International Consultation on
Enterprise Risk Management for Churches and Nonprofits

CHRISTIAN INSTITUTE OF MANAGEMENT
PATHWAY TO EXCELLENCE

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Enterprise Risk Management for Churches and Nonprofits:
Concept Note

Enterprise Risk Management (ERM) in churches and non-profits differs significantly from ERM in secular corporate settings. Churches and nonprofits focus on matters of social development, spiritual growth, and ethical practices while corporate more highly prize profit and shareholder value. The literature on risk management for workers in faith-based institutions underscores the necessity of assessing and addressing both individual and institutional risks. It also stresses the danger of secular influences and need for institutions to stay Christ-centered for Kingdom impact.

Greer and Horst (2014) suggest that God's stewards must maintain a posture of humility and dependence, especially in times of growth. The authors add that personal temptations often arise in times of promise or prosperity, making it easy to forget our ongoing necessity of divine guidance. Hoag, Rodin, and Willmer (2014) note that individuals get of track when they succumb to the temptations of control, idolatry, and pride, which leads to depending on money rather than God to sustain the ministry. Matthew 6:24 reminds us, "No one can serve two masters. Either you will hate the one and love the other, or you will be devoted to the one and despise the other. You cannot serve both God and money." To mitigate the trap of trusting in money and related risks, stewards do well to implement accountability practices and establish routines to maintain reliance on God.

On the institutional level, Burns, Chapman, and Guthrie (2012) advocate for fostering a culture of collective humility. Giving careful attention to this can help staff teams avoid many reputational risks. As James 4:10 states, "Humble yourselves before the Lord, and he will lift you up." This work involves implementing rhythms, rituals, and discernment practices to keep the purpose of the church or nonprofit in sync with God's agenda, and to ensure that staff maintain a posture of dependence on divine direction. The authors also accentuate the need to align the institutional culture and values with a comprehensive biblical theology. Hoag, Rodin, and Willmer (2014) offer such a biblical theology as the "Ten Marks of Christ-centered Ministry" to help institutions avoid "the Common Path" and stay on "the Kingdom path" to position them for fruitful outcomes.

Regarding the influence of secular society, Thiemann, Herring, and Perabo (2021) highlight common challenges that cause Christian institutions to drift from biblical foundations. They point out the importance of proactively defending against this "unfortunate natural evolution" by regularly reviewing and strengthening the institution's theological framework, as 2 Timothy 1:13 advises, "What you heard from me, keep as the pattern of sound teaching." This helps preserve the identity and culture of the institution and its commitment to biblical principles. It also guards against operational risks that can cause our institutions to drift toward worldliness.

Lastly, we minister in complex times. That can lead boards and staff to avoid rather than assess and address institutional risks. Greer and Horst (2014) say that an overly cautious approach can limit impact, encouraging overseers and administrators to act courageously with their unique talents and resources for the sake of the gospel. As Ecclesiastes 11:4 reminds us, "Whoever watches the wind will not plant; whoever looks at the clouds will not reap." Those who establish decision-making framework that keeps God at the center can navigate both opportunities and potential threats.

International Consultation Details

Consultation Aims

- To bring together voices from varied backgrounds on one platform to do fresh research and reflect on risk-related issues for individuals and institutions from a biblical perspective.
- To equip the delegates and participants to integrate an enterprise risk management (ERM) framework in the administration and governance of their churches and nonprofits
- To provide a theoretical base for researchers to explore further and practical ERM tools for board members and administrators to apply in churches and nonprofits.

Dates: 6 – 9 May 2025 (Four Days)

Time: 7:30am – 9:00am (Denver) / 2:30pm – 4:00pm (London) /
7:00pm – 8:30pm (Chennai) / 9:30pm – 11:00pm (Hong Kong)

On the first day of the consultation, we will have a short opening ceremony followed by paper presentations. On subsequent days, we will start with a short listening sessions to hear participant comments and questions allow more interaction with international moderators and presenters.

For Whom: All interested stewards can register free of charge to join and invite others to join at: https://www.cimindia.in/consultation2025. Those who attend all the sessions will receive a certificate of participation. The program aims to targets these kinds of participants:

• Administrators of corporate, religious and charitable entities.

• Theological and management faculty members

• Doctoral candidates

• Authors and influencers

Format: The consultation will be virtual, and it will include panel-based academic paper presentations with a moderator and three presenters for each session. Each panelist will present for 20 minutes with the support of presentation software like MS PowerPoint. After the presentations, there will be discussion on the papers presented for 20 minutes. The panel will consist of theological and management faculty members as well as other practitioners. The papers will be uploaded on the consultation webpage and the link (non-downloadable format) will be circulated to the participants, which will be available for viewing for a limited time. Selected papers may be published by CIM or GTP and the remaining papers through other publication modes.

Contact us for more information:

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Register at https://www.cimindia.in/consultation2025

<h1 style="text-align:center">International Consultation Overview</h1>

Day #1 – Reputational Risk Management: Stewardship of Character, Crisis Management and Communications, Data Protection and Privacy Risks

Purpose: To assess reputational risks and responses to ensure communication and reactions to internal behavior and external attacks honor God and protect the institution. Moderator – Dr. Aby Alexandar

1. Stewardship of Character: Creating a framework for reputation management that emphasizes accountability and responsiveness. Speaker – Mrs. CA Manju George
2. Crisis Management and Communications: Implementing strategies to protect God's and the institution's honor. Speaker – Dr. Chi-Chung Keung
3. The Risks of Missions Funding: Understanding lessons from the past and charting a course for the future – Mrs. Barbara Shantz

Day #2 – Financial Risk Management: Stewardship of Christian Accountability, Fiscal Oversight, and Infrastructure Risks

Purpose: To assess financial risks and responses exploring how success can challenge stewards to maintain humility and transparency and stay dependent on God. Moderator – Mr. Matthew Gadsden

1. Stewardship of Christian Accountability: Fostering individual faithfulness, humility, and responsibility to position the institution for fruitful outcomes. Speaker – Mrs. CA Gina Detera
2. Fiscal Oversight: Developing fiscal governance practices that promote transparency and reliance on divine guidance and provision. Speaker – Dr. Renita Thomson
3. Infrastructure Risks: Establishing fiscal routines that ensure stewardship follows peer accountability standards and institutional goals. Speaker – Mr. Kenneth Tan, CPA, CFE, CGMA

Day #3 – Operational Risk Management: Stewardship of Staffing and Succession Planning, Continuity of Operations, and Security Risks

Purpose: To assess and address operational risks and responses related to people and processes to foster resilience, readiness for change, protection of assets, and sustainability. Moderator – Mrs. Vicky Ong

1. Stewardship of Staffing and Succession Planning: Maintaining focus on the purpose and having processes to locate people to advance it in perpetuity. Speaker – Mr. Stan Reiff, Sr CPA, CGMA
2. Continuity of Operations: Discerning direction to maintain faithfulness, resilience, agility, and readiness to respond to disruption. Speaker – Dr. Anand Samuel
3. Security Risks: Identifying potential security risks and establishing protocols to safeguard both assets and personnel. Speaker – Dr. Mercia Selva Malar

Day #4 – Institutional Risk Management: Stewardship of Legal and Regulatory Compliance, Governmental Intervention, Data Protection and Privacy Risks

Purpose: To assess institutional risks and responses through policy development, diligent administration, and proactive oversight. Moderator – Ms. Rebecca Nilanjana

1. Stewardship of the Mission and Risk: Policy development and protocol establishment with standards to foster a culture of integrity before God and man. Speaker – Dr. Gary G. Hoag
2. Regulatory Compliance and Governmental Intervention: Navigating legal and regulatory compliance requirements, restrictions, and risks. Speaker – Dr. Tehmina Arora
3. Data Protection and Privacy Risks: Understanding and addressing risks to maintain trust and integrity with stakeholders. Speaker – Dr. Trevor Lui