



Leadership Board

PLAYBOOK



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Dear Teammate,

It is so great to have you on the team that makes an eternal difference in the lives of coaches and athletes in your area! In front of you is the Leadership Board Playbook, your guide to growing active, healthy and unified ministry to coaches and athletes through your involvement in the Fellowship of Christian Athletes (FCA).

FCA is a discipleship ministry. Through our E3 strategy, FCA focuses on engaging with the Gospel, equipping through God's Word and empowering people to make disciples. Within our work with coaches and athletes, we share the Good News of Jesus Christ in deeper, wider and stronger ways. Local leadership boards play crucial roles in furthering FCA's reach and impacting the world for Christ. Thank you for committing your time, talents and resources to this ministry!

This Playbook is the result of work by people experienced in FCA field leadership. They have generously shared their knowledge and equipping skills to inspire active, healthy and unified boards across our ministry.

We see the power of unity through Jesus's prayer in John 17:23. What makes a great team is the uncanny, unexplainable, intangible qualities of alignment around a common purpose and direction. Unified boards and staff produce amazing fruit and in FCA, that translates to coaches and athletes growing in their relationship with Jesus Christ.

Praise God for the continued blessing He pours out on this ministry and those who are involved! It is our prayer that this FCA Leadership Board Playbook will be a resource that helps guide you in your role as a board member.

FCA relies on the servants' hearts of our volunteers and staff. Thank you for partnering with us. I'm praying for God's blessings on you as you strengthen FCA locally so that coaches and athletes are transformed by our Savior Jesus Christ.

Teammates in Christ,



Shane Williamson
President/CEO
Fellowship of Christian Athletes



Objectives of the Playbook •

- **Establish a core purpose and operations for leadership boards and advisory teams within FCA.**
- **Set consistent standards and share best practices to encourage your leadership board growth in FCA.**
- **Empower the leadership board members and train new FCA leadership board members and staff as they work together.**
- **Understand the importance of leadership boards.**
- **Recognize the function and purpose of boards in FCA.**
- **Instill a biblical desire of teamwork and ministry expansion through a community effort.**

As you internalize the material and put it to use, we trust you will be energized by the overall vision of FCA and that you feel that you are an integral part of the team that makes this vision happen.



CHAPTER 1

About FCA

To lead every coach and athlete into a growing relationship
with Jesus Christ and His church.

– FCA Mission



Who We Are •



**FELLOWSHIP OF
CHRISTIAN
ATHLETES**

VISION

MISSION

VALUES

STRATEGY

VISION

To see the world transformed by Jesus Christ through the influence of coaches and athletes.

MISSION

To lead every coach and athlete into a growing relationship with Jesus Christ and His church.

VALUES

Our relationships will demonstrate steadfast commitment to Jesus Christ and His Word through Integrity, Serving, Teamwork and Excellence.

INTEGRITY (Proverbs 11:3)

We will demonstrate Christ-like wholeness, privately and publicly.

SERVING (John 13:1-17)

We will model Jesus' example of serving.

TEAMWORK (Philippians 2:1-4)

We will express our unity in Christ in all our relationships.

EXCELLENCE (Colossians 3:23-24)

We will honor and glorify God in all we do.

STRATEGY

As FCA matures, we seek to make disciples through our strategy of engaging, equipping and empowering coaches and athletes to know and grow in Christ and lead others to do the same.

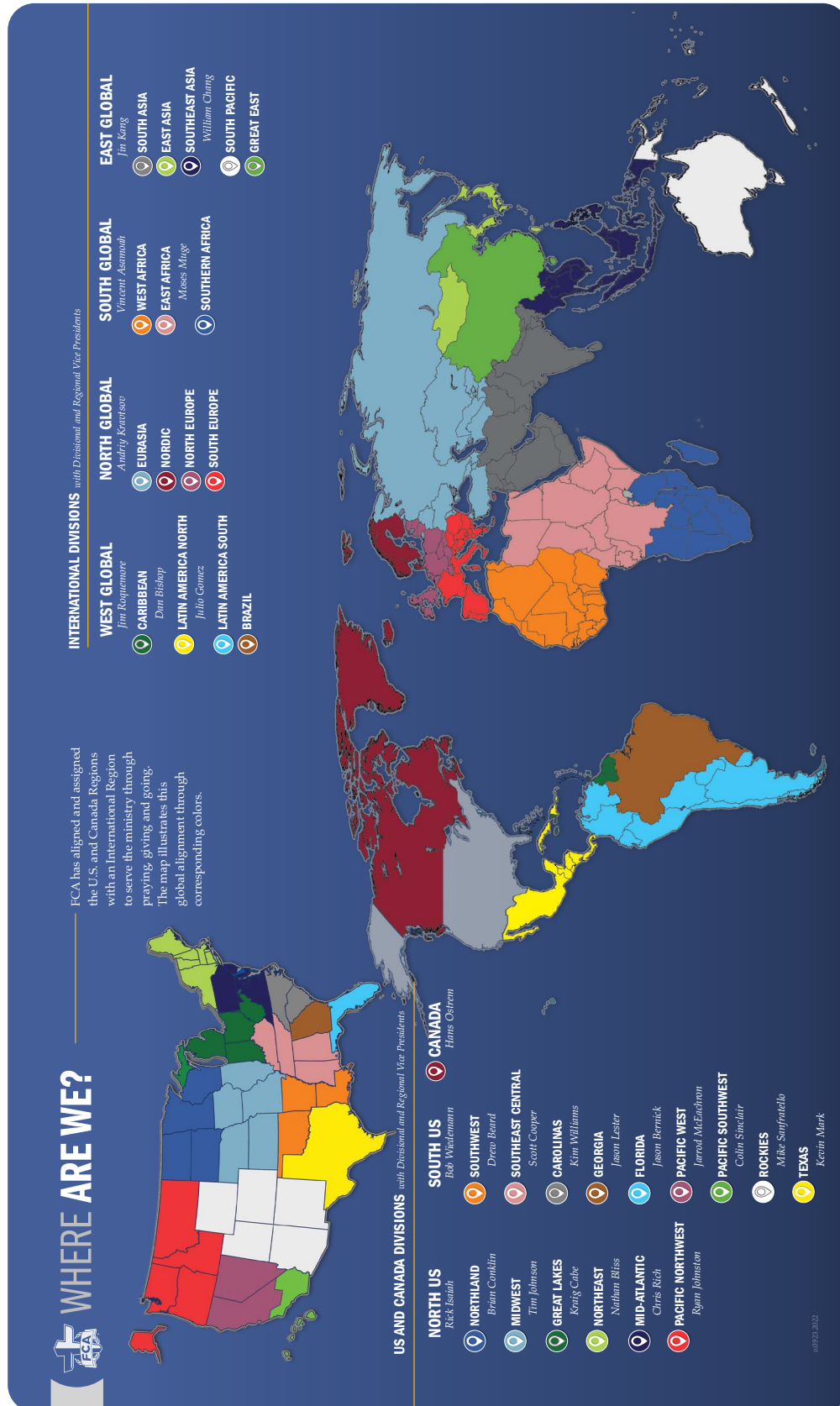
ENGAGE (1 Thessalonians 2:8) We engage coaches and athletes through genuine relationships sharing our lives and the gospel.

EQUIP (Ephesians 4:12) We equip coaches and athletes to grow in Christ through God's Word.

EMPOWER (2 Timothy 2:2) We empower coaches and athletes to engage and equip others to know and grow in Christ.



Where We Serve •



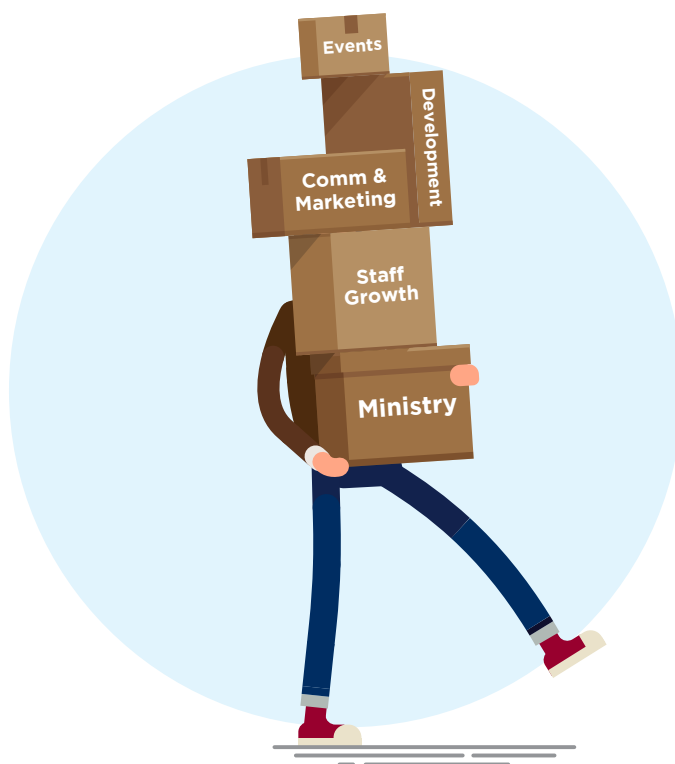
CHAPTER 2

Why Boards?

“As the board goes, so goes the ministry.”



Why Leadership Boards? •



This is how staff can feel.

FCA staff members are responsible for leading ministry efforts with coaches and athletes, coordinating on- and off-campus activities, organizing leadership boards, communicating with donors, implementing marketing plans – all while responding to staff leads in their area. As ministry grows, it can feel like they are carrying the load by themselves. We know ministry is best done when the load is shared.

Our solution is the board.

A Biblical Example

Leadership boards are critical and foundational in staff's growth as ministry leaders. In Exodus 18, Moses and his father-in-law, Jethro, show us how the work of many goes farther than the work of the one. Moses is personally challenged, but learns success because he is teachable and embraces the concept of ministry multiplication.

A few observations about the relationship found in the first part of the story:

- The relationship between the two men was deep, filled with tenderness, honor and respect. Just like Moses and Jethro, it is important for us to build these types of relationships.

- They spent time reflecting on what God had done. There are many times in ministry when we do not stop and reflect on God's mighty acts. Reflection allows us to worship Him.
- They had a celebration. They took the time to rejoice and praise God!

As the story progresses, Jethro offers Moses advice on how to share his responsibilities with other God-fearing capable people who can lighten Moses's load and keep him from wearing out. Moses followed Jethro's counsel.

Here are four wisdom principles from the story that show the importance of building a great leadership board to share the load:

1 • Wisdom in godly counsel

Moses was leading out of self and needed a paradigm shift. He was a leader chosen by God and could have rejected Jethro's counsel. But he didn't. Will you be a Jethro?

2 • Wisdom from Jethro

- Jethro describes the problem.
- Jethro gave a solution.
- Then Jethro gave a blessing — “and God will be with you.”

Board members can be Jethro-like figures. You can help understand problems and offer solutions. You can provide the encouragement staff needs along the way.

3 • Wisdom - principle of multiplication

Jethro challenged Moses to involve and train others to help. He told Moses how to empower leaders who could share the load.

4 • Wisdom in listening

Moses listened to what Jethro had to say. He didn't act out of fear but was teachable and coachable. When we have godly counsel that we can trust, we don't have to fear.

If God had not directed Jethro to support Moses in his time of need, how effective would Moses's leadership have become? The same is true as you consider the key leadership position God has directed you to.

God used Jethro to provide wisdom and godly counsel to Moses and his mission. And he recognized and celebrated God's hand in Moses's mission. FCA looks for people to serve on our leadership boards with similar characteristics as Jethro's.

Board members are volunteers who have been called by God to serve in this capacity. Calling is the most essential component board members bring to their roles. Called board members have become the significant part of the FCA ministry that ensures long-term success.



CHAPTER 3

Roles and Responsibilities

“So the body is not one part but many.”
1 Corinthians 12:14

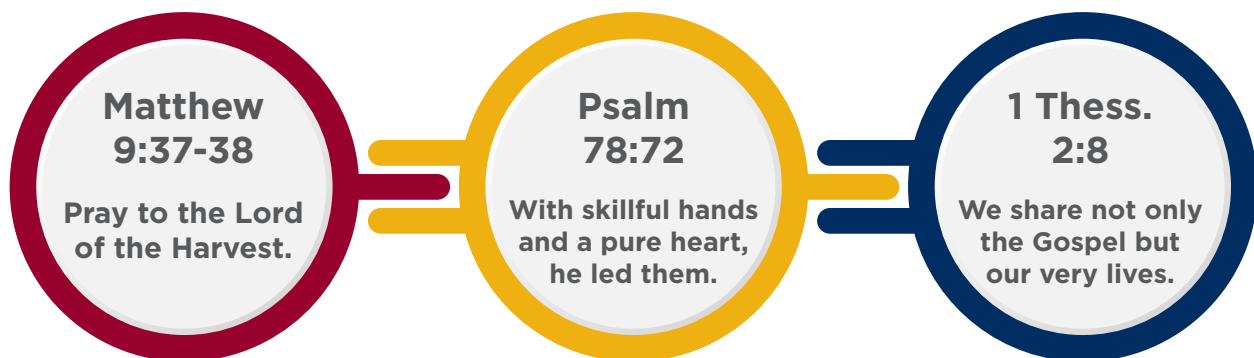
The roles of the staff and the board members are to work as a team to accomplish the mission. Each have distinct roles to work in and on ministry.

IN Ministry vs. ON Ministry •

In FCA, we describe doing the ministry two different ways. There is working **IN** the ministry and working **ON** the ministry. Working **IN** ministry is the hands-on approach to working directly with coaches and athletes. Boards might need to spend a small percentage of time working **IN** the ministry so they understand FCA better. However, working **ON** the ministry is having the 30,000-foot view of FCA. It is the strategic leadership of the ministry. It is multiplying ministry by exhausting influence as a board member.

Board members need to move their focus and energy from managing the ministry to leading the ministry. Ministry multiplication only happens with a fully engaged leadership board that is spending most of its time working **ON** the ministry.

Though the Board of Trustees is the only board that provides legal oversight for the entire ministry, the local leadership focuses on ministry through support and guidance. Let's explore this more.



Core verses of role clarity for both volunteer board members and FCA staff.



Role of the Board •



PRAY

Counsel • Pray regularly for God’s guidance and direction for the FCA ministry.

Covering • Provides a “spiritual covering” over FCA ministry in the area including events, Huddles and FCA Camps.

Leaders • Pray for the local FCA staff, volunteers and current and new board members.

Hearts • Pray for the hearts of coaches and athletes.

SERVE

Invest • Serve by investing your time and talents in one of our board teams: Ministry Advancement, Donor and Board Advancement, Talent Advancement and International Advancement.

Recruit • Strategically recruit new board members.

Train • Use your talent and expertise to train staff and volunteers to effectively serve.

Grow • Create and maintain environments for staff and volunteers to grow spiritually, personally and professionally.

GIVE

Contribute • Give personally as a regular donor therefore making FCA a top priority.

Model • Set the tone and pace of giving for the FCA ministry.

Network • Exhaust personal and professional relationships by inviting others to experience FCA and give to the ministry.

Resource • Provide non-financial resources that help expand the ministry.

Role of the Staff •

An FCA Leadership Board is a volunteer group of leaders in a community or region who love Jesus Christ, care about coaches and athletes and desire to see the world transformed by Jesus Christ. They willingly invest their time, influence, effort, expertise and finances to see transformation happen, and they encourage others to join the effort. The Leadership Board increases ministry impact by mobilizing relationships and multiplying resources. As the board serves the ministry effectively, the ministry's opportunity to bear fruit increases. FCA Board Advancement provides training and resources for FCA staff to expand the ministry by recruiting, training, developing and mobilizing board members. We do this through three Board Advancement initiatives: Invite, Involve and Invest. Building effective boards is critical in fulfilling the FCA Vision.



INVITE

- Identify** • Develop a strategy to find great leaders of diverse backgrounds with various gifts and strengths who have hearts that want to serve.
- Recruit** • Ask individuals who want to use their gifts and financial resources to make a difference to join the board.
- Communicate** • Clarify the responsibilities and expectations of a board member and share the various opportunities to serve.

INVOLVE

- Connect** • Allow individuals to personally experience ministry impact by inviting them to not only watch the ministry but to serve in it.
- Serve** • Provide leaders with specific service opportunities that align with their gifts such as serving on one of the various board teams.
- Build** • Grow relationships with board members as they give their time, talents and treasure.

INVEST

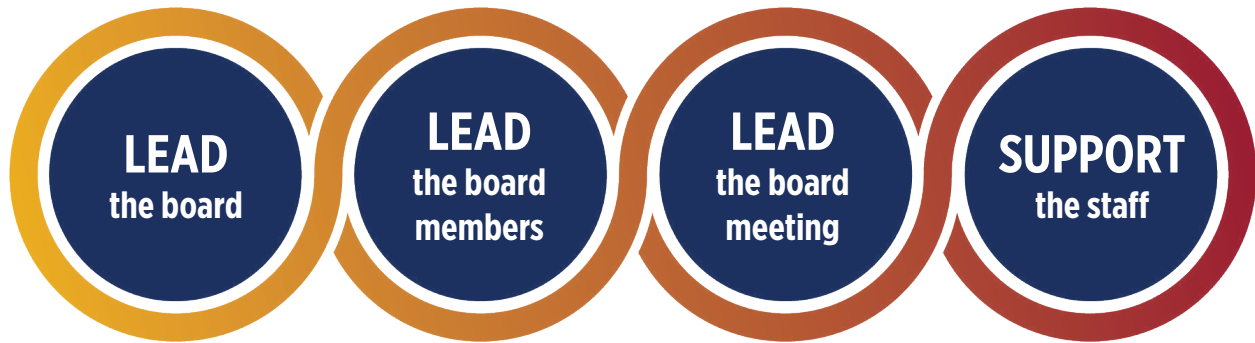
- Care** • Spend time getting to know board members and their families personally; invest in them spiritually by encouraging and praying for them.
- Train** • Instruct and educate the board using FCA tools and resources.
- Develop** • Help board members identify others who can impact the Kingdom of God through the ministry of FCA and help them invest in them.



Responsibilities of the Board Chair •

The most critical role of the leadership board chair is to set the tone for the group as it carries out its purpose.

These are the four areas of focus for the board chair:



Lead the Board

- **Guide and guard** the mission to expand the impact and influence of the FCA ministry in the local area.
- **Work with the board members and staff** to build a strategic plan for the board on the area ministry plan that includes board SMART Goals.
- **Develop** the board and board members into advancement lane teams based on board strategies to support the area ministry plan.

Lead the Board Members

Relationships (Building Strong Connections): A fully functioning leadership board is essential to an effective, growing FCA ministry. As the board goes, so goes the ministry. As the board chair goes, so goes the board. Establish healthy working relationships with Christ at the center. Invest regularly in the lives of each board member. Get to know them – their family, their business and their ministry dreams.

Engagement: Be engaging and create a strong team. Board members are on one team, playing and praying together, to build the influence of the Kingdom. The goal is to have board members own the ministry – involvement, investment and influence.

Accountability: Help board members fulfill their commitments to meeting attendance, executive sessions, prayer focus for the month, board member giving, etc. Staff will also provide regular challenges for accountabilities.

Lead the Board Meetings

Before and During the Meeting

Staff and chair work together to set the board meeting agenda. Set this 1-2 weeks out from the next meeting. Make the flow of the meeting to be both informative and for dialog. Work to engage board members during the meetings for greater insights, wisdom and results.

Board chair facilitates and guides the meeting. Peer modeling is best, where the chair leads the board members. The board should be chair-led.

Provide Updates for events, calendar and ministry activities.

Engage team leaders in the meetings.

Meeting Follow Up (Elements of Accountability)

Send out meeting follow-up within two to three days.

Include action points and plans of what each board member agreed to do (assignments, responsibilities, target dates, and action steps).

Contact board members who missed the meeting within a week after the board meeting. Share details about opportunities, discussions, updates and planning. Keep all members engaged over the course of the year.

Support the Staff

The chair-staff relationship is important in FCA — and the Kingdom. The communication and connection experienced in this relationship sets the tone for the ministry and is truly the catalyst for all other ministry activities and impact.

Friend: Develop personal friendship with the staff, building a trusting, helpful relationship.

Serve: Seek out ways to serve the staff and care for them.

Partner: Work closely with local staff to develop and carry out ministry plans and budgets.

Encourager: Provide encouragement to the director in the role they play as leader of local ministry.

Developer: Work with the Director to strategically develop our staff.



CHAPTER 4

Board Operations

If you want to go fast, go alone.
If you want to go far, go together.

Life Cycle of Leadership Boards •

We recognize each area will be at a different stage of board advancement. This chart is for the purpose of helping board members and staff understand what activities and processes they may be engaged in depending on the maturity of their board. It is not meant to restrict or dictate what a board should do but to simply reflect the life-cycle of boards as they grow.

	START-UP BOARDS	GROWING BOARDS	MATURE BOARDS
Leadership	Staff led	Chair led	Team chair led
Board Size	2-5	6-11	12+*
Board Expectations	Individual focused	Board focused	Team focused
Number of Teams	0-2	2-3	3-4
Who is on the teams	All board members on same teams	Board members divided into teams	Prospective board members are invited to teams
Meeting Cadence	Board meets montly - minimally 8 times/year	Board meets 6 times/year; teams meet 2-4 times/year	Board meeting quarterly; teams meet a minimum of 4 times/year

Though we recognize there is a life cycle that leadership boards grow through, the following pages give the essentials for boards to strive for as they mature into effective groups of ministry leaders.



The Five Essentials •

Five essential components are needed to operate an FCA board effectively:

5

1. Clear expectations for individual board members.
2. Teams.
3. Meeting cadence.
4. Goals.
5. Leadership development and recruiting.

1 Clear expectations for individual board members

As you consider your calling by God as His representative, we want to remind you that you've been prepared for this role. Here are specific expectations for each board member across all FCA boards. It is also important that board members and staff have specific expectations for their areas.

Guard and Guide the Ministry

- **Guard the ministry** to ensure that FCA properly stewards the resources of the ministry.
- **Guide the ministry** to ensure that our actions are consistent with FCA's mission.

The two main responsibilities are to guard and guide the ministry through the commitment to faith, prayer, FCA, board participation and financial support.

Faith and Prayer Commitment

- Have a personal belief in and commitment to Jesus Christ as Savior and Lord.
- Be intentional in prayer support for the ministry.

FCA Commitment

- Maintain a commitment to further FCA's vision ...
To see the world transformed by Jesus Christ through the influence of coaches and athletes.
- and mission ...
To lead every coach and athlete into a growing relationship with Jesus Christ and His church.
- and abide by FCA's values ...
Integrity, Serving, Teamwork and Excellence.
- and agree with and embrace FCA's Christian Community Statement and Statement of Faith. (Please contact your local staff member for these resources.)



Participation Commitment

- Understand and have a strong working knowledge of the contents of this Leadership Board Playbook.
- Attend the board meetings and conference calls during the year.
- Provide input and support as needed related to the board member's specific expertise, passion and gifts.
- Serve on a committee and attend committee meetings.

Financial Commitment

- Have a commitment for stewardship responsibility in support of FCA.

Board Commitment Examples

- Commit to pray weekly for the ministry.
- Participate in 75% of the meetings.
- Put forth your best effort to give or raise \$5,000 annually.
- Experience the ministry by attending a camp or Huddle.
- Serve for 3 years with the possibility of a second 3-year term should there be a desire and meets with board approval.

2 Teams

Like any great sports team, business or family, teamwork is essential. FCA is no different. While we all serve together as one board, each member brings an expertise and skill set that can be utilized greatly for Kingdom impact in board service.

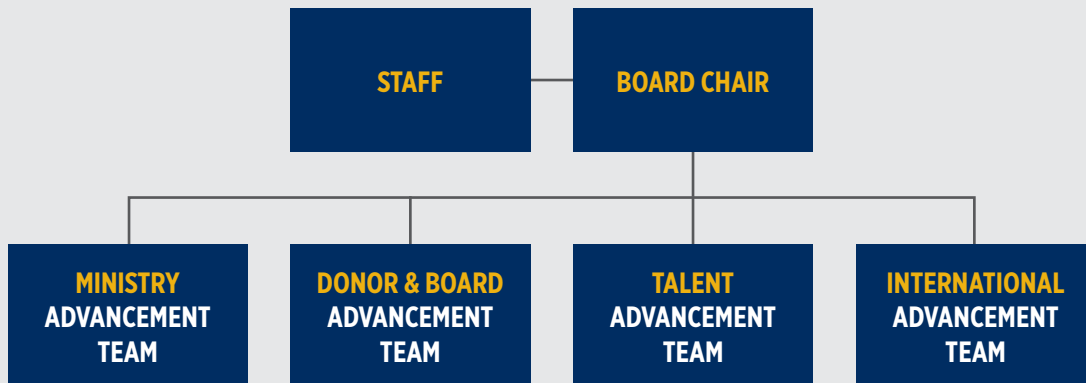
Board Teams

We like to keep things simple. We encourage our boards to align their teams around the advancement lanes, which help to organize our staff's priorities for the ministry. More specificity can always be added within each Advancement Team, but at baseline, it is essential to have board representation in every area of focus for our staff (see the example of board team structure on the next page).

Because each staff member has goals that align with these lanes, board members can seamlessly jump into specific support and service of a ministry area that is mission critical. This helps connect board members to the work of the ministry in a powerful way which leads to greater fulfillment.



BOARD TEAM STRUCTURE EXAMPLE



The specific activity of these teams can be fluid and adjustable based on the needs of the ministry area. The board teams are designed to help organize the board around the ministry plan goals and advancement lanes. With newer leadership boards, the team structure may be smaller or specifically defined by the goals that our staff person may have.

How the Board Team Structure Accomplishes the Mission

- Aligns staff goals with the work of the board.
- Encourages board members to leverage their experience, skills and passions.
- Ensures diversity to build teams that represent a variety of ministry functions.
- Teams can be utilized for recruitment of specific skills that board members may possess and are needed to set and fulfill goals. More about this in Essential 5.

3 Meeting Cadence

No one size fits all. In the early stages of board development, it is common for the entire board to meet monthly in establishing consistency and rhythm. As a board and the relationships mature, the board tends to meet less frequently and more often within the teams that have been established. Meetings should be **regular** and **recurring**. Regular — everyone knows when they are, such as the same time of the month or quarter. Recurring — there is a schedule to follow.

Teams can then meet between the full board quarterly meetings. Teams can meet monthly or bi-monthly for follow-up and planning. These meetings are facilitated by the team leader and staff.

Here's an example of a meeting cadence for a fiscal year:

SEPT	OCT-NOV	DEC	JAN-FEB	MARCH	APR-MAY	JUNE	JULY-AUG
Board Meets	Teams Meet	Board Meets	Teams Meet	Board Meets	Teams Meet	Board Meets	Teams Meet

To see a sample meeting agenda, see page 39 in the Appendix.

4 Goals

The activity and goals of the board must be aligned and in support of the staff's goals. The board should review the staff goals and work with the staff member to develop annual board team goals that can be tracked on a quarterly basis. For a deep understanding of the ministry planning process, see Appendix page 43.

Example 1:

John Smith, Saskatchewan Area Director, has a goal to increase the number of donors who give to his area this year. This is a Donor Advancement goal.

The Donor and Board Advancement board team could then set a goal to support this effort: each board member introduce the director to one new potential FCA donor each quarter of FY2023.

The board then measures and tracks the number of introductions quarterly. It would not be responsible for the outcome of the introductions (if potential partners became actual partners), just the number of introductions.

Example 2:

Jane Smith, Saskatchewan Multi-Area Director, has a goal to hire one area director and two area representatives in the coming fiscal year. This is a Talent Advancement goal.

While not responsible for the hiring decision, the Talent Advancement board team could set a goal to support the recruiting and hiring efforts. They could develop an annual marketing strategy creating awareness of the open positions and includes a social media marketing plan. They could also be available for part of the interviewing process to provide insight and wisdom.



5 Leadership Development and Recruiting

Our organizational strategy for growing boards is through **leadership development** and **recruiting**. Two ways we build our leadership development are through an annual board assessment and terms of service.

LEADERSHIP DEVELOPMENT

Board Assessment •

A board assessment provides chairs and staff a current and holistic view of their leadership boards as they:

- Plan for their ministry year and create SMART goals for Board Advancement.
- Strategically train their board based upon the stated needs discovered through the board assessment questions and responses.
- Evaluate the current status of their board throughout the year.
- You can find some great assessment questions in Appendix page 41.

Board Service Terms •

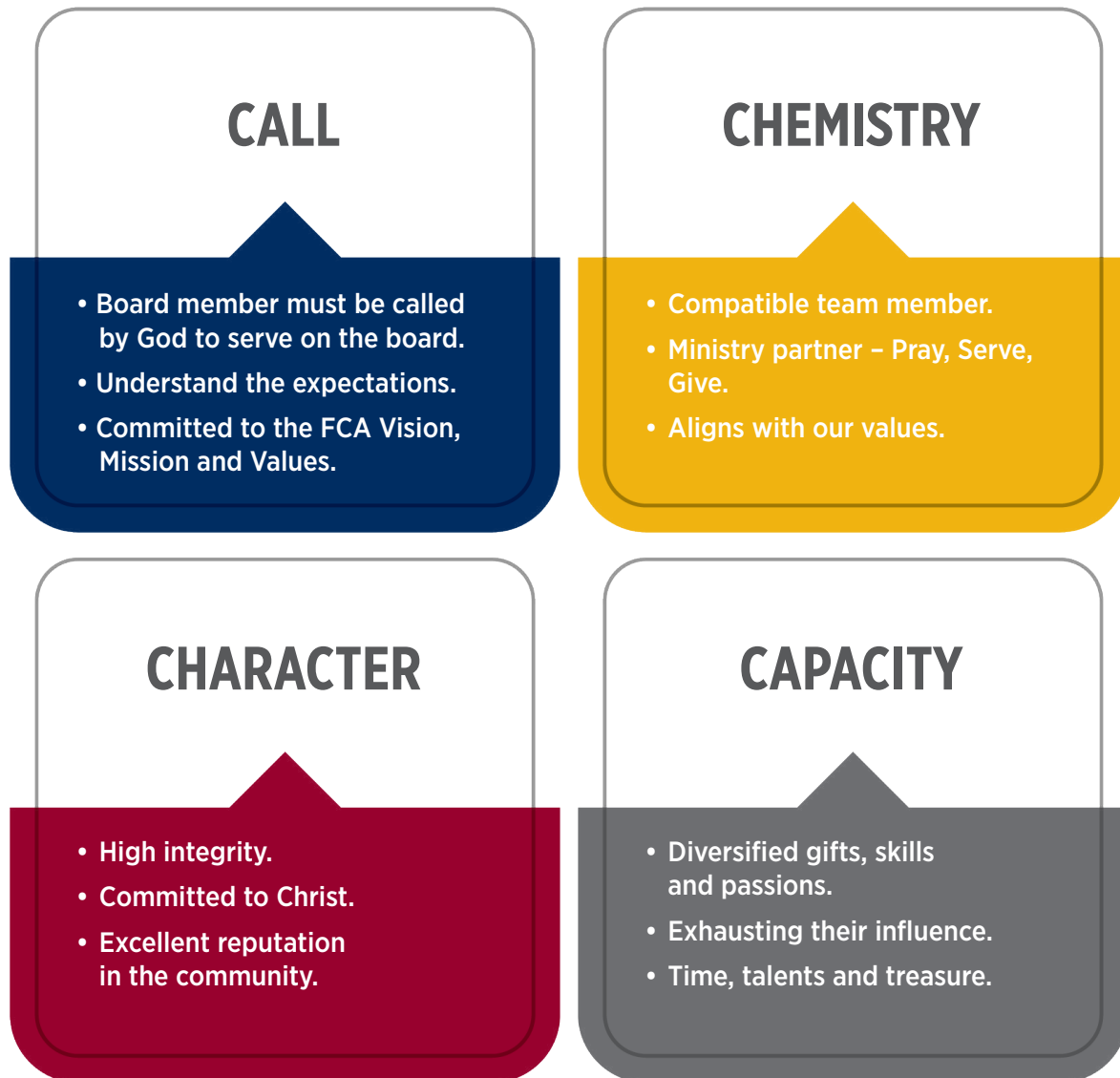
- 1 • Terms give faithful and involved board members a break so they stay fresh in their involvement and avoid burnout or becoming less involved.
- 2 • Terms provide a gracious means of removing uninvolved or unproductive board members.
- 3 • Terms encourage the election of new members to the board. This provides an opportunity to engage emerging leaders and brings new ideas, fresh perspective and eager involvement. We also suggest keeping board members who have rolled off involved in the ministry. Ask them to serve in donor and volunteer activities.
- 4 • Each board member is encouraged to replace themselves. When board members rotate off the board, they should identify at least one potential candidate who has the capabilities and capacity to serve on the board for consideration.



BOARD RECRUITING

Know Who You're Looking For •

Consider who would be a good fit when building your board or filling vacant spots. Potential recruits can be evaluated in these core areas:



For a list of questions to discern these core areas in the life of a board prospect, see Appendix page 40.

Discovering Great Board Members •

The best place to start looking for a board member is in the FCA stakeholder communities, meaning those already involved or have been involved in FCA in some way. Depending on the position you're looking to fill, you might even find board members assisting with other projects (*ex: events, camps, ministry outreach or currently serving on a board team.*).

Sources of potential board members include:

- Word-of-mouth and referrals from your board.
- Users of FCA services (parents, grandparents, Coaches, ADs).
- Existing corporate and individual partners (review your event partner/sponsor lists, major donors at events).
- Community leaders (steer clear of political candidates).
- Existing community volunteers (research foundation boards, bank boards, boards of prominent churches).
- Community service club or church-group members (research Boys & Girls Club, YMCA boards).
- Those involved in youth and FCA Sports Clubs and Leagues such as parents, participants and officials.
- People in area professional groups (public relations, sales networking, Chamber of Commerce).
- Event attendees (have an “I’d like more information on board involvement” check box on your ask cards).
- Media personalities (community calendars, Christian radio, local sportscasters).

Leveraging Board Goals and Teams for Recruiting •

Any great coach knows it takes individual players, each with their own specific skillset, to make up a winning team. 1 Corinthians 12 explains how this works in the body of Christ. Part of getting the “right parts” on a leadership team is knowing who you are looking for.

Board members want something to do that uses their God-given skills and abilities and applied to Kingdom work. We encourage you to think about the goals of the ministry and search for people with the background to help accomplish the goals.

Examples

- John, Saskatchewan Area Director, seems to struggle with financial dynamics of FCA. He is looking to recruit someone to the board with an accounting or finance background to help make financial responsibilities seamless for the area.
- Janeeya, another Saskatchewan Area Director, has a goal to be introduced to 12 new prospects in the coming year. She considers Harry for the board as he is a potential new volunteer with a country club membership and is a sales rep for a local marketing firm. He has deep connections in an unreached part of her area.

Examples continued

- Jeremy, Saskatchewan Multi-Area Director, directly supervises 10 staff and oversees a group of 30. His goal is to develop staff professionally and spiritually in deeper ways this year. He recruits Sally, a 25-year human resources specialist and lay teacher at her local church, to help guide his efforts.
- Jeri, Saskatchewan Area Representative, wants to develop an FCA presence on a college campus in her community. She meets and recruits Janelle, an influential coach on that campus, to serve on her board who can help her make contacts and navigate the leadership dynamics there.

Recruiting Process •

We encourage implementing a recruiting process to ensure fit for the board member, the staff and FCA. Here is an example of that process:

- 1 Existing board members recommend a candidate for the board. For a prospect list template, consult your Regional Director of Donor and Board Advancement.
- 2 Initial interview with the appropriate staff member.
- 3 Informal meetings (face-to-face or phone) with existing board member.
- 4 Complete the FCA Ministry Leader Application and agree to the FCA Statement of Faith and Christian Community Statement: mla.fca.org.
- 5 Agree to board expectations and responsibilities.
- 6 Complete spiritual gifts test: Gifts of Grace.
- 7 Invitation extended or denied.
- 8 Complete Board Commitment – contact your local area staff member for a copy.



APPENDIX



FCA Distinctives •

FCA is a ministry that's distinct from other ministries by what we do and how we do it. Our vision, mission, values and Christian Community Statement provide most of this distinction. However, we've provided a list below of FCA Ministry Distinctives that are a combination of philosophy and strategies that communicate what we're about and what we're working to accomplish.

Christ Centered • focus of our message

Kingdom Minded • serving the purpose of the church

Bible Based • source of our authority

Athletically Focused • ministering to coaches and athletes

Spiritually Nurturing • helping people to know and grow in Christ

Fellowship Oriented • connecting people through the love of Christ

Volunteer Intensive • mobilizing adults to accomplish the mission

Culturally Adaptive • meeting the diverse needs of people

Faith Financed • funded through people moved by God to give

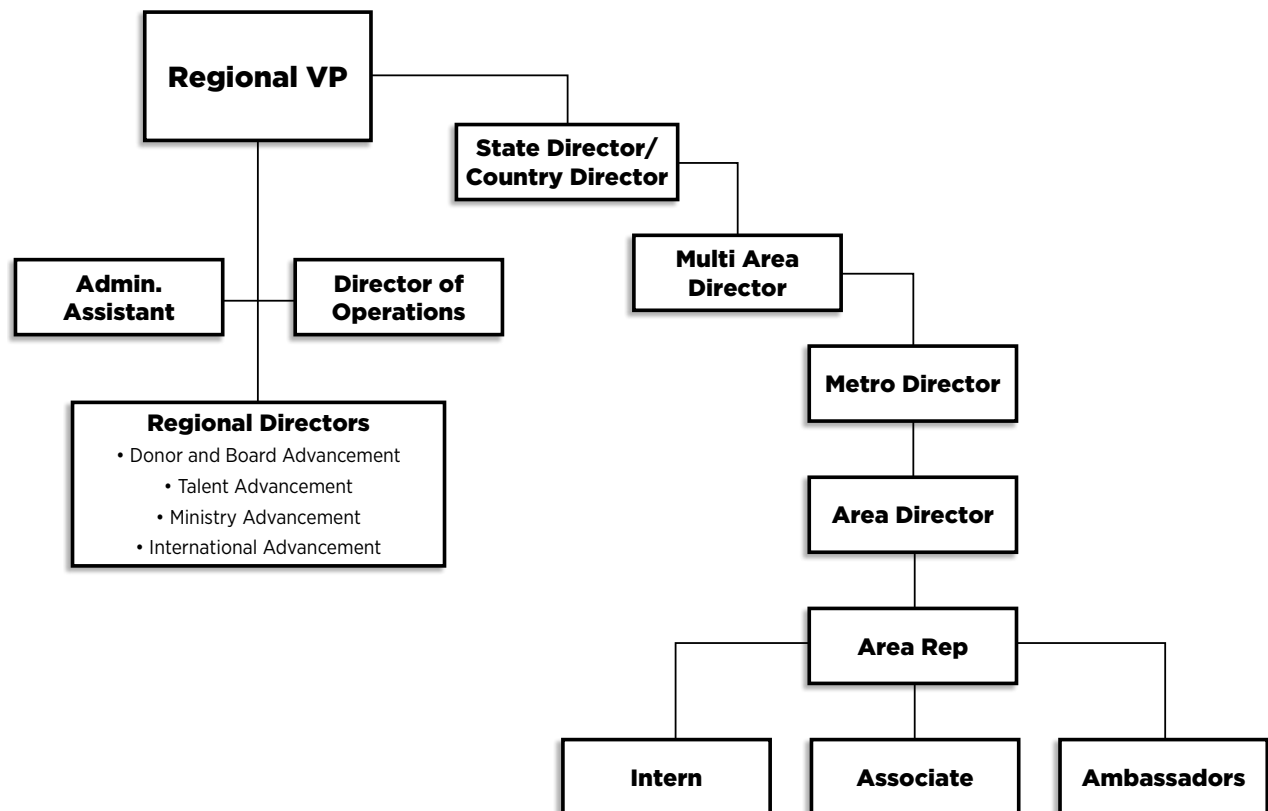


How FCA Works Gets Done •



Organizational pillars are the important functions that FCA uses together to build and strengthen the ministry. FCA's four organizational pillars are Field, Sport, Support and Advancement.

FCA Field Organizational Chart •





Advancement Lanes •

INTERNATIONAL ADVANCEMENT

To further extend God's impact through FCA, we desire to connect our staff in the United States and Canada with the world. The goal is to help each field office to connect with their aligned and assigned International Region through three initiatives: PRAY. GIVE. GO.

Each field office works with their Regional VP and their Regional Director of International Advancement to learn about existing international ministry in their aligned region. Their Regional Director receives ongoing information about international opportunities and ministry needs. Then the U.S. and Canada regions develop and execute a plan with the initiatives: PRAY. GIVE. GO.



PRAY

LIVES: Pray for the coaches and athletes throughout the world.

FIELDS: Pray for one of our FCA International fields where we are serving.

NEEDS: Pray for the identified needs with the prayer strategies established by your region.

NATIONS: Pray that God deepens your heart for the nations.



GIVE

RESOURCES: Provide Bibles, devotional materials or sports equipment.

TIME: Host an international leader in your area to learn about your local ministry and experience what your FCA ministry is like.

SKILLS: Meet a need with your gifts and abilities such as: ministry skills, training, sports ministry, coaching or playing experience.

FINANCES: Invest in one of the international areas, ministry projects or trips.



GO

VISION TRIP: Provides exposure and awareness for FCA staff and volunteers by listening, learning and discovering from international sports ministry leaders and partners in select locations.

TRAINING TRIP: Helps international leaders develop and grow a sport or sports ministry by serving them through training, resourcing and encouragement.

SPORTS TRIP: Mobilizes coaches and athletes to serve with international leaders in fulfilling their local sports ministry vision through sports camps, clinics and competitions.

REVERSE TRIP: Allows FCA staff to serve as a host for key sports ministry leaders from around the world to experience and learn FCA ministry through training, resourcing and mentoring.

Visit www.fcaworld.com for more information and opportunities with FCA International or contact the Global Field Office at fcaworld@fca.org





MINISTRY ADVANCEMENT

As we pursue the mission of FCA, we will do whatever it takes to create more opportunities in the sports community for the Gospel to be made known and lived out. We will provide our staff with the biblical principles, patterns and resources they need to minister to every coach and every athlete in every community.

The Regional VP works with the Regional Director of Ministry Advancement (RDMA) to align and implement our strategy, training and resources within every ministry program in their region. The RDMA acts as a conduit to communicate between the local, regional and organizational levels. The goal is to create a consistent approach to discipleship, making disciples who make disciples.

ENGAGE - 1 THESSALONIANS 2:8

CONNECT: Excel in connecting and developing relationships with coaches and athletes, because relationships are the foundation of making disciples.

IDENTIFY: Identify spaces and places where coaches and athletes gather. Assess the needs and step into FCA ministry programs (Events, Huddles) to build new relationships.

SHARE: Share the Gospel with coaches and athletes using The FOUR and lead them into a growing relationship with Jesus Christ and His church.

EQUIP - EPHESIANS 4:12

TRAIN: Disciple coaches and athletes by utilizing FCA programs (Events, Huddles) to equip them to know and grow in Jesus Christ.

RESOURCE: Provide coaches and athletes with Christ-centered tools and resources such as FCA Bibles, media, reading plans, 360 Coach, The FOUR and The CORE.

ENCOURAGE: Encourage coaches and athletes to lead others in their growing relationships with Jesus Christ and His church.

EMPOWER - 2 TIMOTHY 2:2

INVITE: Invite coaches and athletes to lead and serve others in their spheres of influence.

INSPIRE: Cast vision for coaches and athletes with opportunities to establish ministry programs and engage others.

MOBILIZE: Empower coaches and athletes to be disciples who make disciples.





TALENT ADVANCEMENT

In Matthew 9:37-38, Jesus said, "The harvest is great, but the workers are few. So pray to the Lord who is in charge of the harvest; ask him to send more workers into his fields." Talent Advancement's focus is to invest in those called to serve the Lord through FCA. Our process is defined by four initiatives: Recruit, Hire, Train and Develop. In order to fulfill our vision to see the world transformed by Jesus Christ through the influence of coaches and athletes, we recruit, hire, train and develop highly capable, diverse staff. In turn, FCA staff will recruit, train, and develop volunteers who are like-minded and passionate about pursuing FCA's mission to lead every coach and athlete into a growing relationship with Jesus Christ and His church.



RECRUIT

PRAY: Ask the Lord of the Harvest to send more workers into the field. (Matt. 9:37-38)

24/7 MINDSET: Create and maintain a focus from staff to board/advisory teams and volunteers that everybody recruits all the time. We are all ambassadors for Christ and FCA.

MODEL: Be who we want to attract. Represent a Christ-centered, professional, successful and values-based culture of integrity, serving, teamwork and excellence.

INTENTIONAL: To build highly capable, diverse staff and volunteers by going where they are and sharing about FCA.



HIRE

PLAN: Pray and prepare for workers who are called to join FCA staff.

PATH: Provide a pathway for potential staff to assess their calling to FCA and be ready to serve.

INTERVIEW: Discern a vocational calling to FCA by asking powerful questions that reveal a candidate's calling, character, competency, commitment and cultural fit.

PROCESS: Assure candidates progress timely through the complete hiring process.



TRAIN

ONBOARD: Provide orientation and training that are fundamental to success in the role.

ON-THE-JOB TRAINING: Provide on-the-job training through instruction, mentoring and coaching.

ONLINE | ON DEMAND | IN PERSON: Instruct and coach staff through utilizing the resources available in the context most impactful for learning and application.



DEVELOP

HEART AND HANDS: Grow healthy ministry by growing healthy ministers who lead with "integrity of heart and skillfulness of hands." (Psalm 78:72)

LEADER'S JOURNEY: Create environments where staff can lead self, lead others, lead teams and lead organizations in their current roles with readiness for future roles.

CULTURE OF GROWTH: Create a culture of developing staff through coaching and mentoring.





DONOR ADVANCEMENT

In Psalm 145:4, David writes: "One generation will declare Your works to the next and will proclaim Your mighty acts." When donors invest their time, talent and treasure, this generation and the next are transformed by Jesus Christ through the influence of coaches and athletes. The heart of FCA Donor Advancement is to provide tools, resources and training for FCA staff to fund the ministry. We do this through three donor advancement initiatives: Connect, Communicate and Care.

The relationships we form honor the donors and bless the ministry. The goal is to create lasting relationships that connect the heart of the donor to opportunities to lead coaches and athletes into a growing relationship with Jesus Christ and His church.



CONNECT

INTRODUCE: Reach out to potential new donors and introduce them to the ministry.

INVITE: Ask them to support FCA by giving their time, talent and treasure to advance the ministry.

INVOLVE: Connect current donors to the FCA ministry by inviting them to be involved in local ministry events like camps, Huddles and Fields of Faith.

EXPERIENCE: Provide donor experiences by hosting events to build strong relationships and connect with other donors.



COMMUNICATE

COMPELLING: Cast a compelling picture of the future as it should be and how their investment is transforming lives.

CLEAR: Tell the FCA story clearly and create excitement for the ministry in order to create movement.

CONSISTENT: Continually share impact stories of coaches and athletes by highlighting changed lives and how the ministry is growing.

CONCISE: Communicate life-change by simplifying the message with brevity and specifics.



CARE

VALUE: Minister to the hearts of donors as valued ministry partners, and help them to know how they are advancing the ministry through their investment.

INVEST: Encourage the spiritual health and development of the donors and their families by making personal connections.

THANK: Thank donors personally for their investment through face-to-face meetings, handwritten notes, emails and texts.

PRAY: Pray continually for donors and their families.

FCA Finance Definitions •

For the purpose of your service as a board member, we believe the following definitions are important in understanding the basics of FCA finances:

- **What is “Fully Funded”?** “Fully Funded” means the staff has secured enough funding to cover their budgeted operating expenses. If the sum of their Fund Balance and Committed Funds is greater than or equal to the annualized budgeted operating expenses, the staff person is considered “Fully Funded.”
- **What are “operational expenses”?** Operational expenses are the staff salary and benefits along with all other expenses to accomplish the mission in an area.
- **What is “support raised”?** Each staff person is responsible for raising 100% of the budget for their ministry. Any donation made toward staff in the area incurs an 11% administrative charge to fund the FCA Support Center services. 89% of the donation remains for use in the local area.
- **What are “Committed Funds”?** Committed Funds refer to the existing automatic Monthly Partners (AMPs) annualized, along with the Recurring Funding Partners (RFPs) annualized and any recurring ORG transfers annualized.
- **What are AMPs?** Automatic Monthly Partners (AMPs) provide consistent monthly automated financial giving through myFCA.org.
- **What are RFPs?** Recurring Funding Partners (RFPs) support the ministry through monthly, quarterly, semi-annual or annual financial gifts.

We believe in financial disclosure. Organizational financials can be accessed on our website, fca.org, or by contacting your local staff person.

FCA has achieved a long-time 4-star rating (the highest rating possible) from Charity Navigator, the nation’s largest evaluator of fiscal management by national nonprofit organizations and charities. This puts FCA in the top 1% of all charities rated.

We are also a member in good standing with the Evangelical Council for Financial Accountability and maintain our membership through an annual compliance review.



Administrative Charge Policy •

The FCA administrative charge is 11% of contribution revenue.

Contribution Revenue is defined as:

Contributions from donors, foundations, churches, businesses, schools and government organizations. This includes contributions as a part of the AMP program, golf tournaments and banquet revenue, foundation revenue, funds raised for endowments, camp scholarships and funds received from an estate distribution or other planned giving. Contribution revenue also includes stock gifts, as they are actually the equivalent of cash.

The 11% administrative charge will not affect the amount that shows on the donor's receipt.

For example, if a donor gives \$500.00, the receipt will show \$500.00 and the staff person's ORG will receive \$500.00 in revenue. The 11% will be assessed on the \$500.00 and appear as an expense in account number 8800-Administrative Charge.

Contributions with a fair market value will be charged the 11% on the total amount of the contribution.

For example, if a donor gives \$300.00 to play in a golf tournament that has a fair market value of \$100.00, both these amounts will show on the receipt and donor's record. The \$300.00 will be assessed the 11% administrative charge.

Revenue Not Subject to the 11% Administrative Charge

Non-Contribution Revenue, Gifts-in-Kind Contributions and Non-Cash Gifts

The 11% administrative charge WILL NOT be assessed on non-contribution revenue for things like retreats, Game Day, etc., and will not apply to camper enrollment revenue. The assessment will also not apply to Gift-in-Kind Contributions that are non-cash, such as the gift of a car, office furniture, etc.

Permanently Restricted Endowments

Administrative Charge will not be charged on funds raised for a Permanently Restricted Endowment at the time the funds are raised. When earnings from the fund are moved into an operating budget, camp budget or any other budget, the 11% administrative charge will be charged on the amount of funds received by the budget.

A Permanently Restricted Endowment is an endowment fund that is established by a donor-restricted gift or bequest to provide a permanent endowment, which provides a permanent source of income.

To qualify as a Permanently Restricted Endowment, a signed Endowment Agreement must be on file with the Finance Department at the Support Center.

Staff on Unpaid Leave

Staff on unpaid leave will not be charged the administrative charge for the funds raised while on unpaid leave. Once the ORG reaches a positive cash position and the staff returns to paid status the administrative charge will be charged for the month the staff returns to paid status.



Field Staff Deficit Policy •

Purpose:

The purpose of this policy is to provide a process to follow for staff that end the month in a deficit (Red Zone) of (-\$2,500) or greater.

Policy:

FCA is a faith-financed ministry and as such FCA field staff are responsible for raising their own support and maintaining a positive balance in their ORG. If a field staff ORG ends the month in a deficit of (-\$2,500-\$5,000), the staff person will have a 50% reduction in pay beginning the next month or if the deficit is (-\$5,000) or more they will be placed on unpaid leave of absence. The only way the staff can avoid the pay reduction or unpaid leave status is to obtain the funds necessary to reduce the deficit below the Red Zone level. The Regional Vice President is responsible for all deficits in their region.

Red Zone Procedure Staffed ORGS:

1. After month end, when we close the financial statements (on or about the 5th of the current month), a Red Zone Alert will be sent informing staff and their supervisors that they ended the month in one of the two following “Red Zone” ranges, thus leading to the below listed compensation adjustment the first of the next month:
 - a. An ORG deficit of (-\$2,500- \$5,000) results in 50% reductions in compensation.
 - b. An ORG deficit greater than (-\$5,000) results in unpaid leave.
2. On or about the 15th of the current month, a Red Zone Forecast Alert will be sent to staff and supervisors notifying them if they are still in a deficit status that would lead to a compensation change the first of the next month.
3. On or about the 5th of the next month, for those staff still in a Red Zone, a 50% reduction or unpaid leave notification will be sent to staff and supervisors. Included will be the explanation that they have until the 15th of the month for transfers or transmittals to be credited to their ORG in order to change their compensation status.
4. On or about the 17th of the month, the RVP only will be sent one last notification of those that are scheduled for compensation changes. Any ORG transfers or transmittals must be received by the 17th in order to change the compensation status.

Non-Staff Deficit Policy •

Purpose:

FCA sets a high priority on being a debt-free ministry, and deficits equal debt. When an ORG goes into a deficit, funds were spent that were not available. Ultimately, these funds are borrowed from others. In an effort to manage deficits in field ORGs, FCA is making changes to how we handle deficits that are non-staff ORGs.

The purpose of the Non-staff Org Deficit Policy is to provide a process to control deficits in non-staff ORGs (i.e. all ORGs that are not payroll ORGs) as well as deal with deficits in those ORGs as they arise. See the Red Zone Policy for how we deal with deficits in staff ORGs.

Terms and Definitions:

ORG: A financial tool to track revenue and expenses for the current fiscal year. All ORGs are required to have a budget on file with the Finance Department.

Staffed ORG: ORGs that have staff payroll and related expenses. Staffed ORGs end in -00.

Non-Staffed ORGs: There are three types of Non-Staffed ORGs.

1. Unstaffed ORG - an ORG where a person left staff and there is a deficit in the ORG.
2. Project or Event ORG - an ORG without staff that is used for a specific project or event.
3. Camp ORG - These are separate ORGs, usually ending in -20, used for FCA Camps.

Policy:

Camp ORGs

- Notice goes out at 8/31 to alert all Budget Managers that they have a Camp ORG in a deficit.
- By 10/31 the deficit must be eliminated.

Unstaffed ORGs

- No deficits are allowed.
- The Directors of the staff who left own the deficit.

Project ORGs

- No deficits are allowed.



Process:

It is no longer possible to make an ORG transfer that causes an ORG to go into a deficit, or to make an ORG transfer out of an ORG already in a deficit. The FCAOne system now prevents this.

When we close the books at end of each month, all non-staff and non-camp ORG deficits will be processed by the Support Center according to the following plan:

- ORGs ending with a deficit **less than \$1,000** at the end of a given month will be eliminated by an ORG transfer from the budget manager's primary ORG (staff ORG) with a transfer amount equal to the prior month's ending deficit.
 - ORGs ending with a deficit **more than \$1,000** at the end of a given month will have an ORG transfer from the budget manager's primary ORG (staff ORG) of \$1,000 monthly until the deficit is eliminated.
-



Sample Board Agenda •



(Your Location) Board

Date

Time

Place

Agenda:

- Welcome/Prayer – Name
- Devotion – Scripture Verses, Person
- Ministry Report – Staff
- Team Prayer – All
- Board Team Discussion – All
 - › Financial Advancement – Name
 - › Board Advancement – Name
- Dismiss

Upcoming Board Gatherings:

E3 Discipleship Training - Date, Place

1st Quarter Board Meeting – Date, Time, Place

Golf Tournament – Date, Time, Place



Questions to Consider When Interviewing Potential Board Members •

CALL

- 1 | Tell me how your relationship with Jesus Christ began.
- 2 | Tell me how your relationship with Jesus Christ looks today.
- 3 | Who has been most influential in helping you grow in your faith?

CHARACTER

- 4 | What leadership positions have you held in ministry/church leadership?
- 5 | What have you learned in your time of service?
- 6 | What is your view of money and its use in advancing the Kingdom?

CAPACITY

- 7 | Have you been a part of building something with a team?
What did that look like?
- 8 | What organizational leadership experience have you had?
- 9 | Can you describe a time when you invested much of your time/treasure/
talent and things didn't go your way? What did you take away from that?

CHEMISTRY

- 10 | What church do you attend? Can I ask your pastor what he/she would
think of you in this role?
- 11 | When was the last time you saw the Holy Spirit at work in your own life?
- 12 | What is one area of your life you are still growing in?



Board Assessment Questions •

**Answer Yes, No, or Not Sure.*

- 1 • Name.
- 2 • I understand the FCA Vision, Mission, Values and Strategy and can clearly communicate them.
- 3 • I agree with and have signed our local board expectation/responsibility form.
- 4 • I clearly understand our prayer strategy for our ministry and staff.
- 5 • As a board member, I am currently serving in my area of strength, passion and skill.
- 6 • I am introducing people in my circle of influence to the ministry of FCA.
- 7 • I have a clear understanding of FCA's advancement lanes: Talent Advancement, Ministry Advancement, Donor Advancement, Board Advancement and International Advancement.
- 8 • I am a recurring financial giver to FCA.
- 9 • I leave each board meeting with clear action steps.
- 10 • I am able to clearly see how my role as a board member helps support and execute our local ministry plan.
- 11 • I am personally growing in my relationship with Jesus Christ as a result of serving on the board.
- 12 • Our board celebrates ministry wins at every board meeting.
- 13 • Our board has a good mix of racial, gender, generational, church and occupational diversity.
- 14 • Our board regularly reviews our annual ministry plan, goals and Keys to Victory.
- 15 • Our ministry budget is clear and easy to understand for every board member.
- 16 • Our board has a consistent donor communication plan.
- 17 • All board meetings have a printed agenda, they start on time and they end on time.
- 18 • Meeting agendas are received in advance.
- 19 • Meeting minutes are sent to each board member shortly after every board meeting.
- 20 • Our board chair leads each meeting.
- 21 • Our board is committed to keeping Jesus Christ in the center of all we do.

We recommend each board and staff member complete and review this assessment once a year.



Sample Board Member Commitment •



**FELLOWSHIP OF
CHRISTIAN
ATHLETES**

Board Commitment Outline

AGREE WITH AND SUPPORT THE VISION, MISSION, VALUES, STRATEGY AND CHRISTIAN COMMUNITY STATEMENT

1. COMMIT TO PRAY

Commit to pray for the ministry weekly.

2. COMMIT TO ATTENDANCE

Commit to put forth your best effort to participate in meetings. 75% attendance rate.

3. COMMIT FINANCIALLY

Commit to put forth your best effort to give or raise \$5,000 annually.

4. COMMIT TO EXPERIENCE

Experience the ministry by attending an FCA Camp or Huddle meeting within the first 12 months on the board.

5. COMMIT TO SERVE

Serve for 3 years, with potential 2nd term of 3 years. Should that be desired and met with board approval.

Name: _____

Signature: _____

Date: _____

PLEASE EMAIL A COPY TO YOUR LOCAL FCA DIRECTOR



Ministry Planning Process •

It is our goal for board members to understand the area's strategic plan so they can pray, serve and give effectively. We want them to connect with staff and ministry through their giftings and passions that are aligned with the ministry in their area.

The following explains the ministry planning process we use for executing ministry. The board supports the work of the staff.

Every staff person has a Vision Based Staffing Plan for their area of service to effectively grow our engaging, equipping, and empowering of coaches and athletes to reach “every” – every coach, every athlete. A fully staffed area can reach “every.” Based on staff and vision, each area can develop a solid game plan.

Staff develop annual goals to help accomplish the Vision-Based Staffing Plan. Board members should be involved in helping to speak into these goals and how best to accomplish them through the board's role. The expectation is for the staff person to involve board members to accomplish the goals for the area by:

- Annually meeting with the chair and board to discuss the goals for the year.
- Developing a staff and meeting cadence to discuss and do the work of the board.
- Providing regular updates on the progress toward the goals to the board.
- Prayerfully and intentionally seeking opportunities to invite board members to be a part of the ministry activities that align with their time, talent and generosity.

Three main components make up a **Ministry Plan** in FCA:

- 1 • **Vision-Based Staffing Plan** – This vision document is developed with the end in mind. Think of it like this: If FCA were to engage, equip and empower every coach and athlete, what would it take?
 - » We quantify this vision by the ratio of staff needed to make disciples who make disciples.
 - » This calculation is specific to area demographics and needs and has a financial goal associated with it.
- 2 • **Annual Goals** – Staff develop annual goals to help accomplish the Vision-Based Staffing Plan. Board members should be involved in helping to speak into these goals and how best to accomplish them through the board's role.
- 3 • **Annual Budget** – Once annual goals are set by staff and approved by their supervisor, a budget is created to support the financial means necessary to accomplish the goals.





Fellowship of Christian Athletes

8701 Leeds Road, Kansas City, MO 64129

800.289.0909 • FCA@fca.org • FCA.org