

Not-for-Profit Governance

SUMMARY RESOURCE GUIDE

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NFP Director Briefings

NFP Director Briefings are designed to be a comprehensive guide to a specific matter of importance for NFP directors. Throughout each Guide there are sections outlining questions for directors to ask to assist in undertaking their oversight role in an effective manner.

Not-for-Profit Governance Fundamentals – Board Basics for the NFP Director

(29 pages | 2021)

This guide is intended as a primer for new directors of not-for-profit organizations to help understand the sector and their role through an exploration of:

- the NFP sector (and how it differs from the for-profit sector)
- how NFPs are organized
- the role and responsibilities of NFP boards and directors
- the lifecycle of the board

www.cpacanada.ca/en/business-and-accounting-resources/strategy-risk-and-governance/not-for-profit-governance/publications/not-for-profit-governance-fundamentals

Governance for Not-For-Profit Organizations – Questions for Directors to Ask (2nd Edition)

(67 pages | 2021)

This guide sets out a process to help NFP directors create or refine a governance framework to ensure that the organization is productive and accountable, and that it delivers on its mission. Topics explored include:

- the legislative requirements and environment
- how to design a governance framework
- implementation of the framework
- ensuring the right board dynamics
- how to ask the right questions to ensure the NFP's governance framework and supporting processes are effective

www.cpacanada.ca/en/business-and-accounting-resources/strategy-risk-and-governance/not-for-profit-governance/publications/governance-for-nfp-organizations-directors-questions

A Guide to Financial Statements for Not-For-Profit Organizations – Questions for Directors to Ask (2nd Edition)

(78 pages | 2020)

Designed for NFP directors without a financial background, this guide will assist in understanding financial statements and your responsibilities to the organization you serve, including:

- the role and responsibilities of the board, management and the auditor in financial reporting
- the concepts and terminology of financial reporting in the NFP sector
- the ways in which donations to the organization can be accounted for
- the various financial statements encountered by NFP directors

www.cpacanada.ca/en/business-and-accounting-resources/strategy-risk-and-governance/not-for-profit-governance/publications/nfp-financial-statements-guide-directors-questions

Board Oversight of Not-for-Profit Collaboration - Questions for Directors to Ask

(43 pages | 2017)

Collaborative initiatives in the not-for-profit sector have been rising in both number and importance. Boards of not-for-profit organizations have an important role to play in steering their organization toward the right collaborations and overseeing their effective execution. This publication offers a practical guide to help directors oversee their organization's collaborative pursuits and ensure they advance their organization's mission with efficiency and effectiveness.

- understanding the Benefits of Collaboration
- what is the Board's Role?
- assessing Opportunities
- enabling Effective Collaboration
- overseeing Risk
- monitoring and improving a Collaboration's Results

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Board Oversight of Not-For-Profit Program Evaluation – Questions for Directors to Ask

(39 pages | 2016)

Oversight of an organization's program evaluation is needed so that directors can ensure that their organization is effectively working towards its mission. This publication presents a four-step framework to help directors:

- determine organizational readiness
- ensure a good evaluation process is in place
- learn from their evaluations' findings

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NFP 20 Questions Series

The 20 Questions series addresses subjects important to directors through twenty questions they might ask management, advisors or themselves. Each question is followed by an “answer” that helps the readers understand the significance of the topic and provides the basis for understanding the answers they get.

20 Questions Directors of Not-for-Profit Organizations Should Ask about Director’s Duties

(31 pages | 2021)

Directors of not-for-profit organizations have various duties and responsibilities, the most fundamental of which are the fiduciary duty, or the duty of loyalty, and the duty of care. This publication focuses on these duties including:

- what it means to be a fiduciary
- the director's duty of loyalty
- the director's duty of care
- how to discharge these duties

www.cpacanada.ca/en/business-and-accounting-resources/strategy-risk-and-governance/not-for-profit-governance/publications/not-for-profit-director-duties-20-questions

20 Questions Directors of Not-For-Profit Organizations Should Ask about Recruiting, Developing, Assessing and Renewing Directors

(54 pages | 2019)

This publication offers a practical guide to help directors establish processes for director recruitment, development, assessment, and renewal. These processes help ensure their organization is well governed by a group of directors with the right knowledge and experience, complemented with diverse viewpoints and fresh ideas. The guide covers:

- the recruiting process
- orienting and developing directors
- director assessments
- renewing directors
- disclosing governance practices to stakeholders

www.cpacanada.ca/en/business-and-accounting-resources/strategy-risk-and-governance/not-for-profit-governance/publications/nfp-directors-recruiting-developing-assessing-renewing

20 Questions Directors of Not-For-Profit Organizations Should Ask about Human Resources

(68 pages | 2018)

Understand the key responsibilities a not-for-profit organization's board of directors has in relation to human resources. Explore the director's role and responsibilities for overseeing the organization's overall human resources strategy, how to recruit, manage and evaluate the organization's executive director, and overseeing the organization's other employees, volunteers, independent contractors and other service providers.

www.cpacanada.ca/en/business-and-accounting-resources/strategy-risk-and-governance/not-for-profit-governance/publications/hr-questions-for-nfp-directors

20 Questions Directors of Not-For-Profit Organizations Should Ask about Mergers

(50 pages | 2016)

This guide provides not-for-profit directors and senior staff with a greater understanding of the issues involved in mergers and assists boards in deciding if a merger is the best option. The document explores four key areas of the merger process:

- evaluating a merger as a strategic option
- exploring options: board oversight, unique organization characteristics, partner selection and stakeholder consultation
- negotiating: establishing the process and timeline, due diligence and governance issues
- implementation and evaluation

www.cpacanada.ca/en/business-and-accounting-resources/strategy-risk-and-governance/not-for-profit-governance/publications/nfp-directors-20-questions-about-mergers

20 Questions Directors of Not-for-Profit Organizations Should Ask about CEO Succession

(54 pages | 2016)

Selecting a new chief executive officer (CEO) is one of the most critical responsibilities of boards of directors, especially in small and mid-sized NFPs where the new senior executive will have a significant impact on success. In both planned and unplanned successions, directors of NFPs need to establish a process with clearly articulated board and committee roles to ensure that they find the right successor. *20 Questions Directors of Not-for-Profit Organizations Should Ask About CEO Succession* provides practical guidance on the CEO succession process.

www.cpacanada.ca/en/business-and-accounting-resources/strategy-risk-and-governance/not-for-profit-governance/publications/nfp-directors-20-questions-on-ceo-succession

20 Questions Directors of Not-For-Profit Organizations Should Ask about Social Enterprise

(56 pages | 2014)

This guide assists directors of NFPs considering or already conducting activities through a social enterprise address common issues and questions by addressing key concepts including:

- the definitions and characteristics of social enterprises
- examples of social enterprises in Canada

www.cpacanada.ca/en/business-and-accounting-resources/strategy-risk-and-governance/not-for-profit-governance/publications/social-enterprise-questions-for-nfp-directors

20 Questions Directors of Not-For-Profit Organizations Should Ask about Risk

(40 pages | 2009)

A key aspect of board governance is its responsibility to identify and oversee risk. But in an NFP, a board's role in this matter can vary widely. Learn how NFP directors can carry out their risk oversight responsibilities.

www.cpacanada.ca/en/business-and-accounting-resources/strategy-risk-and-governance/not-for-profit-governance/publications/20-questions-for-nfp-directors-on-risk-management

Webinars

NFP Board Oversight of Cybersecurity

(2020)

Cybersecurity is one of the top risks on the minds of not-for-profit organizations. This webinar helps not-for-profit directors learn what they should be considering in overseeing cybersecurity risk.

www.cpacanada.ca/en/career-and-professional-development/webinars/core-areas/strategy-and-governance/not-for-profit-governance/nfp-board-oversight-of-cybersecurity

The NFP Board's Role in Risk

(2019)

This webinar is based on CPA Canada's A Framework for Enterprise Risk Oversight for Directors. It is designed to help directors of NFPs better understand and oversee risk, including embedded vulnerabilities and compounding effects from multiple risks.

www.cpacanada.ca/en/career-and-professional-development/webinars/core-areas/strategy-and-governance/not-for-profit-governance/the-nfp-board-role-in-risk