

**Non-Profit Organizations
(Societies)**

- Governance is in the hands of a volunteer Board
- Usually called Board of Directors, but may be Board of Governors or _____

**Organization Constitution and
Bylaws**

- To learn about a nonprofit organization, you would begin by reading the documents which describe the nonprofit organization
- Will always include a set of By-Laws

Constitution

- The principles by which an organization operates
- Describes what the organization represents
- Describes why the organization exists
- May contain stated mission, vision, values
- http://www.universitysport.ca/e/pol_proc/documents/001_MISSIONSTATEMENT_OBJECTIVES.pdf

By-Laws

- By-Laws:
 - formal and legal description of the organization - how it is governed?
 - Describes the rules of operation for the organization
 - Describes the roles of the Board, Executive and Committees
- Determines what the organization does
- http://www.universitysport.ca/e/pol_proc/documents/00_CIS2006By-laws.pdf

What NPSO usually do

- Develop sport programs (clinics, camps)
- Organize events (games, leagues, etc.)
- Develop policies and rules
- Raise and spend money
- Develop plans and strategies
- Activities depend on national, provincial or local jurisdiction

Board election / selection

- Usually, Board members are elected by the membership, some Board members may be appointed by the elected Board
- Process for election or appointment of Board members will be described in detail in By-Laws
- By-Laws will dictate who can vote to elect Board members
- Board positions MAY be coveted or MAY be difficult to fill
- Depends on status and role of Board members in the organization

Board election / selection

- An organization should always be a nomination process to ensure there are opportunities for individuals to put their name forward
- If only one person is nominated, that individual is elected by “acclamation”

More about volunteer Boards

- Some Board members may be included in the Board as ex-officio, which means “by way of office” – could be voting or non-voting Board position
- Board positions are for a term – usually either 1, 2 or 3 year terms - should be some overlap in terms to ensure continuity
- Some organizations have a maximum term for Board and Executive members

Board Composition

- Board could be composed of:
 - Elected from membership categories
 - Could be from coaches, athletes, officials
 - Participants
 - Parents
 - Experts
 - Business/entrepreneur
- Type of people will dictate issues.

Board member's skills

- Do they have sport/recreation knowledge?
 - They can help with program issues.
- Do they have personal issues?
 - You need to know as they can derail the organization
- Do they have general management skills?
 - Could help with finance, marketing or planning

Roles of Volunteer Boards

- Board's primary purpose is governance of the organization:
 - Always budget approval and policy review and development
 - Fundraising - networking – donors or sponsors
 - Has a role in planning – inject knowledge to the planning process – usually strategic and not operational plans
 - Advocacy – with politicians

Scope of Volunteer Board's role

- What areas remain with the Board, and what is delegated to staff?
- What issues are even presented to the Board by the staff.
- President or Chair of the Board usually has the most operational role of all Board members
- Board has ultimate authority, but the President/Chair handles daily problems
- In larger organizations, staff may handle all daily operations

Board Structure

- Most Boards create an organizational structure to assist the Board
 - Usually have Committees
 - Most have an Executive Committee comprised of the President/Chair and some Vice-Chairs or Vice-Presidents
- Committee roles vary dramatically
 - Continuum from decision making to advisory

Committees of the Board

- Committees are part of the organization's and the Board's planning process
 - Committees are decided upon when developing the organizational structure
 - Executive Committee usually evaluates the staff that work for the organization

As staff, how to manage the Board

- Know their motivations
- Understand their knowledge and expertise
- Know their past personal achievements

How to Survive and Prosper

- Be more informed.
- Have more information, more current information, more accurate information.
- Be proactive.
- Manage the Board agenda.
- Know how they will react. Never be taken off guard.

Example: Canadian Interuniversity Sport

- Constitution and By-Laws
- All on the web site
- Excellent learning example because it incorporates every aspect of the management of amateur sport
