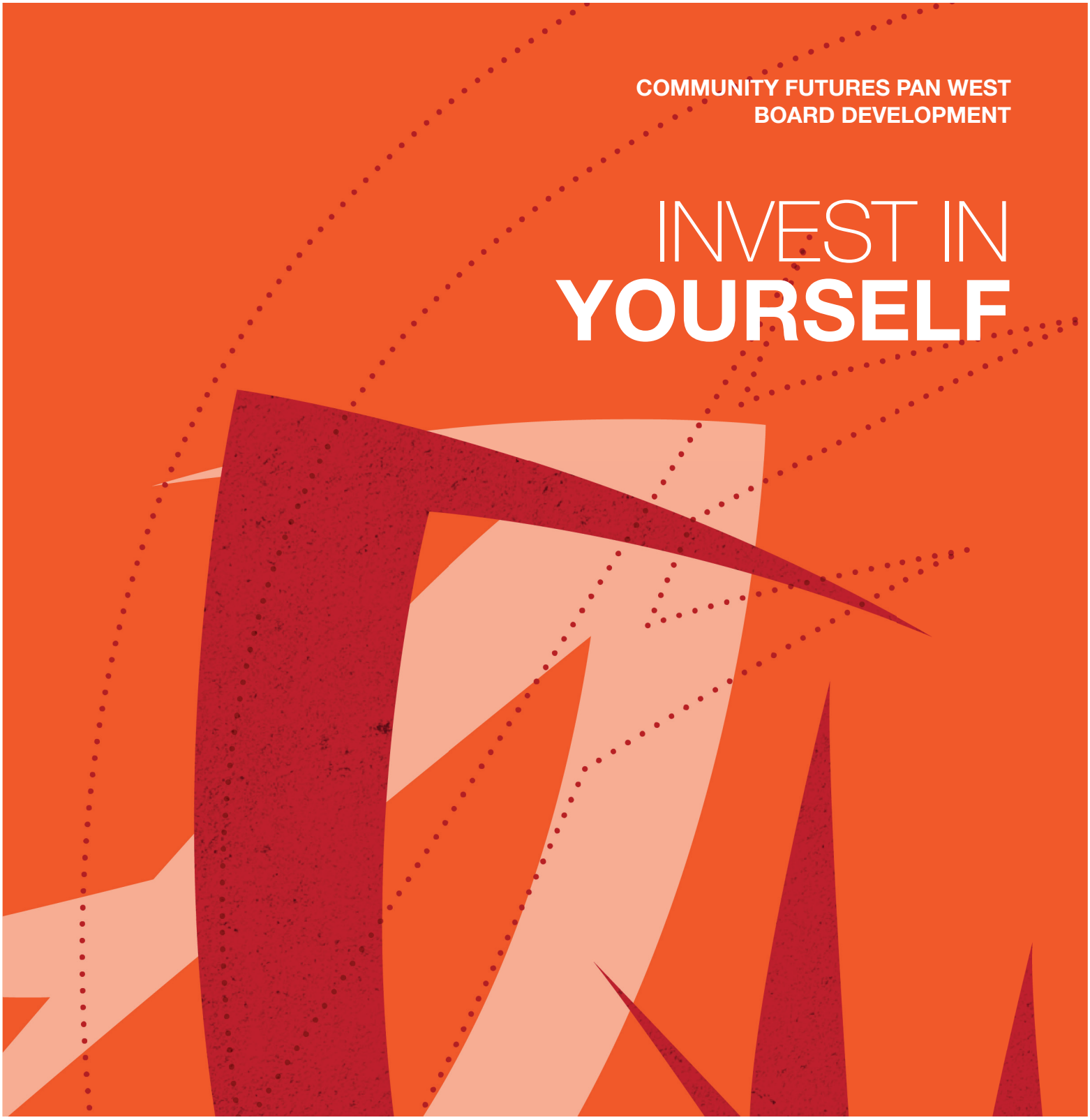
COMMUNITY FUTURES PAN WEST
BOARD DEVELOPMENT

INVEST IN YOURSELF



COMMUNITY FUTURES
LEADERSHIP
INSTITUTE

it begins with you.

INVEST IN **YOURSELF**

Enhance your knowledge and skills.
Earn certificates of completion for individual modules or a complete program stream.
The choice is yours.

The Community Futures Leadership Institute offers professional development opportunities for Community Futures Board members. By taking advantage of these opportunities, you help ensure that Community Futures has the tools to live up to its promise of excellence.

The Board Professional Development series includes 15 modules on a range of topics. These modules are delivered face-to-face or via virtual webinar. You can choose the modules that are most relevant to you and the delivery model that works best for you.

Every time you complete one of the modules, you will receive a certificate of completion for that module. Plus, you can do more than that if you choose.

To further enhance professional development for Community Futures Board members, we also offer program certificates in the following streams:

» Leadership
» Executive Governance
» Financial and Lending Leadership

Hall of Fame Award

Every board member who completes the Community Futures Leadership Institute modules 1-13 will receive the Hall of Fame award.

MODULES

1. Community Economic Development (1.5 hours)
2. Operations – Board and Staff (3 hours)
3. Legal Responsibilities of Boards (3 hours)
4. Financial Management of a Non-Profit (3 hours)
5. Board Development and Performance (3 hours)
6. Community Futures Lending (3 hours)
7. Management, Recruitment, Performance, Evaluation and Development (3 hours)
8. Board Leadership (3 hours)
9. Cultural Awareness (3 hours)
10. Advances in the Social Economy (3 hours)
11. Role of Planning (1 hour)
12. The Role of the Chair (3 hours)
13. Strategic Loan Fund Management (3 hours)
14. Is Your Community Futures Prepared for Natural & Economic Disaster? (1-3 hours)
15. Volunteer Attraction, Retention, and Succession (1.5 hours)

CERTIFICATION STREAMS

Certification	Modules Required
LEADERSHIP	**1,3,5,7,8,9 OR 10, 11, 12**
EXECUTIVE GOVERNANCE	**2,3,7,11**
FINANCIAL & LENDING LEADERSHIP	**4,6,13**

Module 1 Community Economic Development (1.5 hours)

LEADERSHIP

Community Futures plays a significant role in community economic development. Board members will:

» **Understand** what community economic development is;
» **Discuss** the objectives, principles and strategies of community economic development;
» **Explain** the importance of community engagement and accountability in community economic development;
» **Distinguish** how community economic development differs from other approaches to economic development and community development; and
» **Describe** the role Community Futures plays in community economic development.

Module 2 Operations – Board and Staff (3 hours)

EXECUTIVE GOVERNANCE

Board members fulfill five major leadership functions: decision maker, advisor, trustee, perpetuator and leader. This module examines these functions and the critical principles underlying them. Participants will:

» **Distinguish** between board and management authority and accountability;
» **Identify** the relationship between board, management and the staff; and
» **Be aware** of organization and structure of a board.

Module 3 Legal Responsibilities of Boards (3 hours)

LEADERSHIP
EXECUTIVE GOVERNANCE

Board members need to become familiar with the legal environment that exists for non-profit organizations. Participants will:

» **Be aware** of the legal framework within which they provide leadership;
» **Know** where to find and apply the legal guidelines governing non-profit board of directors;
» **Identify** the circumstances that create liability for directors; and
» **Review** how boards can protect themselves against liability.

Module 4

Financial Management of a Non-Profit (3 hours)

FINANCIAL & LENDING LEADERSHIP

This module demonstrates the relationship between financial management and long-range goals that boards must establish. Boards must be able to set financial policies and evaluate their organization's financial performance. Participants will:

» **Recognize** roles in financial management;
» **Examine** how to establish accountability for achieving the objectives set out in the board's plans;
» **Identify** the financial reports that are used to measure the financial performance of the organization; and
» **Review** financial objectives and audits, and understand the role of the audit in maintaining accountability.

Module 5

Board Development and Performance (3 hours)

LEADERSHIP

This module examines the role and accountability of the board of directors. Board members must demonstrate leadership through commitment, integrity and teamwork. Participants will:

» **Examine** the role of the board of directors;
» **Discuss** the importance of board performance;
» **Examine** on-going development for all board members; and
» **Understand** the importance of a formal board assessment process.

Module 6

Community Futures Lending (3 hours)

FINANCIAL & LENDING LEADERSHIP

Community Futures boards have a role in loan administration and the overall management of the loan fund. Board members should understand more completely the roles, responsibilities, and functions of a loans committee. The loans committee derives its authority and responsibility from the board, and it is accountable to the board for its actions. Participants will:

» **Discuss** the Community Futures' economic and social climate in which lending takes place;
» **Describe** the roles and responsibilities of the loans committee, the board of directors, and management in the loan process;
» **Recognize** the key elements of the lending decisions that will contribute to the performance of the loan portfolio;
» **Appreciate** and understand the role of the board member in loan administration; and
» **Be familiar** with strategies to manage problem accounts.

Module 7

Management, Recruitment, Performance, Evaluation and Development (3 hours)

LEADERSHIP
EXECUTIVE GOVERNANCE

The level of board member participation in recruiting and evaluating other management staff varies by non-profit organization, but in general these roles are the responsibility of the executive director. This module will help you:

- **Discuss** management recruitment and selection process;
- **Describe** the purpose of establishing an equitable compensation package which reflects labour market information and terms of remuneration and compensation;
- **Be aware** of options board members should consider when they establish compensation levels for the executive director;
- **Explain** a board's role in performance planning, evaluation, and development of its executive director; and
- **Determine** how the board can use coaching and counselling to deal with performance concerns.

Module 8

Board Leadership (3 hours)

LEADERSHIP

This module allows participants to evaluate their skills as leaders in the capacity of a non-profit board member, and enhances their abilities as a strong leader. Participants will:

- **Recognize** leadership as a fundamental responsibility of all board members;
- **Personalize** the idea of leadership in terms of what a leader does;
- **Understand** the three different modes of governance; and
- **Understand** the principles of governance as leadership.

Module

9 Cultural Awareness (3 hours)

LEADERSHIP (OPTION 1)

This module delves into the landscape of Canada based on demographic changes resulting from immigration. Participants will be able to:

» **Describe** the cultural diversity of our country and communities as a result of immigration;
» **Define** methods of connecting and communicating with our whole community;
» **Recognize** and implement communication tools;
» **Identify** the board members' and executive director's role in exercising cultural awareness leadership;
» **Identify** actions the board and staff can take to becoming a culturally-aware organization and community; and
» **Define** a process for organizational self-evaluation.

Module

10 Advances in the Social Economy (1-3 hours)

LEADERSHIP (OPTION 2)

Community economic development supports the social economy through building capacity within not-for profit organizations. Participants will be able to:

» **Understand** the concept of social economy;
» **Clarify** the links between community economic development and the social economy;
» **Understand** the distinguishing characteristics of social enterprises;
» **Explore** and define the role of Community Futures in the social economy; and
» **Discuss** how social enterprises can be financed.

Module 10 can be delivered and/or downloaded for free by a CF General Manager or if requested, can be delivered by a CFLI facilitator at cost. The session could take up to three hours, depending on the group size.

Module

11 Role of Planning (1 hour)

LEADERSHIP
EXECUTIVE GOVERNANCE

Planning is essential to the non-profit organization. Participants will:

» **Describe** the role of strategic and operational planning as part of the total planning cycle; and
» **Explain** the role of the board in the planning process for the non-profit organization and the community itself.

Module

12 The Role of the Chair (3 hours)

LEADERSHIP

The chair plays an important role in a non-profit organization. The chair's roles and responsibilities as they relate to the public, stakeholders, partners, funders, the corporation, board members and staff is examined. Participants will:

» **Learn** how to approach the role of chair with skill and confidence;
» **Understand** the roles and responsibilities associated with the chair's position;
» **Discuss** the specific skills required to be a chair; and
» **Examine** how to support their chair and work together as a strong team.

Module

13 Strategic Loan Fund Management (3 hours)

FINANCIAL & LENDING
LEADERSHIP

The role of the board of directors in loan administration and the overall strategic management of the loan fund is important. Board members will:

» **Understand** the Community Futures lending vision and its role in community economic development;
» **Understand** the various roles and responsibilities of the loans committee, the board of directors and management in the loan process;
» **Consider** the environment within which the Community Futures operates and the role that strategic lending plays in achieving Community Futures objectives;
» **Recognize** the key components and considerations of loan portfolio objectives; and
» **Understand** tools for monitoring the health of a loan portfolio.

14 Is Your Community Futures Prepared for Natural & Economic Disaster (1-3 hours)

Community Futures plays a key leadership role in a community and/or region for businesses and economic development. Community Futures organizations have been known to play a key role when natural disasters, emergencies and economic disruptions take place. Board members will:

» **Understand** the various types of events that can result in business disruption;
» **Plan** for their Community Futures organization to be prepared in case of a major disruptive event;
» **Understand** how to support and assist the businesses comprising its loan portfolio;
» **Identify t**he role their Community Futures organization can play in case of a major disruptive event;
» **Engage** stakeholders and participate in or lead key community organizations to develop a proactive plan in case of disruptive events; and
» **Develop** potential policies that could be implemented in support of the actions that staff and boards can follow immediately and throughout disaster recovery.

Module 14 can be delivered and/or downloaded for free by a CF General Manager or if requested, can be delivered by a CFLI facilitator at cost. The session could take up to three hours, depending on the group size.

15 Volunteer Attraction, Retention, and Succession (1.5 hours)

The foundation and heart of a Community Futures is its volunteers. They serve on boards and committees because they care about their community and they are integral in advancing the Community Futures mission and safeguarding the financial and cultural well-being of the organization. After completing this module, you will be able to:

» **Understand** the importance of strategic board succession planning;
» **See** the linkage of board succession planning to volunteer attraction, retention, training, development, and assessment;
» **Prepare** for board recruitment;
» **Manage** the recruitment process;
» **Prepare** for board orientation;
» **Understand** the importance of board development; and
» **View** board and director assessment as an opportunity to strengthen the organization.

MODULES

Face-to-Face sessions

Facilitator, 3 hours: $500 (Plus travel costs if applicable)

Facilitator, 1.5 hours: $250 (Plus travel costs if applicable)

Manual: $15 per person, per manual
(Optional: print-ready file available at no cost; each participant will require a manual)

Webinar Presentations

Facilitator, 3 hours: $500

Facilitator, 1 hour: $250

Manual: $15 per person, per manual
(Optional: print-ready file available at no cost; each participant will require a manual)

Facilitators

All Board Development modules are delivered by skilled facilitators with experience in the business world and in-depth knowledge of Community Economic Development and the work of Community Futures.

For more information about our facilitators,
please visit our website at: www.cfleadershipinstitute.ca

Certificates

Every Board member who completes the Community Futures Leadership Institute module will receive a certificate of completion.

Hall of Fame Award

Every Board member who completes the Community Futures Leadership Institute modules 1-13 will receive the Hall of Fame Award.

Find out more

For more information, please visit our website at **www.cfleadershipinstitute.ca**

» Information on ordering modules can be found on the website

» If you have any further questions of need more information, please contact us at **leadership@communityfuturespanwest.ca**

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