

# YOUTH FOR CHRIST BOARD OF DIRECTORS

February 2014



YFC reaches young people everywhere, working together with the local church and other like-minded partners to raise up lifelong followers of Jesus who lead by their godliness in lifestyle, devotion to prayer and the Word of God, passion for sharing the love of Christ and commitment to social involvement.

## THE FIVE PURPOSES OF THE YOUTH FOR CHRIST BOARD

- 1. The Board Satisfies Legal Requirements**
  - Every YFC Chapter is incorporated by the state in which they are located.
  - YFC/USA grants a Charter to the corporation's board to do YFC ministry in a designated geographic area.
- 2. The Board Represents Stakeholders**
  - It is the board's responsibility to represent those with an interest in YFC to be sure that the YFC mission is accomplished in an appropriate manner.
  - Stakeholders include the young people to whom the mission is directed, donors, parents, churches and all others with a share in the success of YFC.
  - Locally the board serves as the governing body of the YFC organization.
  - By virtue of the YFC Charter relationship, the board is bound to YFC/USA's guiding principles, and those of the state in which they are incorporated.
  - The board sees that the organization conducts itself in a legal, prudent and ethical manner.
  - Above all, the board has a responsibility to God, and a commitment to carry out its work in a manner that is consistent with Biblical Christian faith.
- 3. The Board Provides Leadership; it ...**
  - Establishes the purposes and objectives of the local organization, consistent with YFC/USA's, and determines its by-laws and governance policies.
  - Selects and/or dismisses the Executive Director in consultation with the National Field Director.
  - Establishes and enacts fiduciary responsibilities including seeing that the organization is adequately funded and that those funds are properly managed and used.
  - Insures that the organization and staff are well managed by a separate management team.
  - Sees that the organization is faithful to its calling in the Youth for Christ movement.
- 4. Board Members Are Key Volunteers**
  - Members not only spend time in meetings but also use their time, treasure and talents in the work of YFC.
  - Each member brings gifts, talents, experience and interests that they use in tangible ways to help YFC and its ministry.
  - Members bring reputations and connections to enhance the work of YFC.
  - Members are a vital part of YFC fund-raising efforts, both as donors and volunteers in YFC fund-raising programs.
  - Members offer their "time, talent and treasure".
- 5. The Board Provides Credibility**
  - When the community sees a reputable board, they are likely to conclude that YFC is a trustworthy organization.
  - People who are credible leaders in community, church and profession give YFC credibility by association.
  - Prospective donors and board members often want to know who is on the board before getting involved themselves.

**For More Information  
Contact Your  
Regional Service Center**

## YOUTH FOR CHRIST BOARD OUTCOMES

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| <ol style="list-style-type: none"><li>1. Set the Course of the Organization<ol style="list-style-type: none"><li>A. Clarify the mission/purpose of the organization</li><li>B. Develop governing policies</li><li>C. Require, help develop and approve strategic plans</li><li>D. Select the right Executive Director</li></ol></li><li>2. Monitor/Evaluate the Solvency, Effectiveness and Capacity of the Organization</li><li>3. Maintain a Vital Board</li></ol> | <ol style="list-style-type: none"><li>4. Maintain Connection with Owners/Stakeholders<ol style="list-style-type: none"><li>A. God as Head</li><li>B. YFC/USA and YFC International</li><li>C. Community – adults and students</li><li>D. Employees</li><li>E. Government</li></ol></li><li>5. Pass on the Mission and Vision to the Next Generation</li><li>6. Serve as a "Final Court of Appeals" for Unresolved Internal Disputes</li><li>7. As Individual Members, Volunteer for the Organization</li></ol> |
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## BOARD MEMBERS AND BOARDS ARE DIFFERENT

- 1. FOUNDATIONAL PRINCIPLE:** *Board members* function as individuals while *boards* function as a singular governing body.
- 2. BOARDS** have a specific set of functions that make up their role as a governing body. In this sense, board members wear their "board" hat when carrying out the business of the board.
  - A. Board members agree to disagree in presenting their points of view when doing the work of the board.
  - B. Only formal decisions made by the whole board are binding upon the Organization/Executive Director.
  - C. Board members leave the meeting in support of decisions made by the board as a whole body.
- 3. BOARD MEMBERS** have another set of expectations that are part of the individual responsibilities of board members. In this sense, board members wear their "volunteer" hat when carrying out these responsibilities. Examples include:
  - A. Acts of support and encouragement of the mission, program and staff.
  - B. Personal financial involvement as a donor.
  - C. Involvement in fund-raising efforts of YFC.
  - D. Service on committees that include board members, as well as others, in carrying out various functions of management.
  - E. Representing YFC to the community as an ambassador.
  - F. Use of their individual gifts and talents to contribute to the work of YFC and its mission.

## PARTICIPATION IN YOUTH FOR CHRIST

- 1. Major National Events:** MidWinter Conference (February) and Regional Conference
  - **Note:** Before scheduling local major ministry or fund-raising events, be sure they do not conflict with regional conferences, MidWinter, etc., in a way that would impede your participation.
- 2. National:** It is expected that the Executive Director, staff, and key board members will participate in the MidWinter conference. All YFC Chapters are expected to participate in national ministry programs.
- 3. Regional:** It is expected that the Executive Director, staff, and key board members will participate in all appropriate regional meetings and training programs, and that your chapter will utilize region-wide ministry camps, conference, trips, etc.

## GOVERNANCE AND MANAGEMENT ARE DIFFERENT

### 1. SEPARATION OF GOVERNANCE AND MANAGEMENT FUNCTIONS IS ESSENTIAL.

- A. Boards govern, staffs manage.
- B. When boards as a body enter into managing, their ability to properly govern and carry out their role is compromised and they cannot carry out governance with integrity.
- C. Staffs are often confused and stifled when boards seek to do the work of the staff.
- D. When boards begin to manage they begin to speak with many voices which is confusing and inconsistent with the role of the board.

### 2. GOVERNANCE IS DIRECTIVE (consistent with YFC's Charter Covenant).

- A. Boards provide overall direction for the organization.
- B. Boards establish the boundaries within which management will function.

### 3. MANAGEMENT IS SPECIFIC (consistent with YFC's Charter Covenant).

- A. Boards give direction while management executes those directives. In a sense, the Executive Director is the "executing director."
- B. The Executive Director and staff flesh out the directives in day to day operations to accomplish the organization's mission and goals, and conduct its programs.
- C. Board members may volunteer in specific management function roles. In small YFC chapters this may happen often at the direction of the board. When it does, the reality that governance and management are different needs to be constantly recognized.

## EXECUTIVE LIMITATIONS

**Executive Limitations** are specific governing decisions made by the Board of Trustees that formally limit the operating actions that an Executive Director is allowed to take. Here are some examples:

- Spending shall not exceed the amount approved by the board in the organization's total operating budget, nor shall any line item exceed the approved amount by more than 25%.
- Current spending by the organization shall not exceed current income during the fiscal year, except by specific action by the board.
- Payroll and bills shall not be paid late, except by specific action by the board.
- Reserve fund balances shall not be spent, except by specific action by the board.
- Funds in restricted accounts shall not be used for purposes other than those for which they are intended.
- Administrative and personnel practices shall not be outside of the law.
- Personnel shall not be hired unless the positions, expenses and funding have been approved by the board.
- Full-time ministry personnel shall not be hired without approval by the board's Personnel Committee.
- Ministry programs that are established shall not be outside the bounds of YFC's mission, purpose and strategy.
- New major ministry programs cannot be established that are outside of those contained in the long-range plan that has been approved by the board.
- Major funding development programs and projects cannot be undertaken without approval by the board's Funding Committee.
- The chapter shall not be operated in violation of the agreements found in the Youth for Christ Charter Covenant.

**Executive Limitations** are stated in the negative to clarify the lines over which the Executive Director shall not step without board action.

## CULTURE OF THE BOARDROOM

### Mission Focused

Healthy boards signed on to be stewards of the mission to reach lost kids in their communities. That's a much bigger challenge than guaranteeing the light bills get paid, and it requires constant focus.

### Shared Journey

Board members don't typically come onto a board talking about "the journey", but they do look at how connected the board members are and if the members actually like being together.

### "Safety Net" Accountability

People chafe at accountability in theory, but in practice they thrive under it. If the board practices safety net accountability with each other and with the Executive Director it will drive excellence throughout the organization.

### Emotionally Safe

Board members should feel that they are free to express their views without backlash. Board members need to learn how to cheerfully serve when the vote does not go their way. A climate of mutual respect should permeate the boardroom.

### Straight up Communication

Board members should come into the boardroom without hidden agendas, without politicking their cause beforehand, and with a willingness to speak the same thing in front of someone that they would say in their absence.

### Achievement

Celebrating achievement binds us together, it makes missing dinner one night a month worthwhile, and it provides us with a "pride of ownership."

## MISSION FOCUSED BOARD MEETING

### 1. Mission is Front and Center

- A. Know the mission statement.
- B. Tell kid stories (better yet, let kids tell their own stories).
- C. Relate board decisions back to mission.

### 2. Create a Sense of Community

- A. Know each other's story.
- B. Make board meetings fun.
- C. Create board interaction.
- D. Prayer is more than opening and closing the meeting.

### 3. Create a "Pride of Ownership" Amongst the Board

- A. Proud of the larger YFC movement.
- B. Proud of the YFC work in your town.
- C. A Strong sense of ownership. (That's my YFC!)

### 4. Executive Director Effectiveness is more important than Executive Director Comfort

- A. Set your Executive Director up to succeed.
- B. Conduct an annual Executive Director review.
- C. Go into closed session without the Executive Director periodically.

### 5. Know Your Lane and Stay in it

- A. Two biggest mistakes of board.
  - i. Micromanaging (Doing the Executive Director's job).
  - ii. Simply cheerleading the Executive Director instead of giving direction.

### 6. Make Expectations a Common Understanding

- A. Remove all stated expectations that will not be enforced.
- B. Have systems in place to enforce stated expectations.
- C. The culture of the boardroom is an expectation.

### 7. Create a Foundation that can Withstand the "100 Year Storm"

- A. Structure for the worst case scenarios.
- B. Keep relationships solid and ready for hard work.

### 8. The Board is the Steward of YFC in Your Town

- A. Board members need to be above reproach.
- B. Business practices must be of the highest ethics.
- C. The safety of the kids comes first – always!
- D. The most mission for the dollar.