



**Nazarene
Compassionate
Ministries**

Compassion as a lifestyle



June 2017

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About NCM USA/Canada

Nazarene Compassionate Ministries seeks to live and act compassionately in the world following Christ's own life and ministry. We seek to be incarnations of the same gospel that Christ lived and preached and to be witnesses to the same love and compassion God has for our world.

In the United States and Canada, NCM works closely with Compassionate Ministry Centers (CMCs) to bring compassion and healing to communities that need the love and presence of Christ.

Mission

Nazarene Compassionate Ministries USA/Canada partners with Nazarene interests to facilitate ministries which address the temporal as well as the spiritual needs of the economically disadvantaged.

Churches

Local churches are the primary avenue for Nazarenes to reach out to those in their communities. Nazarene Compassionate Ministries seeks to support churches in starting and maintaining ministry to the under-served and marginalized.

We believe every church, no matter size or budget, can find ways to meet needs in their community with compassion, creative, and the firm foundation and life-changing power of the Gospel message.

CMCs- Compassionate Ministry Centers

A Compassionate Ministry Center is a non-profit organization dedicated to meeting

Dear Friends,

Accountability within an organization is critical for a ministry to run effectively. Board members along with Executive Directors and Senior Leadership need to have a constant and effective line of communication to ensure the organization will run smoothly. It is essential to find true leaders who care about the well-being of your organization to serve as board members.

Additionally, Board Members, Executive Directors, and Senior Leadership must feel comfortable spending a great deal of time together. It is important they are all on the same page and always keep the mission of the organization in mind when making decisions as a group.

The leaders of an organization must maintain the stability of an organization in order to keep it running efficiently. It is important that the ministry continues to serve those in need and always keeps that as the focal point of the organization.

In this month's eNews we're going to take a deeper look at how every Board member can play a critical, effective role within the organization they serve. It truly takes all of us working together to serve as the hands and feet of Christ.

Build the Kingdom,



Jay Height

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Coordinator, Nazarene Compassionate Ministries USA/Canada

Current Funding Opportunities

Office of Refugee Resettlement (ORR) Ethnic Community Self Help Program supports ethnically-based community organizations or faith-based ethnic organizations that serve new refugees. Funds can be used to link refugees to community resources and strengthen refugee communities. This program emphasizes organization of newly arrived refugees with the purpose of inspiring and promoting self-determination, mutual assistance, organizational leadership development, and civic participation.

Information

Deadline: July 24, 2017

Amount: \$100,000 - 200,000

Karma for Cara Foundation provides micro-grants to support youth service projects.

Information

Deadline: July 1, 2017

Amount: \$250 - 1,000

Administration for Children Youth and Families (ACYF)

is accepting applications for the Basic Centers Program to provide temporary shelter and counseling services to runaway or homeless youth.

RFP

Deadline: July 14, 2017

Amount: \$50,000 - 200,000

Administration for Children Youth and Families (ACYF) is requesting proposals to support Transitional Living Program and Maternity Group Homes that provide shelter, counseling, life skills and parenting training, job placement, and mental health services to runaway, homeless, or street youth and their dependent children.

RFP

Deadline: July 14, 2017

Amount: \$100,000 - \$194,726

the needs of the under-resourced in the community. While these organizations are often affiliated with a specific local church, they are in a strategic position to unite others in their community around a high-needs cause.

NDR- Nazarene Disaster Response

Nazarene Disaster Response is Nazarenes mobilizing for disaster through Readiness, Response, and Recovery. Local Nazarenes are in a unique position to understand, serve, and remain with disaster victims in their own neighborhoods. In large-scale events the denomination can come alongside local efforts with the support of volunteers and donors from across the country and through our strong partnerships with other disaster relief agencies. NDR serves victims regardless of race, creed, or economic status by concentrating on assistance to the poor, elderly, and handicapped.

W&W- Work & Witness

Work & Witness provides opportunities for Nazarenes to serve together in support of existing ministries such as churches, CMCs, and Nazarene Disaster Response. Work & Witness can be any type of project, from construction to evangelism to compassionate outreach.

Contact

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Our Town FY 17 Grant supports creative place making projects that increase livability of communities through the arts.

Information

Deadline: September 11, 2017

Amount: \$25,000 - 200,000

U.S. Soccer Foundation Safe Places to Play Grants are awarded for installation of field surfaces, lights, and irrigation for field space in under-served urban communities.

Details

Letter of Intent Deadline: September 29, 2017

Award Amount: \$50,000

Board Development

Strong non-profit boards are critical to achieving organizational goals. Boards support, encourage, and inspire their organizations to thrive by making good decisions, acting in the best interest of, and behaving in a way that is aligned with the organization. **[1] [2]** To do this successfully, Board Members must have a shared understanding of the organization's mission and vision, and their role in realizing organizational goals. **[3]**

Roles Performed by Effective Non-Profit Boards

[4][5][2][3][1]

<p>Establish and ensure adherence to organizational mission</p> <ul style="list-style-type: none"> • Complete periodic strategic planning to develop or review mission, vision, values, and goal • Understand and support the organization's strategies for creating lasting impact • Refer to mission when making decisions • Create high level policy for the organization
<p>Provide financial and legal oversight</p> <ul style="list-style-type: none"> • Approve important decisions and transactions • Ensure appropriate financial controls and audits • Ensure legal and ethical requirements are met • Monitor financial health • Evaluate and manage key risks • Protect organizational assets and resources
<p>Select, support, and evaluate Executive Director</p> <ul style="list-style-type: none"> • Regularly review Executive Director performance • Ensure orderly succession of leadership • Provide resources, professional expertise, and introductions that support senior management
<p>Advocate for the organization</p> <ul style="list-style-type: none"> • Represent the nonprofit to community leaders • Connect organization to network of relationships
<p>Raise funds in support of the organization</p> <ul style="list-style-type: none"> • Educate the board on its fundraising responsibility and fund development theory and techniques • Create and implement fund development plan • Identify, cultivate, and solicit donors • Plan and oversee fundraising activities • Contribute financially to the organization
<p>Build a competent board</p> <ul style="list-style-type: none"> • Create and implement an effective process for recruiting, orienting, developing, evaluating, and exiting board members

Recruit the "Right" Board Members

[5][3][6][1][2]

Successful non-profit boards have established processes for selecting Board Members with skills, time, interest, and connections that are aligned with organizational needs. They adapt to changing needs by building their

and connections that are aligned with organizational needs. They adapt to changing needs by building their collective skills and professional expertise to ensure the organization can continue to fulfill its mission. To identify strong potential candidates the existing board must first understand what gaps exist between the expertise, connections, and knowledge needed for the organization to achieve its mission, and the skills, experience, and network relationships already present on the board.

Assess Board composition and diversity

- Do the Board demographics (ethnic, gender, age) represent the community it serves?
- What other groups are important to the organization and should be represented?

Assess Board skills and talents

- Which skills are already presented on the Board, and which are still needed?
- Typical essential skills include:
 - Legal
 - Marketing
 - Program Expertise
 - Leadership/Governance
 - Finance
 - Fundraising
 - Strategic planning
 - Communication

Catalogue the Board's connections

- Access to foundations, corporations, donors
- Media contacts
- Political contacts
- Professional and organizational contacts

Find candidates with complementary skills who are passionate about the organization's mission

- Sources of potential candidates:
 - Current volunteers and significant donors
 - Board and staff suggestions
 - Business and community leaders
 - Non-Members serving on Board Committees
- Review resumes of suggested candidates to identify those with skills that match board needs
- Interview prospective Board Members to ensure alignment with mission and understanding of role

Assess Board Health

[6] [1]

Effective non-profit boards regularly examine their performance, analyze their strengths and weaknesses, and evaluate their need for new talent and education. Each Board Member should review themselves, their peers, and the board as a whole.

Individual Self-Assessment

- Do I regularly attend meetings and participate in discussions at these meetings?
- Am I informed and supportive of the mission?
- Do I contribute my time and money as I am able?
- Do I serve on committees when invited?
- Do I advocate for the organization?

Collective Board Assessment

- Is the board engaged?
- Do board members attend meetings?
- Do committees add value?
- Do meetings generate useful outcomes?
- Is there accountability?

[2]<http://nonprofitanswerguide.org/boards-governance>

[3]<https://www.bridgespan.org/insights/library/organizational-effectiveness/becoming-a-more-effective-nonprofit-board>

[4]<https://corpgov.law.harvard.edu/2012/04/15/nonprofit-corporate-governance-the-boards-role/>

[5]<http://www.mckinsey.com/industries/social-sector/our-insights/the-dynamic-nonprofit-board>

[6]<https://www.councilofnonprofits.org/tools-resources/finding-the-right-board-members-your-nonprofit>

NCM Organizational Development Tool Board Development Checklist

1. Board Member Roles and Expectations

- √ Each Board Member agrees to support and encourage others to support the organization's mission and vision
- √ Written Board Member roles and expectations
- √ Board Members are actively involved in fundraising and networking on behalf of the organization
- √ Board Members are active in planning and governance
- √ Each Board Member contributes resources annually are active in planning and governance

2. Board Meetings

- √ Regular Board of Directors meetings are held at least twice annually and attended
- √ Board meetings agenda/minutes are written and filed
- √ Board attendance is recorded in minutes
- √ Board Chair is separate from Executive Director
- √ Board Chair convenes and facilitates each meeting

- √ Board assesses the performance of its structures and policies annually including review of the strategic plan

3. Board Development

- √ An official Board of Directors is established to govern and raise resources for the organization
- √ Board of Directors has established a set of policies addressing board recruitment, retention, and rotation
- √ New Board Member orientation program conveys organizational mission & vision, outlines roles & expectations, and fiduciary responsibility
- √ Board assesses its overall performance annually and engages in focused board development

4. Board Composition

- Board is composed of at least five members, the majority of which are independent (not relatives of other Board Members or Executive Director)
- Gender is represented
- Professional education and experience are relevant to the expertise needed by the organization
- At least one stakeholder is represented
- The targeted communities are represented

5. Governance and Accountability

- Board fully understands its fiduciary duties
- Board approves policies and sets priorities for the organization based on adequate information to make realistic decisions and provides direction for leadership
- Board evaluates the Executive Director annually and approves an organizational budget annually
- Board defines performance targets for the Executive Director and is prepared to hire or fire if needed

Sample Board Position Description

Purpose: To act as a voting member of the board with full authority and responsibility to develop policies for the operation of the organization; to monitor the organization's financial health, programs, and overall performance; and to provide the chief executive officer the resources needed to serve the organization's constituencies.

Full Board Responsibilities:

- Establish policy
- Hire and evaluate the executive director
- Secure adequate funding for the organization
- Monitor finances
- Create and update a long-range plan for the organization
- Select and support the organization's board officers

- Select and support the organization's board officers
- Adopt key operating policies; approve contracts as appropriate

Individual Board Member's Duties:

- Attend board meetings regularly
- Become knowledgeable about the organization
- Come to board meetings prepared and informed about agenda issues
- Contributes to meetings by expressing a point of view
- Consider other points of view, make constructive suggestions and help the board make decisions that benefit the organization's constituencies
- Serve on at least one committee
- Represent the organization to individuals, the public and other organizations in a positive and professional manner
- Support the organization through attendance at special events and activities and through meaningful financial contributions
- Assume board leadership roles when asked
- Keep the executive director informed of relevant community concerns
- Maintain confidentiality of board discussion

Rationale: Board members set corporate policies and goals and delegate authority to the executive director to implement such policies and goals in the day-to-day management of the organization. Individual members of the board, however, have no authority to act independently of the full board on policy issues. Board members who abuse their position this way may be disciplined or censured.

Board members are also trustees of the organization who approve an annual budget that ensures it can meet its financial needs. In addition, board members monitor the overall financial health of their organization by reviewing annual reports of an auditor recommended by the executive director. The executive director retains responsibility for day-to-day operational expenditures.

Individual board members should attend all board meetings and actively participate in them and serve on committees and/or as board officers. Board members have the responsibility to know and fulfill their role in the organization and to act in the best interest of its constituencies.

Excerpt from Association of Fundraising Professionals, **Building an Effective Board of Directors*

References and Resources

Center for Nonprofit Excellence [Board Development Resources](#)

Center for Nonprofit Management [Boards and Governance FAQ's](#)

Compassionate Ministries Center Development Program

The Compassionate Ministries Center Development Program is a two level technical assistance series. It is designed for Nazarene Compassionate Ministries. The yearlong program is a combination of webinar and onsite trainings combined with personal implementation support as needed accompanied with toolkits, training materials, and videos. Sessions are recorded so they can be reused by the CMCs for educating their other staff, volunteers and board members.

The focus of the program is to help CMCs better develop a focus on sustainability and impact. **To date, over 200 individuals have gone through the program since its inception in 2013.** Topics include board development, long-term fundraising planning, mission and vision focus, staff and board leadership, case statement and outcomes definition, volunteer management and engagement, strategic alignment and planning, etc.

Graduates of the level 1 program are eligible to continue on into the advanced program, level 2. This level is even more hands on and includes full board evaluations for each CMC.

The program is no change to participating CMCs as a scholarship program of NCM.

The comprehensive program evaluations of this initiative have shown every year that this program is having a significant impact on sustainability, ability to raise money, engage and develop the board, clarify vision and focus, equip Executive Directors to better lead, defining and measuring impact and outcomes, engaging community, and building overall healthier CMCs.

2017 CMC Level 1:

This program is designed to create learning communities with the staff of the compassionate ministries. There is

no fee for participation of CMCs. This is a yearlong program, as outlined below. We have found this program to be beneficial for Executive Directors, board members, program staff, administrative staff and finance staff by ensuring that they all have a solid understanding of what sustainability can look like for their CMCs.

- **Ask The Expert Service** - (Service for Entire Year for Participants)
- **Resources Provided to Each Ministry Leader:**
 - Handbook on Philanthropic Sustainability
 - Handbook on Being a Board Member
 - Board Leadership and Governance Development DVD for each agency
- **Complete Philanthropic Sustainability Toolkit CD** including: Templates for building annual sustainability programs, educational guides, and all tools needed to implement the fund raising program processed in the training sessions
- **Training Intervention Sessions:** (Includes cost of Webex, cost of hosting video recorded webinars and trainings and unlimited access viewing for 12 months) Webinars are 1 hour.
 - **Session 1:** Webinar: Introduction session, Vision: 1% Rule, Strategic Alignment and Implications of board leadership and development on sustainability
 - **Session 2:** Webinar: Framing Philanthropy, Renewal and Sustainability
 - **Session 3:** Webinar: Donor Progression and deepening donor relationships
 - **Session 4:** Onsite at Shepherd Community Center in Indianapolis. Dinner, and 1 full day of training and application. Topics: Direct applications of sustainability, building fundraising plans, translating the case for support, Outcomes and impact, and assessing your own fund raising and readiness for future capital efforts. Plus learning of Shepherd Community Center and other CMCs.
 - **Session 5:** Webinar: Social Media Level 1 & Wrap up
 - **Session 6:** Webinar: Translating and raising money for operational and overhead costs OR Outcomes/Outputs and Finance and FR Conflict

Interested? To learn more about signing up yourself or someone else for the Compassionate Ministries Center Development Program, contact **[Angel Sigui at asigui@nazarene.org](mailto:AngelSigui@nazarene.org)**.

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