

## CONGREGATIONAL GOVERNANCE STYLES

	<b>MANAGEMENT</b>	<b>PORTFOLIO</b>	<b>LIAISON</b>	<b>POLICY</b>	<b>POLITICAL</b>
<b>PRIMARY TASKS</b>	<ul style="list-style-type: none"> <li>* Manage Programs, Building and Finances</li> </ul>	<ul style="list-style-type: none"> <li>* Ensures Board connection into Committees and Ministries of the Congregation</li> <li>* Enhanced communications between board and committees</li> </ul>	<ul style="list-style-type: none"> <li>* Connection and oversight of Committees and Program Areas</li> </ul>	<ul style="list-style-type: none"> <li>* Board develops policies and delegates responsibility and authority to Committees, Councils and Staff</li> <li>* Ensures fiduciary health</li> <li>* Ensures a plan in support of Vision</li> <li>* Assesses Ministry of Cong</li> </ul>	<ul style="list-style-type: none"> <li>* Issue and Program Advocacy organized as in a political campaign</li> <li>* May be seen in combination with the other four board types</li> </ul>
<b>AUTHORITY LINKAGES</b>	<ul style="list-style-type: none"> <li>* Board members are often also committee chairs or program leaders. Roles overlap, focus on current tasks often with lack of time to engage in visioning what might be</li> </ul>	<ul style="list-style-type: none"> <li>* Board made up of people elected because they are Committee Chairs</li> </ul>	<ul style="list-style-type: none"> <li>Board continues to have linkage to committees</li> <li>* *Allows more people into leadership roles when liaison is not also the committee chair</li> </ul>	<ul style="list-style-type: none"> <li>* Compass is Mission/Vision.</li> <li>* The board links to the congregation to ensure programs are meeting needs of mission/vision</li> <li>* Links with staff or leadership team to monitor programs</li> </ul>	<ul style="list-style-type: none"> <li>* Position and personal power and influence used to advocate positions</li> </ul>

	<b>MANAGEMENT</b>	<b>PORTFOLIO</b>	<b>LIAISON</b>	<b>POLICY</b>	<b>POLITICAL</b>
<b>CHALLENGES</b>	* Maintaining perspective on board role of holding out Mission/Vision in contrast to action orientation of “getting things done” as Committee and Program Chairs. Leadership roles are diffuse.	* One person required to fill multiple roles—board member and committee chair—Risk of burnout * Micro-manage committee work at the expense of strategic thinking from the board	* Amount of board meeting time that continues to be dedicated to committee reports of past work rather than looking ahead into the future	* Developing clarity in roles and responsibilities and tracking mechanisms to maintain accountability and ensure strategic intent is addressed	* May be lacking connection to the Mission/Vision of the Congregation and be associated with personal agendas

| NOTE: No matter the congregational size and board governance model, the roles of the Board include: development and review of policy, assessment, overseeing and ensuring financial health and monitoring progress toward vision-based goals out of a strategic plan.

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