



## BOARD EDUCATION – WORKING SYLLABUS

1. An Operating or Founders Board vs. a Governing Board
  - a. Definitions
  - b. Organizational Life Cycle and the Difficulty of Transitioning
  - c. Advantages & Disadvantages of Each Model
  - d. Baseline Principles of a Governing Board
2. Features of a Governing Board (1): Board Responsibilities/Staff Responsibilities
3. Features of a Governing Board (2): Board Committees vs Staff Committees
4. Features of a Governing Board (3): What does it mean to make governing policies? What is the difference between governing policies and operational policies? (A Case Study)
5. FAQs About Governing Boards
  - a. How do Directors contribute their special knowledge & skills?
  - b. Is a governing board just a ceremonial board?
  - c. Does a governing board mean an imperial CEO?
  - d. If the CEO or staff messes up, how does a governing board hold them accountable?
6. Principles in Action
  - a. How does the Board Chair & CEO work together?
  - b. How does the Board and CEO work together?
  - c. How do Directors interact with staff?
7. Relationship with Residents
  - a. Resident – Board – Staff Triangle
  - b. Special Challenges for Resident Directors
8. Creating a New Board Culture (How to Sustain Changes)
  - a. Role of Board Chair
  - b. Role of Directors
  - c. Regular Self-assessments