
Table of Contents

Prefacexi
Part 1 — Creating Successful Board-Staff Partnership .	1
I. The Focus of Great Boards—Plain and Simple	3
◆ A Word about Titles	3
◆ The “Non-Profit” Sector in Canada.....	5
◆ So How Diverse Are We Anyway?	6
II. Boards of Directors.....	11
◆ Similarities and Differences Between For-Profit and Non-Profit Boards	13
◆ Types of Boards	15
III. The Board – Staff Relationship.....	19
◆ 10 Things A Great Board Always Does.....	19
◆ 10 Things A Great Executive Director Always Does.....	20
Part 2 — Topics	23
Accountability	25
Agenda Planning for Board Meetings	35
Annual General Meeting (AGM)	39
Attendance Policy	45
Board Development and Training	46
Board–Executive Director Roles and Relationships	54
Board Manual	58
Brainstorming	61
Bylaws and Incorporation	63
Change and Transition.....	75

Charitable Status	79
Code of Conduct	91
Committees and Terms of Reference	95
Compensation of and Contracts with the Executive Director	117
Conflict of Interest	124
Conflict Resolution	128
Consultants	135
Crisis Management	142
Decision-Making	146
Disciplinary Action and Removal (of Board Members)	147
Disciplinary Action (of the Executive Director)	152
Dismissal of the Executive Director	155
Entrepreneurial Ventures (Social Enterprise)	166
Evaluation of the Executive Director	253
Financial Stewardship	174
Fundraising	319
Grievances	182
In-Camera or Closed Sessions	185
Job Descriptions for Board Members	188
Job Description for the Executive Director	195
Liability/Risk Management	198
Meeting Management	218
Membership	229
Minutes and Minute-Taking	232
Mission and Vision Statements	235
Motions and Rules of Order	242
Nominating Committee	281

Orientation of New Directors	247
Performance Appraisal of the Executive Director	253
Policy Development	262
Problem Solving	271
Quorum	274
Recognition	278
Recruitment and the Nominating Committee	281
Recruitment of the Executive Director	298
Responsibilities of a Board	310
Revenue Generation/Fundraising	318
Risk Management	198
Self-Evaluation by the Board	325
Size of the Board	332
Social Enterprise	166
Strategic Planning	335
Succession Planning—Board of Directors	344
Succession Planning for the Executive Director	348
Terms of Office	352
Terms of Reference (Committees)	95
Vision Statements	235
APPENDIX 1: Useful websites and publications	355
References	358
Book Order Form	366