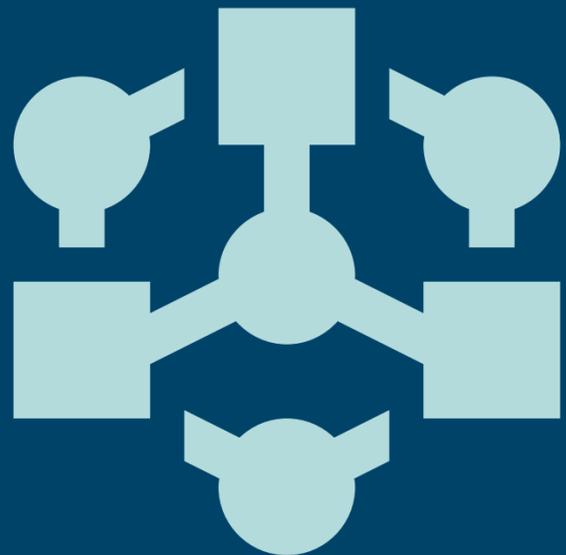


FALL 2020 HRA MEMBERS MEETING PRESENTATION



Good Governance & the Non-Profit Board



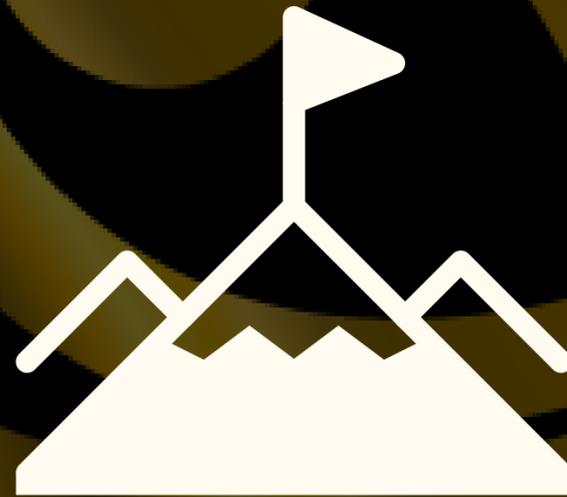
Samuel Moore

Executive Director, PSI Foundation

About PSI Foundation



ESTABLISHED IN
1970 BY THE
**PHYSICIANS OF
ONTARIO**

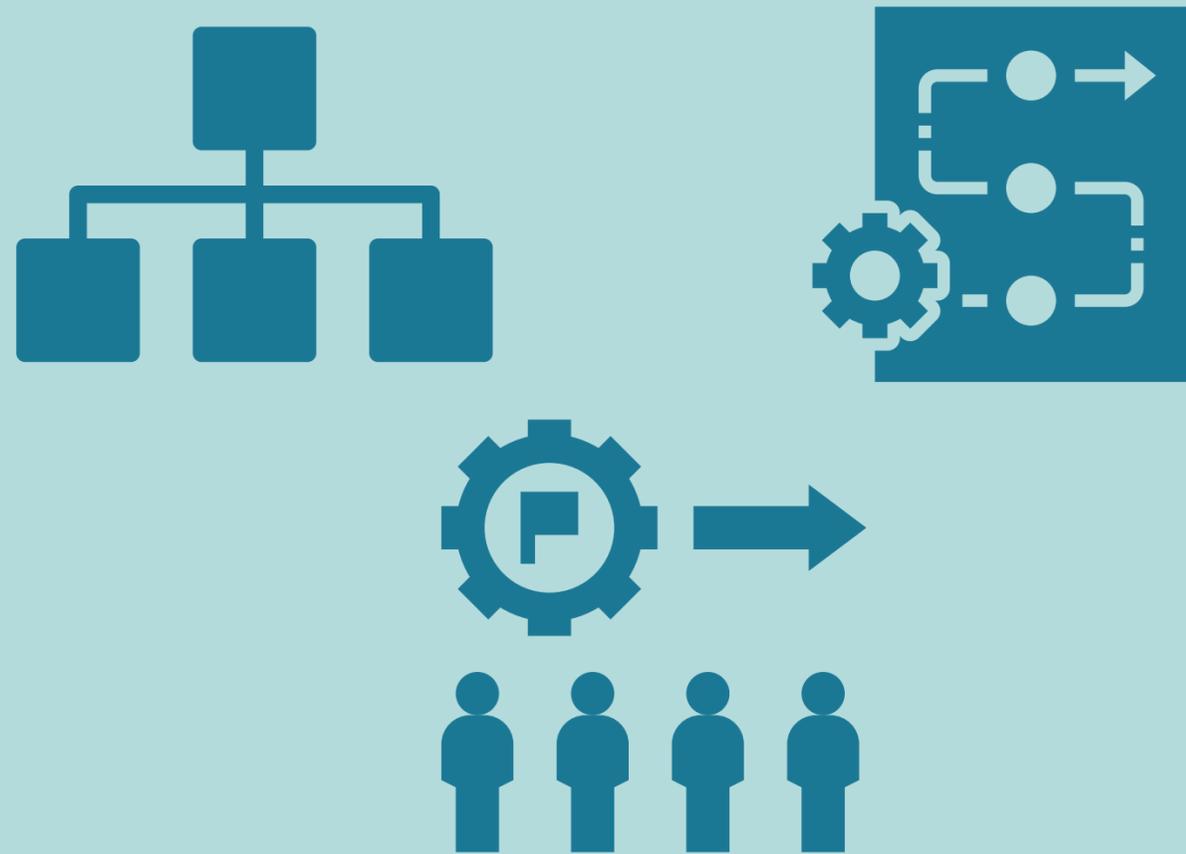


MISSION:
TO IMPROVE
THE HEALTH OF
ONTARIANS



AWARDED OVER
\$140 MILLION
IN GRANTS

WHAT IS GOVERNANCE?



Governance is the structure allowing a Non-Profit to execute its mission and remain sustainable over the long term.

Such involves:

- Organizational structure
- Policies & procedures
- Culture

WHY IS THIS IMPORTANT?

CASE #1 WE CHARITY

#WEHAVEAPROBLEM: CANADIANS UPSET OVER WE CHARITY CONTROVERSY



#WeHaveAProblem: Canadians upset over We Charity controversy

Eddie Chau
More from Eddie Chau

Published:
June 30, 2020

Updated:
June 30, 2020 5:13 PM EDT

Filed Under:
Toronto SUN › News ›
Canada



Craig Kielburger and his brother Marc Kielburger (R) take to the stage as WE Day takes place at Canadian Tire Centre in Ottawa to unite young change-makers with world-renowned speakers and performers. Wayne Cuddington / Postmedia

Apparently, #WeHaveAProblem.

<https://torontosun.com/news/national/wehaveaproblem-canadians-dont-agree-with-trudeau-awarding-900m-to-charity>

INVESTIGATIONS

MADD charity mends its ways

KD By Kevin Donovan staff reporter
Wed., Oct. 3, 2007 | 5 min. read

Anti-drunk driving crusader John Bates says the group created at his kitchen table many years ago has “taken a national tragedy and turned it into a fundraising machine.”

MADD Canada was wrong to count tens of millions of dollars in fundraising expenses – including telemarketing and letters asking for cash – as charity and has stopped the practice, the group’s board of directors said.

“I am happy they are finally obeying the rules. Let’s hope we can move forward now in the fight against drinking and driving,” said John Bates, one of MADD’s founders and a critic of the group’s fundraising and accounting practices.

The move follows investigative stories by the *Toronto Star*, complaints by Mothers Against Drunk Driving volunteers, and subsequent reviews by the federal charity regulator.

https://www.thestar.com/news/investigations/2007/10/03/madd_charity_mends_its_ways.html

CASE #2 MADD CHARITY

MADD CHARITY MENDS ITS WAYS

CASE #3 TORONTO HUMANE SOCIETY

WHY CHARGES WERE DROPPED IN HUMANE SOCIETY CASE

"There were seven defence lawyers in the Old City Hall courtroom. They represented the Toronto Humane Society's former board, its former president Tim Trow, its former chief veterinarian Stephen Sheridan, and the four other former managers who were charged with animal cruelty by the Ontario Society for the Prevention of Cruelty to Animals."

The Star Edition
CHANGE LOCATION

THE STAR

HOME LOCAL CANADA POLITICS WORLD OPINION LIFE SPORTS ENTERTAINMENT BUSINESS PODCASTS

GTA

Why charges were dropped in Humane Society case

By Daniel Dale
Noor Javed Staff Reporters
▲ Mon., Aug. 16, 2010 | 5 min. read



There were seven defence lawyers in the Old City Hall courtroom. They represented the Toronto Humane Society's former board, its former president Tim Trow, its former chief veterinarian Stephen Sheridan, and the four other former managers who were charged with animal cruelty by the Ontario Society for the Prevention of Cruelty to Animals.

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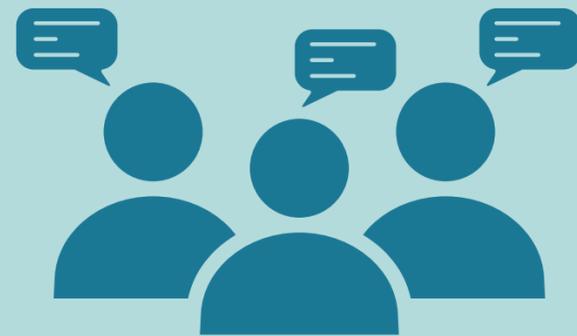
https://www.thestar.com/news/gta/2010/08/16/why_charges_were_dropped_in_humane_society_case.html

CHALLENGES

**POTENTIAL CHALLENGES
AT THE BOARD LEVEL INCLUDE:**



Mission,
Vision,
Values



Avoiding
Groupthink



If It's Not
Documented,
It Did Not
Happen



Recruiting &
Retention

CHALLENGE #1

MISSION, VISION, VALUES

How well does your board fully understand your organization's mission, vision, and values?



STATISTICS:

WHERE NONPROFIT BOARDS FALL SHORT

Out of the 772 directors surveyed by McKinsey in 2013...

- **34%** agreed that the boards on which they served fully comprehended their companies' strategies.
- **22%** said their boards were completely aware of how their firms created value
- **16%** claimed that their boards had a strong understanding of the dynamics of their firms' industries.

Source: <http://nonprofitlawblog.com/where-nonprofit-boards-fall-short/>

CHALLENGE #2

AVOIDING GROUPTHINK

Avoiding Groupthink through diversity with a strong Board of Directors and Committee Matrix.



EXAMPLE: BOARD OF DIRECTORS MATRIX

Name	Medicine, Academic (Medical School Representation)	Medicine, Community	Gender	Rural/Northern Ontario	Visible Minority* *People of Colour, Indigenous Peoples	Previous Board Experience	Other Leadership Roles
			<input type="checkbox"/> Developing <input type="checkbox"/> Mature <input type="checkbox"/> Mastery	<input type="checkbox"/> Developing <input type="checkbox"/> Mature <input type="checkbox"/> Mastery		<input type="checkbox"/> Developing <input type="checkbox"/> Mature <input type="checkbox"/> Mastery	

CHALLENGE #3

IF IT'S NOT DOCUMENTED, IT DID NOT HAPPEN

Policies & procedures need to be documented and reviewed regularly even if you think they are obvious.

- Committee's Terms of Reference
- Code of Conduct



CHALLENGE #4

RECRUITING & RETENTION



Oversight to attract and retain good people.

- Nominating Committee
- Board and Committee Surveys
- *In Camera*

EXAMPLE:

POST-MEETING BOARD AND COMMITTEE SURVEY

- Overall, how would you rate this meeting?
- How can we make the next meeting better?
- What did you like most about the meeting?
- What did you dislike most about the meeting?
- How organized was the meeting?
- How helpful were the staff?
- Prior to the meeting, how much of the information that you needed did you get?
- Was the meeting length too long too short or about right?

GOVERNANCE EDUCATION & RESOURCES

**Harvard University:**

<https://www.exed.hbs.edu/corporate-director-certificate>

Stanford University:

<https://www.gsb.stanford.edu/exec-ed/programs/directors-consortium>

Duke University:

<https://hr.duke.edu/training/course-offerings/professional-development>

Princeton University:

<https://gradfutures.princeton.edu/competencies/leadership-and-collaboration>

Columbia University:

<https://www8.gsb.columbia.edu/execed/>

Massachusetts Institute of Technology:

<https://gradadmissions.mit.edu/programs/degrees/certificate-online>

<https://professional.mit.edu>

<http://catalog.mit.edu/mit/research/mit-professional-education/>

Yale University:

<https://som.yale.edu/programs/executive-education>

University of Chicago:

<https://grahamschool.uchicago.edu/academic-programs/professional-development>

<https://ssa.uchicago.edu/professional-development-program>

University of Pennsylvania:

<https://executiveeducation.wharton.upenn.edu/for-individuals/all-programs/certificate-of-professional-development/>

<https://pod.sas.upenn.edu>

Northwestern University:

<https://www.kellogg.northwestern.edu/executive-education/individual-programs/executive-programs/portfolio-governance.aspx>

<https://www.kellogg.northwestern.edu/executive-education/individual-programs/executive-programs/director.aspx>

<https://www.kellogg.northwestern.edu/executive-education/individual-programs/executive-programs/newscience.aspx>

Johns Hopkins University:

<https://carey.jhu.edu/programs/executive-education>

<https://carey.jhu.edu/programs/executive-education/executive-certificates/management-development>

Brown University:

<https://www.brown.edu/campus-life/support/accessibility-services/school-professional-studies-sps-programs/executive-education-school-professional-studies>

<https://professional.brown.edu/coaching>

Cornell University:

<https://business.cornell.edu/programs/exec-ed/>

<https://business.cornell.edu/programs/exec-ed/programs/leadership-strategic-management/>