

Overview of Governance

Understanding Governance

“Building on Strength: Improving Governance and Accountability in Canada’s Voluntary Sector”, Panel on Accountability and Governance in the Voluntary Sector, Final Report, February 1999.

<http://www.creativetrust.ca/wp-content/uploads/2011/03/The-Broadbent-Report.pdf>

Commonly known as The Broadbent Report after Chairman Ed Broadbent, this is the best and most complete overview of governance in Canada’s voluntary sector.

Governing with Soul: How Joy, Courage and Compassion Are Taking Charities to the Next Level, Marjorie Sharpe, Civil Sector Press, December 2010.

A practical guide to all topics around boards (“casting” board members, conscious leadership, clarifying expectations and maintaining a focus on mission and values), all while creating a sense of purpose and commitment to social impact.

Practicing Good Governance

Best Governance Practices

“Board and Governance: Creative Trust Open Source Tool Kit”, Jini Stolk, Creative Trust, 2013.

<http://www.creativetrust.ca/wp-content/uploads/2013/07/Board-and-Governance.pdf>

A compendium of policies, processes and program materials from Creative Trust to help shape ideas of good governance for arts boards.

Building Boards That Work

Inspired Recruitment

“Developing A Board Recruitment Process”, Wild Apricot.

<http://www.wildapricot.com/membership-articles/developing-a-board-recruitment-process>

A comprehensive overview of how to create a standard process of recruitment for volunteer board members.

“20 Questions Directors of Not-For-Profit Organizations Should Ask About Board Recruitment, Development and Assessment”, Dr. Richard Leblanc and Hugh Lindsay, Canadian Institute of Chartered Accountants, 2010.

<http://www.cica.ca/focus-on-practice-areas/governance-strategy-and-risk/not-for-profit-director-series/20-questions-series/item35592.pdf>

An in-depth look at board recruitment framed around the questions that non-profits should be asking themselves as they recruit.

“artsBoards 101: a Business for the Arts guide for young professionals”, Business for the Arts, 2011.

<http://businessforthearts.org/wp-content/uploads/2011/04/artsboard101.pdf>

A succinct guide for professionals looking to work with Arts Boards, and the benefits of engaging young adults in the non-profit sector.

A Diversity of Perspectives

“Board Profiling”, BoardConnect.

<http://www.boardconnect.com.au/resources/fact-sheets/boardrecind/186-profiling.html>

A quick checklist that reveals areas where a board is well-represented, and where further engagement can be addressed.

“Diversity in Governance: A Toolkit for Inclusion on Non-profit Boards”, Ann Decter (editor), Maytree Foundation, 2007.

http://www.neighbourhoodartsnetwork.org/sites/default/files/diversity_toolkit_nonprofit.pdf

A guide to examining diversity on a board and how to implement more diverse recruitment, training and policies for a non-profit organization. This report includes numerous templates and clearly defined expectations for creating an inclusive and diverse board.

Defining Expectations

“Board Member Work Plan”, Tafelmusik Baroque Orchestra and Chamber Choir, Sample Yearly Work Plan, 2005/2006 Season.

http://www.creativetrust.ca/wp-content/uploads/2010/12/sample_bd_wk_plan_Tafelmusik.pdf

“How effective are your board members?”, Simone Joyaux, SOFII, April 22 2014.
<http://sofii.org/article/how-effective-are-your-board-members>

An excellent short article listing clearly defined areas of success for an effective board member.

Thoughtful Orientation

“Board Building: Recruiting and Developing Effective Board Members for Not-for-Profit Organizations”, The Muttart Foundation and Alberta Community Development, Revised Edition, 1997.
<http://www.creativetrust.ca/wp-content/uploads/2010/12/3-boards-recruiting1.pdf>

A comprehensive view on recruitment and developing strong board members. The “Orienting, Training and Developing Your Board” section is especially relevant for creating programs to educate your board members.

Meaningful Conversations and Effective Meetings

“Seven Steps to Facilitating a Great Meeting”, Jessica Bell, 2014.
<http://www.jessicabell.org/wp-content/uploads/2014/01/Seven-steps-to-facilitating-a-great-meeting-JBell.pdf>

A concise guide to promoting positive and healthy engagement in meetings.

Maintaining an Engaged Board

“Engaging Your Board”, Jeannette Archer Simons, Non-profit Resource Network, 2008.
<http://www.nonprofitresourcenetwork.org/resources/engageboard.php>

“Problem Boards or Board Problem?”, William P Ryan, Richard P. Chait, and Barbara E. Taylor, Non-profit Quarterly, Summer 2013.
<https://nonprofitquarterly.org/governancevoice/36-problem-boards-or-board-problem.html>

Looks at the underlying issue for ineffective or under-performing arts boards, identifying a lack of clear purpose as a board’s greatest challenge in creating meaningful board experiences.

Succession Planning

“Succession Planning”, Canadian Federation of Friends of Museums/ Fédération canadien des amies des musées, *au courant* Winter 2012 newsletter, Pg 3-4.
<http://www.creativetrust.ca/wp-content/uploads/2010/12/13.7.8-Leaving-Succession-planning-Winter-2012-English-v3.pdf>

A short overview on the importance of succession planning for non-profit organizations.

“Firing Lousy Board Members”, Simone Joyaux, SOFII, November 15 2013
<http://sofii.org/article/firing-lousy-board-members>

A tongue-in-cheek but informative article on how to define expectations, clarify roles and let go board members not meeting those requirements.

“12 Reasons Why You Should Gracefully Resign from a Non-profit Board”, Gene Takagi, Non-profit Quarterly, July 10 2014.
<https://nonprofitquarterly.org/governancevoice/24482-12-reasons-why-you-should-gracefully-resign-from-a-nonprofit-board.html>

A quick check-in on personal, interpersonal and organizational reasons one might resign from a board.

Defining Roles and Relationships

Board Roles and Responsibilities

“Boards and Governance”, ArtsBC, 2011.
<http://www.artsbc.org/resources/for-organizations/boards-and-governance>

An overview of a board’s role in a non-profit organization, and its various responsibilities pursuant to its role.

“Primer for Directors of Non-Profit Corporations: Rights, Duties and Practices”, Peter Broder (Co-ordinating Editor), Industry Canada, 2002.
http://www.creativetrust.ca/wp-content/uploads/2010/12/Primer_en.pdf

A guide to roles and responsibilities for new and prospective board members, as created by Industry Canada, within the legal sphere of the federal government of Canada.

“Board Member role description template”, BoardConnect.
<http://www.boardconnect.com.au/resources/articles/duties/67-member.html>

A basic template for a potential role description for board members.

Mutual Responsibilities of Board and Staff

“Volunteer Boards and Executive Directors: A Relationship for Organizational Stability” Larissa Silver, Paula Speevak Sladowski, with Robbie Giles, Carmen Drouin and Christopher Jennings, Imagine Canada, 2007.
http://sectorsource.ca/sites/default/files/resources/files/report_volottawa_volboards_2007.pdf

A detailed and well-researched overview of the relationship between board members and executive directors of non-profit organizations, with a focus is on effective relationship-building.

“Good governance and board/staff relations”, Mel Gill, Charity Village, June 6 2006
https://charityvillage.com/Content.aspx?topic=good_governance_and_board_staff_relations#.VFfjPnF-So

Looks at perennial problem areas for boards and staff of an organization and offers some concrete solutions to these issues.

Financial Oversight

Understanding the Finances

“20 Questions Directors of Not-for-Profit Organizations Should Ask About Fiduciary Duty”, Jane Burke-Robertson, Canadian Institute for Chartered Accountants, 2009.
<http://www.cica.ca/focus-on-practice-areas/governance-strategy-and-risk/not-for-profit-director-series/20-questions-series/item12325.pdf>

“Board Development: Financial Responsibilities of Not-For-Profit Boards”, The Muttart Foundation, Revised Edition 2000.
<http://www.creativetrust.ca/wp-content/uploads/2010/12/3-boards-financial1.pdf>

A self-guided workbook by The Muttart Foundation and the Government of Alberta for the non-financial board member, providing basic information and practical approaches.

“Governance and Financial Management”, E. Grant MacDonald, Dalhousie University, 2011.
<http://www.dal.ca/content/dam/dalhousie/pdf/continuingeducation/Improving%20Non-Profit%20Governance/Governance%20and%20Financial%20Management.pdf>

An overview of the fiduciary responsibilities of non-profit board members and a useful guide to financial indicators of the health of one’s organization.

“Ten Tips for Better Financial Planning”, Heather Young, Young Associates, Nov 30 2011.
<http://youngassociates.ca/ten-tips-for-better-financial-planning/>

Ideas for better short- and long-term financial planning in non-profit organizations.

Sustainability: A Board’s Special Responsibility

“Deconstructing Sustainability”, Jeanne Bell, Jan Masaoka and Steve Zimmerman, Adapted from *Non-profit Sustainability*, published on Blue Avocado, Oct 5 2012.
<http://blueavocado.org/content/deconstructing-sustainability>

A look at what sustainability means in the non-profit world.

Creating Board Policies

“20 Questions Directors of Not-for-Profit Organizations should ask about Risk”, Canadian Institute for Chartered Accountants, 2009.
<http://www.cica.ca/focus-on-practice-areas/governance-strategy-and-risk/not-for-profit-director-series/20-questions-series/item12324.pdf>

“The Process-Driven Organization”, Arts Action Research, Folio One, 2014.
<http://www.artsaction.com/Pages-2008/Folio%20One%20Process-Driven%20Organization%201.1%20.pdf>

Explores the connections between the artistic process and running successful artistic organizations, and building a strong “process-driven organization”.

Fundraising and External Relationships

Contributing to the Budget's Revenues Side

"Fundraising by Registered Charities", Canada Revenue Agency, April 20, 2012.

<http://www.cra-arc.gc.ca/chrts-gvng/chrts/plcy/cgd/fndrsng-eng.html>

A guide by the CRA on the role of fundraising in registered charitable organizations, including definitions, best practices and the CRA's method of evaluating charitable donations.

"Relational Fundraising and Development", ARTS Action Research, Folio Three, 2014.

<http://www.artsaction.com/Pages-2008/Folio%20Three%20Relational%20Fundraising.pdf>

An in-depth look at modern fundraising realities for arts organizations and strategies for sustainability.

Building a Bridge to the Community

"Understanding community relevance: a discussion paper", Tandi Williams and Bridget Jones, Australia Council for the Arts, July 2011.

http://www.australiacouncil.gov.au/workspace/uploads/files/research/understanding_community_releva-5432545d57e08.pdf

Creates an invaluable portrait of the role of community-building and non-profit organizations, all the while focusing on organizational relevance with the broader citizenry.

"Leading Arts Boards: Board & Community Relationships", ARTS Action Research, Folio Four, 2014

<http://www.artsaction.com/Pages-2008/Folio%20Four%20Leading%20Arts%20Boards%201.0.pdf>

Focuses on the role that boards play in connecting with both the internal community of an organization and the broader community-at-large.

Human Resources

The Chair-CEO Relationship

"Are Two Heads Better Than One?", David Leighton and Peter Herrndorf, International Journal of Arts Management, Vol. 4 No.2, Winter 2002, pgs 4-8.

<http://www.jstor.org/stable/41064750>

Written jointly by an organization's CEO and Chair of the Board, this article provides a fascinating look into one of the most complementary and challenging relationships in an organization.

Evaluating the CEO

"Questions the Board should ask about CEO evaluation", Canadian Co-operative Association, *Governance Matters*, June 2007, pgs 1-7.

http://www.coopscanada.coop/assets/firefly/files/files/GovMatArchives/GM15_May07.pdf

The reasons, methods and participation required in an evaluation of the head of any non-profit organization.

"Executive Director Performance Review", Creative Trust, December 2012

http://www.creativetrust.ca/wp-content/uploads/2010/12/SAMPLE_Executive_Director_Perf_Review_Creative_Trust.pdf

A sample performance review format for an executive employee.

Hiring

"Making the Right Hire: Assessing a Candidate's Fit with Your Non-profit", Bridgestar, 2008.

<http://www.creativetrust.ca/wp-content/uploads/2010/12/Making-the-Right-Hire1.pdf>

Great tips and steps for assessing a board member or employee candidate's fit with your organization.