



Church Structure and Governance

The "Accountability Leadership Model" of Governance

Basic Assumptions Behind the "Accountability Leadership Model" of Governance

1. Jesus Christ intended his Church to be a missional entity.
2. There must be a marriage of responsibilities, authority and accountability.
3. God has not ordained any particular kind of structure.
4. Most congregational structures are designed to maintain organizations.
5. Most structures believe in high control since leaders cannot be trusted.
6. Kaiser's model is intended to let leaders lead, while boards govern.
7. Kaiser's model is based on trust and assumes mission is risky.
8. This model really moves elders out of management into governance.

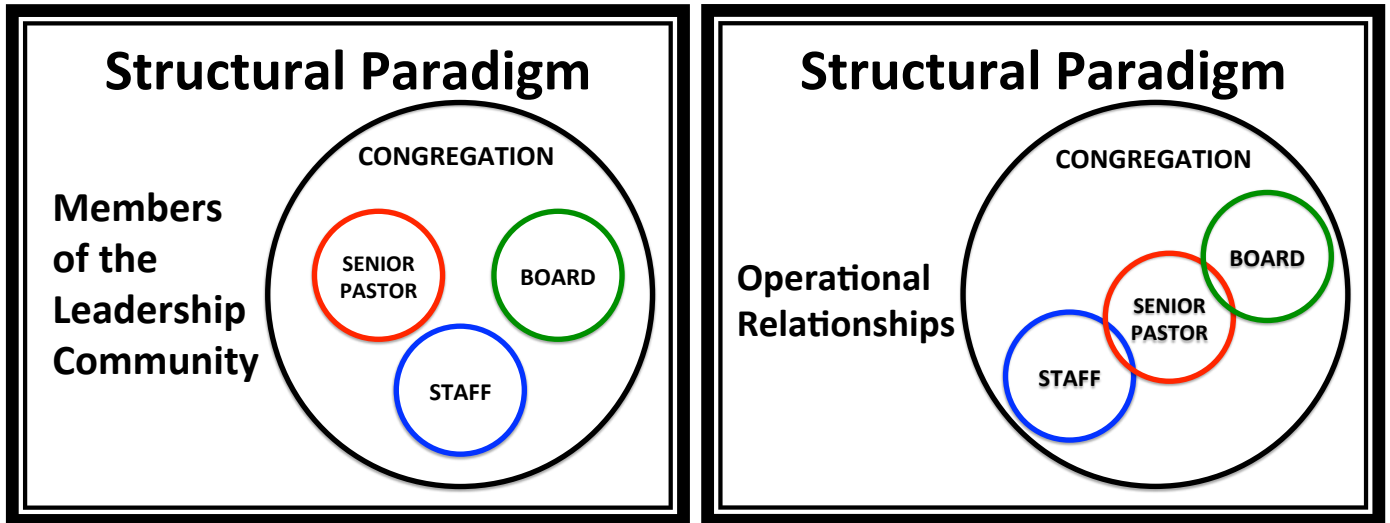
Basic Governance Principles (for any workable system)

- **Responsibilities**
 - They are clearly stated.
 - They are mutually understood.
 - They are agreed upon by all parties.
- **Authorities**
 - It is clear who has what authority.
 - It is clear what and what is not permitted.
- **Accountabilities**
 - It is clear to whom each person is accountable.
 - It is clear for what person is being held accountable.

"Accountability Leadership Model" - Model of Governance

1. Clear distinctions of responsibilities, authorities, and accountabilities are assigned.
 - a. The Senior Pastor leads.
 - b. The Pastoral Staff (paid and unpaid) oversees and equips.
 - c. The Board governs by policies not permission.
2. There are clear lines of communication.
3. There are functional policies limited to "macro" policies.
4. The Guiding Principles (policies) is a working document.
5. The Board governs through making policies and monitoring progress, not by granting permission.
6. The policy categories are:
 - a. Mission Outcomes (categories in which annual goals are established)
 - b. Boundary Principles (the Senior Pastor shall not...)
 - c. Accountability Principles (board process & board/executive relationships)
7. Policies are written, concise and kept in one place.
8. Policies are altered or added as needed.
9. The Senior Pastor makes all choices within the policies.

10. The Mission Policies state the mission prescriptively (outcomes not activities).
11. The Boundary Policies define impudent & unethical behavior (constraints).
12. The Senior Pastor is accountable to the elders only, and the staff to the Senior Pastor.



The Role of the Board in the “Accountability Leadership Model”

1. The board demonstrates in words and actions its loyalty to the mission and vision.
2. The board creates, revises, and maintains explicit governing policies.
3. The board monitors the Senior Pastor by holding him accountable for missional goals and making sure the pastor does not go out of the Boundary policies.
4. The board speaks with one voice and only through written policies.
5. The Senior Pastor interprets and implements board policies.

The Role of the Board:

1. Establishes policy.
2. Fulfills fiduciary responsibilities.
3. Follows the pastor’s leadership in developing long range plans in keeping with the mission and vision.
4. Empowers and resources the Senior Pastor.
5. Develops leaders, especially new board members.
6. Holds the Senior Pastor accountable to the Mission and Boundary Policies.
7. Helps the Senior Pastor cast the vision to all publics and stands up to those who resist.
8. Ensures that the congregation remains on task with the mission and vision by protecting the pastor and staff and by sharing it with the congregation.
9. Constantly monitors the consistent implementation of the policies.
10. Insures funding for the vision, individually, and collectively.

Implementing the Model

1. The Senior Pastor and Board Chair communicate openly and forthrightly about the Board meetings several days before the meeting occurs.
2. The only essential officers on the board are the Chair (responsible for board process) and the Secretary (responsible for board documents).
3. Board committees are not essential, and if used they help with board issues not the work of the staff members.
4. Prepare a consent agenda where all recommendations (already approved by the Senior Pastor and Board Chair) are written out on a single page. This is sent out five days before the meeting. Items people want to discuss are noted and all the rest of the items are approved by common consent.
5. The Board meeting involves:
 - a. Leadership training by the Senior Pastor
 - b. Updates by the Senior Pastor on goals
 - c. Discussion items related to the future (no immediate vote)
 - d. Pass consent agenda
 - e. Prayer for the congregation's accomplishment of the vision and mission
 - f. Selected staff reports on key issues related to the goals
6. The board meets four times a year.