

Endow
Manitoba



Learn.
Lead.
Legacy.



Board Training: orientation and ongoing board development

Governance

Sat, April 20, 9:15 am, Lancaster



Your facilitators

Lynda Lambert

Executive Director
Steinbach Community Foundation

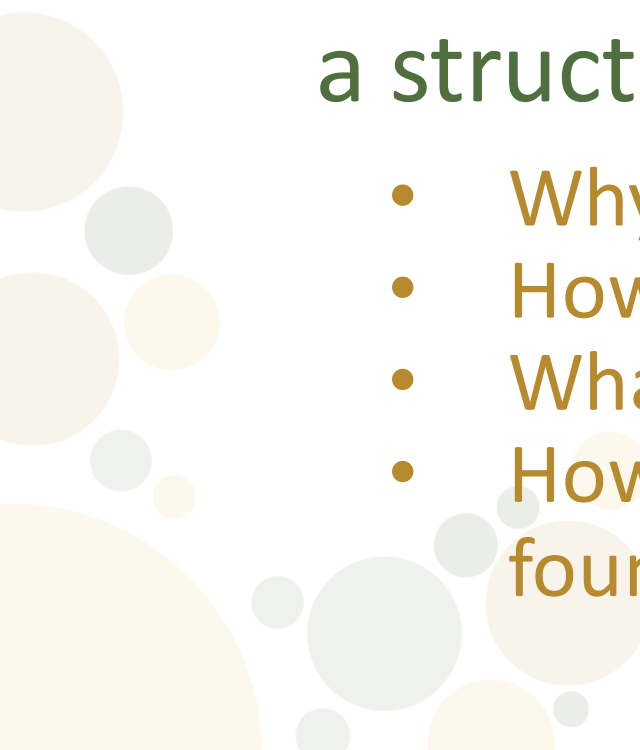
Andew Warkentin

Director
Steinbach Community Foundation



Our approach

- Fundamentals: cellphones and washrooms.
- Goal: create a fun, safe and engaging space.
- Format: share knowledge and experience using a structure of:
 - Why is this important?
 - How do you do it?
 - What is the outcome?
 - How can I apply this learning with my community foundation?





Our philosophy

- *You* are the expert of your community and your community foundation.
- Please share your *thoughts, knowledge,* and *experiences* so that we can call learn from each other.





How do you develop the skills and knowledge your board needs to support your foundation effectively?

Instructions:

Individually reflect and write a response, 1 min

Share with the person next to you, 2 mins




Andrew Warkentin

Steinbach Community Foundation





Definition: Board orientation

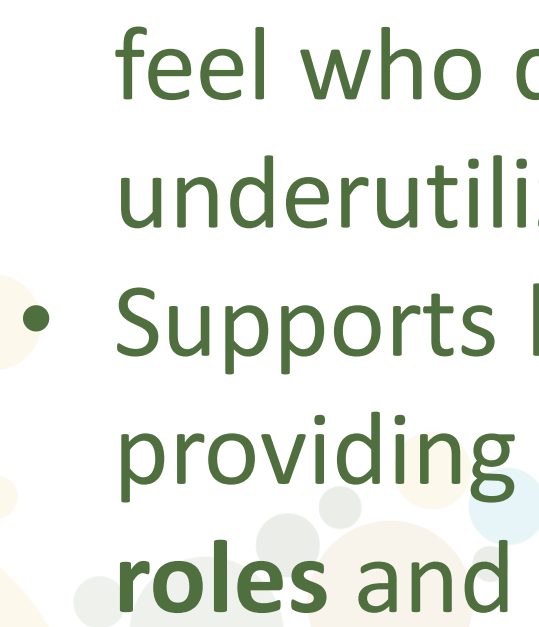
- A process that helps new board members **learn** all the **relevant information** they require to undertake their roles and responsibilities.
 - Provides board members **history, context,** and **perspectives** related to the work of the foundation and the board.
- 

Why is board orientation important?

- Aligns new members on the **role, value,** and **function** of the community foundation.
- Fosters **engagement** in the work of the board and the foundation.
- Reinforces a culture of **inclusion** and **connection** between new and existing board members and staff.



Why is board orientation important?

- Allows new board members to **"hit the ground running"**
 - Reduces the frustration some new members feel who don't quite "get it" and feel underutilized.
 - Supports board succession planning by providing clear insight into **board member roles and responsibilities.**
- 

How to succeed at board orientations

1. Determine the basics everyone should know.

- Focus on core concepts/functions that support your work.
- Include the natural cycle of foundation activities/milestones.
- Keep the amount of information easily digestible.
 - *KISS principle*

How to succeed at board orientations



2. Host the orientation session(s)!

- Hold the orientation over multiple AND accessible small sessions (lunch & learns).
- Focus each session on a core concept/function of the foundation.
- Include as many current board members as possible – culture/experience matters.



How to succeed at board orientations

3. Rinse and Repeat

- Not just about new members – repeat process regularly to reinforce learning throughout board and staff.

Outcomes of effective board orientation

- Increased **engagement**, and **participation** in activities by ALL board members (not just "veterans").
 - Evidenced by meeting attendance, constructive conversations.
- Increased **confidence** of board members in connecting and engaging with community.
 - Evidenced by donor conversations, inquiries to foundation.

Outcomes of effective board orientation



- Ease in **succession** planning.
 - Clear identification of role on board to be filled and required skills and community perspective.
- 



Discussion question

How often should community foundations conduct board orientation sessions? Why?

Instructions:

Designate someone to report back

3 minutes of table discussion



Discussion question

What was the hardest thing for you to understand about your community foundation or role on the board?

What could have helped you understand that faster/better?

Instructions:

Designate someone to report back

6 minutes of table discussion



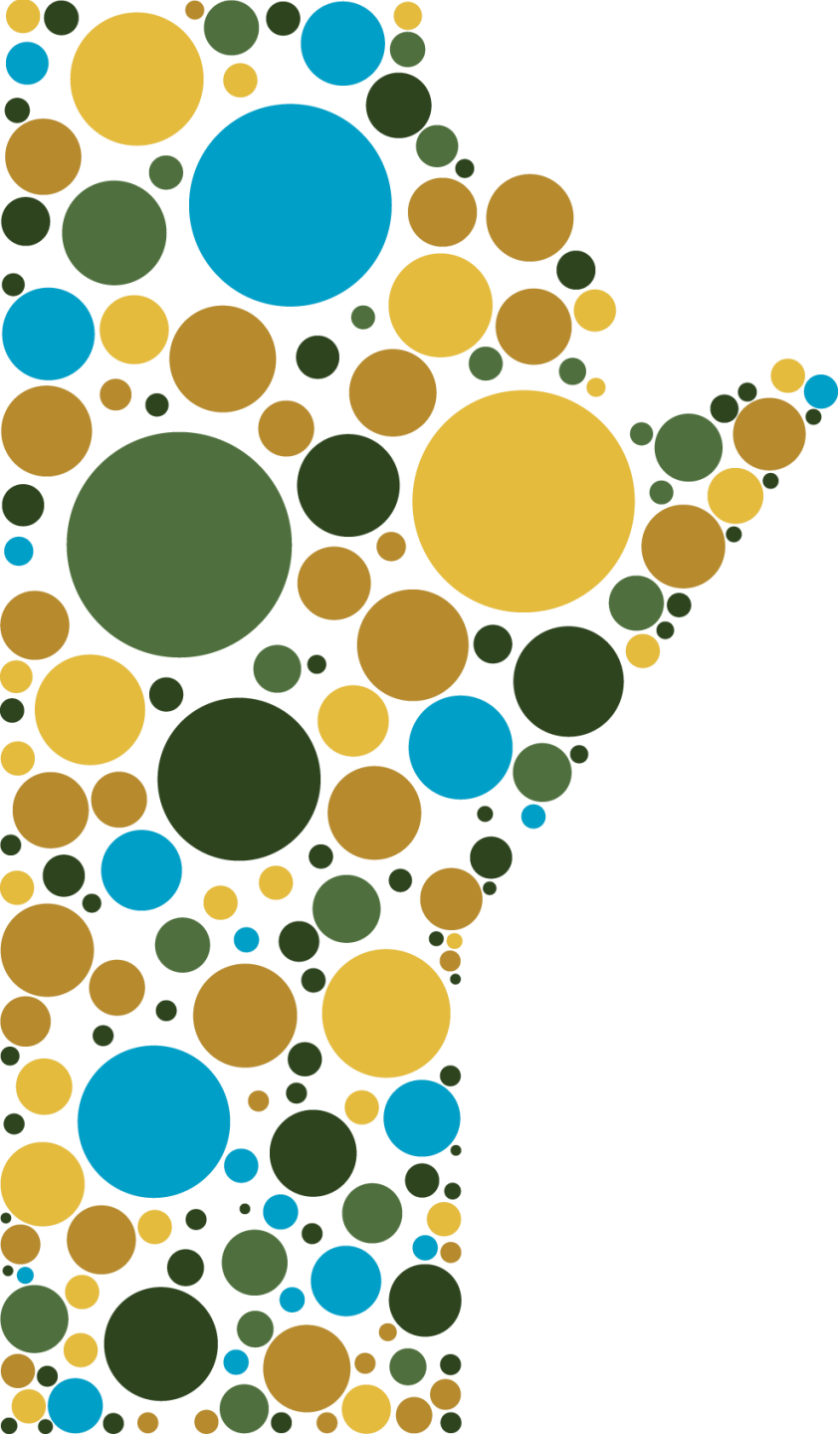
Discussion question

Exploring YOUR challenges

What is your greatest challenge with respect to effectively orienting new board members to the work and role of a community foundation?

Instructions:

Designate someone to report back
10 minutes of table discussion



Shared reflections

What's one key takeaway or
"AHA" that you want to remember?
What are you curious about now?

Individual reflection

What tools & ideas can you take
back to your community foundation
board?



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APRIL 19 • 21, 2024

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We invite you and your community foundation to leverage this reference document to assist with the sustainability, growth and impact of your work. A big thank-you to Steinbach Community Foundation who co-created this document.

Board Training: orientation and ongoing board development

Board training benefits both new and experienced members. Ensure consistent board training by leading sessions covering each of the *five core functions*:

- Governance,
- Finance and Administration
- Fund Development
- Grant Making
- Strategic Initiatives.

Ideally, training sessions should be conducted one session weekly or biweekly so not to lose learning momentum and to highlight the important interconnections between the functions. We recommend sessions to be 45-minutes and distinct from regular board meetings, which can be offered virtually, in-person, or hybrid formats.

Also offering annual training, as a refresher course, is also beneficial for the board as they are busy community members who may or may not be actively involved in all core functions of community foundation work regularly.

Training sessions: you will find potential discussion prompts under each *core function*.

Governance

- Review of the foundation's By-laws and policies (to be thoroughly reviewed every 3-5 years)
- Defining and understanding the roles and responsibilities of the board
- Overview of directors and officers Insurance
- Introducing the various committees and their roles
- The importance of the vision, mission and values statement and how they are referenced in the work of the foundation
- Understanding the difference between the roles of a charity/non-profit and a community foundation.



Finance & Administration

- Understanding the admin fees of the foundation and the operating budget.
- Review basic fund accounting and what the board can expect to see regularly.
- Reporting to donors and fundholders
 - Annual report and annual audited financial statements (transparency for public)
 - Digital fund statements from e.g Donor Direct or another database
 - Community foundation annual general meeting
- Investment Management (endowment) services and policies
- Understanding human resourcing needs of the foundation (training, hiring, succession planning)
- Understanding operational risks and strategies undertaken to mitigate the risk
- Introduction to bookkeeping system (e.g Quick Books) and how it supports reporting for the board

Fund Development

- Overview of the importance of obtaining donor information and donor stewardship
- Review of the various types of funds and how funds are established and developed
- Exploration of the difference between fundraising and fund development
- Building endowment funds by implementing on relationship building and focusing on future planning, sustainability and the gratitude of the foundation and community
- How community engagements are part of the donor stewardship cycle:
 - Hosting a grant awards night
 - Preparing the Annual report
 - Having engaging conversations about the foundation with community members
 - Participating in an activity such as the Endow Manitoba Giving Challenge
 - Playing cards with future donors, having meetings over coffee, making phone calls, creating invitations/announcements, brochures, etc.
- Review of the various ways to receive a gift

Grant Making



- Understanding of the grant process, including when grants are disbursed into community
- Review of the grant application and the information collected (and why)
- Review general guidelines for:
 - Grant process
 - Grant agreements
 - Grant reporting requirements
 - Grant awarding
 - Who can apply
 - How granting impact is measured and evaluated
- Being aware of Federal and Provincial government granting opportunities
- Reviewing a conflict-of-interest policy
- Being active in granting by understanding the communities' priorities, connection with the community, creating awareness of the community foundation

Strategic Initiatives

- Overview of the foundation's communications strategy
- Importance of having an updated website and what information is made available
- Expectations for being active on social media platforms
- What community can expect in communication/materials from the foundation: annual report, audited financial statements, newsletters, mass mailings, emails
- Plans for hosting community engagement events
- Approach foundation takes to researching and engaging with the community
- Conversation related to the importance of partnerships and collaborations with local organizations, professionals, community members, donors, etc.
- Establishing projects and programs that respond to community needs, e.g Youth in Philanthropy
- Participating in a Provincial initiatives to enhance awareness and encourage generosity, e.g The Endow Manitoba Giving Challenge

We invite you and your community foundation to leverage this reference document to assist with the sustainability, growth and impact of your work. A big thank-you to The Winnipeg Foundation who co-created this document.

Role of the Board of Directors

A Board of Directors functions as the governing body of the community foundation. They are responsible for guiding the strategic direction and operations of the foundation in accordance with its mission and values. Every director must act in good faith and honesty to oversee the interests and activities of the foundation.

Board of Directors

Guiding and overseeing The Foundation's activities

- Ensure The Foundation's values are articulated in its strategic intents and operation performance.
- Create policies which provide the framework for the management and operation of The Foundation.
- Identify potential risks and ensure risk management methods are in place.
- Ensure appropriate evaluation standards are secure and applied to evaluate Foundation programs and services.

Hiring and overseeing senior management

- Delegates responsibility and authority to the CEO/Executive Director for managing and operating the Community Foundation
- By evaluating The Foundation's performance and determining their current needs, when the CEO ends their work with The Foundation, ex: If The Foundation wants to double their funds, they will look for a new CEO/Executive Director with a fundraising background

Monitoring financial performance

- Implements financial oversight to ensure long-term sustainability of The Foundation
- Ensures proper financial controls are in place
- Reviews the operating budget annually

Ensuring compliance with legal and ethical standards

- Supervises the stewardship of The Foundation's assets that all obligations (legal, financial and moral) are met through adequate assessments and control systems

Providing strategic direction by setting goals and ensuring The Foundation works towards achieving them

- Develops and reviews, the mission, vision and mandate of The Foundation
- Guides and approves strategic directions
- Evaluates and monitors the Strategic Plan
- Oversees the grant making process (evaluation, policies, procedures)
- Oversees the acceptance of new gifts (relating to a Gift acceptance policy)

Board Chair

- Facilitates board operations and ensures fulfillment of governance responsibilities, in accordance with applicable laws and bylaws.
- Presides over board meetings and serves as an ex-officio member on all standing committees.
- Collaborates with the CEO/Executive Director to develop board agendas and guide organizational priorities.
- Oversees recruitment, training, and evaluation of board members to maintain effectiveness.
- Represents the foundation in the community and media as its primary spokesperson.
- Works closely with the CEO/Executive Director to achieve the foundation's mission and vision.
- Reviews and addresses any issues or concerns with the CEO/Executive Director and the board.
- Acts as a signing officer for the foundation and participates in the selection and evaluation of the CEO/Executive Director.
- Chairs the CEO/Executive Director Selection Committee and ensures proper succession according to board policy.

Role of the Vice-Chair

- Shall be vested with all powers and shall perform all the duties of the Chair in the absence or refusal to act of the Chair.
- Shall also have power and perform duties, if any, as may from time to time be assigned to them by the Board.

Role of the Secretary

- responsible for issuing meeting notices to the board and members
- when directed, managing the corporation's minute books
- co-signing necessary documents with the Chair or designated officers,
- fulfilling other duties outlined in their engagement terms or as directed by the board.
- Additionally, they will oversee and lead the Governance function/Committee of the Board, as appropriate.

Role of the Treasurer

- Chairs the Finance and Audit Committee, for monitoring the financial condition of The Foundation.
- Ensures prudent asset management is followed in accordance with financial objectives and Board approved policy.
- Reviews the Annual Audit and presents it to the Board for approval.
- Serves as a designated signing officer for The Foundation and may be called upon to sign or countersign cheques, correspondence, applications, reports, contracts or other documents on behalf of The Foundation.

Individual Directors

A director is named by the Appointing Board (subject to a Board Governance Policy). Board members have no authority to act on behalf of the Board without its explicit permission to do so.

General key duties and expectations:

- Attend/ complete orientation sessions.
- Expected to attend upcoming meetings and to advise the Chair or the CEO/Executive Director of any conflicts in schedule which preclude their attendance.
- Identify which Standing Committees each Directors must serve on.
- Identify how many meetings the Board of Directors meets per year, and how many meetings each Individual Directors board is expected to attend.
- Attend or hold a Board retreat annually.
- Expected to read agendas and support documents for all meetings and to participate actively and constructively in each meeting.

- Encouraged to attend a Community Foundation Conference or training to develop a deeper understanding of the community foundation movement.
- Expected to remain vigilant in reporting conflicts of interest and avoiding situations where they might be lobbied to act on behalf of another organization.
- Expected to act as ambassadors for their community foundation by promoting its mission, vision, and work.

Committee Chairs

- Responsible for overseeing the duties and responsibilities of the Committee as directed by the Board and its governing mandate.
- In accordance with The Foundation's bylaws, each Committee has an assigned mandate authorizing it to oversee identified operations and activities of The Foundation.
- Chairs and presides over committee meetings.
- In partnership with the CEO/Executive Director or delegate, establishes Agendas for committee meetings.
- Plans and oversees the logistics of committee operations.
- Presents committee decisions and recommendations to the Board of Directors.
- Share committee meeting reports with the Board of Directors.
- Periodically reviews the mandate of the Committee to assure relevancy and accuracy. This document is brought forward to another Committee for its review and approval.