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

FIVE MODELS FOR NONPROFIT BOARD GOVERNANCE

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| --- | --- | --- | --- | --- |
| 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 | * Day-to-day operational authority rests with the CEO | * Day-to-day operational authority rests with the CEO | * Day-to-day operational authority rests with the CEO |

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

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| --- | --- | --- | --- | --- |
| 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 |