

“My Job” Workshop: The SAS Leadership Board



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Workshop Objectives

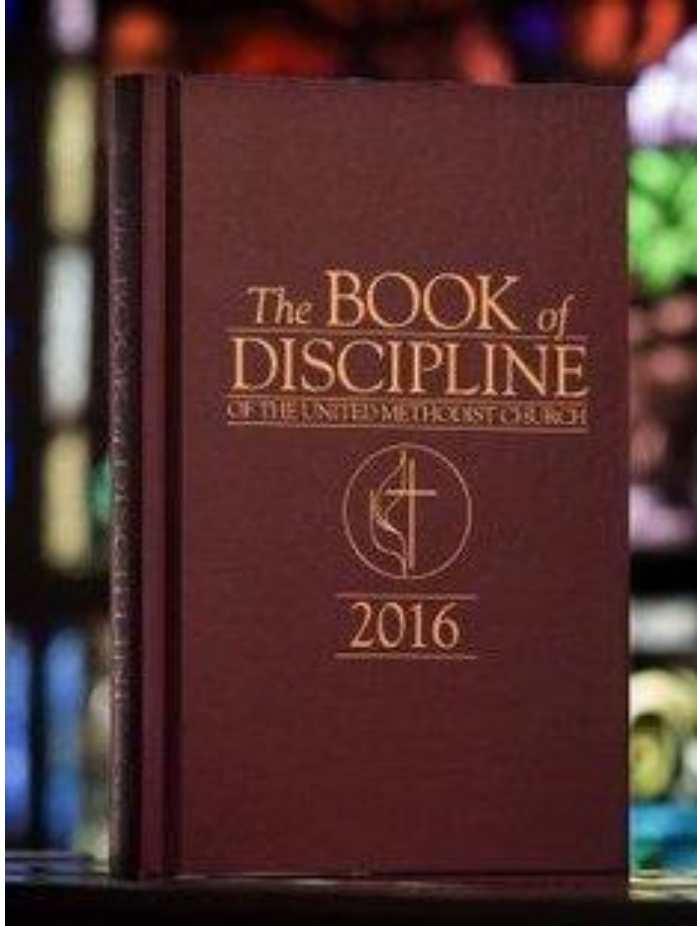
“My Job” Workshop: The SAS Leadership Board

- ❖ Equip members of Leadership Boards utilizing Simplified Accountable Structure (SAS) in their governance responsibilities, particularly fiduciary duties and accountable leadership.
- ❖ Connect best practices and the *Book of Discipline* requirements to the work of SAS Leadership Boards, including the use of executive sessions, facility care, work teams, and the use of a prepared leadership packet.
- ❖ Guide SAS Leadership Boards in fulfilling responsibilities outlined for S/PPRC, Trustees, Finance Committee, and Church Council in a holistic way

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¶ 247.2 “modify the organizational plans”



The charge conference, the district superintendent, and the pastor shall organize and administer the pastoral charge and churches according to the policies and plans herein set forth. When the membership size, program scope, mission resources, or other circumstances so require, the charge conference may, in consultation with and upon the approval of the district superintendent, modify the organizational plans, provided that the provisions of ¶ 243 are observed.

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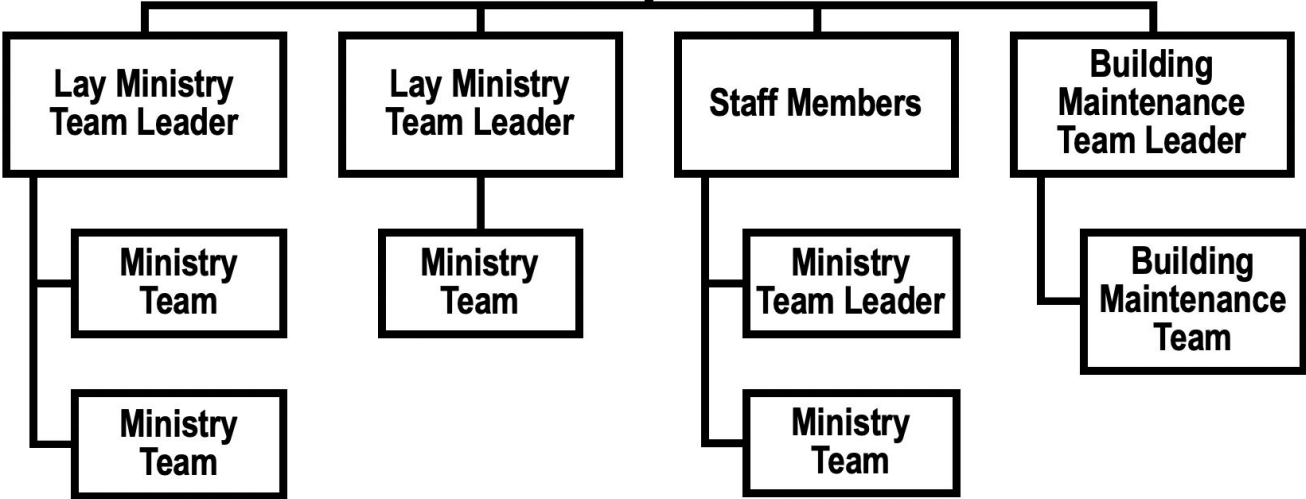
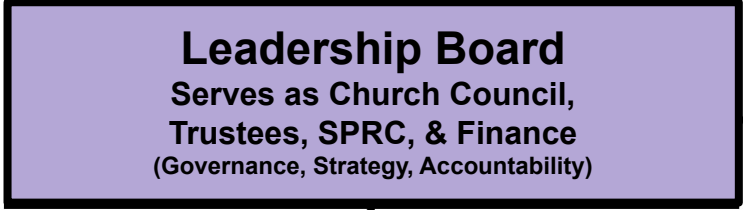
Mission

Vision

Goals

Management Strategies

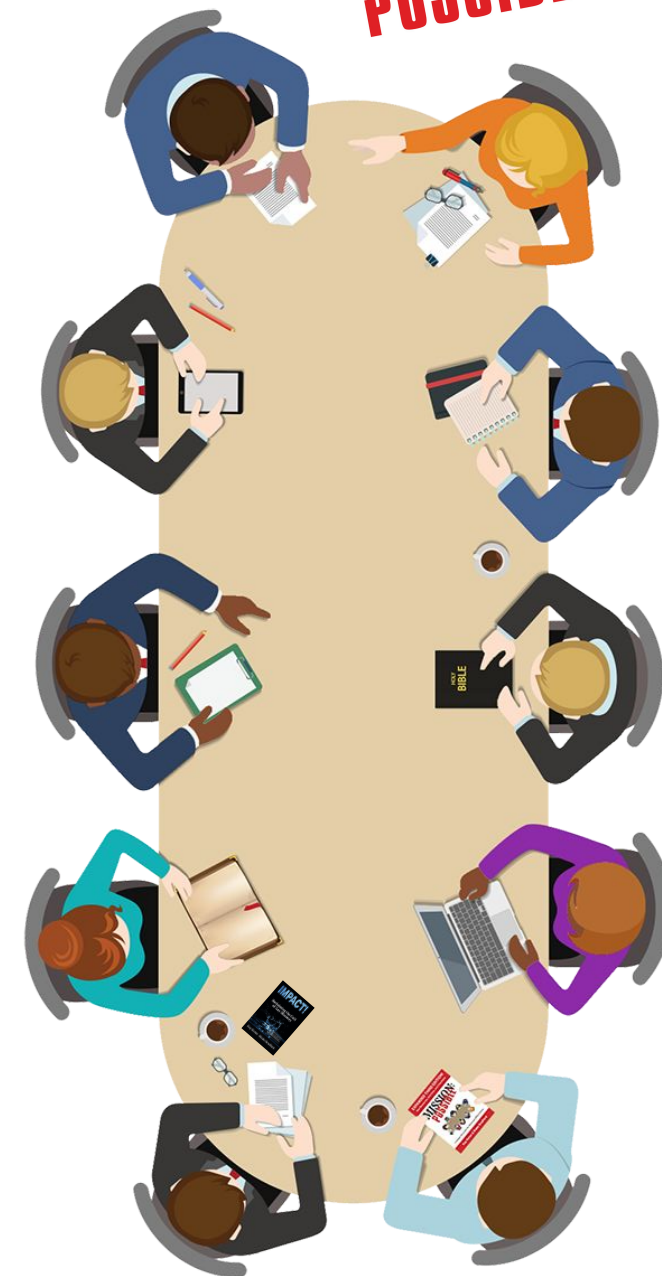
Ministry Impact



Recommended Simplified Structure

Nine members elected by the Charge Conference

- All of the nine members (plus pastor) serve simultaneously as a unified PPRC, Trustees, Finance, & Church Council
- Must also include in the total:
 - Board Chair #
 - Lay member to Annual Conference #
 - Lay Leader #
 - Optional UWF
 - Optional UMM
 - Optional Youth
- Trustees must be 18+ years of age
- Chair, Lay Member of AC, and Lay Leader can be combined positions.
- Note that a separate and independent Nominating Committee is still required.
- Six to nine board members (+Pastor) in smaller congregations



What is Involved? One Board, Several Hats



One Leadership Board is responsible for leadership and governance.

All administrative committee responsibilities and functions are vested in the Leadership Board.

Existing ministry teams continue.

Leadership Board = Ad Council + SPRC + Finance + Trustees

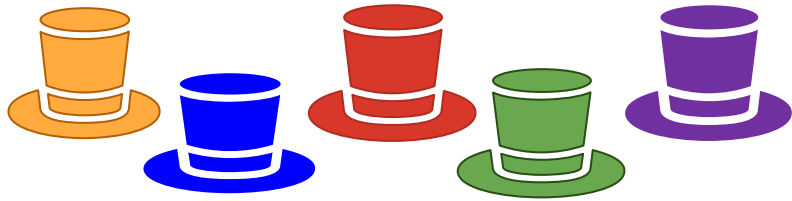


Leadership Board = Ad Council + SPRC + Finance + Trustees

The one, unified Leadership Board should operate as a cohesive unit. Therefore, **DO NOT** fall to the temptation of using “representatives” or “specialists.”

For example, there is not just a “Trustee” on the board, because the whole group serves as the Board of Trustees.

While the SAS Leadership Board “wears all the hats” of the **Church Council**, **SPRC** , **Finance** , and **Trustees**, these *Book of Discipline* functions are now approached in a **holistic** way, with the SAS Board able to claim opportunities and face challenges with all the resources and authority of the congregation.

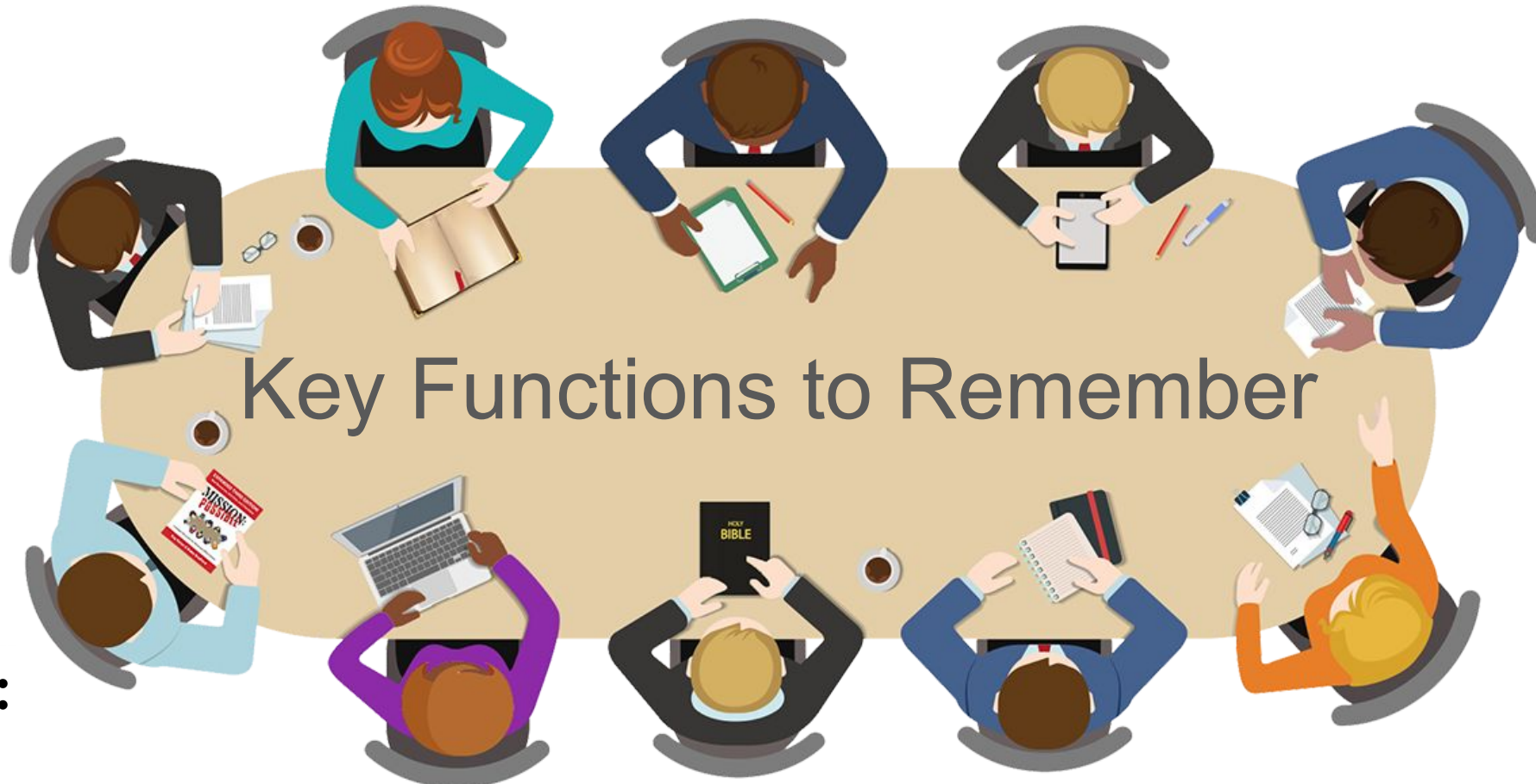


Leadership Board



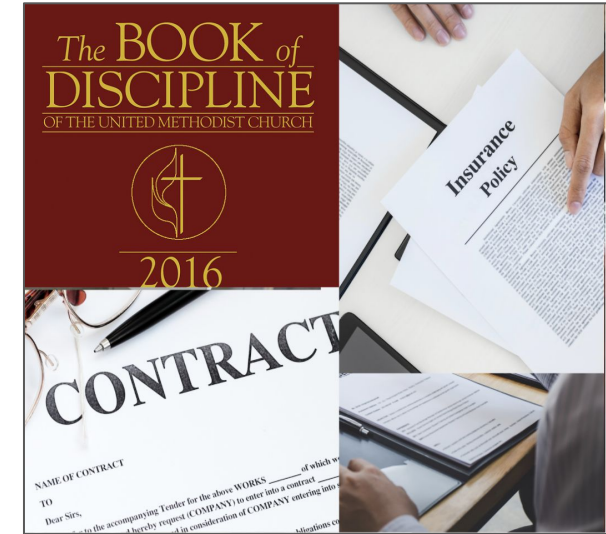
Leadership Board

Principles of SAS Leadership Boards



Stewardship

Tending to the fiduciary responsibilities and alignment of God's people and resources



Policies

Resources

Facilities

Fiduciary



Using WORK TEAMS

Examples:
Budgets
Personnel Policies
Guiding Principles

Accountable Leadership

Setting a culture of well-aligned, impact-focused ministry



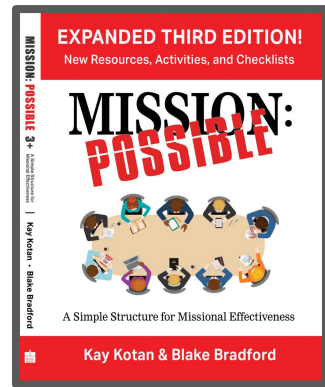
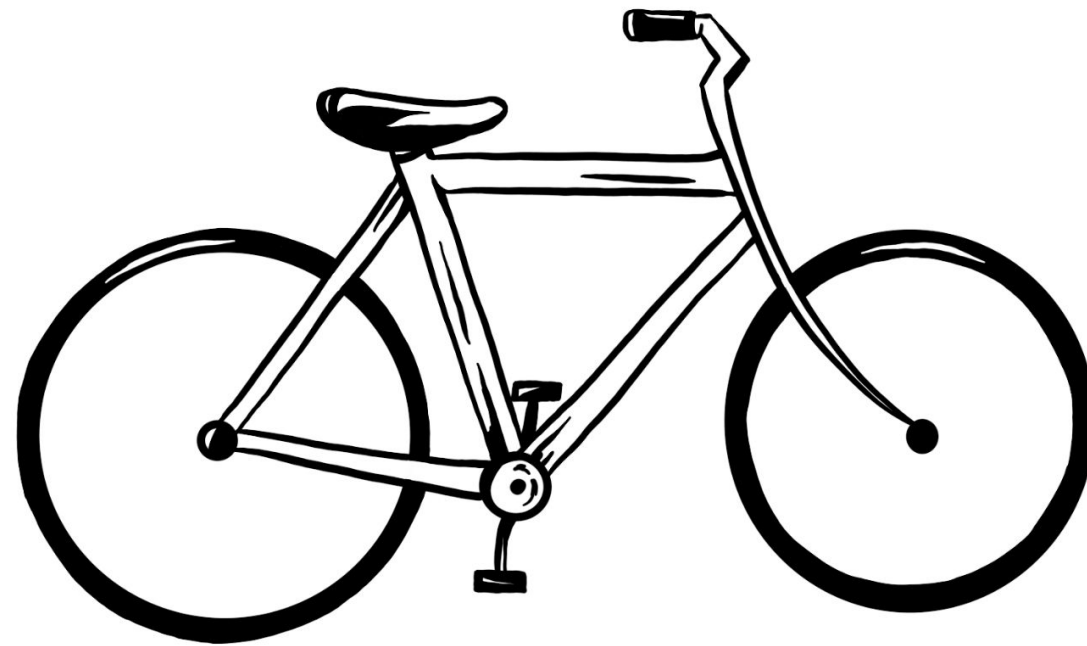
**Leadership Board
Accountable to
Christ for leading
the church in its
mission & vision**

**Board Holds Lead
Pastor Accountable/
Pastor Holds Staff &
Ministry Team
Leaders
Accountable**

**Utilize a
Leadership
Covenant &
Guiding Principles**

**Listen to the
community &
respond to changing
context. Share the
story through ongoing
communications**

Governance (Boards & Committees) Vs. Ministry (Teams)



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Wearing the Disciplinary “Hats”



Ad Council + SPRC + Finance + Trustees = Leadership Board



A Holistic Leadership Lens

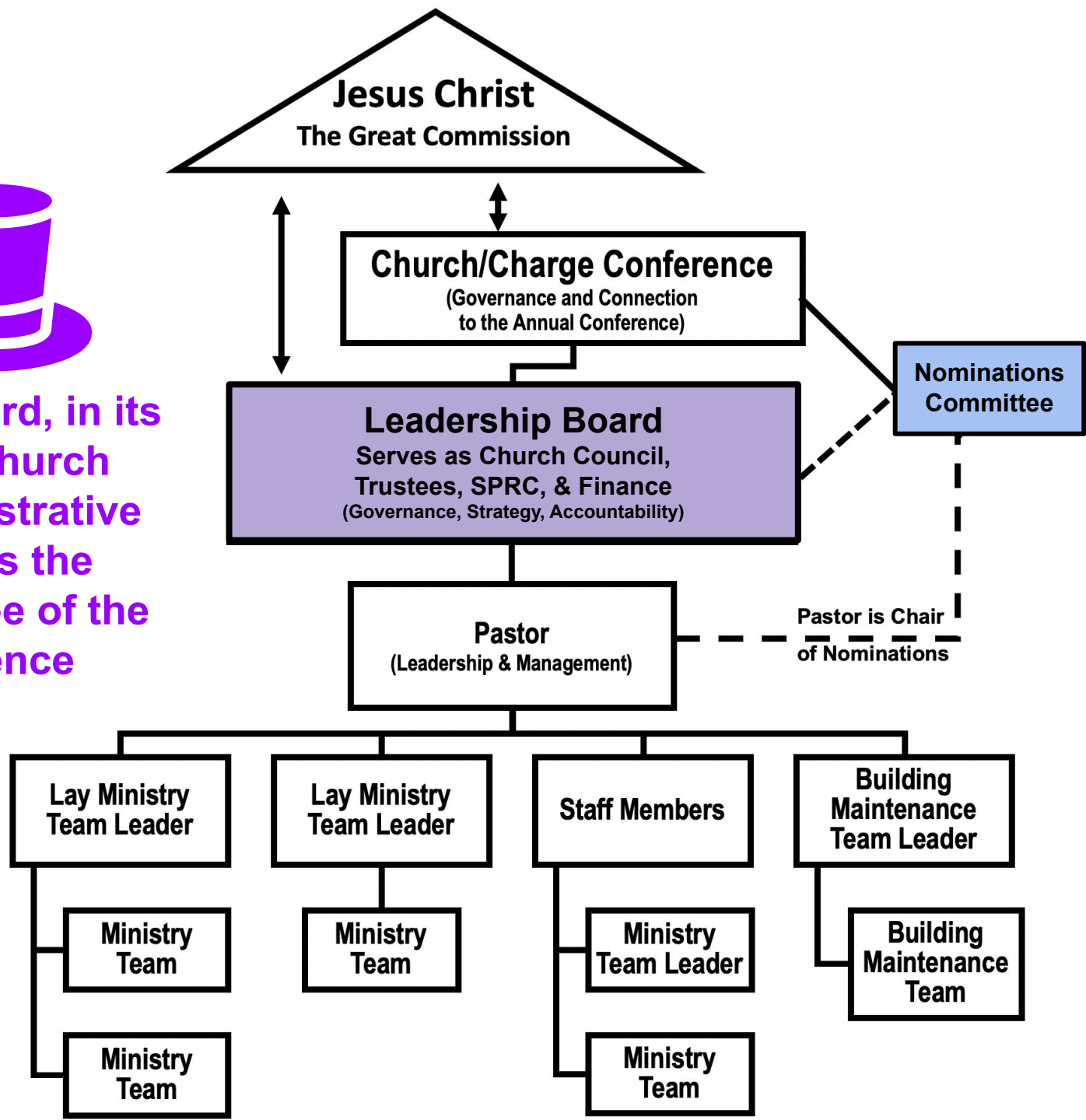
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Church Council Hat





The Leadership Board, in its capacity as the Church Council (or Administrative Board), serves as the executive committee of the Charge Conference





How does a single SAS Leadership Board cover all the work of 4 or more committees?

Leadership Board sets the
Guiding Principles (fencing)
and the
Policies (field line markings),
but
DOES NOT manage the
the day-to-day operations or
ministries of the church!



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Examples of Guiding Principles

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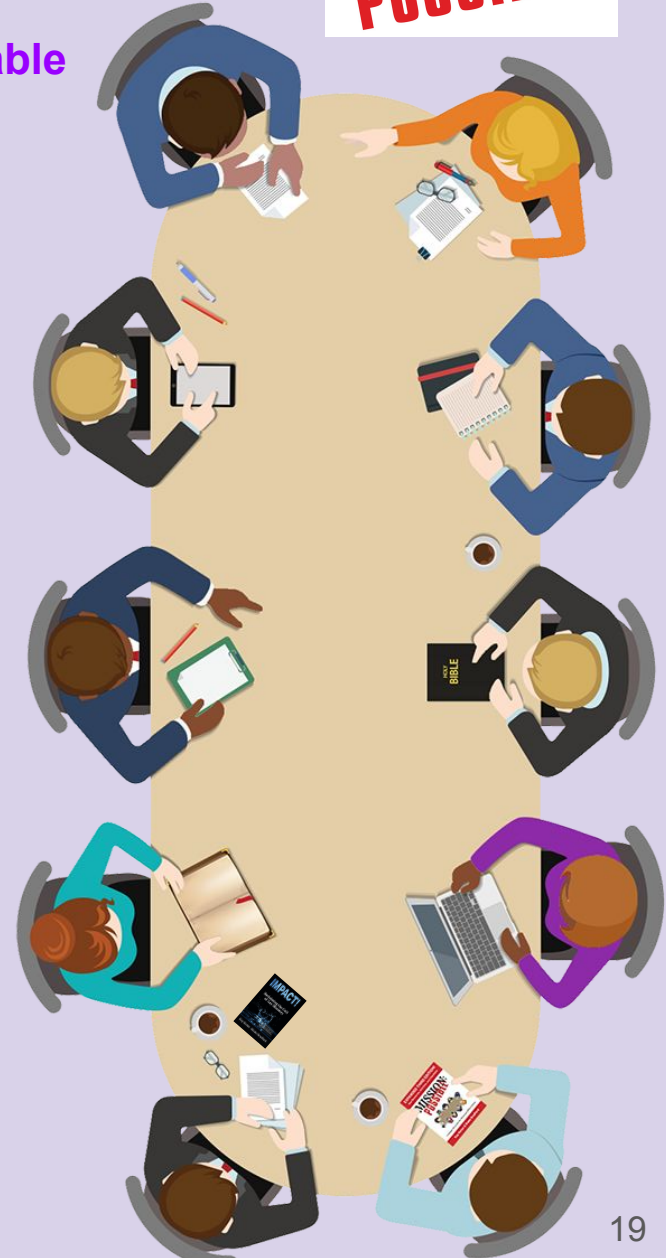
- ❖ **Purchasing Limits & Authority**
- ❖ **Operating with Departmental Budgets**
- ❖ **Service Contracts**
- ❖ **Employee Hiring, Supervision, Evaluation, Discipline, and Terminations**
- ❖ **Credit Card Policies**
- ❖ **Facility and Equipment Usage**
- ❖ **Policies such as Safe Sanctuary, Technology, Personnel, COVID, and Building Access**



The “Packet”

Send out this information packet a week ahead of the meeting, and make available to members everything in the packet that is not covered by confidentiality.

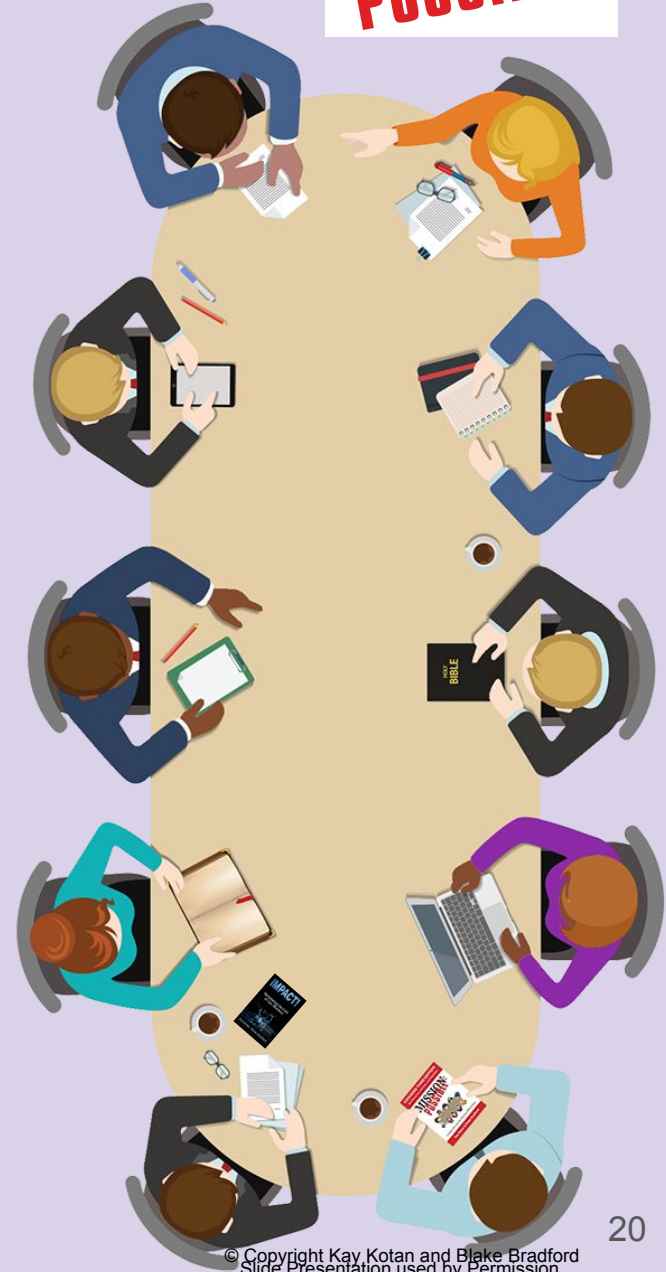
- ◆ **Agenda**
- ◆ **Vital Signs and Statistics**
- ◆ **Guest Information for Evangelism**
- ◆ **Minutes from previous meeting**
- ◆ **Financials**
- ◆ **Progress of Goals**
- ◆ **Action items such as bids, required forms, drafts of policies, etc.**



Template Agenda

Simplified Accountable Leadership Board with the “Church Council” Hat

- ◆ Opening Prayer
- ◆ Spiritual Formation
- ◆ Leadership Development
- ◆ Consent Calendar Work
- ◆ Fiduciary Work
- ◆ Missional Accountability Work
- ◆ Strategic, Generative, & Accountability Work
- ◆ Pressing Issues and Problem Solving Work
- ◆ Executive Session (use for PPRC or legal work)
- ◆ Communication Planning and Assignments
- ◆ Closing Prayer





Leadership Board: Annual Rhythm of Work

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Month	Focus
January	Elect "trustee" chair, covenant, roles/responsibilities, commissioning service for outgoing and incoming leadership board members during worship
February	Easter plans, statistical trends, facility improvement plans
March	Town hall meetings with feedback
April	Deep financial dive, stewardship campaign planning, serve together
May	Ensure policies, procedures, and guiding principles are up to date
June	Deep dive into goals to identify any needed shifts
July	Possible new pastor arrival, Town Hall
August	Final retreat preparations, staff evaluations completed by pastor, feedback from "cottage meetings" if a new pastor has been appointed
September	Strategic ministry planning retreat conducted, nominations working on discerning new leadership for upcoming year
October	Clergy evaluation, staff retreat, staff budget requests, clergy appreciation
November	Finalize budget, charge conference, new leader training
December	State of the church town hall, clergy consultation

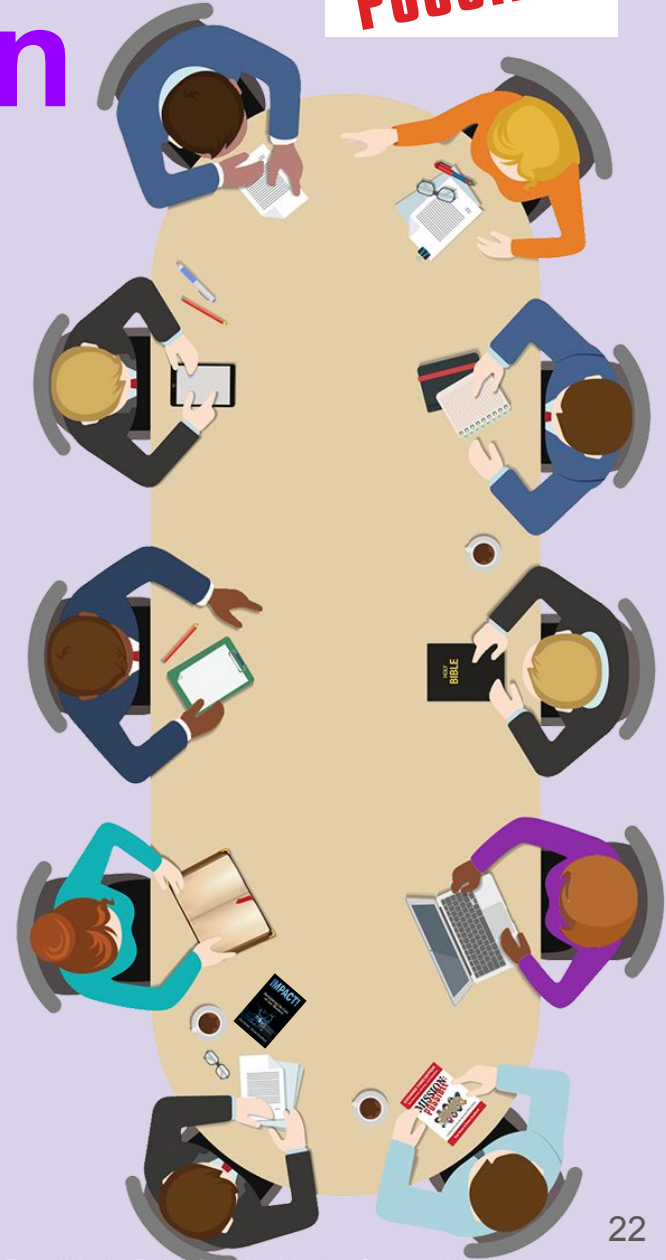




Board Communication

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- ❖ Conclude every meeting with a “Communication” action item on the agenda
- ❖ Practice transparency to build congregational trust, health, and accountability
- ❖ Build in intentional and structured feedback opportunities, such as Town Halls and Listening Sessions
- ❖ Remember the 4x rule on SAS
If you go from four committees to one, you need to quadruple communications just to “stay even.”





A Holistic Leadership Lens

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S/PPRC Hat





Personnel - the S/PPRC Hat

Staff/Pastor Parish Relations Committee responsibilities are listed in ¶258.2 and include:

- ❖ Invest in the relationship with clergy leadership
- ❖ Mission and Ministry responsibilities including encouragement, support, and accountability for the Pastor
- ❖ Personnel matters
- ❖ Appointment consultation with the DS, Bishop, and Cabinet
- ❖ Recommending Clergy Compensation
- ❖ Fiduciary compliance with child protection and relational boundaries policies and processes, and reporting as mandated
- ❖ Connection with the DS in connectional matters & clergy evaluation





Executive Session and the Leadership Board's S/PPRC Hat

When the Leadership Board is functioning as the S/PPRC, the Leadership Board should move into executive session, with all the *Book of Discipline* rules about confidentiality* in effect.

**(And, as always, the Leadership Board Covenant)*

Examples:

- Submitting consultation or evaluation forms to the Bishop, DS, and Cabinet
- Partnering with the Pastor to take a disciplinary action against an employee





The Leadership Board is Relational in its approach to Missional Accountability

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Relational Skills for the Leadership Board in its SPRC role:

- Maintain appropriate (and Disciplinary) confidentiality.
- Create a climate of accountability and encouragement.
- Use listening and feedback instead of polling for complaints (never accept anonymous complaints).
- Make processes public, and appropriate facts known instead of encouraging rumors or gossip.
- Provide professional, constructive feedback in a system of evaluation.
- Be aware of the conference rules on sexual misconduct. Report any allegations directly to the DS immediately.
- Engage conflict with an emphasis on congregational and relational health instead of hiding it.





The Leadership Board and Staff

Relational Skills for the Leadership Board in its SPRC role:

- The guiding principles need to provide very clear authority and responsibility for how staff supervising, evaluating, hiring, and firing will be handled.
- More and more churches are delegating the supervising, evaluating, hiring, and firing to the lead pastor thus eliminating the triangulation of SPRC, staff, and pastor.
- The Leadership Board can build in any boundaries and safety precautions into the guiding principles it feels is necessary and prudent.
- Reminder: Guiding principles are not permanent and can be changed by the Leadership Board at any time.





A Holistic Leadership Lens

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Finance Hat





Finance Hat

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Finance Committee responsibilities are listed in ¶258.4

Financial Duties of the Leadership Board:

- ❖ Budgeting
- ❖ Administration of funds & compliance with donor intent
- ❖ Stewardship, fundraising, and income generation
- ❖ Reporting to the congregation
- ❖ Audit and Internal Control Policies
- ❖ Ensure Financial Secretary and Treasurer compliance





Finance Hat

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Budgeting

- ❖ Create a **Budget and leverage assets** based on the mission and vision of the church (*Use a Work Team*)
- ❖ Partnering with the Pastor (*and perhaps a Stewardship Team*), to develop and implement plans that will raise sufficient **income** to meet the budget
- ❖ **Administer** the funds in partnership with the Pastor using Guiding Principles and the congregation's Mission, Vision, and Goals

Reporting

- ❖ **Transparency** is vital!!!
- ❖ Regular **reporting** to the church
- ❖ Work with the Pastor (*or designee*), Finance Secretary, and Treasurer to provide the **financial reports** the Board needs to fulfill its responsibilities.





Finance Hat

The Leadership Team creates policies and guidelines to protect the church's assets as an act of stewardship. In the Fraud Triangle, the only component that the church can impact is "opportunity."



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The Leadership Board ensures financial policies are followed & received the Audit.

Audits

- ❖ Make provision for **Annual** Audit of all accounts and organizations
- ❖ A local church “audit” is defined in ¶258.4 as an **independent evaluation** of the financial reports and records and the internal controls of the local church by an audit committee composed of persons unrelated to the persons involved in the processes or by an independent certified public accountant (CPA), accounting firm, or equivalent.
- ❖ Use the **audit/financial review guides** provided by the annual conference or GCFA.

Internal Control Policies

- Identify who collects, counts, records, and deposits all monies, with appropriate separation of duties
- Identify the counting team - *not less than two non-family members should count and verify offerings (258.4a)*
- Distribution on contribution records
- Authorization process for purchases
- Check signing policy
- Bank reconciliation
- Reimbursement policy with documentation
- Petty cash disbursement & accounting





Finance Hat

A Budget is a spiritual document that identifies the missional priorities of the congregation.

When the Leadership Board wears the finance hat, the members need to focus on STEWARDSHIP (which is a part of Discipleship) and not SCARCITY.

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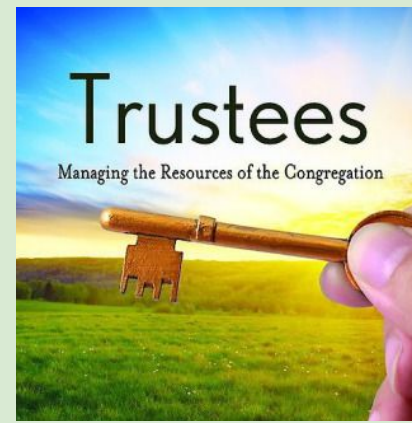


A Holistic Leadership Lens

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Trustees Hat





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Building Maintenance Team

Board of Trustees ¶2525ff

- ❖ Functions as a Ministry Team with members *selected* and recruited, *not elected*
- ❖ Team is assigned a budget and guiding principles to set spending limits and authorization thresholds
- ❖ Operates under Pastor/Staff direction

- ❖ Elected legal “Board of Directors”
- ❖ Oversee use of property as fiduciaries, in alignment with the Trust Clause ¶2501
- ❖ Responsible for insurance coverage, leases, tenants, 501c3 status, bequests, trusts, endowments, investments, contracts, incorporation status, working with church attorney
- ❖ Policies for facility & equipment use, safe sanctuary, and accessibility
- ❖ Sets maintenance and remodeling plans



The “Board of Trustees” Hat

The church facilities, endowments, vans, and equipment are for the fulfillment of God’s mission.

When the Leadership Board wears the “Trustees” hat as institutional fiduciaries, the members need to focus on STEWARDSHIP of God’s resources and the MISSION of the church.

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Work Teams





The Value of Work Teams

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- ❖ The members of the Leadership Board are nominated as spiritual leaders, but their work often requires the help of **outside experts and disciples** through Work Teams.
- ❖ Assign Work Teams for **short term projects**, such as preparing a draft policy, budget or report. The Leadership Board receives the draft, and then considers a final version for approval.
- ❖ Use potential or former leaders, staff, community leaders, or members with special training or gifts (HR, real estate, legal, construction) to **engage more leaders** for a specific project.
- ❖ The Leadership Board needs to always act as a full committee because it can **delegate, but never abdicate** its governance role.

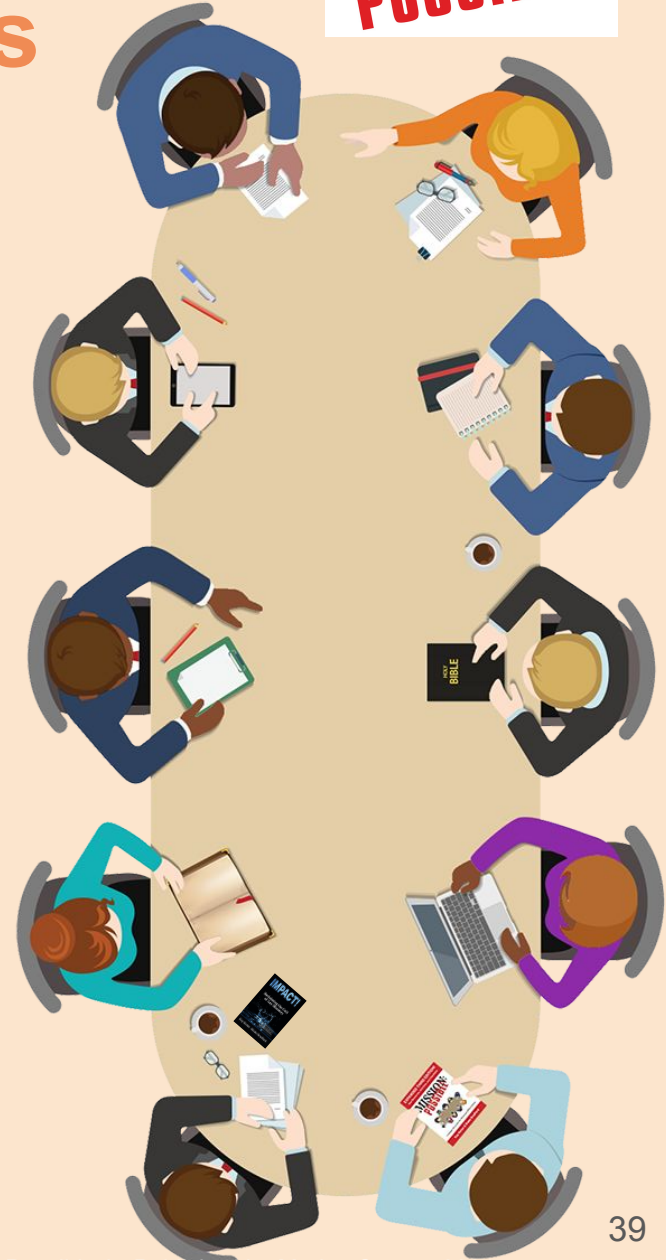




Examples of Work Team Projects

- ❖ Create a rough draft of initial guiding principles
- ❖ Review the personnel handbook and provide suggested edits and additions
- ❖ Research and provide information on the new subdivision being built in town to better understand how to reach our new neighbors
- ❖ Create an initial budget draft
- ❖ Put the final touches on the goals from the Strategic Ministry Planning Retreat.
- ❖ Create an initial draft of technology and security policies
- ❖ Explore the possibility of a multi-site ministry

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Keep a Holistic Leadership Lens

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Ad Council + **SPRC** + Finance + Trustees = Leadership Board

Addressing two common Challenges of a Simplified Accountable Structure

Multiple Communication Streams

- Must over-communicate with multiple formats
- Two-way communication
- Transparency
- Build trust with congregation

Decision Making Accuracy & Effectiveness

- Clear missional agenda
- Shift to accountable leadership and use Guiding Principles
- Decision-making in alignment with missional effectiveness
- Meetings are strategic, not reporting

MISSION: POSSIBLE



A Simple Structure for Missional Effectiveness

Accountable to the Great Commission

“Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything that I have commanded you. And remember, I am with you always, to the end of the age.”