



## Boards That Work

### Introduction Slide:

Welcome to Boards that Work, written and developed by Sharilyn Hale, President and Founder of Watermark Philanthropic Counsel.

### Slide 2: Learning Objectives

At the end of this course you will be able to:

- Explain what a board is and why we have them
- List the 3 duties, 4 roles and 10 responsibilities of boards
- Clarify the relationship between the board and the chief executive
- Distinguish when to create a committee and when to use a task force
- Describe the board's role in fund development, and
- Communicate leading effective board practices

### Slide 3: Course Content

The course is divided into six parts as noted on the slide and concludes with a list of additional resources for you to explore. This includes the 20 Questions Non-profit Directors Ask About..., a series produced by the Chartered Professional Accountants of Canada. The series includes very current resources on many of the items covered in this course.

### Slide 4: Part 1 - Introduction to Boards

Let's explore Part 1 of this course: Introduction to Boards

### Slide 5: Boards in the Nonprofit Sector

Whether you work in the nonprofit sector, serve on a nonprofit board or are thinking about one day volunteering on a board, this course is designed to help you understand how boards work.

- Serving on a board can be a very meaningful and rewarding experience. You have opportunity to support an organization you care about, while also expanding your own knowledge, skills and network of relationships. Board service is also a big responsibility. As we will see, boards of directors are legally required.



- While necessary, boards can also be challenging and there are a range of issues that boards commonly wrestle with as noted on the slide. Nonprofits are complex environments with a wide range of constituents and diverse funding models.
- This ever-evolving context, with increasing regulation and liabilities, makes it essential that boards understand their duties and roles and how to ensure governance excellence.

### Slide 6: Definitions

As we begin, let's review some common terms used when discussing boards of directors.

#### *Governance*

The work of boards is to 'govern', and governance is the system by which organizations are directed and controlled. We'll explore these systems as we move through the presentation.

#### *Board of Directors*

This is the entity legally and ultimately responsible for all aspects of the corporation. In law, corporation refers to incorporated entities – not just for-profit – so nonprofits and registered charities are deemed corporations in this context.

#### *Board Chair/President*

You will see both terms, although chair is most current and common in Canada. The board chair is a facilitator and chief motivator of the board, and acts as a liaison from the board to the chief executive. The board chair is not the boss of everyone and everything, but rather, has an enabling function.

#### *Board Director*

An individual who serves on a board; individual directors carry fiduciary and legal responsibilities.

#### *Fiduciary*

Is one who holds a legal and ethical relationship of trust. In the nonprofit or charitable context, it is the public trust.

#### *Chief Executive/Executive Director/CEO/President*

These titles refer to the most senior paid staff person hired by the board. The board typically has only one employee, the chief executive, and this person is charged with overseeing management and all other employees.

### Slide 7: What is a Board?

- A board is a legal entity with ultimate responsibility for all affairs of the organization.
- An interesting thing about boards is that, under the law, the board is a single unit. While it is comprised of individuals, it must ultimately act and speak with one voice.
- Once a decision has been made or voted upon, the individuals must rally and support the decision of the whole as it sets the direction of the organization.



### Slide 8: Why Have a Board?

- We've already noted that boards are legally required.
- But in addition to this, boards have a unique role to be the voice of and speak to its communities and stakeholders. With a duty to protect the public trust and advance the organization's mission in benefit of the public good, boards must have this credible link. They must be of and for the community. As such, boards might often include organizational members, donors/funders, volunteers, beneficiaries or others who care about the mission.
- Boards also often tremendously expand the resources an organization may have by offering expertise, access to networks and even fundraising capacity. Through their volunteerism, they also provide credibility to and external confidence in the organization.

### Slide 9: Part 1 Quiz

Time for a quick knowledge check!

True or False: Governance is the system by which organizations are directed and controlled.

- A. True
- B. False

### Slide 10: Part 1 Quiz

True or False: A nonprofit is legally required to have a board of directors.

- A. True
- B. False

### Slide 11: Part 2 - Board Duties, Roles and Responsibilities

Let's move on to Part 2 of this course: Board Duties, Roles and Responsibilities

### Slide 12: What Does a Board Do?

Boards have 3 duties, 4 roles, and 10 responsibilities.

### Slide 13: 3 Duties of a Board

The board has 3 legally required fiduciary duties:



### *Duty of care*

This means to be careful or diligent, exhibit reasonable care in situations that might harm others. Board directors have to pay attention, read board materials and ask probing questions in order to fulfill their duty of care.

### *Duty of loyalty*

Being loyal to the organization by avoiding conflicts of interest and always putting organizational interests and its mission above all. A conflict of interest occurs when someone who has to make a decision in an official capacity, stands to benefit personally from that decision. The benefit may be financial, or another form of advantage and it could also involve a benefit to a member of your family, a close business associate or a friend. Fiduciary duty is the board's duty to act on behalf of external stakeholders in a manner that is consistent with the stakeholders' interests.

To learn more about conflict of interest, specific examples and a related board policy, check out the additional resources provided.

Duty of loyalty is also about confidentiality, for which a board will have a policy. As a board member, you are privy to certain discussions and information that must remain confidential. This means you can't discuss these matters with anyone, including anything related to human resources, salaries or labour relations. It's a good rule of thumb to keep board and committee discussions private, so that only final decisions show in your board minutes.

Note that in many places, it is illegal to disclose information about your organization's clients or to reveal anything that might identify a client.

### *Duty of obedience*

Requires obeying applicable laws and regulations, but also being obedient to/fulfilling the stated mission of the organization.

These 3 legal duties describe "how" boards must do their work, and this provides important context for "what" boards do.

For more information on these duties, check out the 20 Questions Nonprofit Directors Ask About... series in the Additional Resources.

## Slide 14: 4 Roles of the Board

The four roles of the board are:

1. Set organizational direction
2. Ensure appropriate and adequate resources
3. Provide oversight
4. Advocate

We'll review each one in more detail on the following slides.



### Slide 15: Board Role #1

#### Role 1. Set organizational direction

- It is the board's job to determine and confirm the mission, vision and values of the organization.
- It is also the board's role to set the strategic priorities or directions of the organization, which provides the roadmap to management for where to head. Boards will often perform these functions in partnership with or informed by staff, but ultimately, they determine the nature and direction of the organization. They create the big picture.

### Slide 16: Board Role #2

#### Role 2. Ensure appropriate and adequate resources

There are three main resources the board is responsible for ensuring are in place.

**First**, a chief executive to whom they can delegate management. This begins with establishing a recruitment task force to lead the recruitment process. They will:

- develop a detailed role description
- seek approval from the board for a fair but competitive salary
- draft the employment contract, and
- create an orientation strategy to ensure the leader's success

A board must collaboratively set clear annual performance objectives for the chief executive and use these goals for annual performance evaluation. Ideally, the board and chief executive will be supportive of one another on an ongoing basis, providing honest feedback and positive encouragement in everyday encounters.

It is possible the board may need to address serious performance problems with a chief executive. Occasionally, the termination decision might be obvious, such as in cases of proven criminal activity like theft or harassment, or unethical behaviour.

More common, however, are performance issues which emerge over time or ongoing negative feedback the board receives from staff or community members. The board chair should take the lead to investigate and to work more closely with the chief executive to improve performance. Should improvement not be realized, termination is often the next step. To avoid legal action against the organization, your board should always get legal advice when disciplining or terminating the chief executive.

In the resource section, there is a useful outline with more detail on hiring and supporting the chief executive.

**The second** resource boards are responsible for is financial. This means the board must ensure and approve an appropriate financial model and annual budget that is well reasoned and



sustainable. This model may include a combination of government grants, earned revenue or fundraising. The budget itself is often developed by staff with direction and support of the finance committee and/or treasurer. Once satisfied with the draft, it is the Finance Committee that recommends the budget to the board for approval.

Indeed, most charities rely on fundraising revenue to some degree. For this reason, boards will often wish to approve the annual fund development plan and budget when it reviews and approves the organization's annual plan and operating budget. This is also why board directors are encouraged to make personal financial donations to the organization, recognizing their role in ensuring adequate financial resources for the mission.

For more information on budgeting, please see the CharityVillage course on Budgeting for Nonprofits.

**The third** resource boards must manage and protect is organizational reputation, which also can be viewed as positive regard. With a duty of loyalty, the board must ensure the reputation and credibility of the organization is safeguarded at all times. When an organization loses its reputation it can take years, even decades to build it back up. When boards ask "what will the impact of this decision be on our reputation?" they are recognizing it is a critical resource that should not be overlooked.

As you can see, ensuring appropriate and adequate resources is a critical role of the board. This includes having appropriate policies in place for how the resources will be secured and managed.

### Slide 17: Board Role #3

#### Role 3. Provide oversight

The oversight role of the board is also significant, and there are five key areas boards must specifically address.

##### 1. Oversight of the Chief Executive

This is done mainly through regular supervision meetings between the board chair and chief executive (e.g. monthly) where they have opportunity to touch base, discuss challenging issues and share feedback; and the annual performance review process.

##### 2. Oversight of the financials

This is an area where many board directors either spend TOO much time (if they are financial people) or too LITTLE time (if they are not comfortable with numbers). Typically, monthly or quarterly financial statements are presented at board meetings by the Treasurer after being reviewed and discussed by the Finance Committee. However, anyone who serves on a board must understand the numbers. You should feel free to ask questions about anything related to the organization's finances, and even ask for help to understand and interpret them if needed.



In addition to approving the budget and monitoring financial results through the financial statements, financial oversight also involves an annual audit. An audit is simply an independent review of the accounting records and systems of your organization to find out if its financial statements are fair and reliable. It's another way your board can be confident that it's carrying out its financial diligence.

An audit may be required by law or by your organization's bylaws, and should be carried out by an independent chartered accountant or accounting firm. Some funding organizations also require that your annual financial statements be audited. Your board should ensure that the finance committee reviews the audited statements thoroughly with the auditor.

The additional resources section has some great resources on financial oversight and audit and the CharityVillage course on Budgeting for Nonprofits provides further information.

### 3. Legal, regulatory and ethical oversight

Depending on the nature and funding of an organization, there are an increasing number of laws and regulations – as well as accreditation standards - nonprofits and registered charities must comply with. Boards need to be aware of their legal and regulatory context to ensure appropriate policies are in place and to ensure their compliance.

This is an area where the chief executive will often take the lead to ensure compliance with all relevant requirements. To satisfy their duty of care, boards will then request a quarterly or annual compliance report where the chief executive confirms compliance in each area.

Maintaining high ethical standards is also part of board oversight. Some even say the board is the conscience of the organization. Indeed, some things may be legal but not ethical. A resource on navigating ethical dilemmas has been provided.

### 4. Oversight of programs and services

How does a board know if the organization is providing the right or relevant programs and services and that they are having the intended impact in the community? Their duty of obedience to the mission means they need to ask good questions and consider data.

Boards should get program reports and updates as part of board packages for strategic discussion, as well as annual program data or participant surveys, which shed insight into the role and impact of the organization in the community. This information is essential to the board's ongoing work to anticipate and create a productive future for the organization.

### 5. Oversight of Risk



The board must protect the organization above all - its people, assets and reputation. Risks are those things that could do harm and can range from small risks with limited potential impact to major risks that could be catastrophic.

There can be operational risks (business continuity, negligence), program risks (child abuse, confidentiality breach), financial (theft, fraud), people (harassment, turn-over), technological (systems, data hacking), to name only a few. Risks also expose organizations to legal liability.

Boards provide oversight of risk in three ways, by having clear organizational policies, having appropriate liability insurances in place, and endorsing and regularly reviewing a risk management plan. This plan identifies all possible risks, the degree of potential impact and strategies to mitigate or reduce the risk.

Learn more about risk oversight in the 20 Questions series noted in the resources.

#### Slide 18: Board Role #4

##### Role 4. Advocate

There is increasing awareness that nonprofit boards have an ethical responsibility to advocate and use their voice on issues related to their mission and purpose in order to advance system-wide change. Using power, influence and networks, boards can advance a wide range of issues including income inequality, lack of affordable housing, gender inequality, the importance of exposure to the arts or environmental justice.

While nonprofits have no restrictions on the kind or amount of advocacy they can do, for registered charities the Federal law has recently changed removing the 10% cap on advocacy activities. The reality, however, is that very few charities use their voice at all and this is something for boards across the sector to reflect on. As the law continues to evolve, organizations should always stay current with legislation and information provided on the CRA website.

#### Slide 19: 10 Board Responsibilities

Distilling the three duties and four roles of the board, this slide shows a practical and tactical list of 10 overall board responsibilities. Boards can use this list as a guide to develop their annual work-plan and even to assess their performance.

#### Slide 20: Part 2 Quiz

Time for a quick knowledge check!

Which is NOT one of the four roles of a board:





- 1) Set organizational direction
- 2) Ensure appropriate and adequate resources
- 3) Supervise the senior management team
- 4) Provide oversight

### Slide 21: Part 3 - The Board/Staff Partnership

Part Three of this course will focus on The Board/Staff Partnership

### Slide 22: Authority vs. Responsibility

The relationship between the board and staff is of critical importance, as both rely on each other for information and support. When it's a positive and strong relationship, the organization can flourish. If it's not, it can lead to difficulty.

- It is important to distinguish the difference between authority and responsibility. The board is ultimately responsible for all aspects of the organization. They cannot delegate that responsibility to the chief executive or other staff - it belongs to them, they're on the hook.
- They can, however, delegate authority to the chief executive to carry out identified tasks. The things that are delegated to the chief executive are outlined in board policy. Most commonly, boards delegate authority to manage the day-to-day operations of the organization, but again, they remain ultimately responsible.

This is why ongoing oversight is so important to boards, and why a trustful relationship between board and staff is so critical.

### Slide 23: Factors That Enhance Positive Board/Staff Partnerships

So what makes for a great partnership? You likely won't be surprised by anything on this list. Clarity, communication and respect.

Yet many boards still struggle to get it right.

### Slide 24: Governance vs. Management

Some will say boards govern and management manages, but it can be more blurry than that sometimes.

### Slide 25: Shared Leadership



The concept of shared leadership can help boards and staff better understand how to work together. The content on this slide is from BoardSource, and demonstrates there are times when the board must take the lead, times when the chief executive and management take the lead and times when they collaborate together in shared leadership. In this context, clarity and communication go a long way.

#### Slide 26: Distinguish Governance from Support

An area that can confuse board directors and staff is when directors also provide general volunteerism and support within the organization, a fairly common occurrence, especially in smaller organizations.

- Board directors can govern and provide additional support, but not at the same time.
- When directors volunteer in this way, they are not doing governance, nor are they doing it with the authority and weight of the board. Rather, they take off their board hat and put their volunteer hat on, and report to the designated staff person. This is volunteer work and not board work.
- Directors ought to remember what hat they need to wear and when, to ensure appropriate and productive partnerships with staff and remember that the board governs as a whole to set direction and control the organization.

#### Slide 27: Part 3 Quiz

Time for another knowledge check!

True or False: A board may delegate authority but cannot delegate responsibility.

- A. True
- B. False

Reflection opportunity: Explore for you and your organization what this means.

#### Slide 28: Part 4 - Board Building and Structures

Having the right people at the board table organized in a productive way is core to effective board governance. Let's explore this more in Part 4 of the course.

#### Slide 29: Building a Capable Board

So how does the board ensure they have the right people?



Gone are the days (at least they should be) when an organization scrambles at the last minute to find a warm body to join the board, while telling them they don't really have to attend many meetings. The work and responsibilities of a board are way too important for that!

Now, boards conduct needs-based recruitment year round. They consider current board directors, whose terms may be expiring, what skill sets are on the board and which ones they could be losing. They consider the strategic priorities of the board and the expertise the board may need moving forward, and they consider their constituents and issues of representation and diversity. With this information, they are then able to recruit new directors with a formal process that may include posting the opportunity, interviews and even reference checking.

This ought to be an ongoing process, culminating at the annual general meeting when new directors are typically voted on. Boards will also consider ways to orient new directors to the organization and their role on the board, such as an in-person orientation, assigning a longer-serving board-buddy and doing check-ins after each board meeting to answer their questions.

See the resources section for a sample content for board director orientation.

Capable directors at the board table will be eager to get working!

### Slide 30: Structures Help Get Work Done

Boards use a range of structures to support the work they need to accomplish - the most common being committees.

- *Standing committees* are typically required committees such as finance & audit, as well as governance, although some organizations will have additional standing committees such as fundraising. They tackle work that is ongoing or regular such as preparing, reviewing and monitoring financials, or leading ongoing board director recruitment efforts.
- *Task forces*, by comparison, are struck for one-off or irregular work within a specific time frame for a set purpose, and dissolve once that work is completed. An example is a strategic planning task force that may be set up every 5 years for the planning process and then dissolved until the next process begins.
- Lastly, *advisory or honorary councils* are often used to engage long-time volunteers or supporters to seek their feedback and perspective on certain aspects of the organization. These councils should not be referred to as a board as this can create confusion between the council and board of directors, but with a clear purpose they can be a great way to keep great volunteers involved.

### Slide 31: Benefits of Committees/Task Forces



- Committees and task forces are work groups that share the board's workload by doing research or exploring scenarios that aren't practical to be done by the whole board or at a board meeting. They do not typically make decisions but instead recommend a decision to the board.
- This approach helps share the governance workload and ensure board members are not overburdened.
- These structures engage current directors but may also involve past board members, prospective board members and other community volunteers who may have specific expertise.

Where possible, board committees and task forces may be supported by a staff person who may take minutes, coordinate meeting logistics and provide organizational information.

#### Slide 32: Effective Practices for Committees/Task Forces

Boards often require that directors serve on at least one committee or task force in order to fully engage in the work of the board.

Boards will also use a zero-based approach each year to their work groups, meaning they consider them each year and whether they are still needed and/or if new ones need to be established. This helps avoid committees that no longer have a purpose.

Every committee or task force needs a chair or co-chairs to lead it and a clear Terms of Reference that describes its purpose. A sample Terms of Reference has been provided in the resources section.

Meetings ought to be well organized with a clear agenda and purpose and begin and end on time, so that participants feel their time is being well spent and they are contributing in a meaningful way.

#### Slide 33: Part 4 Quiz

It's time to check what you have learned in Part 4 of this course:

Needs-based recruitment is:

- 1) Needing board directors and quickly recruiting those who agree to join.
- 2) Identifying the needs and gaps your board has then strategically recruiting to address them.
- 3) Recruiting new directors who need to engage in board service for professional or academic purposes.

#### Slide 34: Part 4 Quiz



A Board is anticipating the need for a new 5-year strategic plan. Which style of work group should they establish?

- 1) Committee
- 2) Task force
- 3) Advisory Council
- 4) Board/Staff work group

#### Slide 35: Part 5 - Board's Role in Fund Development

Part Five of this course will focus on the Board's Role in Fund Development

#### Slide 36: Board's Fund Development Roles

A question most boards of registered charities ask is, "What is our role in fundraising?" Yes, they do have an important role. As you can see from the slide, it is both broader and deeper than most realize. All of these tasks help support effective fund development and advance a culture of giving in the organization.

Take note of item number six. Some boards will also ask, "How much do directors have to give themselves and get from others?" Leading practice is for boards to expect 100% financial participation from directors, encouraging them to make an annual gift commensurate with their means and that indicates the organization is among their top charitable priorities.

Mandating a specific amount may alienate otherwise productive potential board directors, while representing a modest level of giving for another director. Giving a global goal to each director to either give or get from others is also problematic as it may penalize those who cannot write a personal cheque nor have a network capable of doing so. There are more productive ways to engage the board.

#### Slide 37: Strategies to Engage Boards in Fund Development

You'll note that the strategies on this slide focus on discussion and communication.

A board must have a conversation about fundraising and agree together what expectations they will have of themselves. Fundraising must also be discussed as being about more than just asking – because not everyone is an asker. Boards need some askers, but they also need planners, thankers and connectors. Specific tasks include making thank you calls to donors, signing letters, being event ambassadors, making introductions, planning and going on fundraising calls.

Knowing which board directors are interested and able to do different kinds of work in support of fund development, enables everyone to feel they are playing an important role, in addition to their own giving.



Remember, board directors are donors too, so don't forget to cultivate, solicit, recognize and steward well!

#### Slide 38: Part 5 Quiz

It's now time for another knowledge check!

True or False: Boards support fund development in many ways, in addition to making a personal gift and seeking gifts from others.

- A. True
- B. False

#### Slide 39: Part 6 - Effective Board Practices

Let's explore the last part of this course, discussing Effective Board Practices

#### Slide 40: Culture and Social Capital

- Boards set the culture and tone for the organization. If the board is dysfunctional, chances are, so is the organization.
- Culture and tone begins with them, and effective boards prioritize respect and strong social capital among the directors, which fosters cohesion.
- It's not that they always agree, but that there is a culture of candidness and respectful difference to make good decisions, for which they are held accountable.

#### Slide 41: Preparing for Effective Board Meetings

There are also more tactical strategies to increase performance. For example, adequately preparing for board meetings can make them more effective. This includes scheduling meetings for the year in advance and developing a well-considered agenda and meeting package that directors can read prior to the meeting. You want to provide enough background information on each agenda item without providing too much that it will overwhelm and not get read.

There are many ways to structure board meeting agendas and packages, but one sample has been provided in the resources. Agendas guide the flow of the meeting and are structured to ensure adequate time is spent in the most important areas.



#### Slide 42: Conducting Effective Board Meetings

- To move through routine business more quickly, boards will often use ‘consent-agendas’. This is when a group of items, which may not need discussion, are clustered together on the agenda so they can be approved at one time as a matter of business. This might include meeting dates for the year, minutes of the past meeting or monthly financial statements. It is expected directors read and understand the material and if discussion is needed, the item can be removed from the consent agenda.
- Of course, keeping on time and managing the degree of discussion on any one item can help bring things to resolution or identify a need for greater research or due diligence to be done prior to the next meeting.
- Effective meetings are not just those where everyone agrees and you get to the end of the agenda on time. The quality of discussion and decision making is what matters most and this requires respect and candour as well as collegiality and professionalism.
- Boards may also use time on the meeting agenda for director education – about the organization or issues related to its mission. This may include having a program participant speak about their experience, watching a video presentation or holding the meeting at a program venue. Such experiences help board directors better understand the organization and its work.

#### Slide 43: Board Evaluation

The board is responsible for itself and the only way it will know if it’s fulfilling its duties, roles and responsibilities is by annual evaluation. Typically done at two levels, boards will do a board evaluation where they ask questions about how the board is doing as a whole. The board may use the board mandate or terms of reference, against which to evaluate itself. The board will also conduct individual director self-assessments where the questions ask about how the director is doing as a director – am I attending meetings and coming prepared, do I contribute to respectful discussion, have I made my annual gift. Self-assessments are typically shared with the chair of the board for discussion with the director about their performance, but also their interest in ongoing service and suggestions for how the board can be improved.

Board evaluations are typically compiled and distilled into a report back to the board so that the board can decide if there are any specific actions it should take to improve performance in any area.

**CharityVillage offers a Better Board Kit that includes an online Board Self-Evaluation Survey, a facilitation guide and the Boards That Work course.** The survey covers detailed questions about board effectiveness in numerous areas such as; policy, fiduciary responsibilities, the board's relationship with the executive director, fundraising, board self-management and much more. It also includes a step-by-step facilitation guide to walk you through a planning session based on the survey results, highlighting the areas where you are already successful as a team, and discuss the areas of opportunity for improvement.



#### Slide 44: When Board Directors Behave Poorly

There may be board directors who do not perform well and even behave poorly. It can range from poor meeting attendance to harassing staff or being disruptive in meetings. What can a board do?

- Governance documents are a critical tool in this case. Boards will have a Board Mandate that describes the work of the board and expectations of directors, as well as a Code of Conduct for behaviour. A sample Board Mandate is provided in the additional resources of this course.
- Governance documents must be used as a guide for performance but also for what is acceptable and what is not. The board is accountable to itself for these standards.
- Typically the chair will probe performance issues with directors during the self-assessment window or as needed. It could be as benign as the director's life has changed due to a new job or family commitment and they are more pressed for time than they anticipated. Or it could be something more serious that requires more involved performance management. Ultimately, directors who are not able nor willing to meet the expectations of being on the board need to be encouraged to resign so that a more productive director can be brought on.
- Bylaws often provide some mechanism for renewing terms and removing board directors, but boards typically opt for something less formal unless the issue is of a very serious nature.
- An empowered chair will address these issues in a way that reflects the integrity of the board and organization.

#### Slide 45: Being an Effective Board Director

Of course, most volunteers want to be effective directors! Here are some suggestions that focus on being a respectful, prepared and engaged participant.

#### Slide 46: Part 6 Quiz

It's time for your last knowledge check!

During what process do board directors ask "How are we doing as a board? How am I doing as a director?"

- A. Development of mission, vision and values
- B. Collective board evaluation and individual director self-assessment
- C. Strategic and operational planning
- D. Organizational review and program evaluation





Slide 47: Review of Learning Objectives

Review of Learning Objectives.

Slide 48: Review of Learning Objectives

We've come to the end of the course! You should now be able to:

- Explain what a board is and why we have them
- Articulate the 3 duties, 4 roles and 10 responsibilities of boards
- Clarify the relationship between the board and the chief executive
- Distinguish when to create a committee and when to use a task force
- Describe the board's role in fund development
- Communicate leading effective board practices