

# Reimagining Governance

Presenters: Linda Mollenhauer, Lisa Lalande  
Moderated by Erin Kang and Sarah Matsushita

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ONTARIO NONPROFIT NETWORK

OUR  
PEOPLE

OUR  
FINANCING

OUR REGULATORY  
ENVIRONMENT

# WELCOME

**Using Open Chat**, let us know! Where are you located and what brings you here?

**Participant Poll:** Please indicate if you are...

- Board Member
- Executive Director
- Senior Management
- Other

# LAND ACKNOWLEDGEMENT

The Ontario Nonprofit Network is situated on Treaty 13 territory. These are the traditional territories of the Huron-Wendat, the Anishinabek Nation, the Haudenosaunee Confederacy, the Mississaugas of the Credit First Nation, and the Métis Nation.

# ONN

The Ontario Nonprofit Network is the provincial network for Ontario's 58,000 nonprofits and charities.

We work to help strengthen the nonprofit sector by engaging and advocating with and for nonprofits and charities in communities across the province.

# INTRODUCTIONS

**Linda Mollenhauer**, Ignite NPS

**Lisa Lalande**, Mowat NFP - Executive Lead

**Sarah Matsushita**, ONN - Director of Communications and Engagement

**Erin Kang**, ONN - Engagement Coordinator, *Reimagining Governance*

# WEBINAR OVERVIEW

Challenge two common assumptions about governance

Share high-level learnings from research

Tinker or transform?

Share overview of Reimagining Governance project

# WEBINAR TAKEAWAYS

Ideas and research about governance to reflect upon

Three critical questions to carry forward with your work

Opportunity to shape the work of Reimagining Governance

# LINKS TO RESEARCH

**Mowat NFP's: Peering into the Future: Reimagining Governance in the Nonprofit Sector** <https://mowatcentre.ca/peering-into-the-future/>

**Next Generation Governance: Emerging Leaders' Perspectives on Governance in the Nonprofit Sector**  
<https://pillarnonprofit.ca/news/next-generation-governance-emerging-leaders-perspectives-governance-nonprofit-sector>

**Trends and Forces Reshaping Nonprofit Organizations**  
[https://ignitenps.com/wp-content/uploads/2017/10/IGN\\_PHIL\\_TrendsForces\\_1010.pdf](https://ignitenps.com/wp-content/uploads/2017/10/IGN_PHIL_TrendsForces_1010.pdf)



# TELL US...

**Raise your hand** if you have had a chance to review the research documents prior to this webinar.

**Poll:** Who is responsible for governance in your organization?

- Board
- Executive Director/Chief Executive Officer
- Director
- Senior Manager
- Other Stakeholders
- Some of the above
- All of the above

# ASSUMPTION #1

BOARD = GOVERNANCE.

# TELL US...

**Using Open Chat**, tell us some words that you feel describes the roles and responsibilities of a Board.

**Raise your hand** if you agree with the examples we share!

# ASSUMPTION #2

There are rigid rules in the structure and focus of how governance is done.

# Organizational Governance Requirements

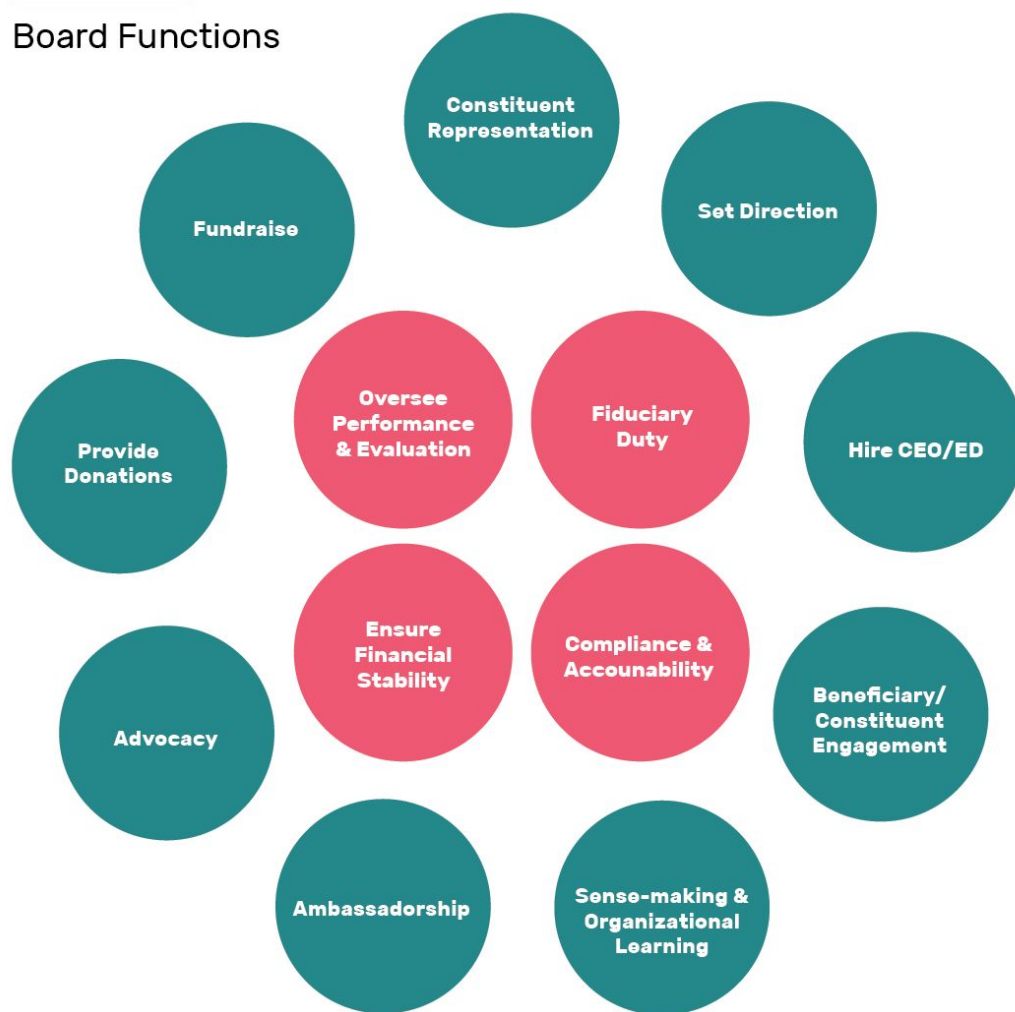
**Oversee  
Performance  
& Evaluation**

**Fiduciary  
Duty**

**Ensure  
Financial  
Stability**

**Compliance &  
Accountability**

# Board Functions



# TELL US...

## We just challenged two assumptions:

- 1) That the board equals governance.
- 2) That there are rigid rules to how governance is done.

## Using Open Chat, tell us -

- Type “old news” if you are not surprised by this information
- Type “:O” or “surprised!” if this is surprising information to you

# EFFICACY OF GOVERNANCE

Despite models, training, and education, Boards still struggle.

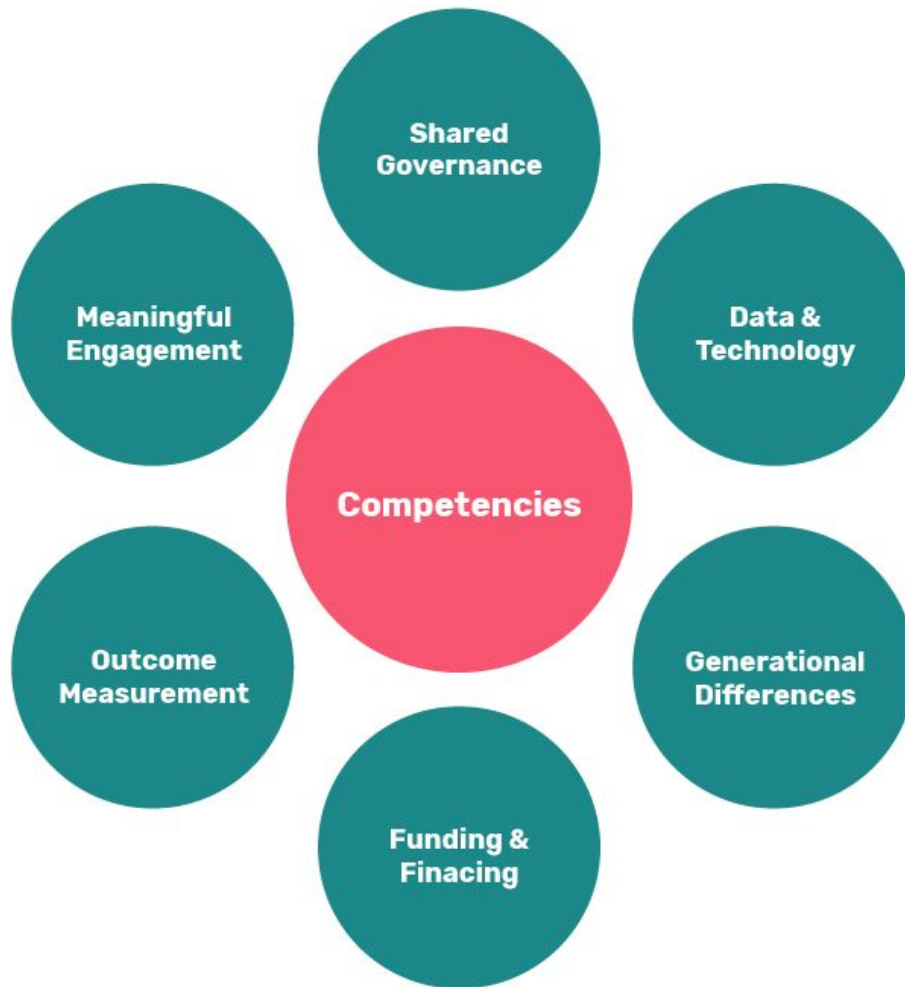
Governance quality is highly variable.

Many Board members are disengaged.

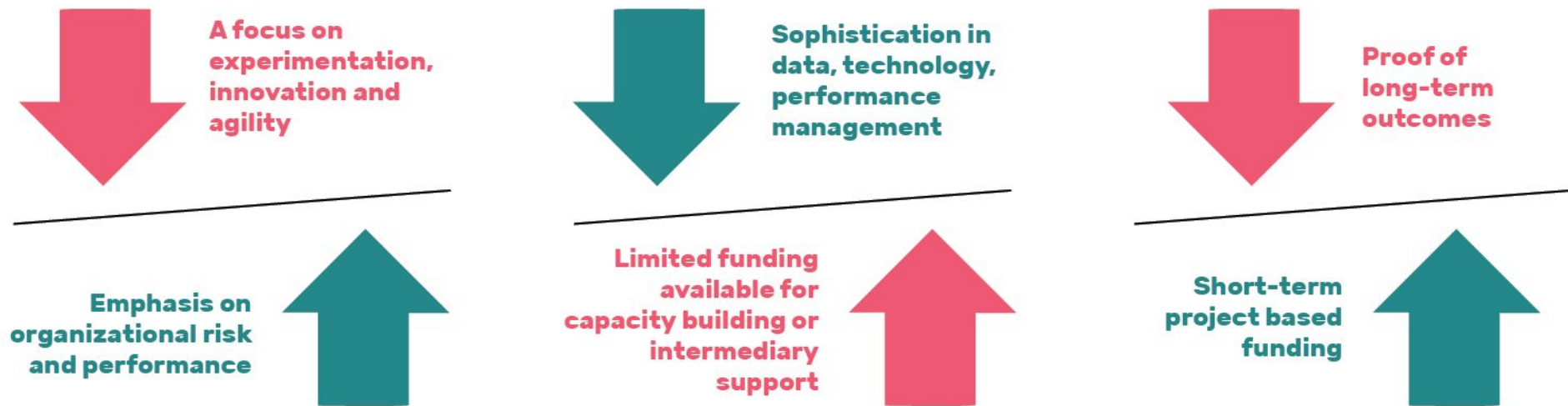
ED burnout.



## TRENDS IN GOVERNANCE



# Organizational Tensions



# TELL US...

We just touched on some of the key forces and trends - not a comprehensive list.

**Using Open Chat**, let us know if there are any other really significant ones that we didn't mention.

# TRANSFORMATIVE THINKING

Given what the research tells us, do we continue to do what we are doing to improve governance, or does it need transformative thinking?

# TELL US...

**Poll:** “Nonprofit organizational governance is **not** well designed and is **not** adapting to the current/future environment.”

- I strongly agree.
- I agree.
- I disagree.
- I strongly disagree.
- I am not sure.

# REIMAGINING GOVERNANCE

- **Goal is** to advance new approaches to the governance of nonprofit organizations – structure, practices and processes
- Social innovation design

# TRANSFORMATIVE QUESTIONS

1. Given the disruptive trends and forces impacting nonprofit organizations, do you have the right governance design and competencies to meet them with confidence? What would you change or adapt?
2. If you only had three board members, what competencies would they need to have? Given these three people can't do it all, how would you fulfil governance requirements? What insights emerge from the conversation about how you could be more effective?
3. What processes and culture can we put in place to broaden our governance decision-making beyond the board?

# REIMAGINE WITH US!

**Join** our group of champions reimagining governance.

**Send** us the insights from your Board discussions that can inform how we reimagine governance.

<https://theonn.ca/our-work/our-people/reimagining-governance/>

[erin@theonn.ca](mailto:erin@theonn.ca)



# YOUR TURN - Q & A

# THANK YOU

Ignite NPS

City of Toronto

Toronto Foundation

YOU!

# JOIN US

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# THANK YOU

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