

THE  
**DISCIPLESHIP**  
PLACE

**Boardroom  
Transformation**

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## COURSE AUTHORS

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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.

### JERRY STORZ

Jerry currently serves as Program Director for the Christian Education and Leadership and Ethics programs for Nazarene Bible College. He holds a BA in Christian Education from MidAmerica Nazarene College, an MA in Christian Education from Southwestern Baptist Theological Seminary, and a Doctorate in Organizational Leadership from Argosy University, Denver, CO. He has served as an adjunct faculty member for Argosy University, Colorado Christian University, Southern Nazarene University, and Pacific Rim Christian University. He has served as church staff member in Kansas, Missouri, and Texas. He has served as President and Board member for the Denver Chapter of Christian Leadership Alliance. He has served as Program Director for International Network of Children's Ministry, creating, writing, and editing one-day children's ministry seminars. He has traveled across North America and Internationally, training children's ministry leaders through his work and involvement with International Network of Children's Ministry, Creative Ministry Resources, Kidzmatter Ministries, Group Publishing, and KidZ at Heart International.

## Roles and Responsibilities

### SESSION OVERVIEW

INTRODUCTION

SEEKING HIS WISDOM IN YOUR BOARD SERVICE

ROLES AND RESPONSIBILITIES

APPLICATION

JOURNALING

MENTORING DISCUSSION

CONCLUSION

### LEARNER OBJECTIVES

At the end of this session, you should:

- Discover board governance is not about power, position, or prestige.
- Understand the importance of what it means to be prepared to serve as a board member.
- Know board governance is not about board members meddling in the day-to-day operations.
- Identify what it means for the board members to know and understand their roles and responsibilities.
- Help board members think through, guard, and protect the mission.

### SCRIPTURAL FOCUS

James 1:5

Colossians 3:23-24

## Roles and Responsibilities

### INTRODUCTION

There are many roles and responsibilities in serving as a board member. In the past, serving as a board member may have been viewed as an easy role with no additional responsibilities other than attending the required number of meetings, hearing and approving reports from staff committee members, and hiring and firing the senior pastor or executive director. The board's role is changing and expanding in today's fast-paced world. Board members often find themselves engaged in monthly update calls from the senior pastor and weighing in on technology, HR, finance, and other issues. Board members unwilling to devote the time and effort to serve effectively should not accept the position or resign from the board.

The days of recruiting, nominating, selecting, and electing board members who are not qualified, do not clearly understand the roles and responsibilities, or might be stuck in generational thinking (we have always done it this way) may not be the best board practices. Perhaps in the nomination process, the nominating committee needs to look at potential board members based on their expertise in technology, finance, HR, marketing, discipleship, or evangelism. A board member who can help ministry leaders see the bigger picture is a valuable asset. The nominating committee needs to look for individuals who come from different backgrounds and have different perspectives than other board or staff members.

## SEEKING HIS WISDOM IN YOUR BOARD SERVICE

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**NOTES**

As you step into your board role, there will be times when you and your fellow board members will need wisdom. The board must trust God as it fulfills its duties, roles, and responsibilities. In times when decisions are being made and when answers do not make sense, trusting God's wisdom will suffice. Those who trust in God's wisdom will accept what he gives.

## ROLES AND RESPONSIBILITIES



### NOTES

BoardSource (2021) identifies the following basic roles and responsibilities for the successful board:

1. Establish identity and direction – Does the board ensure that the organization’s mission, vision, and values are reflected in the organization’s programs?
2. Ensure necessary resources – Does the board’s composition reflect the strategic needs of the organization?
3. Provide oversight – Does the board clearly understand the organization’s financial health?
4. Board operations – Are organizational and board policies regularly reviewed?

Does your board want to serve with excellence? DiVirgilio (2022) states,

Serving with excellence does not mean getting everything perfect. Perfection is unattainable this side of Heaven. But, when we serve with excellence, we strive for excellence while recognizing that we may fall far short of achieving it--but it is our goal. It’s our goal to “get things right,” and “to make things right when we fail.” We don’t take short-cuts because they are easy, or sacrifice our values to get a large donation or to make someone on the board happy. To fully understand the phrase, we also need to understand the concept of being committed to the mission of the organization. This means that the organization focuses on fulfilling its mission and doesn’t go chasing after “bright shiny objects” that have nothing to do with the organizational mission.

## JESUS SENDS HIS TEAM OUT



### NOTES

A healthy board functions as a team. Your work as a board member accomplishes more when you realize you are working as a team as opposed to working alone. In your board orientation, find time to discuss ways to exemplify the virtues of respect, trust, and candor, all of which speak of what it means to serve as a team. Do you know the roles and responsibilities of board members? If not, how will you meet the expectations of being a board member?

As Rassart and Miller (2014) point out, “Effective board members clearly understand their roles and responsibilities, the structure and processes of the board, ensure that they are familiar with the issues facing the organization, and accelerate their ability to contribute to the board’s business and the matters currently under consideration by the board” (23).

Here is a sample outline of what might be covered in the orientation:

- Your church/nonprofit’s mission, history, and statement of values
- Bios of current board members and key staff
- Board member agreement
- Conflict of interest policy and questionnaire
- Recent financial reports and audited financials
- Bylaws and certificate of incorporation
- Determination letter from the IRS and certificate of tax exemption from the state
- Summary of directors’ and officers’ insurance coverage
- Board travel reimbursement policy and form to use to request reimbursement
- Whistleblower policy
- Annual report or other documents that list the church/nonprofit’s donors/ funders
- Board roster and list of committees, their charters, and individuals who serve on them
- Calendar of meetings for the year ahead



## APPLICATION

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Write a one-page paper that reflects what you assumed were the roles and responsibilities of a board member.

## JOURNALING

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NOTES

As a board member:

1. Were you given any information about expectations, roles, and responsibilities or why you were nominated to serve?
2. How were you prepared to accept the legal or fiduciary responsibilities?
3. Do you share in the vision and have a passion for the organization's mission?
4. What valuable and diverse skill sets and perspectives do you bring to your role?

## MENTORING DISCUSSION

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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.
- As you strive with the intention to lead as a board member, are you also trying to lead the organization? Is that your role?
- If the mission does not seem clear, what can I do to get clarification? How do I gain clarity?
- Do I understand my role in supporting and helping carry out the mission?
- Can I engage others and am I willing to engage others in the mission?
- Am I willing to be an ambassador for the mission and help express it publicly?

## CONCLUSION

### NOTES

Successful organizations have clearly identified the roles and responsibilities of board members. The board members know and understand the mission, vision, and values of the organization. Informed and healthy boards are aware of the organizational structure.

Often, frustration arises among the senior pastor, executive director, board chair, and board members because board members fail to fulfill their responsibilities or functions. Unless board members have been trained and gone through orientation and development, the lack of knowledge falls to the leaders of the organization. Nevertheless, the responsibility to learn or add to their own knowledge about board governance and organizational knowledge is the responsibility of those who are serving as board members as well as those considering joining the board.

