NONPROFIT BOARD GOVERNANCE

SYLLABUS

September 2020

Written & Delivered By:

Nonprofit Board Governance

Overview

There are many types of nonprofit boards including both private nonprofit such as a local United Way Board of Directors or governmental oversite such as a local Public Library Board of Directors who are appointed by elected officials. The board of directors determines the strategic direction of the organization, sets goals, establishes appropriate policies, and hires and supervises the entity's executive director. The board of directors also provides budgeting and fiscal oversite and in the case of nonprofits, conducts fundraising activities.

The purpose of this module is to assist board members discharge their duties and obligations while serving on a board of directors. The focus of this module is on nonprofit and governmental boards.

This module is not intended for the unique and regulatory nature of for-profit corporate boards.

Learners

This module is designed for leaders who are directly involved with a nonprofit or governmental board of directors. This module will assist existing board members clarify and understand their roles and responsibilities as member of the governing board, as well as for new board member orientation.

The module may qualify for Continuing Education Units (CEU) for professional certifications depending on the professional association.

Module Authors

The author for this module is Peregrine Global Services headquartered in Gillette Wyoming and includes materials from a variety of sources. Peregrine Global Services through its Leadership Institute division has been conducting board governance workshops and consulting for organization since 2005.

Learning Outcomes

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Understand the different types of nonprofit boards.

2. Understand the roles that board members fill.

3. Demonstrate leadership while serving on a nonprofit board.

4. Know the required elements for new board member orientation.

5. Describe the role of a board member.

6. Participate in board strategic planning.

7. Identify the board's mission, vision, and values.

8. Develop strategic goals for a nonprofit board.

9. Model ethical behaviors as a board member.

10. Understand how to build team approaches for the board of directors.

11. Conduct board member evaluation.

12. Know how to be a coach, mentor, and leader within the role of a board member.

13. Understand appropriate ways for advocacy.

14. Address common problems that many nonprofit boards face.

15. Conduct an annual board evaluation.

16. Understand the unique operating considerations of faith-based boards.

17. Differentiate the board member obligations between elected and appointed agency boards.

18. Know what to do when problems occur.

19. Be able to shift from a working board member role to a governing board member role.

Curriculum

Section	Topics / Subtopics
Section 1: Understanding Boards	• The Board of Directors • What is the Purpose of a Governing Board • How Are Board Members Chosen • What Roles to Board Members Fill?
Section 2: Nonprofit Board Operations	• Avoiding the Pitfalls • Nonprofit Advisory Boards: Why They Matter
Section 3: Board Leadership	• Effective Board Leadership • Compass-led vs. Weathervane Leaders • Culture of Inclusion • Personality Traits for an Effective Board Chair
Section 4: New Board Member Orientation	• Planning for a Successful Board Orientation • Conducting a Board Orientation • New Board Member Orientation Checklist Template
Section 5: The Board Member's Clarity of Purpose	• Understanding Clarity of Purpose • Mission, Vision, and Values Analysis • Nature of Volunteer Boards
Section 6: Board Member Responsibilities and Board Governance	• Board Member Responsibilities • The Dos and Don'ts of Successful Board Meetings • Board Responsibilities: How Do We Measure Up?
Section 7: Chain of Command and the Importance of Unity of Effort	• The Basics of Corporate Structure • Understanding the Chain-of-Command • Differentiating Between a CEO's & Board of Directors' Responsibility • Structure of a Nonprofit Board of Directors • Organizational Operations: Who Does What? • Chain-of-Command: How Do We Measure Up?
Section 8: Strategic Planning	• Strategic Activities for Boards • The Role of the Board of Directors in Strategic Planning • Strategic Planning Essentials • Strategic Planning Criteria • A 4-Step Strategic Planning Process • SOAR Analysis • A Strategic Planning Template

Section 9: Board Ethics	• Nonprofit Board Member Codes of Conduct and Ethics • The board member SHOULD and SHOULD NOT • Board Ethics: How Do We Measure Up?
Section 10: Board Teamwork	• The Board as a Team • Strengthening Collaboration • Models of Team Development • Board Member Attributes for Board Teamwork • Committee Operational Analysis • Board Teamwork: How Do We Measure Up?
Section 11: Board Team Builders	• Governing as a Team • Board Diversity • Core Elements for a Successful Board Team • Board Member Builder Attributes • Barriers to Board Effectiveness • Board Team Builder Assessment
Section 12: Board Evaluation	• Board Members Legally Responsible for Effective Boards • Strong Reasons and Benefits for Regular Board Evaluations • Timing to Do a Board Evaluation • Board Evaluation Tools • Board Evaluation: Organizationally and as a Board • Assessing the Board's Role in Governance • Board Evaluation: How Do We Measure Up?
Section 13: Board Members as Coaches, Mentors, and Leaders	• Engaging New Board Members • Key Concepts • Board Member Leadership Attributes • Board Training
Section 14 Board Advocacy	• Reason for Advocacy • Are My Actions Beneficial to this Organization? • Lobbying • Board Advocacy: How Do We Measure Up? • Nonprofit board – Fundraising
Section 15: Annual Board Evaluation	• Self-Assessments for Nonprofit Board • Board Assessment Resources
Section 16: Faith-based Boards	• The Board's Role • Building Board Unity
Section 17: Agency Boards - Appointed	• Serving on an Appointed Board of Directors

Section 18: Agency Boards - Elected	• Electing Board Members
Section 19: What to Do When Problems Occur	• Problems of Performance • Problems of Purpose • Problems of Reform
Section 20: Moving from a Working Board to a Governing Board	• Working Boards vs. Governing Only Boards • Transitioning from a Working Board to a Governing Only Board
Section 21: Summary and Assessment	• Summary • Assessment

Delivery

The module is delivered using Peregrine's Learning Management System (LMS) known as CMAD. Course instruction is with asynchronous online learning activities.

References & Resources

Articles

SECTION 1: UNDERSTANDING BOARDS

What is the role of the board? https://www.iod.com/services/information-and-advice/resources-and-factsheets/details/What-is-the-role-of-the-board

What Is a Board of Directors? https://investinganswers.com/dictionary/b/board-directors

Boards in the time of coronavirus. https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/boards-in-the-time-of-coronavirus

SECTION 2: NON-PROFIT BOARD OPERATIONS

Nonprofit Advisory Boards: Why They Matter, How to Get Them Off the Ground. https://www.missionbox.com/article/59/nonprofit-advisory-boards-why-they-matter-how-to-get-them-off-the-ground

How To Structure Your Nonprofit Board. https://www.elevateclicks.com/the-nonprofit-marketing-blog/how-to-structure-your-nonprofit-board

Basic Duties and Role of Nonprofit Boards. https://www.thebalancesmb.com/what-the-heck-do-nonprofit-boards-do-2502281

SECTION 3: BOARD LEADERSHIP

Strategies for Effective Board Leadership. https://www.boardeffect.com/blog/strategies-effective-board-leadership/

Board Leadership and Performance in a Crisis. https://corpgov.law.harvard.edu/2020/05/13/board-leadership-and-performance-in-a-crisis/

Selecting and Developing Board Leadership: Choose Your Leaders Wisely. https://blog.boardsource.org/blog/selecting-and-developing-board-leadership-choose-your-leaders-wisely

The 3 Es of Effective Board Leadership. https://knowledge.insead.edu/leadership-organisations/the-advantages-of-being-seen-as-authentic-14741

SECTION 4: NEW BOARD MEMBER ORIENTATION

New Board Member Orientation: What THEY Need to Know. https://boardable.com/blog/board-member-orientation-what-they-need-to-know/

A Guide to Board Orientation. https://www.icd.ca/getmedia/a76ff843-a4c0-4c58-a5cd-a2c97d19140b/3-Board_Orientation.pdf.aspx

3 Elements Of Successful Board Orientations. https://raybourn.com/3-elements-of-successful-board-orientations/

New Board Member Orientation Considerations. https://insights.diligent.com/board-training-public-education/new-board-member-orientation-considerations

SECTION 5: THE BOARD MEMBER'S CLARITY OF PURPOSE

Secrets of Successful Committees Clarity is Key. https://cooperator.com/article/secrets-of-successful-committees/full

Why clarity of purpose is so important for both effective leadership and effective management. https://elisabethgoodman.wordpress.com/2019/10/09/why-clarity-of-purpose-is-so-important-for-both-effective-leadership-and-effective-management/

Why Boards Need Clarity. https://boardforward.com/201806/Why_Boards_Need_Clarity

Role Confusion on Nonprofit Boards: Promoting Board Engagement. https://scholarworks.gvsu.edu/cgi/viewcontent.cgi?article=1043&context=spnhareview

SECTION 6: BOARD MEMBER RESPONSIBILITIES & BOARD GOVERNANCE

What are a Board Member's Responsibilities? https://www.boardeffect.com/blog/board-member-responsibilities/

Roles and Responsibilities. https://boardsource.org/fundamental-topics-of-nonprofit-board-service/roles-responsibilities/

Board Governance – Board Roles and Responsibilities. https://www.propelnonprofits.org/resources/board-roles-responsibilities/

Corporate Governance: The Do's and Don't's of Successful Board Meetings. https://www.legalnature.com/guides/corporate-governance-the-dos-and-donts-of-successful-board-meetings

Boardroom Best Practice: Lessons Learned from Board Assessments Across Europe. https://www.spencerstuart.com/-/media/bbp2017/bbp2017_ipe.pdf?la=en&hash=3A2C10C1C8779BDB9AE090320AA6A6F48F7C37D2

SECTION 7: CHAIN OF COMMAND AND THE IMPORTANCE OF UNITY OF EFFORT

The Basics of Corporate Structure. https://www.investopedia.com/articles/basics/03/022803.asp

Developing an Effective Governance Operating Model. https://www2.deloitte.com/content/dam/Deloitte/global/Documents/Financial-Services/dttl-fsi-US-FSI-Developinganeffectivegovernance-031913.pdf

How to Draw the Line Between a CEO's & Board of Directors' Responsibility.

https://work.chron.com/draw-line-between-ceos-board-directors-responsibility-27494.html

Structure of a Non-Profit Board of Directors. https://bizfluent.com/info-12313816-organizational-structure-social-service-organization.html

SECTION 8: STRATEGIC PLANNING

Strategic Activities for Boards. https://www.boardeffect.com/blog/role-board-directors-strategic-management/#:~:text=The%20board's%20role%20in%20strategic%20planning%20entails%20identifying%20priorities%2C%20establishing,execution%20of%20the%20strategic%20plan.

The Role of the Board of Directors in Strategic Planning. https://insights.diligent.com/board-of-directors/role-board-directors-strategic-planning

What is a Strategic Planning Committee? https://www.boardeffect.com/blog/what-is-a-strategic-planning-committee/

SOAR Don't SWOT For Strategic Thinking. https://institute.uschamber.com/soar-dont-swot-for-strategic-thinking/

How to Use SWOT Analysis or SOAR Analysis. https://slidemodel.com/how-to-use-swot-analysis-or-soar-analysis/

Tapping the Strategic Potential of Boards. https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/tapping-the-strategic-potential-of-boards

SECTION 9: BOARD ETHICS

Ethical Behavior for Board Members is Culturally Driven.
https://www.boardeffect.com/blog/ethical-behavior-board-members-culturally-driven/

Board of Directors' Code of Conduct (Example).
https://www.icann.org/resources/pages/governance/code-of-conduct-en

Nonprofit Board Member Codes of Conduct and Ethics. https://boardsource.org/wp-content/uploads/2018/05/Code-of-Conduct-Ethics.pdf?hsCtaTracking=508c16c3-f23d-48cb-87e3-e72111881869%7Ce9e66529-f81f-4def-81c1-8973c53d66bc

Understanding the Basics of Public Service Ethics.
https://www.counties.org/sites/main/files/file-attachments/csac_ethics_booklet.pdf

SECTION 10: BOARD TEAMWORK

How to Run a Board. https://iveybusinessjournal.com/publication/how-to-run-a-board/

Getting Back to Basics: Characteristics of an Effective Board.
https://www.boardeffect.com/blog/getting-back-basics-characteristics-effective-board/

Board Member Teamwork: Strengthening Collaboration.
https://landing.directorpoint.com/board-members-2/strengthening-board-collaboration/

Nonprofit Boards as Teams, Part 2: Models of Team/Board Development.
https://charitychannel.com/nonprofit-boards-as-teams-part-2-models-of-teamboard-development/

Why Conflict on Your Board of Directors is a Good Thing. https://nonprofithub.org/board-of-directors/conflict-on-your-board-of-directors/

SECTION 11: BOARD TEAM BUILDERS

Building an Effective Board of Directors. https://www.boardeffect.com/blog/building-effective-board-of-directors/

Building a Winning Board Team. https://www.starboardleadership.com/board-chair-companion/building-a-winning-board-team/

Governing as a Team. https://boardsource.org/resources/governing-as-a-team/

How to Deal with a Micromanaging Board. https://blog.joangarry.com/micromanage-board/

SECTION 12: BOARD EVALUATION

Evaluating the Board of Directors.
https://www.investopedia.com/articles/analyst/03/111903.asp

How to Evaluate a Board of Directors and Each Board Member (For-Profit and Non-Profit).
https://managementhelp.org/boards/evaluating-board.htm

How to Measure Board Effectiveness. https://insights.diligent.com/board-assessments/how-measure-board-effectiveness\

The Board Perspective: A Collection of McKinsey Insights Focusing on Boards of Directors.
https://www.mckinsey.com/~/media/mckinsey/featured%20insights/leadership/the%20board%20perspective/the-board-perspective.ashx

SECTION 13: BOARD MEMBERS AS COACHES, MENTORS AND LEADERS

"Board Mentors" – A Strategy For Engaging New Board Members.
https://www.starboardleadership.com/board-chair-companion/board-mentors-a-strategy-for-engaging-new-board-members/

Mentor Your Way to Board Development.
https://www.thecommunityfoundationmartinstlucie.org/wp-content/uploads/2019/01/MENTOR-YOUR-WAY-TO-BOARD-DEVELOPMENT-BoardSource.pdf

Basic Guidelines and Sample Agenda for Board Training Session.
https://managementhelp.org/boards/training-members.htm#:~:text=Board%20training%20conveys%20the%20knowledge,and%20needs%20of%20the%20organization.

Board Governance Depends on Where You Sit. https://www.mckinsey.com/featured-insights/leadership/board-governance-depends-on-where-you-sit

SECTION 14: BOARD ADVOCACY

In Times of Change, Board Members Must Be Advocates. https://boardsource.org/research-critical-issues/stand-mission-advocacy/

Three Steps to Working With Your Board To Advance Advocacy. https://nlctb.org/stories/board-advocacy/

Make Advocacy A Part of Every Board Members' Duty. https://www.philanthropy.com/article/Opinion-Make-Advocacy-a-Part/232333

The CEO Guide to Boards. https://www.mckinsey.com/featured-insights/leadership/the-ceo-guide-to-boards

SECTION 15: ANNUAL BOARD EVALUATION

Board Performance Evaluations That Add Value. https://corpgov.law.harvard.edu/2018/05/18/board-performance-evaluations-that-add-value/

Board Performance Evaluation Tools and Corporate Governance. https://diligent.com/en-gb/blog/board-performance-evaluation-tools-corporate-governance/

Self-Assessments for Non-Profit Boards. https://www.councilofnonprofits.org/tools-resources/self-assessments-nonprofit-boards

SECTION 16: FAITH-BASED BOARDS

Building Board Unity. https://www.biola.edu/blogs/good-book-blog/2017/building-board-unity

How to Build Board Unity. https://christianleadershipalliance.org/blog/2019/05/13/how-to-build-board-unity-by-randy-bronkema/#/program/e0610f3c5a66d2aceff81924beeccd70

Religious Institution Board Members: What Makes A Good One? https://boardable.com/blog/religious-institution-board-member-traits/

SECTION 17: AGENCY BOARDS – APPOINTED

County-Appointed Board Member Handbook. https://www.sublettewyo.com/DocumentCenter/View/72/Handbook?bidId=

How to Get Appointed to Boards and Commissions (California Example). https://a25.asmdc.org/article/how-get-appointed-boards-and-commissions

How to be Appointed to a Board of Directors. https://www.wikihow.com/Be-Appointed-to-a-Board-of-Directors

Roles and Responsibilities for a Library Board of Trustees. https://insights.diligent.com/library-board-management/roles-responsibilities-library-board-trustees

SECTION 18: AGENCY BOARDS – ELECTED

Electing New Board Members: Making the Magic Happen. https://www.boardeffect.com/blog/electing-new-board-members-making-magic-happen/

Board of Directors Election Process. https://electionbuddy.com/process/ballot-types/board-of-directors-elections

Board Member Election Process: Secrets for Success. https://www.boardeffect.com/blog/board-member-election-process/

How to Become a School Board Member: What to Know. https://insights.diligent.com/board-development-public-education/how-become-school-board-member-what-know

SECTION 19: WHAT TO DO WHEN PROBLEMS OCCUR

How to Solve the Biggest Problems in A Board of Directors. https://www.waltersmanagement.com/community-insights/how-to-solve-the-biggest-problems-in-a-board-of-directors/

Making Sense of Dysfunctional Boards To Generate Better Board Decisions. https://www.boardeffect.com/blog/making-sense-dysfunctional-boards-generate-better-board-decisions/

Problem Boards or Board Problem? https://nonprofitquarterly.org/problem-boards-or-board-problem/

The Boards Role in Crisis Management. https://www.osler.com/osler/media/Osler/reports/risk-management/Board-of-directors-role-in-crisis-management.pdf

SECTION 20: MOVING FORM A WORKING BOARD TO A GOVERNING BOARD

Why Boards Micro-Manage and How To Get Them To Stop. http://help4nonprofits.com/NP_Bd_MicroManage_Art.htm

Advice for Transitioning to a Governing Board. https://www.landtrustalliance.org/news/advice-transitioning-governing-board

Board Passages: Three Key Stages in a Non-Profit Board's Life Cycle.

> https://charlesmcelveen.com/wp-content/uploads/2018/06/3-Key-Stages-NFP-Board.pdf

Videos

SECTION 1: UNDERSTANDING BOARDS

How do you define corporate governance?

By Susan Angele, KPMG's Board Leadership

Dec 18, 2016   https://www.youtube.com/watch?v=mkmr6iS4qH4

Understanding the Board's Perspective

Oct 30, 2015   https://www.youtube.com/watch?v=Zz9dKIafF6U

What Does a Board of Directors Do??

Oct 4, 2011   https://www.youtube.com/watch?v=_d8mSo-vG58

The Corporate Board of Directors

Sep 10, 2017   https://www.youtube.com/watch?v=ZIWWKIPPtJI

SECTION 2: NON-PROFIT BOARD OPERATIONS

Modern nonprofit board governance -- passion is not enough!

Chris Grundner | TEDxWilmington

Sep 8, 2014   https://www.youtube.com/watch?v=MIF9yJVldwQ

Company Directors - Good Board Meetings

Sep 16, 2009   https://www.youtube.com/watch?v=nfP5N9Yc72A

SECTION 3: BOARD LEADERSHIP

HOW TO BE A LEADER - Motivational Speech By Simon Sinek

https://www.youtube.com/watch?v=urrYhnaKvy4

SECTION 4: NEW BOARD MEMBER ORIENTATION

Nonprofit Board Recruitment and Orientation

Oct 30, 2018   This video goes over the responsibilities of the members of the board of directors.   https://www.youtube.com/watch?v=PSwRhTjDETU

Give Your Board Members a Proper Orientation and Watch Them Soar

By Amy Eisenstein

https://www.amyeisenstein.com/give-board-members-proper-orientation-watch-them-soar/

SECTION 5: THE BOARD MEMBER'S CLARITY OF PURPOSE

Simon Sinek: Start with why.

Here's the link to the Original Version of this amazing, inspiring and thought provoking talk by Simon Sinek: Start with why - how great leaders inspire action.

https://www.youtube.com/watch?v=IPYeCltXpxw

SECTION 6: BOARD MEMBER RESPONSIBILITIES & BOARD GOVERNANCE

Responsibilities of the Board of Directors

Feb 21, 2014   https://www.youtube.com/watch?v=g9KFP7vheKQ

SECTION 7: CHAIN OF COMMAND AND THE IMPORTANCE OF UNITY OF EFFORT

Span of Control and Unity of Command

Sep 14, 2014   https://www.youtube.com/watch?v=Zn0UWReCafs

Unity & Chain of Command

https://www.firerescue1.com/hazards-hazmat/videos/unity-chain-of-command-
     PJcybf1ZcjWMDrIm/

SECTION 8: STRATEGIC PLANNING

What is Strategic Planning, Really?

Apr 9, 2012 Before starting any strategic planning process, it is essential to make sure your staff or team members have the same expectations of what the outcomes will be.

https://www.youtube.com/watch?v=mLJ34L5UW4E

Strategic Business Model Canvas

Oct 14, 2014   THE STRATEGIC BUSINESS MODEL CANVAS DESCRIBES THE CORRELATIONS BETWEEN THE COMPONENTS OF THE STRATEGY.

https://www.youtube.com/watch?v=_aszAjpNwTM

Overview of the Strategic Planning Process

Oct 27, 2016   Today's whiteboard video is an overview of the strategic planning process. Instead of going through a bullet-pointed list, we'll do it in the form of an illustration.

https://www.youtube.com/watch?v=s_OvXeUQV3o

SECTION 9: BOARD ETHICS

Ethical Boardroom Interviews Mr Brian Stafford – CEO Diligent Corporation

By ethicalboardroom

https://ethicalboardroom.com/ethical-boardroom-interview-mr-brian-stafford-ceo-diligent-corporation/

Building an Ethical Business Culture: The Role of the Board Part 1

Oct 11, 2010   https://www.youtube.com/watch?v=lrI6R8Ghnzg

SECTION 10: BOARD TEAMWORK

Startup Boards: Board Functions and Responsibilities

Feb 4, 2015   https://www.youtube.com/watch?v=0UB2Y86N7Vw&pp=QAA%3D

SECTION 11: BOARD TEAM BUILDERS

11 Videos to Inspire Collaboration and Teamwork

February 24, 2015   By Melissa Maxwell

https://teamings.com/blog/11-videos-to-inspire-collaboration-and-teamwork/

SECTION 12: BOARD EVALUATION

Board Assessment and Evaluation

Jan 27, 2016   In this brief video on board assessment and evaluation, Cynthia Woolbright explains why self-evaluation not only contributes to a better understanding of a board's effectiveness as a group, but also the critical role each member plays within the group

https://www.youtube.com/watch?v=O2Bdf1wkSS8

Board Evaluation Best Practices

Jan 19, 2017   Evaluations are a valuable process for helping determine how effectively the board is operating and identify the areas where performance can be improved.

https://www.youtube.com/watch?v=NQ4jWLZK4_0

SECTION 13: BOARD MEMBERS AS COACHES, MENTORS AND LEADERS

Business Coaching & Board Meetings, A Member View

https://www.youtube.com/watch?v=cv3OI6hDFZY

What Is Executive and Leadership Coaching? And Why You need it.

As an executive / leadership coach, Chris Ruisi understands the special challenges faced by today's business owners and leaders.   https://www.youtube.com/watch?v=zwWWJ4ubXRI

SECTION 14: BOARD ADVOCACY

Startup Boards: Board Functions and Responsibilities

Feb 4, 2015   https://www.youtube.com/watch?v=0UB2Y86N7Vw

SECTION 15: ANNUAL BOARD EVALUATION

Board Evaluation

Mar 11, 2009 Tips for developing Board evaluation processes

https://www.youtube.com/watch?v=562hBRDe1lM

SECTION 16: FAITH-BASED BOARDS

Kinds of Boards for Faith-based Schools

May 6, 2019

https://www.youtube.com/watch?v=wkYiXXA_SmI&list=UUpKX9Zc_SGnU2Se5BAJ3aCw&index
=1

Video: Faith-Based Disaster Preparedness

https://oru.edu/news/oru_news/20200812-video-faith-based-disaster-preparedness.php

SECTION 17: AGENCY BOARDS – APPOINTED

How Citizens are Appointed to Boards and Commissions

In this excerpt of Why Bother? Austin City Government 101, chairs of the city's boards and commissions discuss how they were appointed to serve.

https://www.youtube.com/watch?v=ZrAhaggwWuU

Boards & Commissions Information Webinar

Learn more about how YOU can help guide your city. Citizen volunteers who now serve on one of the city's boards and commissions share their mission and answer your questions.

https://www.youtube.com/watch?v=i5mXPtPawEQ

SECTION 19: WHAT TO DO WHEN PROBLEMS OCCUR

10 Reasons Boards Fail

Dec 5, 2013   When running an organisation, it's important to have a board of directors who work well together.   https://www.youtube.com/watch?v=fsSIoGaF-8A

How Board Chairs Can Lead with Excellence During a Crisis

By Kristen Hay|April 26th, 2020|Nonprofit Boards, Webinars

https://bloomerang.co/blog/video-how-board-chairs-can-lead-with-excellence-during-a-crisis/

Betsy Atkins on The Role of the Board in Managing Crisis

Jul 21, 2020   One of the key responsibilities of a company's board is to lead through a crisis.

https://www.youtube.com/watch?v=xtpB8z8oSfk

Learning from the Past: Corporate Governance Before and After the Financial Crisis

Jun 6, 2019   https://www.youtube.com/watch?v=nPfEKquy5gY

SECTION 20: MOVING FORM A WORKING BOARD TO A GOVERNING BOARD

The Board's Role in Strategy and Leadership

NACD BoardVision   Jul 30, 2014   https://www.youtube.com/watch?v=yUtJOPOgcXw

Startup Boards: Forming & Organizing Your Board

Feb 4, 2015   https://www.youtube.com/watch?v=SEK6lbuYjnQ

Why You're Micromanaging, and How to Stop

You don't have to do everything yourself.   MARCH 04, 2016

https://hbr.org/video/4784563640001/why-youre-micromanaging-and-how-to-stop

Our Board micro-manages - what do we do?

Oct 24, 2010   https://www.youtube.com/watch?v=c6wDSG2BD5Q

Board Meeting Example

Jun 25, 2017   Excerpts from a 2014 meeting of the Community Television of Santa Cruz County Board of Directors Meeting. This video showcases concepts of boards (and small committees) in Robert's Rules of Order   https://www.youtube.com/watch?v=WBXJEJCsULw

Assessment

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A completion certificate is issued when the learner obtains at least 80% on the final exam.

Hours and Articulation

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

Section	Hours
Section 1: Understanding Boards	1.5
Section 2: Nonprofit Board Operations	1
Section 3: Board Leadership	1.5
Section 4: New Board Member Orientation	1
Section 5: The Board Member's Clarity of Purpose	1
Section 6: Board Member Responsibilities and Board Governance	1
Section 7: Chain of Command and the Importance of Unity of Effort	1.5
Section 8: Strategic Planning	1
Section 9: Board Ethics	1.5
Section 10: Board Teamwork	1
Section 11: Board Team Builders	1
Section 12: Board Evaluation	1.5
Section 13: Board Members as Coaches, Mentors, and Leaders	1
Section 14 Board Advocacy	1
Section 15: Annual Board Evaluation	1

Section 16: Faith-based Boards	1.5
Section 17: Agency Boards - Appointed	1
Section 18: Agency Boards - Elected	1
Section 19: What to Do When Problems Occur	1.5
Section 20: Moving from a Working Board to a Governing Board	1
Section 21: Summary and Assessment	1.5
Total Hours	25