



## Syllabus for Facilitating Board Development in Nonprofits

- Program includes 10 virtual Modules that participants and faculty schedule ahead of time
- Each module includes:
  1. 1-2 hours of assigned readings from the text and other supplemental materials
  2. 90-minute virtual seminar with faculty and learners to discuss highlights from the readings and to address questions from learners
  3. 90-minute virtual peer coaching with faculty and learners to a) reflect on learners' past applications of program materials, and b) help each learner plan how to apply this module's materials in life and work
- Each learner participates in an ongoing private email exchange with faculty and fellow participants
- Each learner documents ongoing learning and actions in the learner's Learning and Development Journal
- Program meets part of the requirements for "Certification in Facilitating Board Development in Nonprofits"
- For more information about this program and certifications, see [ConsultantsDevelopmentInstitute.org](http://ConsultantsDevelopmentInstitute.org)
- Each of the following topics is presented in the context of facilitating in a nonprofit organization

### Module #1 – Intro to Program

#### **Pre-Readings and Reflections**

Overview of Program  
Overview of Peer Coaching Process

#### **Meeting Activities**

Introductions to faculty and learners  
Team building among learners (as required)  
Review of program agenda and materials  
Overview and practice of peer coaching groups  
Description of pre-reading before Module #2  
Schedule all future seminars and peer meetings

### Module #2 – Board Basics

Board Roles and Responsibilities  
Roles of Board Chair and CEO  
Board Roles vs. Staff Roles  
Variety of Board Models  
Phases of Developing a Board  
Board Policies and Bylaws

### Module #3 – Staffing the Board

Different Approaches to Staffing  
Independence of Board Members  
Comprehensive Procedure for Staffing  
Selecting and Orienting New Board Members  
Training and Equipping New Board Members

### Module #4 – Organizing Committees

Typical Board Committees  
Role of Advisory Committees  
Guidelines to Charter Committees  
Charters for Each Standard Committee  
Ensuring Active Committees

### Module #5 – Meetings and Decision-Making

Meeting Packets and Preparation  
Meeting Agendas and Minutes  
Group Dynamics and Team Building  
Strategic Discussions and Decisions  
Key Questions for Boards to Ask  
Annual General Meeting

## **Module #6 – Board Oversight**

- Relevant and Realistic Strategic Planning
- Listening and Working With Stakeholders
- Measuring Program Process and Outcomes
- Ensuring Fair and Effective Personnel Mgmt
- Oversight of Finances and Risk Management
- Planning and Conducting Fundraising
- Monitoring Organizational Performance
- Liabilities and Risk Management

## **Module #7 – Supervision of CEO**

- CEO Compensation
- Recruiting and Developing CEO
- Board and CEO Coordination
- Board and CEO Relations
- CEO Performance Evaluations
- CEO Succession Planning

**Although all learners should read all topics, different learners might choose to be coached on different topics in their peer coaching groups. Learners might choose topics that are currently very interesting to them or that they are applying in their consulting activities – *this is the essence of***

## **Module #8 – Restoring Struggling Boards**

- Role of Board Governance Committee
- Types of Struggling Boards
- Principles for Restoring Boards
- Process for Restoring Boards
- Board Evaluations and Feedback
- Board Development Planning
- Ensuring Board Improvements

## **Module #9 – Fixing Founder's Syndrome**

- What is Founder's Syndrome?
- Actions Boards Should Take
- Actions Founders Should Take
- Actions Employees Might Take

## **Module #10 – Closing and Celebration**

### **Prepare for Closing and Celebration**

- Reflect on program content and learning

### **Meeting Activities**

- Reflection from each learner
- Sharing feedback about overall program
- Acknowledgement and celebrating each member
- Presentation of certificates of completion
- (Learners might choose to pursue certification)