

Effective Board Leadership

A P R E G N A N C Y R E S O U R C E M A N U A L



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Index of Appendices

All Sections: Additional Resources	pp. 2-5
Section 2: Roles and Responsibilities	
Care Net Statement of Faith	p. 6
Section 3: Member Recruitment, Orientation, and Training	
Board Assessment Worksheet	pp. 7-8
Sample Board Application	pp. 9-13
Board Member Reference Form	pp. 14-16
Board Member Pledge	p. 17
Composition of the Board	p. 18
Section 4: The Board and Staff	
Sample Job Descriptions	pp. 19-23
Sample Personnel Development Evaluation	pp. 24-25
Section 6: Strategic Planning	
Sample Mission Statement	p. 26
Sample Vision Statement	p. 27
Sample Action Plan Steps Worksheet	p. 28
Goals, Priorities & Timetables	p. 29
Section 7: Resource Development	
Annual Fundraising Calendar	p. 30
Sample Income Statement	p. 31
Sample Job Descriptions	pp. 32-33
Sample Phone-a-thon Letters	pp. 34-35
Section 8: Legal Issues	
Board Legal Checklist	p. 36
Section 9: Board at Work	
Sample Bylaws	pp. 37-41
Sample Job Descriptions	pp. 42-46

Appendix

Section 1: Additional Resources

Blackaby, Henry, *Experiencing God*, Broadman & Holman, Nashville, 1994.

Chambers, Oswald, *My Utmost for His Highest*, Oliver Nelson, Nashville, 1993.

Foster, Richard, *Celebration of Discipline*, Harper San Francisco, San Francisco, 1983.

Packer, J. I., *Knowing God*, InterVarsity, Downers, Grove II, 1973

Thomas, Gary, *Seeking the Face of God*, Thomas Nelson Publishers, Nashville, 1994.

Greenleaf, Robert, *Servant Leadership*, Paulist Press, New York, 1977.

Section 2: Additional Resources

Mathiason, Karl III, *Board Passages: Three Key Stages in a Nonprofit Board's Life Cycle*, Washington, D.C., National Center for Nonprofit Boards, 1990.

Houle, Cyril O., *Governing Boards: Their Nature and Nurture*, San Francisco, CA, Jossey Bass Publishers, 1989.

Ingram, Richard T., *Ten Basic Responsibilities of Nonprofit Boards*, Washington, D.C., National Center for Nonprofit Boards, 1988.

Biehl, Bobb and Engstrom, Ted W., *Increasing Your Boardroom Confidence*, Phoenix, AZ, Questar Publishers, 1988.

Stoesz, Edgar and Raber, Chester, *Doing Good Better!*, Intercourse, PA, Good Books, 1994.

Care Net Legal Manual, Care Net, 109 Carpenter Drive, Suite 100, Sterling, VA 20164. Telephone (703) 478-5661, Fax (703) 478-5668.

Drucker, Peter, *Managing the Nonprofit Organization*, Harper Collins Books, New York, 1990.

National Center for Nonprofit Boards, 1828 L Street NW, Suite 900, Washington, D.C. 20036.

Telephone (202) 452-6262 or 800-883-6262 Fax (202) 452-6299 www.ncnb.org

The center offers a catalog of books, tapes, and materials on a variety of topics covering nonprofit boardsmanship. Their materials are excellent resources for board members.

Section 3: Additional Resources

Robinson, Maureen, *Developing the Nonprofit Board*, available from the National Center for Nonprofit Boards, 2000 L Street NW, Suite 411, Washington, D.C. 20036. Telephone (202) 452-6262

Mirzy, Ellen Cochran, *The Nominating Committee: Laying a Foundation for Your Organization's Future*, available from the National Center for Nonprofit Boards, 2000 L Street NW, Suite 411, Washington, D.C. 20036. Telephone (202) 452-6262

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DePree, Max, *The Art of Leadership*, New York, Dell Publishing, 1989.

Stoesz, Edgar and Raber, Chester, *Doing Good Better!*, Good Books, Intercourse, PA, 1994.

Board Member Manual, Aspen Publishers, Inc., 7201 McKinney Circle, Frederick, MD 21701.
Telephone 1-800-638-8937.

Section 4: Additional Resources

Thompson, Robert R. and Thompson, Gerald R., *Organizing for Accountability*, Harold Shaw Publishers, Wheaton, IL, 1991.

Aspen Board Manual, Aspen Publishing, Inc., Frederick, MD 21701, Telephone 800-638-8437.

Nason, John W., *Board Assessment of the Chief Executive: A Responsibility Essential to Good Governance*, National Center for Nonprofit Boards, 2000 L Street NW, Suite 411, Washington, D.C. 20036.

Care Net Forms Manual and *Care Net Policies & Procedures Manual*, available through Care Net, 109 Carpenter Drive, Suite 100, Sterling, VA 20164, Telephone (703) 478-5661.

Section 5: Additional Resources

Church and Nonprofit Organization Tax and Financial Guide by Daniel Busby (Grand Rapids Zondervan)

Department of Treasury, Internal Revenue Service:

- *Charitable Contributions* - Publication 526
- *Determining the Value of Donated Property* - Publication 561
- *Tax-Exempt Status for Your Organization* - Publication 557
- *Employment Taxes, Information Returns* - Publication 937
- *Tax on Unrelated Business Income* - Publication 598

www.Guidestar.org (posts 990's from non-profits for donor use)

www.cfcministry.org

Crown Financial Ministries

Products and Materials

P.O. Box 100

Gainesville, GA 30503-0100

Section 6: Additional Resources

Biehl, Bobb and Engstrom, Ted W., *Increasing Your Boardroom Confidence*, Phoenix, AZ; Questar Publishers, 1988.

Mathiason, Karl III, *Board Passages: Three Key Stages in a Nonprofit Board's Life Cycle*, Washington, D.C; National Center for Nonprofit Boards, 1990.

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Barry, Bryan W., *Strategic Planning Workbook for Nonprofit Organizations*, St. Paul, MN: Amherst H. Wilder Foundation, 1986.

Stoesz, Edgar and Raber, Chester, *Doing Good Better!*, Intercourse, PA: Good Books, 1994.

Park, Dabney G., *Strategic Planning and the Nonprofit Board*, available from the National Center for Nonprofit Boards, 1828 L Street NW, Suite 900, Washington, D.C. 20036, Telephone (202) 452-6262 or 800-883-6262 Fax (202) 452-6299 www.ncnb.org

Bader, Barry S., *Planning Successful Board Retreats: A Guide for Members and Chief Executives*, available from the National Center for Nonprofit Boards.

Malphurs, Aubrey, *Advanced Strategic Planning: A New Model for Church and Ministry Leaders*, Grand Rapids, MI: Baker Books, 1999

Section 7: Additional Resources

The Board Member's Guide to Fundraising, Fisher Howe, Jossey-Bass Publishing, San Francisco, CA (415) 433-1767

Marketing Your Ministry, John Pearson and Robert Hisrich, Wolgemuth & Hyatt, Brentwood, TN

The Chronicle of Philanthropy, periodical, (516) 746-6700

Honorable Matters: A Guide to Ethics and Law in Fundraising, National Society of Fundraising Executives, Chicago Chapter, 414 Plaza Drive, Suite 209, Westmont, IL 60559 (708) 655-0134

Business Protocol: How to Succeed & Survive in Business, Jan Yager, John Wiley & Sons, Inc., New York

New Complete Guide to Executive Manners, Letitia Baldrige, Rawson Associates, Macmillan Publishing Company, 866 Third Avenue, New York, New York 10022

Secrets of Successful Direct Mail, Richard V. Benson, The Benson Organization, Inc., Savannah, 1987

How to Write a Successful Fundraising Letter, Jerry Huntsinger, Emerson Publishers, Richmond, VA, 1977

The Complete Fundraising Guide, Merkin, Public Service Materials Center, New York, NY, 1978

Effective Public Relations, (6th Edition) Allen Center, Scott Cutlip and Glen Broom, Prentice-Hall, Inc., Englewood Cliffs, NJ, 1985

Organizations

Alternatives Group
6332 Baum Dr.
Knoxville, TN 37919-9505
800-374-8953 www.alternativesgroup.com

IRS Exempt Organizations Customer Account Services
877-829-5500

Section 8: Additional Resources

Care Net Legal Manual, available from Care Net, 109 Carpenter Drive, Suite 100, Sterling, VA 20164, Telephone (703) 478-5661, Fax (703) 478-5668.

Section 9: Additional Resources

Nonprofit Corporations, Organizations and Associations, Howard L. Oleck, 4th Edition, 1980, Prentice-Hall, Inc., pp.374-397.

Organizing for Accountability: How to Avoid Crisis in Your Nonprofit Ministry, Robert R. Thompson and Gerald R. Thompson, 1991, Harold Shaw Publishers, pp.92-93.

The Professional Secretary's Handbook, Houghton Mifflin, 1984, pp.126

Robert's Rules of Order Newly Revised, 9th Edition, 1990, Scott Foresman, pp.414, 458-470.

Smarter Board Meetings: For Effective Nonprofit Governance, National Center for Nonprofit Boards, Suite 510, 2000 L Street NW, Washington, D.C. 20036, Telephone (202) 452-6262, Fax (202) 452-6299.

Doing Good Better!, Edgar Stoesz and Chester Raber, 1994, Good Books, pp.43-55.

The Evangelical Council for Financial Accountability Membership Manual, EFCA

The following booklets are available from the National Center for Nonprofit Boards, 2000 L Street NW, Suite 411, Washington, D.C. 20036. Telephone (202) 452-6262, Fax (202) 452-6299.

Nonprofit Board Committees: How to Make Them Work

The Nominating Committee: Laying a Foundation for Your Organization's Future

The Executive Committee: Making it Work for Your Organization

The Audit Committee: A Key to Financial Accountability for Nonprofit Organizations

Appendix

The Care Net Statement of Faith

- 1) We believe the Bible to be the inspired, the only infallible, authoritative Word of God.
- 2) We believe that there is one God, eternally existent in three persons: Father, Son, and Holy Spirit.
- 3) We believe in the deity of our Lord Jesus Christ, in His virgin birth, in His sinless life, in His miracles, in His vicarious and atoning death through His shed blood, in His bodily resurrection, in His ascension to the right hand of the Father, and in His personal return in power and glory.
- 4) We believe that for the salvation of lost and sinful man, regeneration by the Holy Spirit is absolutely essential, and that this salvation is received through faith in Jesus Christ as Savior and Lord and not as a result of good works.
- 5) We believe in the present ministry of the Holy Spirit by whose indwelling the Christian is enabled to live a godly life and to perform good works.
- 6) We believe in the resurrection of both the saved and the lost; they that are saved unto the resurrection of life and they that are lost unto the resurrection of damnation.
- 7) We believe in the spiritual unity of believers in our Lord Jesus Christ.

Adapted from the National Association of Evangelicals' Statement of Faith.

Appendix

Board Assessment Worksheet

ACTIVITIES	YES	NO
1) The board abides by a clear and up-to-date set of bylaws with which all directors are familiar.	_____	_____
2) The board has an elected executive committee which reports fully to the board on any actions it takes.	_____	_____
3) The board has a number of standing committees which meet regularly and report back to the board.	_____	_____
4) On the whole, 85% of the board members are present at board meetings.	_____	_____
5) Every board member serves on at least one committee.	_____	_____
6) The board as a whole has sufficient diversity of ages, talents, skills, experience, ethnic & racial groups and gender.	_____	_____
7) The nominating committee uses established criteria to recruit board members based on the needs of the board.	_____	_____
8) Before a board member is selected he/she is fully oriented to the work of the organization and what is required of him/her.	_____	_____
9) A new board member receives a manual and training in all aspects of board and agency work.	_____	_____
10) The chair serves as staff liaison to the director, meeting with him/her regularly to review ministry operations and meeting agendas.	_____	_____
11) The board meets at least once a year for purely educational purposes.	_____	_____
12) Board members are elected for a specific term and are limited in how many consecutive terms they can serve.	_____	_____

Appendix

ACTIVITIES

YES

NO

13) The board, in conjunction with appropriate staff, plans both long-term and short-term goals.

14) The board meets regularly, agendas are received prior to the meetings, and minutes are distributed and approved after the meetings.

15) Key staff participate in board and committee meetings.

16) Board and committee procedures follow a set pattern such as Robert's Rules of Order.

17) There is a procedure for decision-making on the board.

18) The decision-making procedure is followed and all appropriate people are involved in the process.

19) The board conducts an annual review of its work.

20) The board develops and reviews the budget and the program services of the organization.

21) The board has a formal method for appraising the performance of the senior executive.

Suggestions for Improvement:

Appendix

Board Member Application [*Name of center*]

Name: _____ Phone (Day) _____

Address: _____ (Evenings) _____

City: _____ State: _____ Zip: _____ Age: _____

Marital Status: _____ Occupation: _____

Educational Background: _____

1) How did you first become aware of the care center? _____

2) Briefly state what makes you interested in working with the center on the Board
of Directors: _____

3) Have you attended a care center volunteer training seminar? _____yes_____no

If yes, when? _____

If no, are you willing to commit to attend such a seminar? _____yes_____no

4) Describe both current and past positions held or services performed for
other nonprofit organizations or ministries: _____

5) What gifts, talents, experience or personality traits would you bring to this
ministry? _____

Appendix

6) Have you ever been on the board of directors of a nonprofit organization?

____yes____no

If yes, please describe:_____

7) How do you handle conflict with others?_____

8) How many hours per month are you willing and able to devote to the care center?

9) A normal term in office is three years. Are you able to commit yourself to this amount of time to serve on the Board of Directors?_____

10) To what extent is your spouse, if you are married, supportive of your application to the Board of Directors?_____

General Information

1) In this section please make a general evaluation of your knowledge in the following areas:

a. Knowledge of how abortions are performed and methods used .

____excellent____good____fair____poor

b. Knowledge of existing laws regulating abortion.

____excellent____good____fair____poor

c. Knowledge of Biblical teaching on the sanctity of human life.

____excellent____good____fair____poor

Appendix

2) Under what circumstances, if any, is abortion justifiable in your opinion?

Explain: _____

3) What questions do you have concerning abortion and/or the sanctity of human life?

4) When do you feel sexual intercourse is morally permissible?

Explain: _____

5) Are you currently seeking to adopt a child? yes no

6) Are you uncomfortable with any aspect of the center's statement of faith or statement of principle? yes no

Explain: _____

7) To the extent of your current knowledge of [*Name of center*], what is your vision for the ministry? _____

Appendix

Background Information

1) Do you consider yourself a Christian? _____yes_____no

2) What is a Christian? _____

3) How long have you been a Christian? _____

4) Give a brief statement about how you came to know Christ as your personal Savior and Lord. _____

5) How has your life changed since your personal relationship with Jesus Christ began? _____

6) Please provide the following information about your church:

Church Name _____ Phone _____

Address _____ Zip _____

Senior Pastor's name _____

Denominational ties, if any _____

7) How long have you been involved in your church? _____

Appendix

8) Are you currently involved in a Bible study? _____yes_____no

If yes, how long?_____

9) Describe positions you have held or services performed with the church.

10) Please list the names and addresses of two people, other than your pastor, whom we may contact for references for becoming a board member of [*Name of center*].

Name_____Phone_____

Address_____

City_____State_____Zip_____

Name_____Phone_____

Address_____

City_____State_____Zip_____

Thank you for filling out this questionnaire!

Appendix

Board Member Reference Form

Your Name: _____ Phone _____

Reference for _____ Date _____

The person above has applied to become a board member of the [*Name of center*]. The applicant has authorized us to perform a reference check. A board member is responsible for setting the overall goals and policies of the pregnancy center. Board members are also assigned to supervise areas that most suit their spiritual and natural gifts.

Some of the qualities sought in a board member are:

- 1) A genuine commitment to Jesus Christ as Savior and Lord.
- 2) Steadfastness, faithfulness and an unshakable confidence in the Word of God.
- 3) A firm belief in the sanctity of human life based on the Word of God.
- 4) A vision for the ministry of [*Name of center*].
- 5) Leadership, dependability, responsibility and a willingness to give of oneself.

We have asked each applicant to supply us with three references - one from his/her pastor and two from people who know him/her well. Please answer the questions below and on the back of this page. Please mail the completed form to the pregnancy center. Should you have any questions or need clarification, please contact:

Board Chair: _____ Phone: _____

How long have you known the applicant? _____

What is your relationship with him/her (Pastor, relative, friend, etc.) _____

How would you rate the applicant regarding:

	Below Average	Average	Above Average	Excellent
- Leadership				
- Dependability				
- Spiritual Maturity				
- Communication Skills				
- Cooperation				
- Initiative				

Appendix

Pastoral Reference

1) Please comment on the applicant's commitment to Christ and on his/her lifestyle.

2) What is his/her involvement in church? _____

3) What is his/her understanding of Scripture and of the relationship between biblical truth and the abortion issue? _____

General Questions

1) Please comment on the applicant's gifts and desire to minister: _____

2) Please comment on the applicant's ability to inspire others to action _____

3) Is the candidate well-liked, cooperative and open to other's ideas? _____

Appendix

4) How does the applicant respond to those in authority and to those whom the lead?

5) What, in your opinion, does the applicant do best? _____

6) What are the applicant's primary strengths? _____

7) What are the applicant's primary weaknesses? _____

8) How does the applicant deal with conflict? _____

Appendix

Board Member Pledge

Knowing that God has spoken clearly in His Word concerning the character and responsibility of a leader, I do solemnly commit myself to God and to the Board of Directors for [Name of center] to do the following:

- 1) I will seek to maintain a close, intimate walk with the Lord by regularly spending time alone with Him in His Word and in prayer.
- 2) I will be a diligent student of God's Word.
- 3) I will endeavor to walk continually in His Spirit.
- 4) I will pray regularly for those who serve with me as board members, for the director, for volunteers and for clients.
- 5) I will pray regularly for the ministry of [Name of center].
- 6) I will faithfully attend all meetings of the board unless I am hindered from doing so by a compelling reason such as illness or necessary travel. When unable to attend, I will notify the board chairman in advance, if possible, of the reason for my absence.
- 7) I will prepare for each board meeting by doing my homework and by submitting myself anew and afresh to the Holy Spirit.
- 8) By the power of the Holy Spirit, I will refrain from expressing negative attitudes through criticism and complaint. Instead, I will be positive and encouraging, endeavoring to maintain the unity of the Spirit in the bond of peace.
- 9) I will maintain an open and teachable attitude.
- 10) I will maintain confidentiality in regards to board matters.
- 11) I believe in the sanctity of human life as taught in the Bible and, therefore, reject abortion as an acceptable option for any woman facing an unplanned pregnancy, except to save the life of the mother in some cases (e.g. tubal pregnancy)
- 12) I believe in chastity outside of marriage and in the sanctity of marriage between a man and a woman as taught in the Bible. Therefore, I commit to a lifestyle of sexual purity.

I have studied these statements of commitment, prayed about them, and I believe God would have me serve on the board according to these standards.

Signature _____ Date _____

Appendix

Composition of the Board

It is very important to find the right people to serve on the Board of Directors. They have absolute control over the ministry and are entrusted with carrying out the goals of the organization. The following guidelines are helpful for establishing a strong board:

- 1) In accordance with the Affiliation Agreement the board will consist of the proper number of members determined by their state.
- 2) Various church denominations and affiliations should be represented. It is important that no one denomination or church dominate board membership, thus putting the interdenominational status of the organization in jeopardy.
- 3) A good cross-section of gifts and interests should be considered such as prayer, fundraising, planning, administration, speaking, vision, etc.
- 4) An effort should be made to include minorities. In order to reach women and men of different backgrounds effectively, adequate representation in the policy-making body is very important.
- 5) The center is primarily a ministry to women. Thus, the sensitivities and perspectives of women should be represented on the board. Ideally, the board should consist of equal numbers of men and women. However, a board member should be chosen because of what he or she can offer to the board in terms of ability, expertise, and time — never primarily because of gender.
- 6) A board member should be in a position which permits him to control his own time, thus being able to become actively involved in the ministry.
- 7) A good range of ages should be considered. Promising young men and women who “dream dreams,” and mature, seasoned leaders who provide a wealth of experience and common sense are needed.
- 8) Look for capable Christians whom others respect and admire. Success in one’s own field is often an indication of leadership, but leadership must be seen primarily as a service.
- 9) Since the board is designed to act corporately, members should be compatible with one another and appreciate the value of group process and decision-making.
- 10) Members of the same family should not serve on the board concurrently. Relatives of the director or other staff members should not serve on the board.

The Executive Director is an *ex officio* member of the board without voting privileges. Other staff may be asked to participate in particular board meetings at the discretion of the Executive Director.

Executive Director

This job description is made with the assumption that there is either a Center Director or Client Services Director on staff.

Objectives of the Position: The Executive Director has full responsibility for the pregnancy center, which includes the implementation of the policies and procedures approved by the board of directors within the parameters of the pregnancy center's budget. The primary areas of responsibility will be administrative, development, and community relations/public relations. This is a permanent full-time position.

Reports to: The board of directors

Supervises: All paid staff and volunteers

Qualifications:

- 1) Be a committed Christian who demonstrates a personal relationship with Jesus Christ as Savior and Lord
- 2) Exhibit strong commitment and dedication to the pro-life position and sexual purity
- 3) Agree with and be willing to uphold the Statement of Faith, Statement of Principle, and policies of the center
- 4) Have a bachelor's or master's degree, preferably in a related field, or related experience equivalent
- 5) Have two years of experience as a volunteer or employee in ministry
- 6) Have two years of experience in an administrative position with direct experience in supervising paid staff in an efficient and professional office
- 7) Have two years of experience in marketing, fund-raising, and public relations/development
- 8) Exhibit strong skills in interpersonal communication, public speaking, writing, and effective media relations
- 9) Be able to provide spiritual leadership, discipleship, encouragement, and direction for the staff members and volunteers
- 10) Be able to develop and implement strategic plans and goals for the center
- 11) Be able to carry out responsibilities with little or no supervision

Essential Functions:

I. Administration

- 1) Provide managerial support, direction, supervision, and training to the center director and other staff
- 2) Conduct written and oral evaluations of staff on a yearly basis
- 3) Coordinate with treasurer, directors, and other staff on annual budget that is presented to the board of directors for approval
- 4) Oversee and ensure that accurate and current financial records are kept and reported to the board monthly
- 5) Oversee expenditures for budgeted expenses of center and oversee purchase requests

Appendix

- 6) Oversee the compilation of statistical reports, accurate record keeping, and monthly reporting to the board
- 7) Coordinate a yearly calendar for the ministry and implementation of special events
- 8) Ensure that all center policies are carried out, as well as coordinate with appropriate staff member(s) new policies to be approved and implemented
- 9) Hold consistent meetings with staff to be comprised of client and staff needs and progress
- 10) Attend all board meetings and present a monthly report
- 11) Maintain policies and procedures manual for the operation of the center
- 12) Oversee management of a donor management program

II. Training

- 1) Assist staff conducting volunteer training seminars
- 2) Oversee and supervise volunteer in-service training, volunteer staff meetings, and ensure that policies and procedures are being followed

III. Development

- 1) Plan, conduct, and work with a committee to execute major fundraising events and direct mail pieces and newsletters each year
- 2) Develop and execute a program to appeal to church mission boards for financial support
- 3) Communicate with donors on a regular basis
- 4) Involvement with visibility, and possible expansion of the pregnancy center ministry in the community
- 5) Obtain feedback and continually assess goals for establishment of effective ministry programs
- 6) Produce long and short-term objectives to accomplish the ministry goals of the center
- 7) Develop a yearly development plan

IV. Public Relations

- 1) Educate the local community, including churches, pastors, community groups, as well as the professional community about the pregnancy center ministry with the goal of obtaining support and involvement with the ministry
- 2) Develop and maintain ongoing relationships with pastors and churches in the community
- 3) Develop and maintain relationships with other ministries/organizations that meet client needs
- 4) Represent the ministry and services of the pregnancy center to the community and the media
- 5) Develop, oversee, and revise promotional materials used in presenting the pregnancy center to clients, community, and churches
- 6) Work closely with the board of directors to promote public awareness of the ministry through advertisement and church presentations

Center Director

If there is not an Executive Director or Client Services Director on staff you may wish to include portions of those Major Responsibilities sections with this job description. It would be important for the board of directors to carefully review the responsibilities to ascertain which best suit the Center Director's gifts, talents, and education. The board should be ready to develop committees to respond to those responsibilities not included in the job description they ultimately adopt for the Center Director.

Objectives of the Position: The Center Director has the responsibility for the day-to-day operation of the pregnancy center. This includes the training and management of all volunteers and the implementation of necessary programs to meet client needs.

Reports to: The Executive Director or, if no Executive Director, the board of directors

Supervises: All volunteers and staff not supervised by the Executive Director

Qualifications:

- 1) Be a committed Christian who demonstrates a personal relationship with Jesus Christ as Savior and Lord
- 2) Exhibit strong commitment and dedication to the pro-life position and sexual purity
- 3) Agree with and be willing to uphold the Statement of Principle, Statement of Faith, and policies of the center
- 4) Have a bachelor's or master's degree, preferably in a helping field, or related experience equivalent
- 5) Have one year of experience as a volunteer in some ministry capacity
- 6) Have two years of experience in a helping profession in a position requiring management experience or equivalent
- 7) Exhibit skill in interpersonal communication, public speaking, and problem solving
- 8) Be able to provide spiritual leadership, discipleship, and support to the volunteers.
- 9) Be able to carry out responsibilities with little or no supervision

Essential Functions:

I. Administration

- 1) Make prayer an integral part of the day-to-day operation of the pregnancy center
- 2) Formulate and revise operational policies and procedures necessary for consistent operation, with Executive Director approval
- 3) Handle routine business calls that don't require Executive Director assistance
- 4) Interact with Executive Director to relate client or staff needs, progress of center, problems, goal-setting and implementation
- 5) Provide monthly and year-end client statistical reports to the Executive Director
- 6) Oversee the data entry of client information
- 7) Conduct written and oral evaluations of staff on a yearly basis
- 8) Oversee the yearly evaluations of volunteers

Appendix

- 9) Coordinate an annual appreciation event for staff and volunteers with the Executive Director

II. Public Relations

- 1) Participate in fundraising events, as requested by Executive Director
- 2) Participate in meetings with other organizations related to the needs of clients, as requested by the Executive Director

III. Client Services

- 1) Oversee client programs and support services offered by the center
- 2) Provide peer counseling and services for clients when staff or volunteers are not available

IV. Training

- 1) Assist in conducting volunteer training seminars
- 2) Assist in recruiting, selecting, and interviewing possible volunteers for the ministry
- 3) Provide necessary supervision of the in-service training program as set forth in the policies and procedures manual
- 4) Coordinate and assist in arranging and teaching the volunteer in-service meetings

Administrative Assistant

Objectives of the Position: The Administrative Assistant is responsible for assisting the Center Director in performing administrative duties related directly to the operations of the pregnancy center. Major duties involve ensuring efficient office procedures, including bookkeeping and computer operations.

Reports to: The Center or Executive Director

Supervises: In conjunction with the Center Director, assist in overseeing the volunteer staff who work in the area of office procedures and management.

Qualifications:

- 1) Be a committed Christian who demonstrates a personal relationship with Jesus Christ as Savior and Lord
- 2) Exhibit strong commitment and dedication to the pro-life position and sexual purity
- 3) Agree with and be willing to uphold the Statement of Principle, Statement of Faith, and policies of the center
- 4) Have experience in office operations and general management of running an office
- 5) Have experience with general accounting procedures and basic computer operations
- 6) Exhibit excellent organizational skill and typing ability
- 7) Be self-motivated, dependable, and responsible

Essential Functions:

I. Administrative/Office Management

- 1) Train and oversee volunteer receptionist, delegating clerical jobs based on the person's skills
- 2) Assist the Center Director, when appropriate, in training and evaluating office volunteers
- 3) Assist in scheduling office volunteers
- 4) See that all correspondence (volunteer newsletters, schedules, forms, and monthly donor letters) is gathered, typed, copied, and mailed on a timely basis
- 5) Oversee inventory control of office supplies
- 6) Update all forms, files, and manuals as advised by the Center Director
- 7) Receive all calls relating to office management and answer calls when receptionist is not available
- 8) Assist the Center Director with performing office administrative duties, as requested

II. Accounting

- 1) General bookkeeping procedures of the center: entering, maintaining, and balancing accounts payable and accounts receivable
- 2) Complete weekly accounting procedures of entry, payments, and deposits
- 3) Balance financial statements for the Director and Board for tax purposes
- 4) General procedures for payroll, taxes, and payment of bills on a timely basis

III. Computer Operations

- 1) Entry of accounting, donor receipting, and monthly donor letters
- 2) Generate financial reports and donor information reports for the Center Director
- 3) Update general mailing list and produce mailing labels, as needed by the Center Director
- 4) Implementation of data entry of annual fundraising events, including reports and billing procedures
- 5) Coordinate the gathering and stuffing of materials for bulk mailings, with the office volunteers
- 6) Assist Center Director, as needed and time available, with word processing needs

Appendix

Sample Personnel Development Evaluation

Date: _____

Staff Member: _____

Position: _____

Primary Ministry Area: _____

Supervisor: _____

Review Period from: _____ to: _____

Type of Review: _____ Annual _____ 6 Month _____ Other

Section 1: Goals

The following is a review of the employee's performance based on the major position responsibilities and the goals established for this review period. In the spaces provided below, specify each goal and consider to what extent they were accomplished. Make sure you identify all factors that caused the goal to be met or not to be met.

Goal 1:

Comments:

- (10) ___ Far Exceeds Expectations
- (7) ___ Exceeds Expectations
- (5) ___ Meets Expectations
- (3) ___ Partially Meets Expectations
- (1) ___ Expectations Not Met

Goal 2:

Comments:

- (10) ___ Far Exceeds Expectations
- (7) ___ Exceeds Expectations
- (5) ___ Meets Expectations
- (3) ___ Partially Meets Expectations
- (1) ___ Expectations Not Met

Goal 3:

Comments:

- (10) ___ Far Exceeds Expectations
- (7) ___ Exceeds Expectations
- (5) ___ Meets Expectations
- (3) ___ Partially Meets Expectations
- (1) ___ Expectations Not Met

Appendix

Section 2: Core Skills

Communication:	1	2	3	4	5	6	7	8	9	10
Dependability:	1	2	3	4	5	6	7	8	9	10
Initiative:	1	2	3	4	5	6	7	8	9	10
Interpersonal skills:	1	2	3	4	5	6	7	8	9	10
Job knowledge:	1	2	3	4	5	6	7	8	9	10
Judgment:	1	2	3	4	5	6	7	8	9	10
Productivity:	1	2	3	4	5	6	7	8	9	10
Quality:	1	2	3	4	5	6	7	8	9	10
Teamwork:	1	2	3	4	5	6	7	8	9	10

Supervisor Summary Assessment of Core Skills (section 2):

- (10) ___ Far Exceeds Expectations
(7) ___ Exceeds Expectations
(5) ___ Meets Expectations
(3) ___ Partially Meets Expectations
(1) ___ Expectations Not Met

Section 3: Management Skills

Budgets:	1	2	3	4	5	6	7	8	9	10
Decision-making:	1	2	3	4	5	6	7	8	9	10
Hiring/Supervision:	1	2	3	4	5	6	7	8	9	10
Leadership:	1	2	3	4	5	6	7	8	9	10
Planning:	1	2	3	4	5	6	7	8	9	10
People management:	1	2	3	4	5	6	7	8	9	10
Problem solving:	1	2	3	4	5	6	7	8	9	10
Ministry management:	1	2	3	4	5	6	7	8	9	10

Supervisor Summary Assessment of Management Skills (section 3):

- (10) ___ Far Exceeds Expectations
(7) ___ Exceeds Expectations
(5) ___ Meets Expectations
(3) ___ Partially Meets Expectations
(1) ___ Expectations Not Met

Supervisor Summary Assessment of Overall Goal Achievement and Performance:

- (10) ___ Far Exceeds Expectations
(7) ___ Exceeds Expectations
(5) ___ Meets Expectations
(3) ___ Partially Meets Expectations
(1) ___ Expectations Not Met

Supervisor Signature: _____ Date: _____

Staff Member Signature _____ Date: _____

Sample Mission Statement

[Name of center] is a Christ-centered ministry (*Colossians 3:23-24*) committed to upholding the sanctity of human life (*Genesis 1:27, Psalms 139:13-16*) by demonstrating the love of Christ to women facing unplanned pregnancies through the provision of spiritual, physical, and emotional support (*Matthew 25:40*) and by proclaiming the Gospel (*Mark 16:15, Deuteronomy 30:19-20*).

Sample Vision Statement

Christ-Centered Ministry

Christ is the foundation of the ministry. Board members, staff, and volunteers endeavor to model Christ in every aspect of the ministry.

Sanctity of Human Life

We desire to promote a Christian worldview that affirms the sanctity of human life. We are committed to reaching all segments of our society with a life-affirming message that makes abortion unnecessary and unwanted.

Spiritual, Physical, and Emotional Support

Our desire is to serve women and families by meeting the various practical needs they encounter in a unplanned pregnancy. It is our desire to provide spiritual encouragement, material assistance, and counseling support.

Proclaiming the Gospel

We realize the foundation of our ministry is the truth of the gospel of Jesus Christ. Only Christ can give unconditional love, forgiveness, and the offer of salvation that every client and her family needs. We are committed to sharing this offer of hope with our clients.

Appendix

Sample Action Plan Steps Worksheet

Goal: _____

Name: _____

Responsible: _____

Steps to take:	Deadline:
1) _____	_____
2) _____	_____
3) _____	_____
4) _____	_____
5) _____	_____
6) _____	_____
7) _____	_____
8) _____	_____
9) _____	_____
10) _____	_____

Appendix

Annual Fundraising Calendar

<i>January</i>	<i>February</i>	<i>March</i>
<ul style="list-style-type: none"> - Direct Mail - Major donor solicitation - SOHLS offerings 	<ul style="list-style-type: none"> - Major donor solicitation 	<ul style="list-style-type: none"> - Major donor solicitation
<i>April</i>	<i>May</i>	<i>June</i>
<ul style="list-style-type: none"> - Major donor solicitation - Annual appeal 	<ul style="list-style-type: none"> - Mother's Day offering - Walk-a-thon 	<ul style="list-style-type: none"> - Direct Mail - Major donor solicitation
<i>July</i>	<i>August</i>	<i>September</i>
<ul style="list-style-type: none"> - Major donor solicitation 	<ul style="list-style-type: none"> - Major donor solicitation - Banquet support - Church budget/offering appeals 	<ul style="list-style-type: none"> - Major donor solicitation - Banquet - Direct Mail
<i>October</i>	<i>November</i>	<i>December</i>
<ul style="list-style-type: none"> - Major donor solicitation - Phone-a-thon 	<ul style="list-style-type: none"> - Major donor solicitation 	<ul style="list-style-type: none"> - Christmas appeal - Christmas offerings

Income Statement

	J	F	M	A	M	J	J	A	S	O	N	D	Total	% of Total
Walk						15000	9000	4000	2500	1000			31500	45
Banquet								1000	7500	1500	500		10500	15
Direct Mail		1500	500		1500	500		1500	500		4000	5000	15000	22
Individuals	300	300	300	300	300	300	300	300	300	300	300	300	3600	5
Church	300	800	600	300	600	300	600	300	600	300	300	1500	6500	10
Business	200	50	100	100	50		100	200	300	100	500	500	2200	3
Totals	800	2650	1500	700	2450	16100	10000	7300	11700	3200	5600	7300	69300	100

* NOTE: Certain fundraising mechanisms level off at some point. You need to understand your area of population and the nature of the mechanism to better predict that point. Adding up each mechanism and then totalling them will give you your projected income for the year (expenses should not exceed this amount and, in fact, should be safely below it).

Appendix

Director of Development

Objectives of the Position: The Director of Development, in conjunction with the Executive Director, plans, implements, and coordinates fundraising efforts and community activities that will encourage, maintain, and increase philanthropic support to meet the short and long term needs of the pregnancy center. These activities shall be consistent with the mission and goals of the organization and shall reach individuals, corporations, churches, and para-church organizations in the community.

Reports to: The Executive Director

Supervises: All paid and/or volunteer development department staff

Qualifications:

- 1) Be a committed Christian who demonstrates a personal relationship with Jesus Christ as Savior and Lord
- 2) Exhibit strong commitment and dedication to the pro-life position and sexual purity
- 3) Agree with and be willing to uphold the Statement of Principle, Statement of Faith, and policies of the center
- 4) Have a bachelor's or master's degree, preferably in a helping field, or related experience equivalent
- 5) Have previous experience with non-profit development
- 6) Have two years of experience in a helping profession in a position requiring management experience or equivalent
- 7) Exhibit skill in interpersonal communication, public speaking, and problem solving
- 8) Be able to provide spiritual leadership, discipleship, and support to the volunteers
- 9) Be able to carry out responsibilities with little or no supervision

Essential Functions:

I. Administration

- 1) Prepare an annual operating plan for the development activities within the community; when complete, such plan will include those goals designated by the Board of Directors, the objectives and activities consistent with those goals, a model for evaluating effectiveness, and budgetary requirements.
- 2) In conjunction with the Board and Executive Director, design, implement, coordinate, and evaluate programs in the following areas of fund development: annual giving, major gifts, planned giving, special events, and other ongoing activities
- 3) Coordinate agency activities in support of the annual fundraising events
- 4) Participate in establishing the overall strategic plan for the pregnancy center
- 5) Conduct thorough prospect research and identification activities for the pregnancy center; devise and implement specific strategies to develop relationships with individual donors and community churches; cultivate these relationships to expand the ministry's donor base

Appendix

- 6) Report, in a timely manner, the monthly and annual progress, effectiveness, and efficiency of development programs conducted by the center; identify problems in meeting objectives and recommend solutions
- 7) Develop and maintain a working knowledge of computer software programs specifically designed to facilitate accurate donor and prospect information; employ a donor information system that ensures donor and prospect records and history are current, accurate, and timely
- 8) Develop policies and procedures that provide for regular back-up of donor files and procedures for safeguarding donor and prospect database to ensure the protection and integrity of historical data
- 9) Accept assignments not specifically delineated above as requested by the Executive Director and board
- 10) Supervise the search, evaluation, and hiring process for Development Officer(s), Church Outreach Officer(s), and development support staff as may, on occasion, be authorized by the Executive Director; provide for ongoing supervision and annual performance evaluation for all development department professional and support staff

II. Public Relations

- 1) Develop and maintain strong working relationships with key contacts within the community; this includes businesses, civic groups, churches, and philanthropic prospects; identify potential fundraising opportunities within these groups and recommend a course of action for entering these markets
- 2) Represent the agency in civic organizations and other public forums to enhance development efforts of the pregnancy center
- 3) Work closely with the Executive Director to develop the ministry's public relations and marketing efforts including, but not limited to, yellow page advertisements, promotional brochures, billboard copy, radio and television exposure, and community appearances by board, staff, and volunteers

Appendix

Sample Phone-A-Thon Letters

Sample Letter #1: Used for a “Yes” response

Dear _____,

I enjoyed talking with you and appreciate your response to my call. Your gift of \$_____, together with contributions from other friends, will help (organization name) maintain and fortify its ministry.

For your convenience I have enclosed a pledge card and a return envelope. We will be looking forward to hearing from you in the near future.

Please accept our sincere thanks for your interest in and support of (organization name).

Sincerely,

Jane Doe
jd
Enclosures

Sample Letter #2: For a “Maybe” or an “Undetermined” response

Dear _____,

When I talked with you on the phone, you indicated you would like to take some time to consider an appropriate gift for the ____ (project) _____. We appreciate your sincere interest and are very grateful for the positive response on the part of so many of the (organization name)’s friends.

I’ve enclosed a pledge card and a postage paid envelope for your convenience when you reach a decision.

Sincerely,

Jane Doe
jd
Enclosures

Appendix

Sample Letter #3: For a “No” response

Dear _____,

Thank you for letting me break into your busy schedule for a few minutes.

Although you were unable to make a pledge at this time, I hope you will support the (organization name) with your prayers and in telling others that you are a friend of the (organization name).

We’ve enclosed an envelope for your convenience in the event you are able to help at a future time.

Thank you again.

Sincerely,

Jane Doe

jd

Enclosures

Appendix

A Care Net Board Legal Checklist

- 1) Are all board members well-trained?
- 2) Does the corporation have adequate bylaws and are the actions of the board consistent with the bylaws?
- 3) Do all members attend most meetings?
- 4) Are accurate and complete minutes taken and kept on file?
- 5) Are decisions made only after careful consideration of all the necessary information?
- 6) Does the board avoid conflicts of interest and self-dealing?
- 7) Does the board have a procedure for recruiting new members?
- 8) Are new members carefully selected?
- 9) Are board members familiar with the legal aspects of pregnancy center ministry?
- 10) Is the center in compliance with all federal and state laws?
- 11) Has the board had a Care Net legal review?
- 12) Has the board obtained adequate insurance?

Bylaws of [Name of center]

Article 1: Name

The name of the corporation shall be [Name of center].

Article 2: Offices

The principal office for the transaction of the activities and affairs of the corporation shall be located at [Address of center]. The Board of Directors may change the principal office from one location to another. Also, the corporation may have offices at such other places as the Board of Directors may from time to time determine.

Article 3: Members

The corporation shall have no members.

Article 4: Purposes and Limitations

GENERAL PURPOSES: The corporation is organized exclusively for charitable, religious, educational, and scientific purposes within the meaning of section 501(c)(3) of the Internal Revenue Code.

SPECIFIC PURPOSES: The purpose of the corporation is to share the Gospel of Jesus Christ by offering practical, emotional, and spiritual support to women, men, and children who are facing pregnancy and abortion related concerns, including the provision of free pregnancy services, peer counseling, information about abortion procedures and risks, information about abortion alternatives, abstinence education, post-abortion support, and other related programs and services.

LIMITATION ON PRIVATE INUREMENT: The property of the corporation is irrevocably dedicated to non-profit purposes. No part of the net earnings or assets of the corporation shall inure to the benefit of, or be distributed to its members, directors, trustees, officers or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes of the corporation.

LIMITATION ON POLITICAL ACTIVITIES: No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distributing of statements) any political campaign on behalf of or in opposition to any candidate for public office.

LIMITATION UPON DISSOLUTION: Upon dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not disposed of shall be disposed of by a Court of Competent Jurisdiction of the county in which the

Appendix

principal office of the corporation is then located, exclusively for such purposes or to such organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

OTHER LIMITATIONS: Notwithstanding any other provision of these bylaws, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future tax code, or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

Article 5: Directors

GENERAL POWERS: The business and affairs of the corporation shall be managed and controlled by the Board of Directors. The Board shall have the power to elect, appoint, or employ such officers, agents, and other representatives as it may deem necessary or prudent to carry out the purposes of the corporation.

NUMBER OF DIRECTORS: The Board of Directors shall consist of at least five but no more than fifteen members until changed by amendment to these bylaws. The exact number of directors shall be fixed, within those limits, by resolution adopted by the Board of Directors.

(Note: State law should be consulted to determine whether any special requirements exist regarding the minimum number of directors and regarding the need to state a fixed number of directors. Care Net recommends a minimum of five directors.)

QUALIFICATIONS OF DIRECTORS: Each member of the Board of Directors shall be at least 18 years of age and shall be a professing Christian of sound character who affirms his or her full agreement with the corporation's statement of faith and statement of principles.

ELECTION AND TERM OF OFFICE: The Board of Directors shall be elected each year by a majority vote of the Board of Directors at the annual meeting of the corporation. The term of office for each member of the Board of Directors shall be three years, at which time such member may be elected for a second term. After serving for two terms, a person is not eligible for service on the Board of Directors for one year. The terms of Board members shall be initially staggered and adjusted so that one third of the board members shall be elected each year.

(Note: State law should be consulted regarding any special provisions regarding the terms of office of board members.)

ANNUAL MEETING: Unless otherwise provided by resolution of the Board of Directors, an annual meeting of the Board of Directors shall be held on the second Tuesday of January each year at such time and place at the Board of Directors may determine.

REGULAR MEETINGS: Regular meetings of the Board of Directors shall be held at least once a month at such time and place as may be designated by the Board of Directors.

Appendix

SPECIAL MEETINGS: Special meetings of the Board of Directors may be called by the Chair or at the request of any two Directors.

NOTICE OF MEETINGS: Notice of all regular or special meetings of the Board of Directors shall be delivered at least five days prior to the scheduled meeting by written, electronic or telephonic means. The notice shall specify the date, time, and place of the meeting together with any special matters to be addressed. Any Director may waive notice of any meeting. The attendance of a Director at a meeting shall constitute a waiver of notice unless the Director appears for the sole purpose of objecting to the manner in which the meeting has been called.

QUORUM: A majority of the Directors then holding office shall constitute a quorum for transacting any business at any meeting of the Board of Directors.

(Note: State law should be consulted concerning any special requirements relating to the determination of a quorum.)

MANNER OF ACTING: The act of a majority of the Board of Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, except as may otherwise be provided in these bylaws.

INFORMAL ACTION: Any action of the Board of Directors may be taken without a meeting if a consent in writing setting forth the action taken is signed by all members of the Board of Directors and filed with the minutes of the corporation.

TELEPHONIC MEETINGS: At the discretion of the Board of Directors, any annual, regular, or special meeting of the Board of Directors may be conducted using a teleconference or other electronic means in which all persons participating can hear each other at the same time.

REMOVAL: At any meeting of the Board of Directors called for such purpose, any Director may, by a vote of two-thirds of the other Directors, be removed from office with or without cause. Good cause will exist for removing any Director who is habitually absent from meetings.

(Note: State laws should be consulted for any special provisions relating to the removal of board members.)

VACANCIES: Any vacancy on the Board of Directors may be filled by a majority vote of the remaining Directors. A Director elected to fill a vacancy shall be elected for the remainder of the term.

COMPENSATION: No member of the Board of Directors shall receive any compensation for their services as such but may, by resolution of the Board of Directors, be allowed reimbursement for their expenses actually and reasonably incurred on behalf of the corporation.

Article 6: Officers

IN GENERAL: The officers of the corporation shall consist of a Chair, a Vice Chair, a Treasurer, a Secretary and an Executive Director. Such other officers as may be deemed necessary may be elected or appointed by the Board of Directors. The Chair, Vice Chair, Treasurer, and Secretary

Appendix

shall be elected annually by the Board of Directors and may serve consecutive terms so long as they remain as members of the Board of Directors.

CHAIR: The Chair shall be appointed from among the members of the Board of Directors and shall preside at all meetings of the Board of Directors and perform such other duties as the Board of Directors and these bylaws may prescribe.

VICE CHAIR: The Vice Chair shall be appointed from among the members of the Board of Directors and shall perform the duties of the Chair in his or her absence. When so acting, the Vice Chair shall have all the powers and be subject to the same limitations as the Chair.

TREASURER: The Treasurer shall be appointed from among the members of the Board of Directors and shall supervise the financial affairs of the corporation. The Treasurer shall have charge, responsibility, and custody for all funds and securities of the corporation. The Treasurer shall be responsible for providing the Board of Directors with monthly reports concerning the financial condition of the corporation.

SECRETARY: The Secretary shall be appointed from among the members of the Board of Directors and shall be the custodian of the corporation's official books and records. The Secretary shall be responsible for assuring that all notices are given in accordance with the provisions of these bylaws. The Secretary shall also be responsible for recording the minutes of all meetings and resolutions of the Board of Directors.

EXECUTIVE DIRECTOR: The Executive Director shall be the chief executive operating officer of the corporation and shall serve at the will and pleasure of the Board of Directors. The Executive Director shall be responsible for implementing the policies and decisions of the Board of Directors and for supervising the day-to-day operations of the corporation. The Executive Director shall be a non-voting member of the Board of Directors.

Article 7: Committees

IN GENERAL: From time to time, the Board of Directors may designate one or more committees, each of which shall consist of two or more Directors, to exercise such authority as may be delegated by the Board of Directors. The Chair shall be responsible for assigning members of the Board of Directors to serve on any committees so constituted. Each committee may adopt rules for its own government not inconsistent with these bylaws.

Article 8: Contracts, Loans, Checks, Deposits, and Gifts

CONTRACTS: The Board may authorize any officer or officers, agent or agents, to enter into any contracts or to execute and deliver any instrument on behalf of the corporation.

LOANS: No loans shall be contracted on behalf of the corporation and no evidence of indebtedness shall be issued in its name unless authorized by resolution of the Board of Directors.

CHECKS, DRAFTS, ETC. All checks, drafts, or other orders for payment of money, notes, or other evidence of indebtedness issued in the name of the corporation shall be signed by such officer or officers, agent or agents, of the corporation and in such manner as shall from time to time be

Appendix

determined by resolution of the Board of Directors.

DEPOSITS: All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks and or other depositories as the Board of Directors may direct.

GIFTS: The Board of Directors may accept on behalf of the corporation any contribution, gift, bequest, or devise for the general purposes, or for any special purposes, of the corporation.

Article 9: Miscellaneous Provisions

INDEMNIFICATION AND INSURANCE: The corporation shall, to the maximum extent permitted by law, indemnify each of its Directors and Officers against expenses, judgments, fines, settlement, and any other amounts actually and reasonably incurred in connection with any claim or proceeding arising by reason of the fact that any such person is or was a Director or Officer of the corporation. The corporation shall have the right to purchase and maintain insurance to the full extent permitted by law on behalf of its Directors and Officers against any liability asserted against or incurred by any Director or Officer in such capacity.

CONFLICTS OF INTEREST: Any member of the Board of Directors who has a potential conflict of interest with respect to any proposed transaction involving the corporation shall promptly disclose to the remaining members of the Board all material facts relating to the potential conflict of interest. The Board of Directors will not be precluded from approving any transaction in which a member of the Board may have a conflict of interest if the following conditions are met: (1) the Board member in question refrains from participating in any deliberations or decisions relating to the transaction, and (2) a majority of the remaining members of the Board determines after due investigation that entering into the transaction will be in the best interest of the corporation.

FISCAL YEAR: The fiscal year of the corporation shall be the calendar year unless some other fiscal year is specified by resolution of the Board of Directors.

AMENDMENT OF BYLAWS: These bylaws may be amended at any regular or special meeting provided that ten days notice of the proposed amendment is given to all Directors and the amendment is approved by a two-thirds vote of all members of the Board of Directors.

Appendix

Board of Directors

Principal Functions: The *[Name of center]* is governed by an independent Board of Directors. The Board of Directors shall consist of at least twelve members, one of which is the Executive Director of the *[Name of center]*.

This board is committed to the lordship of Jesus Christ and His principles for the success of the center.

In addition to administering with this common conviction, the directors each provide guidance and support in areas such as finance, administration and policy according to their individual fields of expertise.

Responsibilities:

The members of the Board of Directors of the *[Name of center]* shall:

- 1) Establish policies for the operation of the *[Name of center]*, ensuring that the bylaws, policies and procedures are being followed.
- 2) Set the center's overall program from year to year and engage in long range planning to ensure and establish its general course for the future.
- 3) Establish fiscal policy, with budgets and financial controls.
- 4) Provide adequate resources for the activities of the *[Name of center]* through direct financial contributions and a commitment to fundraising.
- 5) Select, evaluate annually and, if necessary, terminate the appointment of the executive director.
- 6) Develop and maintain a communication link to the community, promoting the work of the *[Name of center]*.
- 7) Regularly attend all scheduled board and other meetings.
- 8) Support the *[Name of center]* and the executive director in regular prayer.

Nominating Committee

Principal Functions: The Nominating Committee is responsible for developing policies and procedures for the recruitment, orientation, training and evaluation of board members of [*Name of center*].

The committee shall be composed of at least three board members and the president. Tenure on this committee will be concurrent with the board member's term of office. The committee reports to the [*Name of center*] full board. Annually the Chairman of the Board appoints any new committee members with the approval of the board. The committee selects the Chairman of the Nominating Committee.

Responsibilities:

- 1) Develop policies and procedures for the recruitment of prospective [*Name of center*] board members.
- 2) Assess and evaluate the needs of the organization and the composition of the board in order to strengthen the board, recruit board members and reflect the character of the organization and the needs of the people we serve.
- 3) Develop an orientation program for new [*Name of center*] board members that will acquaint them with roles and responsibilities of the board and the organizational structure of the [*Name of center*].
- 4) Develop an ongoing program for board development.
- 5) Provide tools for development, assessment and evaluation of all board members.

Board Fundraising Committee

Principal Functions: The Fundraising Committee is responsible for the planning, implementation and evaluation of all fundraising programs and projects for the center. The committee is appointed by the center Board of Directors and reports to the Board of Directors.

Responsibilities:

- 1) Oversees the preparation of a comprehensive development plan and strategy for review by the board.
- 2) Ensures, through the development plan, that a realistic appraisal is made of the potential for getting support, that reasonable fundraising goals are set and that adequate budgetary support is given to the fundraising effort.
- 3) Participate actively in the selection of prospects, cultivation, and solicitation.
- 4) Concentrates the attention of other members and staff on fundraising and enlists other board members for specific fundraising tasks.
- 5) Ask each board member to contribute to the best of his or her ability.

Board Personnel Committee

Principal Functions: The Personnel Committee is responsible for employee related policies. The committee is appointed by the board of directors and reports to the board of directors.

Responsibilities

- 1) Develop written personnel policies for the center.
- 2) Monitor and evaluate administration of the center's personnel policies.
- 3) Develop compensation packages for the center's staff/
- 4) Develop job descriptions and salary ranges for the center's staff (seeking input from the director for her staff)
- 5) May be called upon to review the performance of the center's director
- 6) Develop and employee grievance procedure.

Appendix

Board Executive Committee

Principle Functions: The Executive Committee is responsible for meeting to make urgent decisions when the full board is not available

The committee is made up of the officers of the Board of Directors and the Executive Director.

Note: Most pregnancy center boards do not have an executive committee. An Executive Committee is usually needed for larger boards who may not meet together on a monthly basis. The Director takes part in these meetings unless they are directly related to his/her job performance.