*What does it mean that the church/ministry takes a “Board as Governors” approach to governance?*

FIVE MODELS FOR NONPROFIT BOARD GOVERNANCE

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Board as Staff | Board as Managers | Board as Directors | Board as Governors | Board as Advisors |
| * The board spends most of its time *doing* the work of the organization
 | * The board spends most of its time *supervising* the work of the organization
 | * The board spends most of its time *directing* the work of the organization
 | * The board spends most of its time *governing* the work of the organization
 | * The board spends most of its time *affirming* the work of the organization
 |
| * Primary board output is *labor*
 | * Primary board output is *coordination*
 | * Primary board output is *direction*
 | * Primary board output is *accountability*
 | * Primary board output is *endorsement*
 |
| * 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 goals and objectives are set by the board
 | * Organizational goals and objectives are set by the board
 | * Organizational goals and objectives are set by the board
 | * Organizational goals and objectives are set by the CEO in annual dynamic plans
 | * Organizational goals and objectives are set by the CEO in annual dynamic plans
 |
| * 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 and staff
 | * Strategies to achieve organizational objectives are developed by the CEO and staff
 | * Strategies to achieve organizational objectives are developed by the CEO and staff
 |
| * Day-to-day operational authority rests with the board
 | * Day-to-day operational authority rests with the CEO
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 |

White indicates Board responsibilities. Gray indicates CEO responsibilities. This two-page chart is adapted from a template created by R. Terrence Jackson.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Board as Staff | Board as Managers | Board as Directors | Board as Governors | Board as Advisors |
| * Determine purpose of organization
* Write the purpose statement
 | * Determine purpose of organization
* Write the purpose statement
 | * Determine purpose of organization
* Write the purpose statement
 | * Determine purpose of organization
* Approve the purpose statement
 | * Determine purpose of organization
* Write the purpose statement with CEO
 |
| * Board drafts annual dynamic plans
* Board measures progress toward organizational goals as outlined in Board Policy Manual
 | * Board drafts annual dynamic plans
* Board measures progress toward organizational goals as outlined in Board Policy Manual
 | * Board drafts annual dynamic plans
* Board measures progress toward organizational goals as outlined in Board Policy Manual
 | * CEO drafts annual dynamic plans
* CEO reports annual progress toward organizational goals to Board as outlined in Board Policy Manual
 | * CEO drafts annual dynamic plans
* CEO reports annual progress toward organizational goals to Board as outlined in Board Policy Manual
 |
| * Which employees to hire and when
* Where and when to engage in work
* How to spend the organization’s money by serving as budget managers
* Conflict resolution
 | * Which employees to hire and when
* Where and when to engage in work
* How to spend the organization’s money by serving as budget managers
* Conflict resolution
 | * Which employees to hire and when
* Where and when to engage in work
* How to spend the organization’s money within parameters of approved budget
* Internal conflict resolution
 | * Which employees to hire and when
* Where and when to engage in work
* How to spend the organization’s money within parameters of approved budget
* Internal conflict resolution
 | * Which employees to hire and when
* Where and when to engage in work
* How to spend the organization’s money within parameters of approved budget
* Internal conflict resolution
 |
| * Hiring and training of internal employees and volunteers
* Buying supplies and equipment
* Inviting financial support/counting gifts
* Serving clients
 | * Hiring and training of internal employees and volunteers
* Buying supplies and equipment
* Inviting financial support/counting gifts
* Serving clients
 | * Hiring and training of internal employees and volunteers
* Buying supplies and equipment
* Inviting financial support/counting gifts
* Serving clients
 | * Hiring and training of internal employees and volunteers
* Buying supplies and equipment
* Inviting financial support/counting gifts
* Serving clients
 | * Hiring and training of internal employees and volunteers
* Buying supplies and equipment
* Inviting financial support/counting gifts
* Serving clients
 |