

Equipping Elders for Effective Leadership

— BOARD LEADERSHIP —

THE ALLIANCE CANADA **VISION**



**CHRIST-
CENTRED**



**SPIRIT-
EMPOWERED**



**MISSION-
FOCUSED**

Do you see yourself as a shepherd?



**How does your understanding of a shepherd
and an elder intersect?**

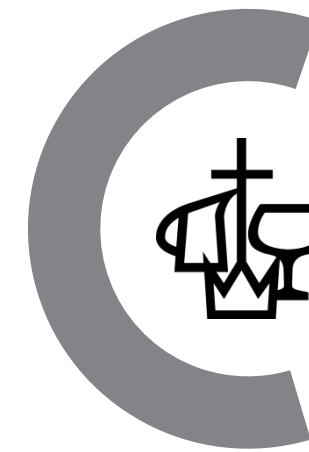
Equipping Elders for Effective Leadership

— BOARD LEADERSHIP —



**RESPONSIBILITY &
ACCOUNTABILITY**

//////
SIX FOCUS



ALLIANCE
GOVERNANCE
DISTINCTIVES



EFFECTIVE
GOVERNANCE
BY CHURCH SIZE

AREAS
FOR



ROLES



ENDS OVER
MEANS

BOARDS



TOOLS

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 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



A blurred office setting featuring a dark conference table and several dark office chairs. In the foreground, a stack of papers with a binder clip is visible on the table. The background shows a window with a view of a cityscape.

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

- Jim Brown, from *The Imperfect Board Member*

The Board is Accountable to:

Jesus as Head of the Church

Church Members

District Superintendent

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:

Jesus as Head of the Church

Church Members

District Superintendent

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:

Jesus as Head of the Church

Church Members

District Superintendent

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:

Jesus as Head of the Church

Church Membership

District Superintendent

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**

Societies Act of BC, 53 (1)

The Board is Accountable to:

Church Members

Church Bylaws

The Christian & Missionary Alliance in Canada

*Local Church Constitution,
C&MA Manual*

Governments of BC and Canada

*Societies Act, Income Tax Act,
PIPA, Employment Standards, etc.*



QUESTIONS?

COMMENTS?



As a Board member, in what areas of responsibility and accountability do you see the Board operating in strength?



If you could choose, what would be a focus area of accountability over the next 6 months?



RESPONSIBILITY &
ACCOUNTABILITY



EFFECTIVE
GOVERNANCE
BY CHURCH SIZE



ENDS OVER
MEANS

//////
SIX FOCUS
AREAS
FOR
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ALLIANCE
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TOOLS



EFFECTIVE GOVERNANCE

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

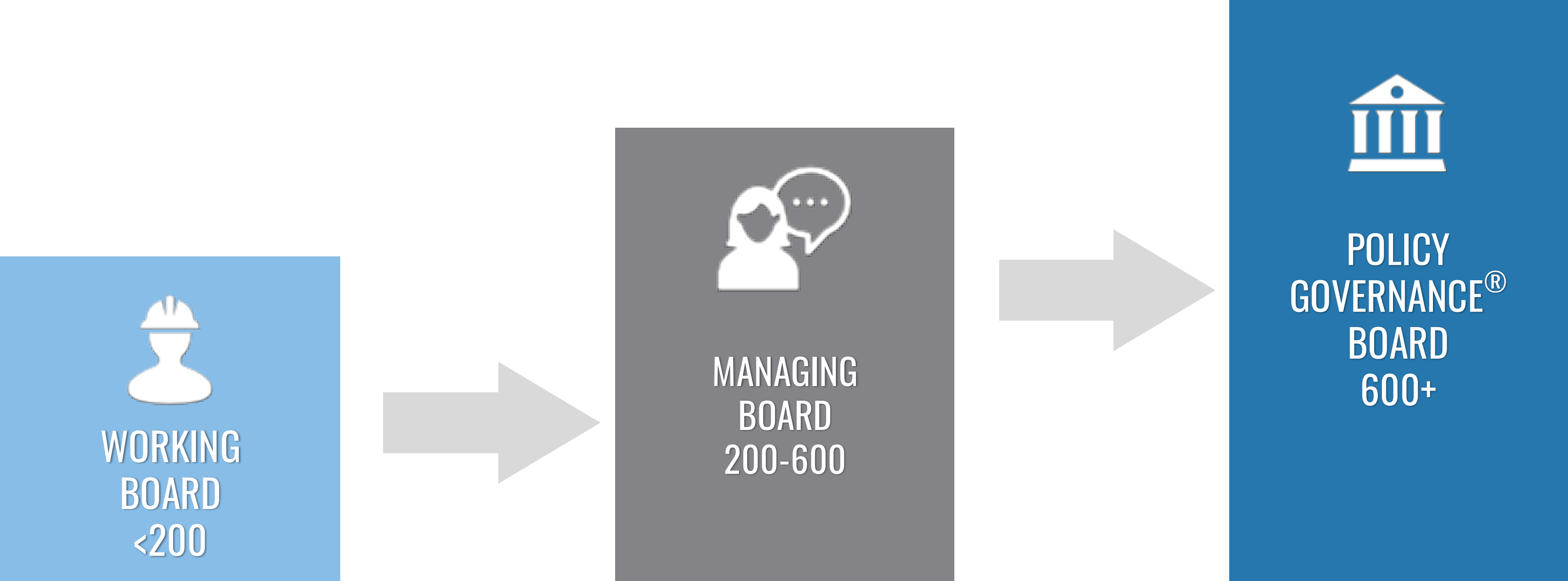


EFFECTIVE GOVERNANCE

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 can 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

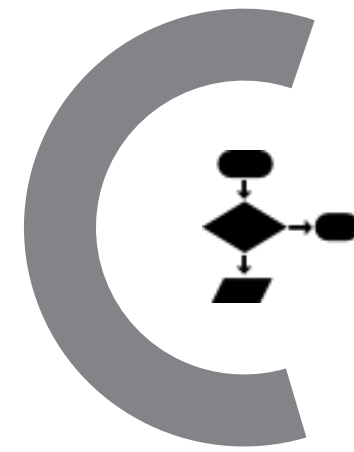
The Board gives oversight to the church through the creation and implementation of policies.



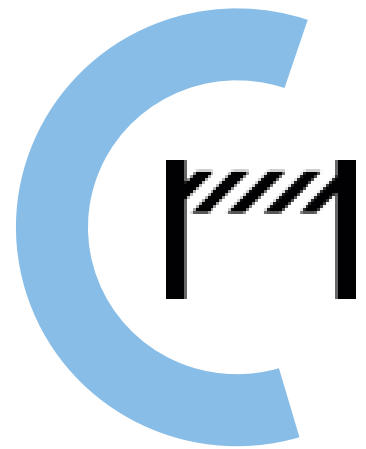
POLICY TYPES



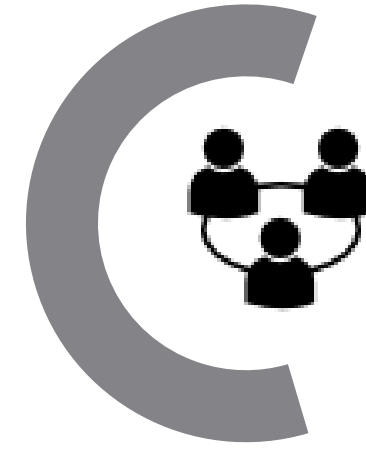
ENDS



GOVERNANCE PROCESS



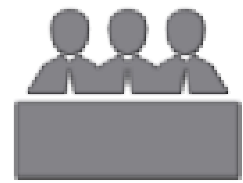
MINISTRY PROTECTION
(EXECUTIVE LIMITATIONS)



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

**From your perspective, what model does
your Board function with?**



**How effective is this model in your
church setting?**



RESPONSIBILITY &
ACCOUNTABILITY



EFFECTIVE
GOVERNANCE
BY CHURCH SIZE



ENDS OVER
MEANS

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SIX FOCUS
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ROLES



TOOLS

/// 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:

We collaborate with leaders and churches to make disciples who extend the message of Jesus, locally and globally.

Possible Means:

- **Training Events**
- **Church & Pastoral Visits**
- **Leader Development Cohort**

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.

EFFECTIVE BOARD MEETINGS

/// Always time-capped

/// Ends over Means - don't get buried in the details

/// Come prepared

/// Don't feel pressure to resolve everything – table items if needed

/// Always make time for shepherding

DECISION-MAKING FRAMEWORK

/// Role of the Chair is critical

/// Active listening

/// Set an amount of time for debate

/// Begin to sense direction

/// Come prepared to speak

/// Prayerful discernment

/// Speak to ideas not feelings

/// How decision will be made - consensus, majority, or unanimity

From your perspective, how is your Board doing at prioritizing Ends over Means?



How effective have your Board meetings been at advancing the vision of the church?

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TOOLS

ALLIANCE GOVERNANCE /// DISTINCTIVES

- > **ROLE OF THE LEAD PASTOR**
- > **ROLE OF THE BOARD OFFICERS**
- > **HIRING AND ENDING 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 different 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.



QUESTIONS?

COMMENTS?



ROLE OF THE CHAIR

+ Set Board meeting agendas in consultation with the Lead Pastor

+ Ensure Board deliberation is timely, fair, orderly, thorough, and efficient

+ Regularly communicate with the congregation on behalf of the Board

+ Ensure the Board meets all internal and external obligations

ROLE OF THE CHAIR

+ Act in conjunction with the Lead Pastor as spokesperson for Board decisions

+ Oversee a regularly scheduled assessment of the Board's performance

+ Remember the Chair's authority doesn't include individually directing the Lead Pastor

+ Uphold the responsibilities of an individual elder

ROLE OF THE VICE-CHAIR

- Assist the Chair in performance of their duties
- Act as Chair in the absence of the Chair
- Uphold the responsibilities of an individual elder

ROLE OF THE SECRETARY

- Record and circulate the minutes of all Board and membership meetings
- Submit Board minutes to the next scheduled Board meeting after the minutes were taken
- Maintain master copies of church policies, bylaws, and property and legal records

ROLE OF THE SECRETARY

- Issue and maintain the official correspondence for the Board
- Maintain a file of all Board documents and membership meeting minutes of the church that constitute the official, permanent record
- Uphold the responsibilities of an individual elder

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

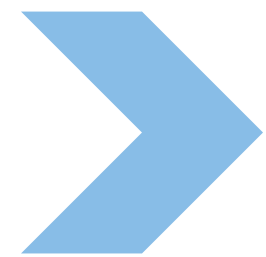
ROLE OF THE TREASURER

- Provide oversight to financial affairs of the church
- Provide leadership, expertise, and advice to the Board on financial matters
- Ensure church funds are received and disbursed as directed by the Board
- Ensure proper financial records are maintained

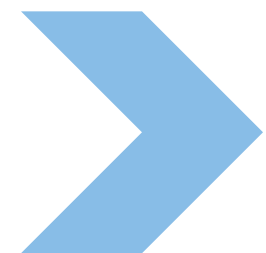
ROLE OF THE TREASURER

- Act as a signing officer for the church
- Regularly review financial reporting, internal control, and financial management practices and make recommendations to the Board
- Chair the church's Finance Committee (if applicable)
- Uphold the responsibilities of an individual elder

REMINDERS FOR TREASURERS

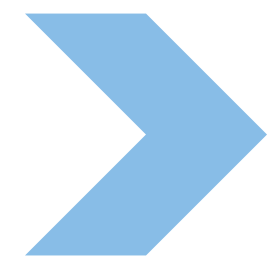


Individual Board members, including Treasurers, do not have oversight of staff activity

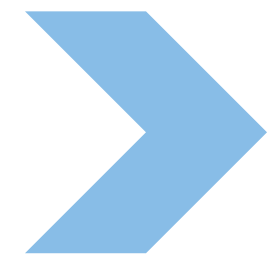


The Lead Pastor is responsible for administration of the budget

REMINDERS FOR TREASURERS

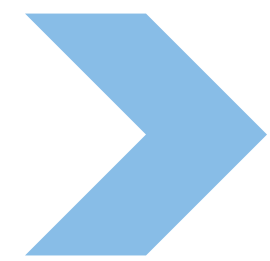


Cash flow may influence the timing of budgeted expenditures; however, the Treasurer does not have authority over any church staff

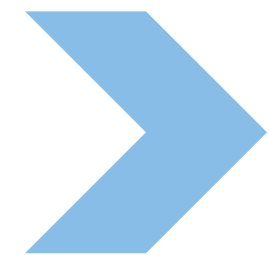


The Board may write policy to insulate against any friction in this area

REMINDERS FOR TREASURERS



Be aware of annual financial obligations including preparation of financial statements, T3010 filing, and budget preparation



The Church Treasurer Manual is available on myCPD



QUESTIONS?

COMMENTS?



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, employment contract, 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!**



QUESTIONS?

COMMENTS?



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RESPONSIBILITY &
ACCOUNTABILITY



EFFECTIVE
GOVERNANCE
BY CHURCH SIZE



ENDS OVER
MEANS

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



ALLIANCE
GOVERNANCE
DISTINCTIVES



ROLES



TOOLS

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

 Board

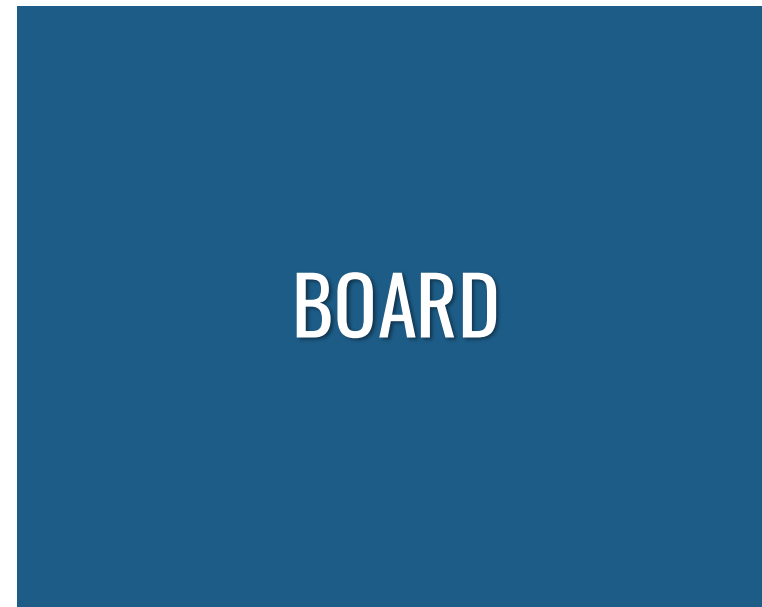
 Lead Pastor as employee

 Individual elders

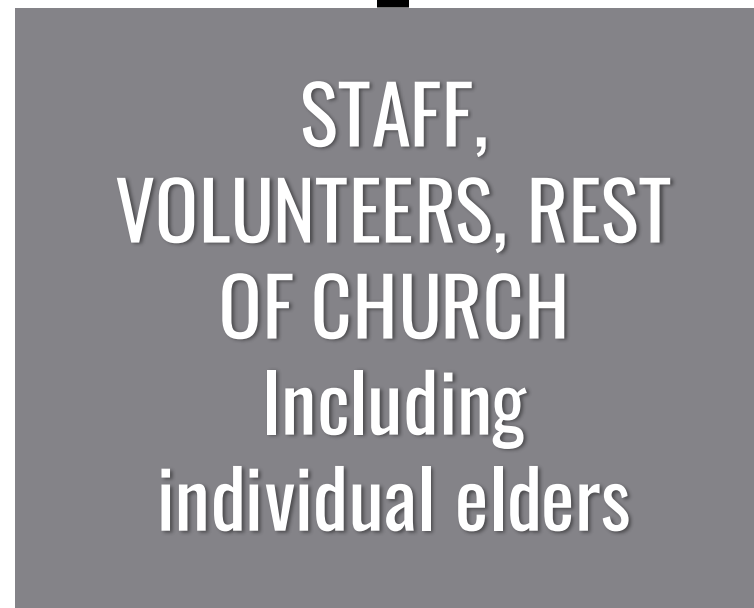
 Church staff – pastoral and support



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 annually or biennially 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

● Lead 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

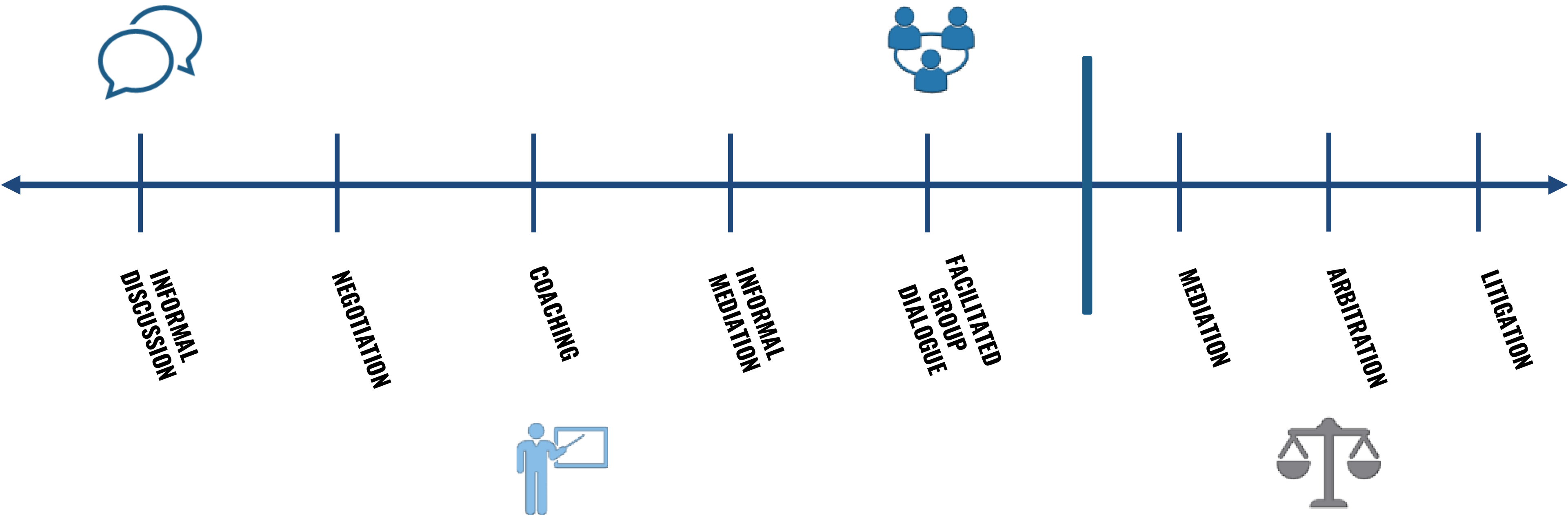
● Orient new Board and church members to the governance structure

● Establish committees to assist the Board as needed

● Establish processes that effectively navigate conflict



LEVELS OF INTERVENTION



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 when serving on the Board




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

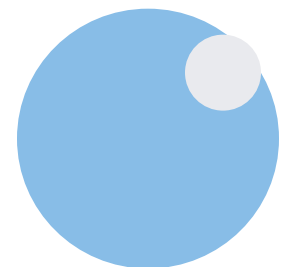
 Organize and leads other staff

 Ensure appropriate personnel are in place to achieve the Ends

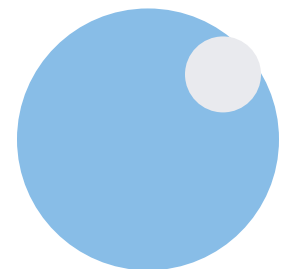
ROLE OF THE LEAD PASTOR

- Initiate staff hiring process according to guidelines established by the Board and District
- Ensure each staff member has a written job description in place
- Ensure staff compliance to any protective policies adopted by the Board
- Ensure staff reviews take place

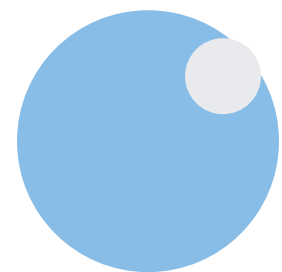
ROLE OF CHURCH STAFF



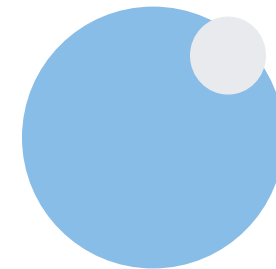
Are not members of the Board & may not vote



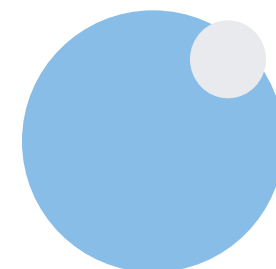
May attend Board meetings at the discretion of the Board (in consultation with the Lead Pastor)



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



QUESTIONS?

COMMENTS?





RESPONSIBILITY &
ACCOUNTABILITY



EFFECTIVE
GOVERNANCE
BY CHURCH SIZE



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ROLES



TOOLS

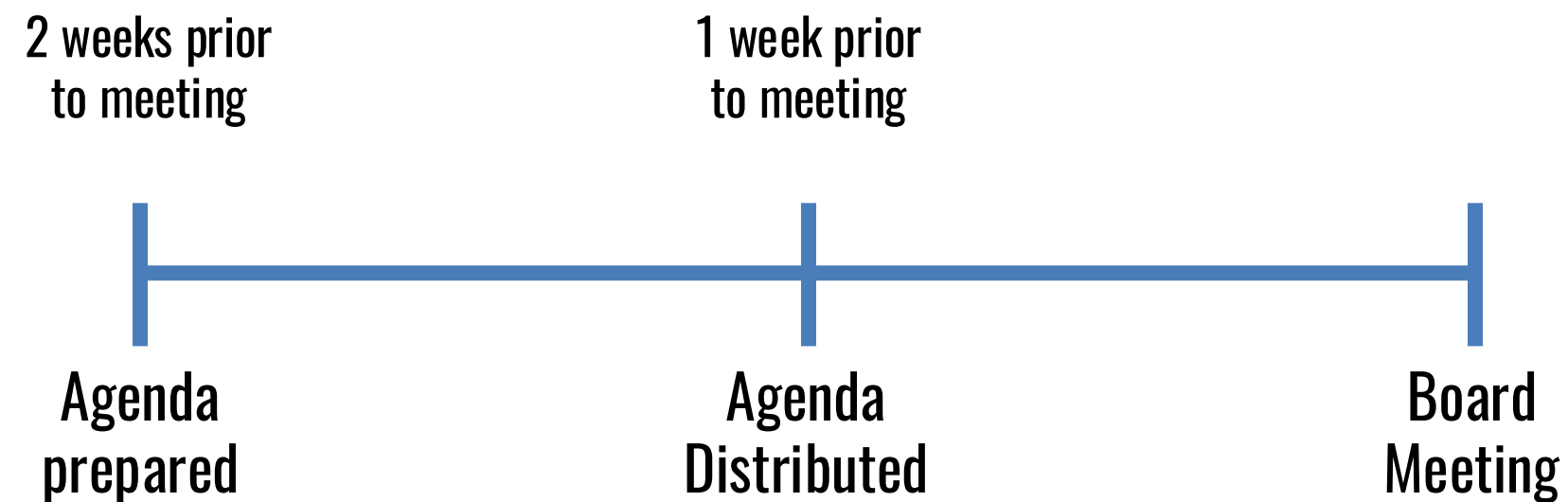
SEVEN POWERFUL TOOLS



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. Declaration of Conflict of Interest
4. Approval of the Report of the Lead Pastor
5. Approval of the Board Meeting Minutes
6. Receiving of the Finance Committee Meeting Minutes
7. Finance Statements
8. Recommendation of Bylaws Amendment to the Annual General Meeting
9. Policy Review
 - 9.1. Policy #1
 - 9.2. Policy #2
10. Administrative Matters
 - 10.1. Building Use
 - 10.2. Proposal #1
11. Ministry Team Review
 - 11.1. Ministry Team Evaluation Results
12. In Camera Meeting
13. 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
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 - 11.1. Ministry Team Evaluation Results
12. In Camera Meeting
13. 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
2. Approval of Board Meeting Minutes
3. Receiving of the Finance Committee Meeting Minutes
4. Financial Statements
5. Recommendation of Bylaws Amendment to the Annual General Meeting
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. Declaration of Conflict of Interest
4. Items Removed from Consent Agenda
5. Adoption of Consent Agenda
6. Administrative Matters
 - 6.1. Building Use
 - 6.2. Proposal #1
7. Ministry Team Review
 - 7.1. Ministry Team Evaluation Results
8. In Camera Meeting



Decision Profile

- **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

Decision Profile Summary Title of Decision

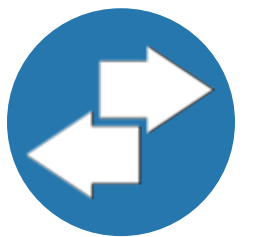
Decision Required:

Why It's Coming to the Board:

Background:

Alternatives Considered:

Recommendation/Motion:



Discussion Profile

- 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:

Brief description of the issue to be discussed.

Background Information:

Questions to Consider:

- 1.
- 2.
- 3.



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: Names of all elders present at the meeting.

Absent: Names of any elders absent at the meeting.

Guests: 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 expressed.
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.

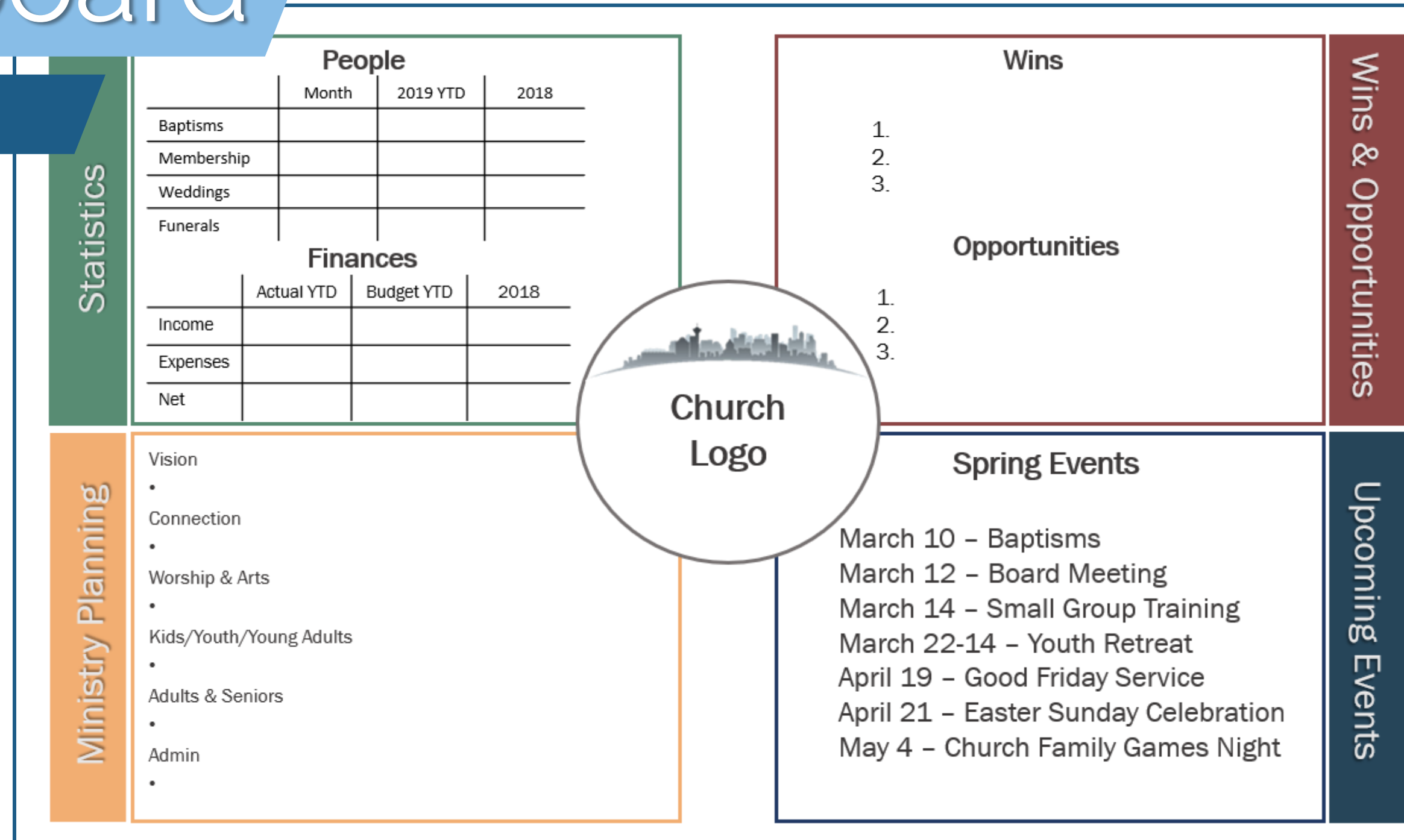
Moved (Name) and seconded (Name) that the Consent Agenda be adopted OR adopted as amended.

CARRIED OR DEFEATED
6. Adoption of Agenda



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

Board of Elders 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

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





QUESTIONS?

COMMENTS?



Equipping Elders for Effective Leadership

— BOARD LEADERSHIP —

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.

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