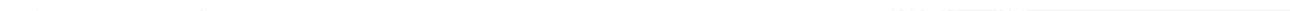


# *Effective* Board Leadership

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



Copyright © by Care Net, formerly the Christian Action Council Education and Ministry Fund, Inc. 1984, 1991, 1995, 2003. All rights reserved. No part of this manual may be reproduced, resold, or redistributed by any means, electronic, mechanical, photocopying or recording, without the prior written consent of Care Net.

All Scripture quotations, unless otherwise indicated, taken from the HOLY BIBLE, NEW INTERNATIONAL VERSION, Copyright © 1973, 1978, 1984 by International Bible Society. Used by permission of Zondervan Publishing House. All rights reserved. The "NIV" and "New International Version" trademarks are registered in the United States Patent and Trademark Office of the International Bible Society. Use of either trademark requires permission of the International Bible Society.

---

# SECTION 6

## Strategic Planning

### Topics:

- The Board as Planners
- Planning Preparation
- A Planning Model
- Planning on a Smaller Basis
- Follow-up to Planning: Fundraising, Budget, and Organization
- Conclusion
- Related Articles
  - Strategic Planning

## The Board As Planners

### The Whys and Whats of Planning

One of the key responsibilities of the board of directors is to plan for the future of the center. The board is entrusted with providing the “big picture” of what the ministry is all about and setting the goals the board and staff want to achieve. The board should always be asking three questions:

- 1) Where are we going?
- 2) How are we going to get there?
- 3) How will we know when we get there?

A well-developed plan is the tool for answering these three questions. It is the road map that guides the board, staff, and volunteers as they seek to minister to women. It is the blueprint that demonstrates to donors and the public that, in addition to good intentions, your ministry has the ability to achieve goals. Planning provides your center with three essentials:

#### 1) **Foundation**

Everyone involved in the ministry needs to know what is expected of them. Goals that are written, manageable, achievable, and able to be tracked let the board, staff, and volunteers know where to focus their energies. The plan should be the foundation from which job descriptions, the budget, and fundraising flow.

#### 2) **Future**

Growth cannot be managed by good intentions alone. Your board needs to plan in order to accomplish the goals God has given your center. A step-by-step plan for the future will mean more ministry opportunities for the center.

#### 3) **Focus**

Without a plan it is easy for a board to slip into crisis management. It also becomes easy to succumb to the tyranny of the urgent rather than attending to that which is truly important. A plan keeps the board and staff on track to achieve the goals that have been proposed. It gives everyone involved in the ministry a single-minded focus.

### Planning Made Easy

Most of us are not professional planners. For many of us, the whole idea of planning conjures bad dreams of endless flow charts and fat notebooks that sit on shelves and gather dust. Planning for your center does not have to be a difficult, boring process. You can choose to start small and

plan for a single project or program. Your board can choose an area of the ministry in which you want to set specific goals, or you may decide to do a comprehensive strategic plan.

The planning model outlined on the next few pages is a comprehensive strategic planning tool. All of the steps for planning for the major areas of the center are covered, however you can use this model for planning on a smaller scale. Use it as a guide and adapt it to the needs of your center.

## Planning Preparation

### The Right Attitudes

Before you begin any planning process with your board, prepare your hearts and your minds through prayer. The **PLAN** acronym (listed below) is good to review as you begin your planning process. We also recommend that a prayer team be praying for the entire strategic planning process. Delegate someone as the prayer team coordinator and prepare specific prayer requests that the prayer team can be praying for as your board and staff define ministry mission, vision, and goals.

#### The **PLAN**:

- **Pray for Wisdom**

*If any of you lacks wisdom, he should ask God, who gives generously to all without finding fault, and it will be given to him.*

James 1:5

- **Listening and Doing**

*My dear brothers, take note of this: Everyone should be quick to listen, slow to speak, and slow to become angry.*

James 1:22

- **Attitude**

*For the word of God is living and active. Sharper than any double-edged sword, it penetrates even to dividing soul and spirit, joints and marrow; it judges the thoughts and attitudes of the heart.*

Hebrews 4:12

- **Needs**

*And my God will meet all your needs according to His glorious riches in Christ Jesus.*

Philippians 4:19



*Commit to the word whatever you do, and your plans will succeed.*

Proverbs 16:3



*The planning team facilitator should ideally be a volunteer in the community who is already familiar with planning.*

## **Building a Planning Team**

If your board is ready to develop a strategic plan for your center, you will need to put together a team of individuals. This team should consist of the chairman of the board and most or all of your board members, the center director, and any other people who will have a part in implementing the plan. The planning team should involve those who must execute it.

A team of no more than twelve persons is desirable. This group needs to be large enough to reflect diverse viewpoints and small enough to make decisions effectively.

The team needs a facilitator - someone who can lead the group in discussion as they plan. It should not be the chairman of the board, any board member, or staff. Board and staff need to be free to contribute to the planning process. The facilitator is there to encourage discussion and to take the group through the steps of planning. Some centers have found that there is an experienced person in their community who will donate their time to the center by serving as a facilitator during a planning session.

The planning team also needs a chairman and a secretary. The chairman, usually the chairman of the board, ensures that members of the team follow up on their assignments and attend all planning meetings. The secretary takes the notes for all planning sessions and drafts the final written planning document.

## **Time, Place, and Materials**

It is a good idea to set aside a place for your planning sessions away from the office and everyone's home. A retreat center or some place that is convenient, but far enough away from the daily routine, will be best for planning. Some centers have a yearly planning retreat for board and staff. This is a great way to do the planning that is needed while simultaneously building solid relationships between board and staff.

If your board is going to do a full scale plan for the coming year, you will need to set aside one to two evenings plus an all day session. One meeting is needed to develop or review the mission statement of the center. An additional meeting is needed to develop the vision statement. The all day session is the time when goals, assignments and timetables are developed. If your board is going to plan on a smaller scale, one day may be all that is necessary.



You will need the following materials for your planning sessions:

- Bibles
- Loose leaf binders with paper for each planning team member
- Flip chart and stand
- Flip chart markers in an assortment of colors (These will not bleed onto the sheet beneath it.)
- Tape or “sticky” material to put flip chart pages on the walls
- Drinks & snacks
- Extra pens, pencils, and notebook paper

## A Planning Model

The model outlined in this document has five basic steps: 1) Mission, 2) Vision, 3) Goals, 4) Action steps, and 5) Accountability

### A Mission Statement

The mission statement is a single statement that defines the organization’s mission. It should be clear, concise, and familiar to everyone in the ministry. Many centers use their mission statement on their letterhead and newsletter masthead. Scripture can be referenced in the statement or as a footnote. *See the Appendix for a sample mission statement.*

The first meeting of the planning team is set aside to develop or review the mission statement. Even if you already have your statement, it is a good idea to take the time to review it. Missions change and your board may need to update your statement. Now is the time to ask if your mission statement truly reflects the mission of your center.

### Vision Statement

The vision statement expands the mission statement. It further defines:

- What are we?
- Whom do we serve?
- What type of ministry do we strive for?
- What is our commitment and to whom?
- How do we carry out our mission statement?

Your team builds a vision statement by taking the essential phrases of your mission statement and expanding upon them. Usually a mission has



*A mission statement will have three or four key phrases.*

three or four key phrases that describe the ministry. The vision statement will take each of those phrases and build a paragraph around them that answers the questions outlined above.

Use the flipchart sheets to put the team's ideas on paper and post the ideas on the wall. Begin with words and phrases and develop sentences and paragraphs from them.

It will take several hours to create a complete vision statement. An evening or Saturday morning meeting is usually enough time to craft a one-page vision statement.

A vision statement is also a great public relations piece. It is a concise statement of what your center is all about. It can be used in brochures or newsletters, and can be handed out to your donors. *See the Appendix for a sample vision statement.*

### Goals

After your team has completed the mission and vision statements, you are ready to develop goals for your center. The goal-setting part of the planning process is best done in a session beginning on an evening and lasting through the next day.

Goals must be clear, defined, easy to track, achievable and should include a time-table for achievement. Goals are the concrete how-tos of the planning process.

To set goals your team will take each main paragraph of the vision statement and ask how those items will be accomplished. For example, if one of the main paragraphs of your vision statement centers around evangelism in your center, then the team will ask how the evangelism efforts will be strengthened and enhanced. Again, write the answers down on the flipchart sheets. Suppose the team decides that an evangelism brochure will be developed for the center. They may then decide to seek the advice of pastors in the local area about ways to evangelize within the center and plan a special, in-service session for the staff and volunteers on evangelism. These are the goals they are setting for the center.

Continue to ask "what" and "how" for each of the main paragraphs of the vision statement. When you have finished you will have several goals for each element of the vision statement. Then you must begin to prioritize the goals and decide whether they are long-term or short-term goals. During your planning session a good target is to develop three to five goals for each main paragraph of your vision statement. You will



*To set goals, take each main paragraph of the vision statement and ask how those items will be accomplished.*

then have developed and prioritized the top ten to twelve goals of your center's ministries for the coming year. *See the Appendix for a sample goal sheet.*

### **Action Steps**

After you have defined and prioritized your top goals, it is time to assign responsibility and set the action steps for each goal. Action steps are simply the activities you will undertake to accomplish each goal. For example, if one of the defined goals of your board is to develop a brochure on an abstinence program for your center, the action steps for that goal might be to write the copy for the brochure, print the brochure, and plan for the distribution of the printed piece. When you record the action steps for each goal, you explain how that goal will be accomplished.

There should be a person who is responsible for the accomplishment of each goal. On each action step page, there should be a person's name at the top. This assigns responsibility for completion of that action step to a specific individual, who also has the task of reporting any changes in the plan to the chairman or secretary of the planning team. The person responsible for the goal may have a committee working with them, but he or she must take responsibility for the fulfillment of that goal.

### **Accountability**

The most well-developed plan will fail if there is no way to accommodate change as needed. Your plan must be reviewed on a regular basis to be sure that progress is being made toward completion of the stated goals. Any plan needs to be flexible enough to respond to the changes which will inevitably need to be made when circumstances demand the modification of a goal.

One way to ensure accountability and flexibility is to assign someone as the "point person" for accountability. When your board has finished with their planning session, a written document needs to be developed. The document includes the vision statement, the goals for each section of the vision statement, and the action steps for each goal.

One person is assigned to review the progress of each goal. The chairman of the board and the center director may share this responsibility. The chairman reviews the goals that are assigned to board members and the director reviews to the staff assigned goals. Each board member and staff member knows who they should talk to if they need to change dates on goal deadlines if some unexpected circumstance arises, or if they have a question. (Allow the flexibilities to change an action plan if needed or move a date.) This ensures that the plan does not just sit on

a shelf and become useless. Realize that changes will always need to be made, even to the best of plans. Therefore, build the mechanism to accommodate changes and keep the plan flexible from the beginning.

### **Planning on a Smaller Scale**

Perhaps your board does not want to adopt a full-scale plan with a mission and vision statement. You may want to target one area of the ministry to plan goals. For this type of planning you may develop a mini-mission statement that focuses on the specific program you wish to develop. You may omit the vision statement and move on to the goal-setting process. You may use the same type of goal-setting process, action steps, and accountability procedures you would use with a full-scale planning process.

### **Follow-Up to Planning: Fundraising, Budget, and Organization**

After your team has finished the planning process there are three areas that must be addressed in light of your new goals.

#### **1) Fundraising**

Your fundraising plan should focus on the goals you have established for your center. The goals you have set determine the amount of money you will need to raise for your center's ministry. You should develop an income plan after you finish the planning process.

#### **2) Budget**


The same process outlined in fundraising is true for your budgeting process. Your budget should be developed in light of the goals you have set for the year. Be sure the Budget and Finance Committee is coordinating their efforts with the planning team.

#### **3) Organization**

Once you have established your goals, your board may realize they need to reorganize themselves to accomplish those goals. New board committees may need to be formed. Additional staff may be needed or existing job descriptions amended. Be sure your board looks carefully at the organization of the board and staff to be sure your ministry is organized for success in light of the goals you have established.

### **Conclusion**

If your board is committed to this kind of planning and follow-up on goals, you will see results. The staff and board will be working from the same road map. Everyone will know what is expected of them. You will



be able to clearly articulate to your donors and church communities just who and what your center is all about. You will have clearly stated ministry opportunities in which people can be involved and to which they can contribute. Planning gives substance and direction to the leadership and authority God gives to your center.

If your board can have a vision of all the good results that will come from good planning, it will make the planning process an exciting time for your board and staff.

## Related Articles

### Strategic Planning

by Cathi Woods

"We must remember that one determined person can make a significant difference, and that a small group of determined people can change the course of history." Sonia Johnson

As leaders in pregnancy centers, we can influence and change many things- including history-but we have to be determined people. Determination is defined as "a fixed purpose and/or accurate measurement". Therefore, in order to impact history, we must have a fixed purpose that is articulated in a strategic plan and a method of measuring the success of the plan.

#### Is Strategic Planning Biblical?

When it comes to planning, Christians are often squeamish. On the one hand, we believe that we are called to use our resources wisely. On the other hand, we worry that by planning we are taking God out of the equation and leaning too heavily on our own understanding. A biblical understanding of planning would address both concerns. Consider the following verses:

*Commit to the Lord whatever you do and your plans will succeed. The Lord works out everything for His own ends.*

Proverbs 16:3,4a NIV

*In his heart a man plans his course but the Lord determines his steps.*

Proverbs 16:9 NIV

These are only a few of the verses where God is affirming the concept of planning. The wisdom of the Proverbs instructs us to plan and trust that God will bring those plans to fruition. If we seek Him, He will reveal His plans to us. And because the plans are His, they will succeed. Planning is also a matter of stewardship. By planning, we are effectively using the "talents" he has entrusted to us, so that in the end we will hear Him say, "Well done, good and faithful servant." (*Matthew 25:21 NIV*)

#### What is Strategic Planning?

Simply put, strategic planning determines where an organization is going and how it is going to get there. When you start the planning process, you begin with the mission of your organization. A mission statement is a brief written description of what the organization does. The mission is the engine that drives your strategic plan. Therefore, articulate your mission statement in a clear and concise manner. Professor James Austin, Chair of the "Strategic Perspectives for Non-Profits" program at Harvard Business School, states that when writing your mission statement you should use "the four M method": Memorable, Measurable, Motivational, and Managerial. Your mission statement should be one to two sentences long. Harvard's mission statement is, "To provide quality education." Using the four M method, Daybreak Pregnancy Resource Center created the following mission statement: "Empowering individuals to make an informed choice."

Pregnancy centers and non-profits are increasingly seeing the benefit of creating vision statements and core values. Vision statements provide a compelling description of how your organization will operate, and sometimes include how clients will benefit from the services that you provide. A good way to begin the vision statement creative process is to state, "It is our desire to..." and then describe in a precise way what you want to do.

Core values are statements about overall priorities. They have a moral basis and describe the ethics of your organization. Daybreak uses the vision statement to describe what we want to accomplish and the core value statements to address theological issues such as the sanctity of life, the way we treat clients, etc. Core

## Related Articles

value statements often begin with, "We believe ... that all life is created by God and has value."

A SWOT analysis is the next step in the planning process. SWOT is an acronym that stands for Strengths, Weaknesses, Opportunities, and Threats:

**- Strengths**

Examining your strengths helps you to recognize your core competencies, and helps you establish a niche. Defining your strengths enables you to plan according to what you do best.

**- Weaknesses**

Recognizing your weaknesses is as important as knowing your strengths. It is essential that you evaluate areas that need work or programs that should be eliminated. Weaknesses are internal.

**- Opportunities**

Opportunities are external - meaning within the community or metro area. What opportunities do you see to address needs within your community? Are there things that are unique to your area or demographics?

**- Threats**

Threats are anything that could hinder the fulfillment of your mission. They are external conditions that affect your organization that are out of your control, i.e. economy, laws, etc.

After defining the mission and completing a SWOT analysis, an organization can define its goals, strategies, and measures.

**"How do we get to London from here?"**

The board's role is to set the big picture of what the end results will be for the organization. As a board, where would you like the organization to be in three to five years? After defining the desired end results, the board sets four to seven strategic initiatives.

To give you an example - Let's say the board decides it wants to take a trip and the final destination is London. The board hires a tour guide (Executive Director) to chart the best course to get them to their final destination. The tour guide then hires the adequate staff to help them reach London. As those who determine the final destination, the board wants to set initiatives that are broad and contain few details, but the Executive Director and the staff make action plans that go into more detail. Below are two examples of board strategic initiatives:

1) **Pregnancy Services**

To become a licensed counseling center in order to provide professional services to our clients; to establish satellite offices in order to reach a larger number of abortion-minded women.

2) **Abortion Recovery**

To expand the abortion recovery program and heighten the awareness of the emotional effects of abortion so that men and women can find healing after an abortion experience.

The staff's role is to create action plans (or goals) on an annual basis with projected dates of completion. These written plans will be congruent with the strategic initiatives that the board has set for the next three to five years. The action plans should include:

- The programs (Pregnancy services, Abstinence, etc.)

- The list of goals for the programs (present our services to five college clinics, create a new system for better follow-up, etc.)

- Whose responsibility it will be to carry out the goal (e.g., Client Services Director)

## Related Articles

- Timeline of completion (list the start and completion dates)

Your strategic plan should address all of the issues that you identified in your SWOT analysis and should be consistent with your mission statement. The board members are the keepers of the mission and should review the staff's yearly goals. Their job is to ensure that the Executive Director is staying on course. They should create concrete measures from the initiatives that will allow them to see if the plan is working. What constitutes success for your organization? List these items so that you can measure your effectiveness. An old adage says, "What gets measured is what gets accomplished." Measuring the progress of your organization is good stewardship of your donors' money. You should report to them annually what you hope to accomplish for the year and then let them know if it was completed. Do not be afraid to let your donors know if a program did not work or if something you tried failed. The majority of donors are business individuals and, in their world, things fail on occasion. They recognize that failure is a part of growth and will appreciate your honesty.

The final step in your strategic planning is to construct a budget that allows you to carry out the plan. Each year you should work towards increasing your budget. Many centers are reluctant to increase their budget, because they are unsure of how to meet it. Planning the budget requires faith. You have to plan as best as you can and then trust that God will do the rest. Remember, it all belongs to Him.

Now, let us be determined people who impact history!