CERTIFICATE OF LAY MINISTRY STUDIES

THE
DISCIPLESHIP
PLACE

Boardroom Transformation

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CHURCH OF THE NAZARENE

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Mark is an experienced executive and leadership development coach focused on strategic executive coaching that supports growth and leadership excellence that serves others. Mark's coaching empowers leaders to attain a strategic vision, lead with conviction, serve with courage, champion resources, and grow and thrive in their capacity. Mark is an expert facilitator and catalyst for breakthrough discussions with teams and individuals while enabling the discovery of purpose and the development of a clear vision.

Mark's unwavering focus lies in developing a strategic vision that promotes growth and leadership excellence, inspiring others to lead with conviction, deliver results, catalyze resources, and expand their capacity. He is a respected thought leader to clients and colleagues, leveraging his 28 years of professional business experience and deep expertise in sales, marketing, operations, development, executive management, board management, coaching, and mentoring.

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SESSION 1

This Is Your Spiritual Act of Worship

SESSION OVERVIEW

INTRODUCTION

SPIRITUAL FOCUS

JESUS IDENTIFIES HIS TEAM

JESUS BEGANS TRAINING HIS TEAM

JESUS SENDS HIS TEAM OUT

JOURNALING

APPLICATION

MENTORING DISCUSSION

CONCLUSION

LEARNER OBJECTIVES

At the end of this session, you should:

- Acquire alternative boardroom practices that work.
- Identify well-intentioned, well-established but failed boardroom practices.
- Create an effective, productive, purposeful, enjoyable, and impactful church board culture.
- Discover how knowledgeable board service contributes to the success of both the board members and the organization in which they serve.

SCRIPTURAL FOCUS

Romans 12:1 (NIV)

Colossians 3:23-24 (NIV)

SESSION 1

This Is Your Spiritual Act of Worship

INTRODUCTION

Successful faith-based board governance and service are not so much about knowing the roles and responsibilities (which are important and will be discussed later) as they are about knowing the One who has called the members to serve. We wish to help board members realize that in serving, they are fulfilling their spiritual act of worship.

You have been nominated, selected, elected, and set apart to serve the church through your board service. In this service, your goal must be to serve him, to do his will, and as you do, know he is pleased. It's nothing more or nothing less than this simple truth.

As Briggs (2012) points out, "Every church needs leadership. Leadership should not reside in a single pastor. The biblical leadership model is found in teams of elders who guide the community into God's mission."

SCRIPTURAL FOCUS

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Therefore, I urge you, brothers and sisters, in view of God's mercy...

Paul continues his remarks from the previous section, where he reminded them that salvation has come for the Jews and the Gentiles. Paul is writing to everyone who has identified as a follower of Christ: those who call themselves Christians. This gift of salvation is from God and is for anyone and everyone who believes.

...to offer your bodies as a living sacrifice

Thanks be to God, because of Christ's death and resurrection, we no longer have to offer beasts or material things on the altar to receive our salvation. What Christ requires from us is that our lives be totally surrendered and committed to him. As Gallaty (2017) reminds us, "He does not want us to die for Him; he wants us to live for Him" (1742). Diehl (2022) states it this way, "Presenting or yielding our bodies to God speaks of a crisis and a process.....a gift and a life."

...holy and pleasing to God

We are no longer living to please ourselves. We have died to our selfish selves (Galatians 2:20). Christ calls us to live completely committed to him, as this pleases him. He is not interested in half-hearted Christian living. He set the example for all of us by giving his all, and he simply asks us to give our all while we live and serve him.

...this is your true and proper worship

As we live for God and do what pleases him, we find ourselves using our spiritual gifts (1 Corinthians 12:4-5) and we begin to live out the fruit of the Spirit (Galatians 5:22-23). In using these gifts, we begin to walk in unity with others in the Body of Christ who also reflect the fruit of the Spirit. As Gallaty (2017) affirms, "Unity will be experienced when members function as the Lord leads and realize that we really belong to Christ's body and not to self (1 Corinthians 6:19). Discipleship is never practiced in isolation but in relation to others" (1742).

Flanigan's (2010) research indicates that some serving in the nonprofit sector, whether this is a faith-based or a humanitarian cause, find it to be more rewarding or worthwhile than seeking job security, salary, or benefits in the private sector. What an incredible opportunity for pastors and churches to

SCRIPTURAL FOCUS

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capture the passion of those who are wanting to serve, helping them identify and use their spiritual gifts and be engaged in discipleship.

Paul reminded the believers in Colossae that to live as servant leaders would be to model their lives after the One often referred to as the Suffering Servant. Throughout Scripture, we find who Jesus is and the model and message he set for all; Jesus came to serve rather than to be served. “Christian believers must serve others to follow Christ” (CSB, The Disciples Study Bible, 1453, 2017).

Whether you were elected, selected, asked, nominated, or sought out to serve as a board member, the bottom line is that you are serving Christ in this role.

PURPOSE-DRIVEN BOARD LEADERSHIP

NOTES

- Sets strategic direction for the organization in collaboration with the senior pastor and pastoral staff.
- Provides oversight (financial) and asks:
  - Are the organization's goals consistent with its financial resources?
  - Is the organization practicing intergenerational equity?
  - Are the sources and uses of funds appropriately matched?
  - Is the organization sustainable?

OVERSIGHT

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- Communicate with your stakeholders specifically and regularly.
- Schedule as many meetings as the board needs to fulfill its duties and support the nonprofit's mission. Most regulations require nonprofits to have one meeting every year. Generally, just one meeting is not sufficient for proper oversight.
- Establish a formal policy and process for setting appropriate compensation for the pastoral and church staff and approving the compensation package.
- Understand the government's expectations for what constitutes reasonable executive director compensation so that the board doesn't run the risk of violating regulations for excessive nonprofit executive compensation.
- Involve board members to understand government regulations, reviewing various forms before submitting them to ensure that they accurately reflect your nonprofit's financial activities and meet all compliance standards. Encourage board training for board members who are not familiar with this process. In many cases, it would benefit the board to consult a relevant lawyer for particular statutes and regulations.
- Establish conflict of interest and whistleblower policies and review them annually.
- Establish a process for your annual audit and set up a meeting for the board to directly engage with the audit firm to discuss the results.
- Establish a process to write up a simple year-end annual report that's suitable to share with stakeholders. Your annual report should highlight your nonprofit's achievements and lend transparency into your organization's financials.
- Ensure organizational resources.
- Adopt additional supporting guidelines appropriate to the local situation in addition to the Nazarene Manual and the local church's specific bylaws.
- Develop and implement policies and procedures. Examples include:
    - Conflict of interest
    - Signature authority

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- Gift acceptance
- Fundraising
- Compensation
- Human resources
- Financial management
- Travel and expense reimbursement
- Whistleblower, etc.

- Develop and approve an annual budget.
- Delegate to committees and review reports.
- Review financial data.
- Implement a board action calendar.
- Set measurable goals and monitor progress.
- Do not fail to properly address Nazarene Manual paragraph 129.30: "To adopt and implement a plan to reduce the risk that individuals placed in positions of authority within the church will use the position of trust or authority to engage in misconduct. The plan for each local church must take into consideration its own unique circumstances." This is a responsibility that cannot simply be delegated to the pastor. It is a primary responsibility of the church board, and a lot rests upon getting it right.

Consider the Five Dimensions of a Healthy Church (Warren, 2022):

- Churches grow warmer through fellowship.
- Churches grow deeper through discipleship.
- Churches grow stronger through worship.
- Churches grow broader through ministry.
- Churches grow larger through evangelism.

JOURNALING

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1. As you think about your board service, do you see it as an act of worship?

2. As a faith-based board member, have you ever thought of your board service as "serving the Lord Christ?"

3. Why do you want to serve on this particular board, and do you consider yourself a leader?

4. Why are you willing to serve?

5. What is your general motivation to serve?

6. How is your service contributing to the success of the organization?

APPLICATION

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Write a one-page paper that describes your last three board meetings.

- Were they positive or negative experiences?
- If you could change one thing about your last board meeting, what would change?

MENTORING DISCUSSION

NOTES

Be prepared to discuss the following with your mentor.

- Commit to reading at least one article, blog, or book about board service. Share your insights and discoveries with your mentor.
- Do you want to serve as a board member?
- How will you "self-evaluate"? What is your plan?
- What is more important, obedience or service?
- When serving on the board of a Christian organization, is it important to know that the Lord is calling you to serve rather than being invited (or voted) by others or despite being invited?

CONCLUSION

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Bird and Busby (2019) discovered that a "best practice that has helped board members engage, mobilize, and/or thrive is a vibrant dependence upon the Word of God and prayer" (Best Practices of Top Church Board Webinar). The two go hand in hand, like peanut butter and jelly; Batman and Robin; mac and cheese; Bert and Ernie; and Sonny and Cher. I think you get the idea! My prayer as a result of this work is that board members will grow in their spiritual lives and in their board knowledge. My hope is that board members will come to know what it means to serve joyfully and contribute successfully to the organizations they have agreed to serve.

STOP:

Holding marathon meetings
Excessive reporting
Acting like a committee
Managing
Being fearful
Dealing with operations
Executive committee overuse

START:

Using a timed agenda
Employing a consent agenda
Properly using committees
Governing
Demonstrating courage
Focusing on strategic vision
Leveraging executive session