

# INDICATORS OF AN EFFECTIVE NON-PROFIT BOARD

MAS Governance Workshop

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# Strong Leadership

- ▶ Board Committee tasked with ensuring a transparent and open process for selecting board leaders
- ▶ Apprenticeship as Vice-chair and/or committee chair before taking on Chair role provides leadership opportunities

# Diversified and Committed Membership

- ▶ Board reviews selection criteria annually to address skills required and represent diversity of communities served
- ▶ Selection Committee works year-round using many strategies to reach out to various communities
- ▶ Governance Committee ensures every member a committee or project role
- ▶ Articulate contribution expectations to board members and provide opportunities for contributions

# Members Understand Board's Role and Organization

- ▶ Board committee ensures board by-laws and governance policies are updated and reviewed regularly
- ▶ Board committee oversees training of new members and assigns lead for orientation program to a board member
- ▶ Members sign conflict of interest and code of conduct forms annually
- ▶ Education sessions scheduled throughout the year to familiarize members with the organization's programs and activities

# Future-oriented

- ▶ Pro-active Chair ensures board meetings focus on strategic initiatives; operational issues left to staff
- ▶ Planning Committee manages regular updates of vision, mission and strategic plan – use MAS expertise
- ▶ Ensure strategic plan has at least a 5-year view
- ▶ Planning Committee schedules retreats for board members to address big issues

# Results-oriented

- ▶ Evaluate board performance annually to identify issues and future priorities
- ▶ Evaluate progress on strategic plan regularly and link strategic plan to organization's operational plan
- ▶ Conduct annual review of Executive Director's performance based on accomplishment of strategic objectives
- ▶ Set board and committee work-plans and review accomplishments annually

# Pro-active Risk Management

- ▶ Chair articulates expectations for a no-surprises relationship with Executive Director
- ▶ Planning Committee develops a risk management framework and reports to the Board annually
- ▶ Board reviews financial and operational reports at least quarterly
- ▶ Audit Committee reviews budget proposals, sets expectations for auditors and makes recommendations to the board re auditor reports

# Have Fun Too

- ▶ Invite board members to celebrate organization's milestones and achievements with staff
- ▶ Include a social function in the yearly schedule
- ▶ Celebrate members' achievements as they complete their term



# Resources

- ▶ Carver Governance Model <http://www.carvergovernance.com/pg-np.htm>
- ▶ Board self-evaluation form [http://www.prolifica.org/uploads/Board\\_self\\_assessment\\_short.pdf](http://www.prolifica.org/uploads/Board_self_assessment_short.pdf)
- ▶ Industry Canada Primer for Directors of Not-for-profit Corporations [http://www.ic.gc.ca/eic/site/cilp-pdci.nsf/eng/h\\_cl00688.html](http://www.ic.gc.ca/eic/site/cilp-pdci.nsf/eng/h_cl00688.html)