



# Board Member Annual Affirmation Statement *(sample)*

A resource to supplement the materials in the *ECFA Governance Toolbox Series No. 2: Balancing Board Roles*  
Understanding the 3 Board Hats: Governance ▶ Volunteer ▶ Participant ▶  
[www.ecfa.org/Content/Governance-Toolbox-Series-2](http://www.ecfa.org/Content/Governance-Toolbox-Series-2)

*“With crystal clarity, we explain the three distinct hats of board service: Governance, Volunteer and Participant.”*

*ECFA Governance Toolbox Series No. 1: Recruiting Board Members (page 11)*

## HOW TO USE THIS DOCUMENT:

Begin by asking your board members to answer three questions:

### HOW STRONGLY DO YOU AGREE OR DISAGREE WITH THESE STATEMENTS?

1 – STRONGLY DISAGREE 2 – DISAGREE 3 – NEITHER AGREE NOR DISAGREE 4 – AGREE 5 – STRONGLY AGREE

#### HOW EFFECTIVE IS OUR BOARD AT ESTABLISHING WRITTEN CRITERIA AND QUALIFICATIONS FOR BOARD MEMBERS?

#### CIRCLE YOUR ANSWER

We have a “Board Member Annual Affirmation Statement” (or similar document) that summarizes the roles and responsibilities of board members, including future board meeting dates—and the board member’s affirmation that he or she will be in attendance.

1 2 3 4 5

With crystal clarity, we explain the three distinct hats of board service:

- The Governance Hat
- The Volunteer Hat
- The Participant Hat

1 2 3 4 5

We are also crystal clear about a board member’s charitable giving expectations (if any).

1 2 3 4 5

Use this template to create your own “Board Member Annual Affirmation Statement” so current board members, and board prospects, understand—with crystal clarity—their roles and responsibilities.



# Board Member Annual Affirmation Statement (*sample, cont.*)

(adapted from ECFA Tools and Templates.)

## APPROVED BY THE BOARD ON (DATE)

**OUR GOVERNANCE VISION.** It is our expectation and hope that members of the board of XYZ Organization sense a deep commitment to their roles and responsibilities—and have a vision for the potential of serving others—that they will give the highest priority to using their charitable time and resources during their three-year term, as outlined in the Board Policies Manual.

## ROLES & RESPONSIBILITIES OF BOARD MEMBERS

The full description of board member roles is listed in our Board Policies Manual. In summary, we desire to make mission-oriented discerning governance and policy decisions in these key areas:

1. People: We are accountable for hiring, inspiring, guiding, evaluating, and supporting the Executive Director.
2. Policies: We focus on governance, as defined in the Board Policies Manual, and our stewarding and accountability process in the areas of promise, mission, vision, values, future direction strategy.
3. Strategy: We affirm the statement that “there is nothing more important for a CEO than having the right strategy and right choice of goals, and for the board, the right strategy is second only to having the right CEO,” Ram Charan, *Owning Up: The 14 Questions Every Board Member Needs to Ask*. The board will own the strategy, but not necessarily create it.
4. Due Diligence: We take our fiduciary and legal responsibilities seriously, and will ensure compliance with legal, financial, and government requirements.
5. Giving: We invite discerning and qualified people to serve on the board who have already demonstrated generosity in time and resources to the organization.

## THIS DOCUMENT WILL BE USED TWO WAYS:

1. Board members will review the Annual Affirmation Statement and affirm their commitment to XYZ Organization.
2. Prospective board members will review the Annual Affirmation Statement in advance of their commitment to serve and upon their election.

Your Name: \_\_\_\_\_



# Board Member Annual Affirmation Statement *(sample, cont.)*

## XYZ ORGANIZATION

### MY COMMITMENT.

- I affirm my commitment to use my time, talent, and treasure for the advancement of XYZ Organization. I believe I am a good fit for this organization and I accept this role and responsibility with joy.

Term of office January 1, \_\_\_\_ to December 31, \_\_\_\_ (3 years)

### Board Members Wear 3 Hats:

- The Governance Hat
- The Volunteer Hat (based on your strengths and social style)
- The Participant Hat (participation at organizational events and fundraising dinners, etc.)

### Board Responsibilities:

## GOVERNANCE HAT

Circle: Yes or No

- Yes No 1. I affirm the mission and vision of XYZ Organization.
- Yes No 2. I will serve faithfully on the board with my family’s understanding of the commitments I am making for my time, talent, and treasure.
- Yes No 3. I will actively support the Executive Director, staff, and other members of the board.
- Yes No 4. I will attend and be prepared for board meetings, committee assignments, and taskforces. I will participate in regularly scheduled conference calls.
- Yes No 5. I will prioritize XYZ to be in my top three organizations’ annual giving. I understand donors and foundations expect XYZ board members will be the most committed group of donors.

**Note:** “Generous giving” does not mean that our board members must be wealthy. Instead, when at all possible, we encourage each board member to prioritize XYZ Organization so it is one of the “top three” ministries for an individual’s annual giving. (See the Board Policies Manual for more details.)

- Yes No 6. I will seek to influence my colleagues, my company, potential donors and foundations to volunteer and give to XYZ Organization.
- Yes No 7. I am committed to being a person of integrity and sound character.
- Yes No 8. I will carefully consider opportunities to serve on board committees.
- Yes No 9. If I am unable to execute my responsibilities on the board, I will resign so that the board has the support, committed time, talent, and treasure of an active board member.



# Board Member Annual Affirmation Statement *(sample, cont.)*

## VOLUNTEER HAT

Circle: Yes or No

Yes No 10. I understand that volunteering at XYZ is separate from my responsibility as a board member. If I do volunteer, XYZ will place me in a role that leverages my talents and strengths.

Yes No 11. I will respect the lines of authority by not bringing volunteer ideas, issues, or recommendations to the board. I will work with the staff who coordinates my volunteer work.

Yes No 12. I will consider opportunities for volunteering such as representing XYZ at events, meeting potential donors with the Executive Director, and serving at an event or on a committee or taskforce.

Yes No 13. Other \_\_\_\_\_

## PARTICIPANT HAT

Circle: Yes or No

Yes No 14. I am expected to attend select events each year. I also understand that married board members are encouraged to involve their spouses in these events.

Yes No 15. I will encourage people to get involved with XYZ and to participate in events.

Yes No 16. I will participate in at least one event each year at my own expense.

Yes No 17. Other \_\_\_\_\_

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_