

# Advisory Board Manual

Teen Challenge



**Helping share the vision throughout the community**

**Produced by  
Teen Challenge of the Southeast Region  
Columbus, GA  
2011 Edition**

Track T2: Organizational Management  
Course T207.03  
Supplemental Material

Topic: T207 Board Relations & Development  
Teen Challenge Training Resource  
[www.iTeenChallenge.org](http://www.iTeenChallenge.org)

Last Revised 11-2011

# Table of Contents

Introduction .....	3
Advisory Board Definition and Culture.....	4
Purpose of the Advisory Board .....	4
Advisory Board Member Profile .....	4
The Board Culture .....	4
The Culture Defined .....	4
Advisory Board Selection and Meeting Process .....	5
How Large Should the Board Be? .....	5
Process of Accepting New Members .....	5
Advisory Board Term Limits.....	6
Meeting Place and Times .....	6
Meeting Agenda .....	6
Advisory Board Responsibilities and Function .....	7
Advisory Board Responsibilities .....	7
Committees .....	7
Friends Luncheons.....	9
Friends Luncheons General Objectives .....	9

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## Introduction

The birth of Teen Challenge’s work with gangs and addicts began in February 1958 with David Wilkerson’s reading of a Life Magazine article about a gang on trial for a vicious murder in New York City. While looking at the pencil drawing of the boys’ faces, David mysteriously began to weep and heard God say, “*Go to New York and help those boys.*” That mandate is just as real for us today, but with more faces than ever. Driven by the conviction that “every child deserves a chance”, Teen Challenge provides residential care for adults in addiction, boarding schools for at-risk youth, training for parents and prevention and outreach programs.

The enormous need for intervention is no secret, but the challenge is too great for any one person or organization. And while this task is big – the stakes are far too high for us to fail. Our Advisory Board of passionate leaders is a vital link in our ability to provide quality care to those who turn to us for help.

*“Hope lives here, freedom is found here and changed lives leave here!”* –Don Wilkerson

### Our Mission

To offer life transformation to individuals through Christ-centered programs

### Our Values

Integrity	“Living and working with excellence”
Compassion	“Embracing hope, love and reconciliation”
Community	“Working together and supporting one another”
Vision	“Seeing beyond the present”
Stewardship	“Faithfully managing God’s call and resources”
Faith	“Believing God for the impossible”
Servanthood	“Dedicating ourselves to the success of others”

### Our Student Covenant

We **PLEDGE** to serve every student with Christ-like compassion, respect, and guidance.

We **COMMIT** to address the needs of students and to assist them in the development of Godly character.

We **DEDICATE** ourselves to mentor and to nurture meaningful relationships inspiring hope for the future.

# Advisory Board: Definition and Culture

## Purpose of the Advisory Board

The Teen Challenge Advisory Board is an organized group of compassionate and dedicated leaders driven by the conviction that “every child deserves a chance”. These leaders assist the local director with vision, resources, networking and accountability. They offer their talent, influence and financial support for the growth and success of the organization.

## Advisory Board Member Profile

We select people who:

- Are passionate about our mission
- Have a solid foundation of faith
- Are of significant influence or affluence
- Are relationally connected to resourceful people
- Enjoy networking and development
- Like to accomplish tasks with others
- Possess specific skills needed by the organization (i.e. general contractor, attorney, etc.)
- Have a good reputation in the community

## The Board Culture

The Board Culture is very important. With each candidate, the potential for changing the culture increases. Always remember you are bringing personalities and personal and business reputations together. The comfort level that Board Members have with candidates is more important than what any candidate has to offer. When people aren't a proper fit, find other ways to employ their desire to serve. Make selections wisely to preserve your culture.

## Culture Defined

1. **Passion-** Board members are passionate for the mission of Teen Challenge.
2. **Leadership Support-** People support leaders. This means the Executive Director is an important drawing card. People only support your cause when they believe in you. Make sure you have good chemistry with the people invited to serve on the Board.
3. **Productive-** Board members are those who enjoy hard work and seeing results.
4. **Enjoy People-** Board members like working with others as much as they do working for the mission.

## Advisory Board: Selection and Meeting Process

### How Large Should the Board Be?

The Board can range from 12-15 individuals. This allows for several members to serve on each committee. If the Board is too small, the scope of work needed cannot be covered. Too large, and it can lose the connectivity and chemistry to succeed.

### Process of Accepting New Members

1. **Candidate Recommendations-** Advisory Board members are selected by the Executive Director and confirmed by the Advisory Board. The Advisory Board should be actively involved in recommending candidates. All recommendations should be hand written for the Executive Director to review.
2. **Candidate Biography-** Once the Executive Director has reviewed the recommendation for a potential candidate, any questions or concerns should be discussed with the Advisory Member who offered the name. A proper evaluation of the candidate's character, gifts, talents, resourcefulness, expertise, and proper fit into the Board Culture should be considered. When all indicators are acceptable, the candidate should be approached by the Advisory Member and a written biography obtained.

**Note: Advisory member recommendations should be made prior to the potential candidate's knowledge of our interest in them.**

3. **Presentation of Recommendations-** The written recommendation and biography should be emailed for Board review prior to the next scheduled Advisory Board meeting.
4. **Discussion of Candidate-** An open discussion of the candidates should be an item on the Advisory Board meeting agenda. Any and all questions and concerns should be entertained for affirmation of the candidate. If the candidate is affirmed, they are extended an invitation to the next scheduled Advisory Board meeting.

**Note: A special lunch meeting can be called for discussion of a candidate to expedite the process, especially when the next scheduled Advisory Board Meeting is far off.**

5. **Introduction of Candidate-** The introduction of the potential candidate should be the first item on the meeting agenda after prayer and greeting. The candidate is given opportunity to express their desire to become a part of the Advisory Board and ways they feel they can best serve the mission. Likewise, the Board is encouraged to question and interface with the candidate, who is then invited to remain for the Board Meeting to experience how they are conducted.
6. **Confirmation of Candidate-** Once the potential candidate has left the meeting, the Executive Director leads an open discussion about the candidate's interview to confirm or reject their serving. The Board's decision is mailed to the candidate.

## **Advisory Board Term Limits**

The Advisory Members serve for one year with an opportunity for annual renewal. There is no limit to the consecutive years served, providing members have fulfilled the Advisory Board Requirements. An annual audit of the Advisory Board Members participation will be done by year end. Those fulfilling the Board requirements are given opportunity to express their desire to serve another year. Those not meeting the requirements are graciously thanked for their service and contribution.

## **Meeting Place and Times**

The Advisory Board meetings can be held at any time. It is best to keep the meetings to 90 minutes. Holding a working meeting over lunch is convenient for professionals, since many of them already leave their office for lunch. Board Members can work through lunch and still arrive back at their office in a timely manner.

## **Meeting Agenda**

- \_\_\_\_\_ Greeting
- \_\_\_\_\_ Prayer
- \_\_\_\_\_ Ministry Update
- \_\_\_\_\_ Student Testimony
- \_\_\_\_\_ Center Needs
- \_\_\_\_\_ Up-coming Events
- \_\_\_\_\_ Targeting Key Leaders
- \_\_\_\_\_ Committee Reports
- \_\_\_\_\_ Review Assigned Tasks and Timelines
- \_\_\_\_\_ Adjournment

# Advisory Board: Responsibilities and Function

## Advisory Board Responsibilities

### Attendance

- ❖ Members are expected to attend **four of the six** annually scheduled meetings comprised of **three** Advisory Board and **three** Committee Meetings. It is understood courtesy that members will communicate with the Executive Director when they are unable to attend scheduled meetings.
- ❖ Members are expected to attend **three of the five** annually scheduled events comprised of **three** Friends Luncheons and **two** Major Events (i.e. banquet, golf event).

### Participation

- ❖ Members are expected to participate in the determined goals and assignments as set forth by the Board and Committee(s) on which they serve.
- ❖ Members are expected to participate in financial or gift-in-kind contribution(s).

### Support

- ❖ Member's advice and support to the Executive Director in the overall vision of the local program is greatly needed and welcomed.

## Committees

The members of the Advisory Board are asked to serve on a Strategic Committee thus insuring that the gifts and talents of each member are maximized.

### **1. *Committee for Marketing and Public Relations***

This committee is responsible to implement a plan for marketing the Center to the region, local churches and the community-at-large. They assist in establishing and maintaining relationships with Judges, School Districts, Detoxification and Hospital Administrators, Probation Departments, District Attorneys, Sheriff and local Police Departments. They are committed to Teen Challenge becoming a "Charity of Choice" and our brand a "Household Name."

### **2. *Committee for Special Events and Volunteer Services***

This committee utilizes its gifts and talents to design opportunities to introduce Teen Challenge to the community. The development of multiple, sustainable events is essential for expanding the donor base, growing current donor relations, and financial underwriting for the scope of the care we offer. Their careful planning, recruitment and training of volunteers to serve at each event is necessary to insure its success.

### **3. *Committee for Gift-in-Kind and Vendor Relationships***

This committee of resourceful individuals is tasked to mine the tangible resources in the community. The scope of need in the programs daily operational requirements is many faceted and constant. Being able to identify and establish relationships with businesses that are compassionate toward our cause is instrumental in meeting the material needs of the program and give optimal help to those we serve.

### **4. *Committee for Stewardship of Major Donors and Wills & Estate Planning***

This committee works to apply special focus on identifying prospects and developing strategies for the cultivation and solicitation of major gifts. As a non-profit organization, the daily operations, capital for growth, and future sustainability of Teen Challenge are largely dependent on the generosity of our donors. This committee assists in determining the best means for promoting Teen Challenge as an “Investment of Choice” for donor consideration in their estate planning.

### **5. *Committee for Expansion and Facility Improvement***

This committee brings their expertise for the acquisition of land, buildings, and facility improvements. Committee members identify and establish relationships with real estate brokers, zoning commission, real estate and zoning attorneys, tradesman and others essential to securing, constructing and providing for the ongoing maintenance of buildings suitable for program operations.

***Note: Each committee should have a chairperson and each committee member given mutually agreed upon assignments in reaching committee goals. When committees submit their reports, the Board should provide feedback and input. The Executive Director should insure the committees have clear objectives, are productive, and stay on task.***



## Friends Luncheons

One personal and effective way to promote Teen Challenge is by hosting regular luncheons on the Teen Challenge Campus. A nicely plated meal is served by student waiters as guests meet others from the community. Lunch is followed by a student program of testimony, singing, and drama. Leadership follows up with a brief history and description of the program. Opportunity is given for partnership in projects or monthly support of the organization.

The Friends Luncheon event can easily serve 20-30 selected guests invited by Advisory Board members. While the luncheon gives people an up close and personal view of the Teen Challenge, it also serves to provide Teen Challenge leadership the opportunity to personally meet leaders in the community.

### Friends Luncheons General Objectives

1. **To share the vision** of Teen Challenge.
2. **To network** with individuals, organizations and businesses for partnership in services and resources.
3. **To provide opportunities** for individuals, businesses, agencies, foundations, and community leaders to learn of the services we provide and partner to meet current projects and operational needs.
4. **To introduce Teen Challenge leadership** to the community and provide the Executive Director opportunity to meet individuals who may later become volunteers, donors or Advisory Board Members.
5. **To assist in developing a comprehensive donor base** of individuals who become passionate supporters and partners in our mission.