Table of Contents

Preface	e and Acknowledgements
	uction
1. T	he Charitable Gift
	The "gift"
	Redesignating a prior gift
	Designated bequests
	Endowment funds
	Are board members trustees?
	Responsibilities if board members are trustees
	Fundraising inducements
	Split receipting
	Deputized fundraising
	Private vs. public benevolence
	Deputized fundraising and public benevolence
	Designation and private benevolence
	Detached, disinterested generosity
	Conclusion on gift issues
	Questions for consideration

2. Organizing As a Charity	
Governing documents	
Advantages and disadvantages for different forms of organizing	
Charitable purposes	
The Deed of Trust	
Policy development under a Deed of Trust	
Unincorporated organizations	
The constitution	
The bylaws	
Most common form of church organization	
Incorporation	
Incorporating as a society	
Trusts vs. trustee incorporation	
Incorporating via special legislation	
Articles of Incorporation or Letters Patent	
Consulting legal counsel	
Corporate bylaws	
Value and Mission Statement	
Summary of charitable-organization types	
Questions for consideration	
3. Boards and Their Members 65	
Optimum board size	
Length of service	
Rotation of board members	
The nominating process	
Source of board nominees	
Nominating committee members	
Nominating committee procedures	
Nominating executive officers	
Nominating committee report	
Summary of board and membership involvement	
Questions for consideration	

4. E	Board Powers and Conducting Meetings 77
	Powers and authority of board members
	The chairperson's powers
	Delegating board powers
	Ensuring proper implementation
	of board policies and decisions
	Rules of order
	Sample rules of order
	The board acting through committees
	The audit committee
	Audit committee members
	Requirement to appoint an executive committee
	and an audit committee
	Other committees
	Each board member's legal role and task
	Board members as charity trustees
	Board members as the charity's agents
	Questions for consideration
5. 0	Charity Board Members' Duties91
	The honesty duty
	The loyalty duty
	The care duty
	The diligence duty
	The skill duty
	The prudence duty
	Board-member responsibilities resulting from their legal duties
	The "follow the leader" syndrome
	Special-interest groups electing or appointing board members
	Contracting with other board members or bodies
	Attending meetings
	Agreement with board actions
	The right to participate and be informed

Relying on other board members
Relying on officers
Relying on outside experts
Honorary, alternate and ex-officio board members
Doing nothing
Seeing no evil
Conflict of interest
Liabilities imposed by specific statutes
Responsibility to creditors
Indemnification and insurance
Property and casualty insurance
Financial controls and permitted investments
Conclusion on board-member responsibilities
Questions for consideration
Hiring the Chief Executive Officer
The CEO
The CEO's job description
Hiring the CEO
The search committee
The search process
The pre-interview
Obtaining references
Character references
Employment references
Board interview
The appointment
Conclusion on hiring the CEO
Questions for consideration
Hiring Policies for Other Staff
Policy development
Qualifications

6.

	Staff conduct policy
	Staff conduct in the case of close, private human interaction
	Types of appointments
	Recruiting procedures
	Initial appointment of staff
	Salary scales
	Salary ranks
	Annual evaluation
	Evaluation for permanent employment
	Promotion policy
	Promotion criteria
	Permanent contract or continuing appointment
	Terminating employment
	Termination in good standing
	Termination not in good standing
	Disagreement with the statement of faith
	Suspension
	A dismissed staff member's salary
	Appeal procedure
	Confidentiality
	Organizational charts
	Administrative chart
	Committee chart
	Advisors to the CEO
	Staff attendance at board meetings
	Staff speaking at board meetings
	Absence of the CEO
	Questions for consideration
8.	Developing a Conflict of Interest Policy 15
	Conflict-of-interest types
	Material, direct conflict of interest

Non-material, direct conflict of interest

Material, indirect conflict of interest
Non-material, indirect conflict of interest
Perceived material conflict of interest
Perceived non-material conflict of interest
What constitutes conflict of interest?
Conflict of interest between charities
Conflicts of interest for charity directors
Conflict of interest or competing tension
Conflict of interest defined
Conflict of interest involving board members
Conflict of interest involving employees
Direct, indirect and perceived
material conflicts of interest for employees
Direct, indirect and perceived
non-material conflicts of interest for employees
Developing the policy
Developing the policy
e
· · · · · · · · · · · · · · · · · · ·

Epilogue	 	S.	 •		 e×				ē	169
Appendix	 	٠		•						171
Evaluation Instrument										
Charity Evaluation										
Board member										
Board quality										
Board supervision of staff										
Mission and programs										
Financial controls										
Fundraising										
Board performance										
Protective instruments										
Index	 								٠	183