“Canada’s not-for-profit sector is a thriving community, where organizations mindfully engage talented people, drawing on a spirit of abundance to achieve their missions.”

Vantage Point Vision
“We convene, connect and equip not-for-profit leaders through interactive learning that is immediately applicable and professional development that lifts organizational capacity.”

Vantage Point Mission
Facilitator

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Agenda

✓ Clarifying the governance role

✓ Responsibilities of board members

✓ Embracing governance as leadership
Your Expectations

I signed up for this workshop because...
About Your Board
Draw an organization as a garden. What represents the board?
Governance

Future-focused

External
Organizational Functions

- Governance
- Management
- Operations
Boards in BC

71% of BC non-profits have *no staff*
Board and Staff

Values
- Vision
- Mission
- Success
- Priorities

Strategies
- Activities
- Performance Objectives

Adapted from the Wilcox Model for Effective Nonprofit Leadership
Board Responsibilities

1. Determine the organization’s mission and purpose
2. Select and support the executive and review his/her performance periodically
3. Ensure effective fiscal management
4. Engage in planning strategically
5. Approve and monitor programs and services
Board Responsibilities

6. Embrace fund raising
7. Ensure sound risk management policies
8. Enhance the organization’s public image
9. Carefully select, orient and develop board members
10. Clarity of roles and relationship between board and Executive Director
11. Sound structure to operate efficiently
Taking Care of the Organization = Oversight

- Operational
- Legal
- Financial
- People

Oversight
Continual Development

- Invest in **board retreats** and special sessions
- Maintain regular board **self-evaluations** and check-ins
Let’s break
Modes of Governing

- Generative
- Strategic
- Fiduciary

*Where great governance happens*

Adapted with permission from *Governance as Leadership* by Chait, Ryan and Taylor
Mode #1 - Fiduciary

Operational **oversight**

Legal compliance & fiscal **accountability**
Mode #1 - Fiduciary

Can we afford it?
Is the budget balanced?
Is it legal?
Is it ethical?
Mode #2 - Strategic

**Forecasting** future opportunities and influences

**Evaluating** outcomes and impacts

Creating a **roadmap** of how to achieve goals
Mode #2 – Strategic

- Is our business model viable?
- What are our core competencies?
- What trends and factors should we consider?
Mode #3 - Generative

Embracing wisdom and discovering insight

Asking why?

Probing the values and assumptions within strategies

Deciding what to decide
How does this reflect our organizational values and beliefs?

How can we reframe this issue?

How does this affect our vision for the future?

Who do we serve? Are we relevant?
Case Study

Opportunity for a sports group to host a team-building event.
Case Study – Fiduciary

Do we have to insure the participants?

Is there room in the budget for this type of activity?

What are the risks of running the session?

Who will take responsibility for the safety of participants?

How will this be perceived by the community? Is the perceived conflict of interest a concern?
Case Study – Strategic

Will improved relationships with the business community help us achieve our mission?

What kind of precedent are we setting?

What connections with the business community can be realistically expected?
Case Study – Generative

How does this relate to our mission?

Should this type of activity be part of our overall strategy?

How important is corporate/business support for our association overall?

Could access to the business community be a priority going forward?
Reflections

What mode feels most comfortable to you?

What mode(s) does your board usually think in?

What can we do to incorporate all three modes of governance into our work?
Commitment to Action

What will you **share** with other members of your board?

How?
Want to Know More?

**Read**
*Governance as Leadership* by Chait, Ryan & Taylor c. 2005

*The Abundant Not-for-Profit* by Colleen Kelly & Lynda Gerty c. 2013

**Watch**
Stanford School of Business: NonProfit Board Governance Institute:
https://www.youtube.com/playlist?list=PLxq_lXOUlvQBzs7m68fqxFSkGJF1wg8RoU

**Visit**
*Vantage Point Resource Center*:  www.thevantagepoint.ca/content/resource-centre

*Board Source*:  www.boardsource.org
Session Evaluation

Your feedback matters!

Please complete the evaluation form and help us continually improve.
Thank You

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www.thevantagepoint.ca