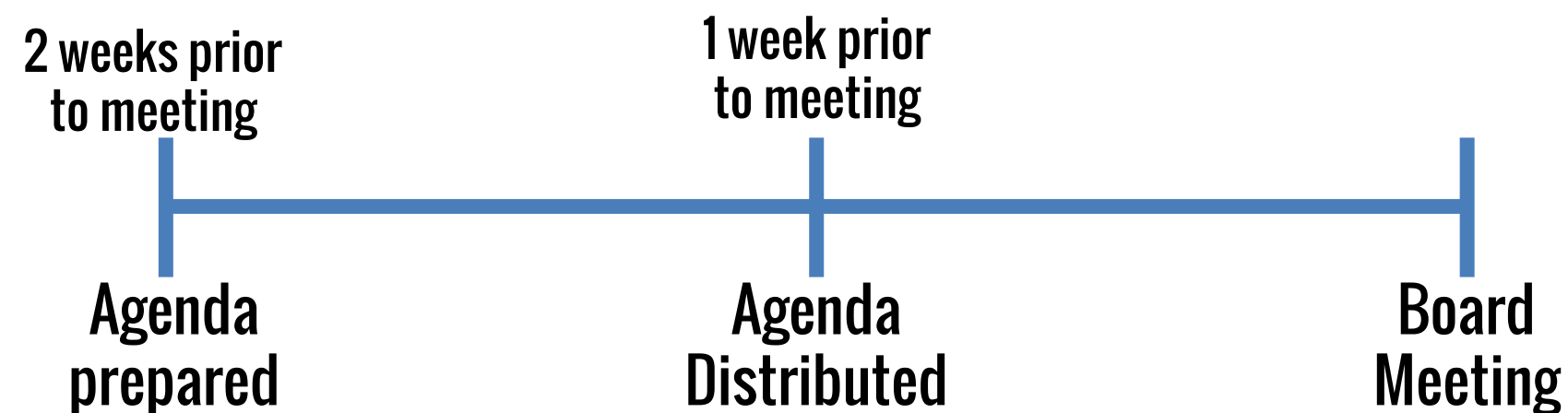


MEETING
MINUTES


Meeting Agenda

Preparation & Flow

- Use a meeting agenda help participants **prepare** and to **direct** the conversations



Board Meeting Agenda

1. Call to Order and Prayer
2. Adoption of Agenda
3. Approval of the Report of the Lead Pastor & Associate Pastor
4. Approval of Board Meeting Minutes
5. Approval of the Finance Committee Meeting Minutes
6. Financial Statements
7. Approval of Bylaws Amendment
8. Policy Review
 - 8.1. Policy #1
 - 8.2. Policy #2
9. Administrative Matters  (Ctrl) ▾
 - 9.1. Building Use
 - 9.2. Proposal #1
10. Ministry Team Review
 - 10.1. Ministry Team Evaluation Results
11. In Camera Meeting
12. Adjournment

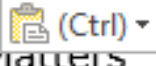


Consent Agenda

WHAT IS IT?

- Way to quickly adopt a group of routine items that all require a formal motion of adoption but don't require **separate** motions

Board Meeting Agenda

1. Call to Order and Prayer
2. Adoption of Agenda
3. Approval of the Report of the Lead Pastor & Associate Pastor
4. Approval of Board Meeting Minutes
5. Approval of the Finance Committee Meeting Minutes
6. Financial Statements
7. Approval of Bylaws Amendment
8. Policy Review
 - 8.1. Policy #1
 - 8.2. Policy #2
9. Administrative Matters 
 - 9.1. Building Use
 - 9.2. Proposal #1
10. Ministry Team Review
 - 10.1. Ministry Team Evaluation Results
11. In Camera Meeting
12. Adjournment

Items to
group



Consent Agenda

WHY USE IT?

- To **save time** normally spent on routine items
- To **group items** together and treat them as one agenda item

Consent Agenda

1. Approval of the Report of the Lead Pastor & Associate Pastor
2. Approval of Board Meeting Minutes
3. Approval of the Finance Committee Meeting Minutes
4. Financial Statements
5. Approval of Bylaws Amendment
6. Approval of Policy #1
7. Approval of Policy #2



Consent Agenda

HOW DO YOU USE IT?

- List routine items together and **by consent**, adopt simultaneously
- A place on the **regular** agenda is provided for items removed from the Consent Agenda due to questions or comments

Board Meeting Agenda

1. Call to Order and Prayer
2. Adoption of Agenda
3. Items Removed from Consent Agenda
4. Approval of Consent Agenda
5. Administrative Matters
 - 5.1. Building Use
 - 5.2. Proposal #1
6. Ministry Team Review
 - 6.1. Ministry Team Evaluation Results
7. In Camera Meeting
8. Adjournment



Decision Profile

TAB X

Decision Profile (Summary Title of Decision)

Decision Required:

Why it's Coming to the Board:

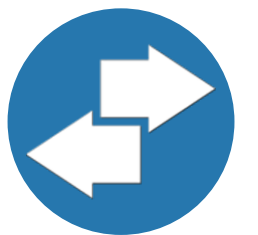
Background:

Alternatives Considered:

Recommendation/Motion:

THAT

- **Provides** information to reflect on a decision prior to the meeting
- Gives time to **process** important decisions
- **Prepare** to make an informed decision at the Board meeting



Discussion Profile

TAB X

- Raises **discussion** on an important issue before moving it to a decision
- Uses a spiritual **discernment** process to listen to Jesus
- Discuss the issue over at least 2 meetings before moving to a **decision**

Discussion Profile (Summary Title of Discussion)

Issue:

One sentence description of the issue to be discussed.

Background Information:

Questions to get you thinking:

- 1.
- 2.



Meeting Minutes

- Provides a clear and concise **record** of each Board meeting
- Each **decision** and succinct relevant **conversation** is recorded
- In Camera discussions are not recorded

Board Meeting Minutes Date

Present: *List the names of all elders present at the meeting.*

Absent: *List the names of any elders absent at the meeting.*

Guests: *List the names of all guests present at the meeting.*

1. Call to order by *name* at *time*.
2. Record any opening prayer, sharing or devotional.
3. Declaration of Conflict of Interest

List any conflicts noted OR note that no other conflicts were noted.

4. Items Removed from Consent Agenda

- *List all items removed from the Consent Agenda that were placed on the main Agenda OR note that no items were removed from the Consent Agenda.*

5. Adoption of Consent Agenda

- *List all items remaining on the Consent Agenda.*

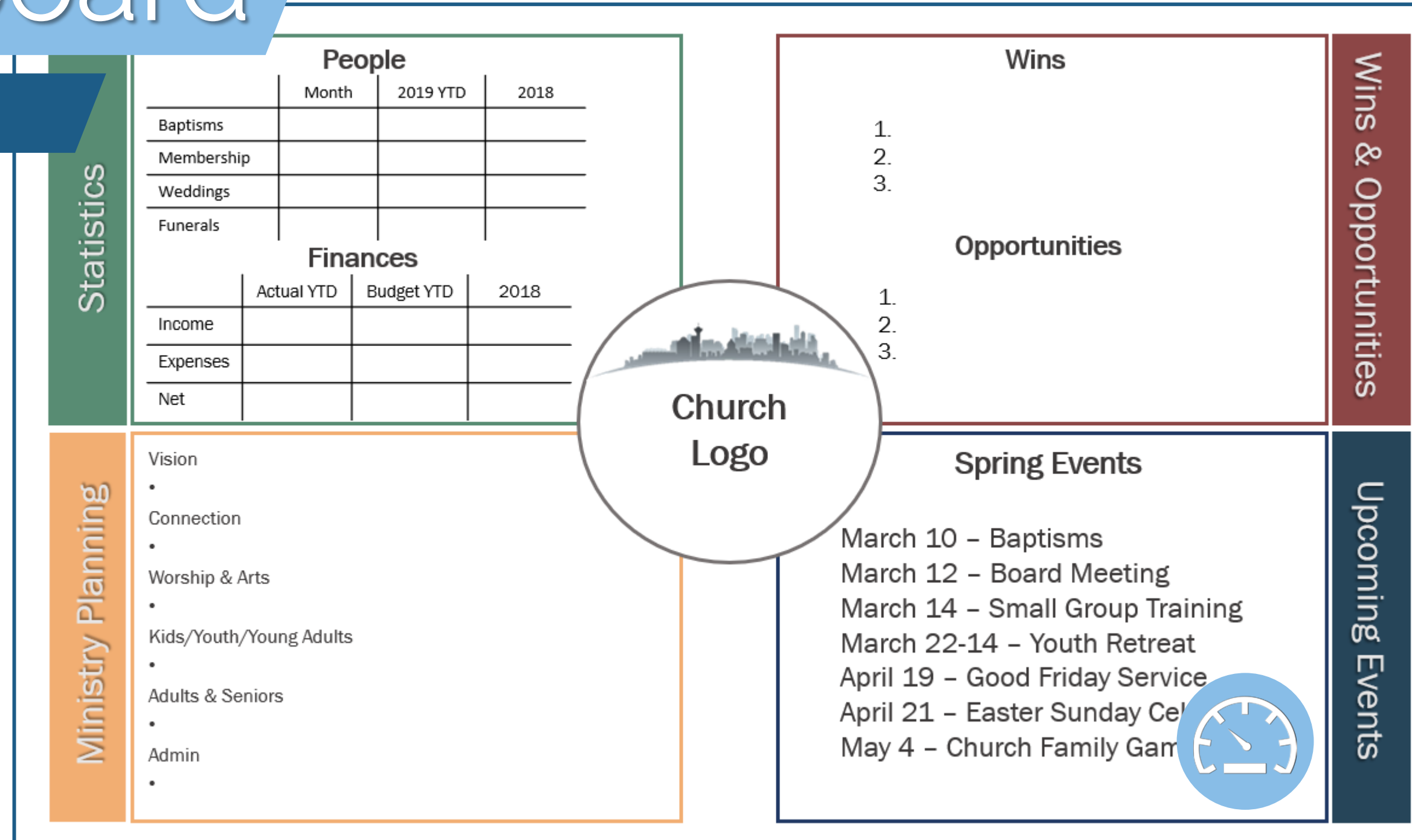
Moved (*name*) and seconded (*name*) that the Consent Agenda be adopted OR adopted as amended.

CARRIED OR DEFEATED
Note any abstentions from voting.



Church Dashboard

- Provides a **snapshot** of church information at each Board meeting
- Each area is updated with information to give a clear picture of the **current status**



Board Self-Assessment

- Helps you understand **strengths** and pinpoints **areas to improve** in
- Each Board member completes the self-assessment and the Board as a whole discusses the results

Board of Elders Self-Assessment

The purpose of this assessment is to help you understand areas of board leadership in which you are performing well, to pinpoint areas that need to be improved, and to develop a plan to strengthen priority areas. Please note that this self-assessment is prepared as a board discussion document only.

Your participation is appreciated, and in order for the results of this assessment to be useful, it is important that you take the time to answer each question carefully and honestly. Your individual responses will be kept strictly confidential, and will only be reviewed by the Board Chair and the Lead Pastor.

Please respond to each statement by circling the number that best describes your opinion.

Score Scale

1 – Strongly Disagree | **2** – Disagree | **3** – Neutral | **4** – Agree | **5** – Strongly Agree

Personal Development & Spiritual Growth

We regularly encourage and foster the personal & spiritual growth of individual board members.

1 2 3 4 5





BOARD LEADERSHIP An Overview



This manual is a partnership project between the Canadian Pacific District (CPD) of the Christian and Missionary Alliance in Canada, Steve Schneider, and Gerry Teichrob.

pacificdistrict.ca

Except where otherwise noted, Scripture quotations are taken from the New International Version© 2011 by Biblica.



Equipping Elders for Effective Leadership

— BOARD LEADERSHIP —