



Annual Meeting

FREDERICTON

2026

June 11-13

Deep roots.  
Renewed growth.



Member  
Education  
Forum

**B03 No more scramble: master the art of board  
recruitment**

**Workshop Leader: Cathy Volans, CHF Canada**

## Land Acknowledgement

We respectfully acknowledge that New Brunswick is situated on the unceded and unsundered territories of the Wolastoqey, Mi'gmaq, and Peskotomuhkati peoples. We seek to repair and rebuild meaningful relationships with Indigenous peoples and honour these lands which hold the hopes of future generations.



As part of my reconciliation journey, I try to discover more about the people of the lands that I am joining. The Wolastoqiyik people have lived in New Brunswick for thousands of years and have a strong connection to the land and water. Their traditional territory stretches from the Bay of Fundy in the south to the St. Lawrence River in the north, including parts of New Brunswick, Québec, and northeastern Maine.

Even after colonization, land loss, and residential schools, they continue to rebuild and strengthen their culture, language, and traditions.

They have never given up their land and continue to rely on treaties with the Crown as ongoing agreements. Today, they play an important role in protecting the environment, sharing their culture, and supporting learning and reconciliation across the province.

## Agenda

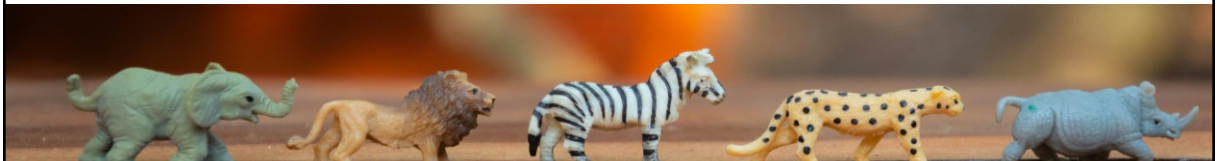
1. Why do you recruit?
2. Board & staff duties
3. Pitfalls to avoid
4. Strategies for recruiting
5. Group Work and Feedback
6. Wrap-Up



Review agenda. This session is only 2 hours so there will not be a scheduled break. It looks like a fair bit of material to get through so lets get started.

## Why do you recruit?

- Renewing leadership is a core governance responsibility of the board.
- Member-elected directors are essential to co-op democracy.
- Elections are one of the most important duties of membership.
- It gives members direct influence over decisions affecting their housing.
- It ensures accountability of the board to the membership.



Let's imagine it is election time. What do we do at our co-ops to find candidates to run? Shout out

### **Renewing leadership is a core governance responsibility of the board.**

It's important for the board to bring in new people and fresh ideas to keep things running smoothly and looking ahead.

### **Member-elected directors are essential to co-op democracy.**

When members choose the directors, it makes sure everyone's voice is heard and represented.

### **Elections are one of the most important duties of membership.**

Voting in elections is one of the key ways members can take part and make a difference in the co-op.

### **It gives members direct influence over decisions affecting their housing.**

Elections give members a real say in decisions that impact their homes and community.

### **It ensures accountability of the board to the membership.**

Elections help keep the board responsible to the members and doing what's best for the co-op.

## Board Member Duties

Consider running for re-election.

Promote the value and work of the board.

Actively recruit candidates.

Encourage members to make their own independent voting decisions.

Be ready to work collaboratively with whoever is elected.

Seek out strong candidates, even if they may run against you.

Do not publicly campaign for specific candidates.

As a Board member how can you help support a fair election.

You can choose to run again if they want to stay involved, and they can also help others see why the board's work matters. It's important to encourage people to run, especially those with new ideas or different perspectives.

Directors can't just say I'm staying on so we don't need to have an election. They still need to be either elected or acclaimed by members, there might be a member who wants to put their name forward and run against that Director.

At the same time, members should decide for themselves who to vote for, without pressure from the board. Board members shouldn't publicly back specific candidates, and they should be ready to work respectfully with whoever gets elected.

## Staff Duties

- Schedule election planning early on a board agenda.
- Know the bylaws and election procedures.
- Update the board on which terms are ending and what positions are open.
- Prepare all election materials.
- Support the meeting chair and election officer.
- Staff should promote the election, encourage participation, and remain neutral.

If you have staff, they should be prepared to support you and ensure that the board is thinking about the AGM in lots of time and that everyone understands what's co-op's bylaws (terms, who is up for re-election) and how the election process works.

Ensure that the AGM package and nomination form is distributed within the timeframe outlined in your legislation – some provinces have 10- or 14-days notice.

They are going to support the chair and election officer or serve as scrutineer on election day.

Staff can also help by promoting the election and encouraging members to get involved, but they need to stay neutral and avoid showing support for any particular candidates the same as the directors.

## Five pitfalls to avoid

When recruiting new Board members don't:

1. Expect announcements to get volunteers
2. Do it alone
3. Assume that "no" means "never"
4. Set a very short timeline
5. Fall into the BIC trap



So let's start by talking about a few things we should be cautious about when recruiting new board members.

## Pitfall #1: Announcements



How many candidates do you get by just posting notices that say if you want to run for election just go to the office and get a nomination form? The same goes for sending out nomination forms with the package for the meeting. So has anyone here saw the announcement and said whoohoo I going to run for the board.

What I am going to say next is probably not a surprise to you - most people don't respond to posted notices asking for volunteers of any sort. That is a fact. If you see a posted notice, it is very easy to convince yourself that others will do it, you don't have to. The problem is everyone else is thinking the same thing.

Did anyone sign up to volunteer at the Business Meeting on Saturday. There isn't an actual recruitment it was proving a point.

## Pitfall #2: Do it alone

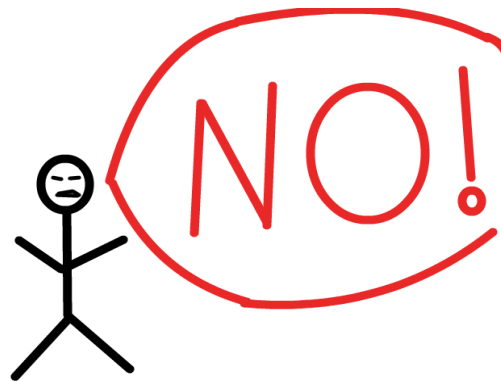


Don't try to make recruitment the job of one or two members in your co-op or think that it's your Managers' job. All members need to know it is their responsibility, yes a defined group may take on the task but they then need to engage all the members in the recruitment.

Electing directors is the most important decision members are asked to make each year. So every member has a job to do, they can either step up and run for election themselves or they should nominate another member who they believe would make a good director.

The key point here is that all members can play part in the recruitment of new directors.

## Pitfall #3: No means Never



Don't assume that "no" means "never". Here is another fun fact. Most people will say no the first time they are approached to run for the Board. I have seen this so many times not just at co-op elections.

The chair asks for nominations from the floor, and everyone is trying to make themselves look very small and are saying please don't pick me or before a name out of someone's mouth the nominee is already saying no. Surprise is not a winning technique for recruiting new board members.

This is also a great time to ask why they said no? is it a consistent reason (i.e. Henry is a bully)? Is there something the existing board can do better.

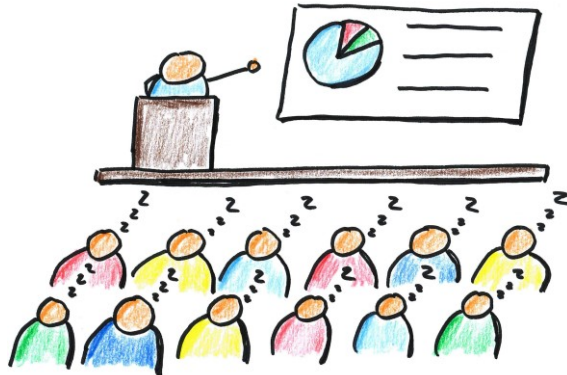
## Pitfall #4: Timeline



Don't set a short timeline for recruiting new directors. While the period for nominations for election has to be a defined period of time (that 10 -14 days) the process of recruiting directors should be done all year every year.

Approach members early and often to discuss why you believe they would be a good candidate and to discuss what they might gain personally from serving on the Board of Directors. Remember they are probably going to say No, so be prepared to have the discussion several times. Key message here is constantly recruit.

## Pitfall #5: BIC Trap



What is the BIC trap? Butt in the chair.

I am sure you have been at the meeting where you need 2 positions filled, but only 1 person has put their name forward. Everyone panics and starts begging someone to step forward – that is the butt in chair director. They don't want to be there, they are doing you a favour, how good do you think they will be?

As a board you would be better off not filling the vacant seat at the meeting, and approaching someone directly for an appointment for 1 year, if your legislation allows.

So we don't want a "butt in the chair" so what do we want?

## Qualities of a Good Director

A good member  
themselves!!!!

- Committed to the co-op and its community.
- Willing to learn bylaws, policies, and governance.
- Uses good judgment and thinks long-term.
- Respectful, collaborative, and open to different viewpoints.
- Reliable, prepared, and able to follow through.
- Communicates clearly and listens well.
- Acts with integrity and keeps information confidential.
- Fair, solution-focused, and able to work as part of a team.



I'll give you three minutes at your tables to brainstorm a list of qualities you think make a good director. Each table has a sheet of pink paper and a marker—please choose someone to record all your ideas.

Once time is up, I'll ask one person from each table to share your group's top three qualities with everyone.

- 1. Commitment to the Co-op** - Cares about the well-being and future of the community, and understands that decisions affect everyone's housing and stability
- 2. Willingness to Learn** - Open to understanding bylaws, policies, and governance and ready to participate in board training and ask questions
- 3. Good Judgment** - Makes decisions based on facts, fairness, and the co-op's long-term interests and avoids personal agendas
- 4. Respectful and Collaborative** - Works well with other directors, even when opinions differ, Listens and encourages diverse perspectives
- 5. Reliability and Follow-Through** - Attends meetings regularly, and prepares by reading materials and completing assigned tasks. Supports board decisions once made
- 6. Communication Skills** - Able to express ideas clearly and open to feedback and willing to communicate respectfully with members. Works to ensure all voices in the co-op are considered
- 7. Integrity and Confidentiality** - Handles sensitive information appropriately and acts ethically, honestly, and in good faith
- 8. Problem-Solving and Critical Thinking** - Looks for solutions rather than blame and thinks ahead and considers long-term impacts

MOST IMPORTANT A GOOD MEMBER THEMSELVES

## Strategies for effective recruiting

- Start with “The Ask”
- Simple role descriptions
- Mentorship, training & onboarding
- Improve board meetings
- Address fears
- Recruit year round



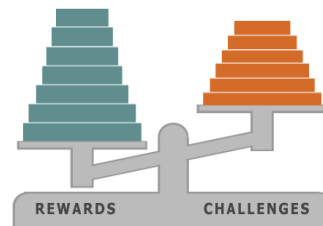
This strategy is about making it simple and welcoming for people to join the board—by asking directly, clearly explaining the role, offering support, improving the experience, addressing concerns, and recruiting all year long.

### MOST IMPORTANT

***Set a good example Members don't miss a thing*** - If the board looks like a well-run, respectful team, people will think “hey, I could do that.” But if it looks like a weekly complaint club where everyone’s tired and grumpy... don’t be surprised when nobody’s lining up to join

## The “Ask”

- Start With Personal Invitation
- Ask with vision rather than need
- Explain why you think they’d be a good fit
- Be specific about their strengths
- Be excited
- Share the vision
- Explain what is in it for them



Start With Personal Invitations - Most people don't volunteer unless they are asked directly.

Ask with vision rather than need – begging isn't a good look

Explain why *you* think they'd be a good fit – strong financial background, strong committee engagement

Be specific about their strengths (e.g., “You're great at listening” or “You're very organized.”)

Get excited – if you aren't excited about being on the board, maybe you aren't the person who should be asking

Share the vision – what is the co-op working on

Explain what is in it for them – leadership (multi million \$ company), education opportunities,

## Simple role descriptions

- Roles & responsibilities
- Time expectations
- Meeting frequency
- Supports available
- Promote Multiple Ways to Contribute



When approaching potential candidates, be prepared to answer questions or give the information. Have a spiel

- Make sure there are Job descriptions, which may sound odd, everyone knows what the board does Right?
- Time expectations – 2-hour meetings a month, cleaning vacant units
- Meeting frequency – monthly, 2 a month, general members, appeals. Let them know that sometimes an issue comes up that might need attention.
- Responsibilities – signing officers, the board is one no individual powers
- What Supports are available (management, committees) outside consultants
- Does the co-op have officer and directors' liability coverage? How much?
- BE HONEST

### **Promote Multiple Ways to Contribute First**

Some people need a steppingstone. These smaller roles often lead to future board candidates.

## Mentorship, Training & Onboarding

- Offer and promote training and education opportunities
- Make the onboarding process friendly and welcoming
- Share Success Stories (and Realistic Challenges)
- Create a Buddy or Mentorship System
- Regular check ins



- You want to Promote Training Opportunities and Let members know that they don't need pre-existing governance expertise, that it is a learning process.
- Having a strong orientation helps new board members feel ready and supported. This can include easy access to key documents, an overview of current projects, and a chance to observe a meeting.
- Share real stories about the co-ops successes and challenges, so people can see the skills that can be gained, there is a manageable workload, and a supportive team environment, because being open helps build trust.
- Pair new board members with experienced ones during their first few months: *This helps people feel supported rather than thrown into the deep end.*

***And while everyone is so focused on New Directors, take a moment to check in with other Board members to see how they are doing, are they struggling or burnt out, do they have any suggestions to improve board operations?***

## Improve Board Perception



People won't join a board that seems chaotic or unpleasant.

Ensure meeting structure:

- Setting time limits
- Using agendas
- Information is shared, and understood
- Following respectful-conduct guidelines
- Ensuring everyone has a voice

- Improve the Board Image.
- If you have directors criticizing publicly other directors, the decisions, the time constraints – ask yourself why anyone would want to be on the board. If you have a member who is always criticizing the board, maybe approach them and ask them to run. Put up or shut up.
- People are less likely to join a board if meetings feel disorganized or unpleasant, so it's important to make them run smoothly. This can be done by setting clear time limits, using agendas, following respectful conduct guidelines, and making sure everyone has a chance to speak.
- Set boundaries with the directors, staff and Membership. no director should be expected to be on call 24 hours or being yelled at across the parking lot. Business needs to be done at a board meeting, not 25 emails about an issue. If it is that important it can't wait till the next meeting to discuss. Hold an emergency meeting.

## Recruit Year Round

- Keep your eyes open throughout the year for potential board members.
- Reflect on the Diversity of the Co-op
- Celebrate and Acknowledge Board Members Publicly



**Keep your eyes open** throughout the year for potential board members. Board development is a continuous process.

**Reflect the Diversity of the Co-op** A diverse board strengthens the co-op and improves representation. Actively encourage a wide range of people to get involved so the board reflects the whole community. This means reaching out to newer and younger members, seniors, newcomers, rent-geared-to-income households, and people from underrepresented cultures, and making sure everyone feels welcome and included in the process.

**Celebrate and Acknowledge Board Members Publicly** When people see the role valued, they are more likely to step forward. Show appreciation for current board members. I don't mean giving the board gift cards, but highlighting their effort to the membership or even introducing them to the members what is their bio.

## Address fears

Hold a candid “Thinking About Running?” info session to discuss:

- ✓ Time commitments
- ✓ Conflict concerns
- ✓ Support systems
- ✓ Realistic workload
- ✓ How decisions are made



Hold an open “Thinking About Running?” session where people can ask honest questions about the time commitment, workload, how decisions are made, and what support is available. Talking openly about these concerns helps people feel more comfortable and confident about getting involved.



So before I put you to work, are there any questions on the pitfalls or strategies of recruitment

## Case study: Develop a plan to overcome member refusal or hesitation

- ❖ Case Study 1: The Overwhelmed Parent
- ❖ Case Study 2: The Dominate Director
- ❖ Case Study 3: The Quiet Member
- ❖ Case Study 4: The Burned-Out Volunteer
- ❖ Case Study 5: Conflict on the Board
- ❖ Case Study 6: "Too New" in the Co-op



### Close to 4:00 pm

Give each table a case study (1-6)

Assign a note taker and someone to report back

10 - 15 minutes to develop a plan to overcome Member refusal or hesitation.

## Case Study 1: The Overwhelmed Parent

Marisol is a single parent with two kids. She works full-time and worries that joining the board would eat into what little free time she has.

She believes board work requires long weekly meetings, hours of reading, being “on call”, or extensive training.

Marisol declines the nomination because she thinks, “I just don’t have time for this.”



### What Solved It

- Use shared digital folders so members can read materials in small chunks
- Provided childcare stipends for parents who served on the board
- Be upfront about real time commitment. how often do meetings actually happen, how long they usually last, and that it’s not a heavy weekly burden.
- Explain flexibility. Share that some work can be done on her own time, and not every board member has to take on the same workload.
- Highlight support. Reassure her that she won’t be alone—other board members, staff, or management handle much of the day-to-day work.
- Break it into manageable pieces. Emphasize that board service is about contributing ideas and decisions, not doing everything herself.
- Offer practical accommodations. Mention options like virtual meetings or predictable schedules that might better fit around work and family life.
- Share real examples. Hearing from current or past board members with similar busy lives can help show it’s doable.
- Invite a “try it” mindset. Encourage her to consider running without a long-term commitment—just to see if it works for her.

**Outcome:** Marisol joined the board and brought valuable perspective on families and accessibility. Her early concerns were real, but solvable with structure and support.

## Case Study 2: The Dominant Director

Liam has served on the board for several years, in meetings they speak first and at length, interrupts others, and pushes their ideas strongly, steering decisions toward his preferred outcomes.

As a result, people hold back, feel intimidated, and stop preparing, so decisions miss important viewpoints. Some members are considering stepping down.



### What Solved It

- Set clear meeting norms: Agreed on guidelines such as no interruptions, time limits for speaking, and ensuring everyone has a chance to contribute.
- Structured discussion rounds: Used roundtable formats where each member is invited to speak before open discussion begins.
- Chair actively facilitates: The chair gently intervened when needed: *“Thanks Liam—let’s hear from a few others before we continue.”*
- Use of hand signals or speaking order: Helped prevent people from talking over each other and created fair turn-taking.
- Pre-meeting input: Invited members to submit thoughts in advance, giving quieter members another way to contribute.
- One-on-one conversation: The chair met privately with Liam to acknowledge his strengths while explaining the impact of his behaviour on the group.
- Encourage shared leadership: Rotated facilitation roles or committee leadership to distribute influence.

**Outcome: Meetings became more balanced, more people spoke up, and decisions reflected a wider range of perspectives. Board members felt more confident and engaged.**

## Case Study 3: The Quiet Member

Deven is very shy and doesn't like speaking in front of groups, dealing with conflict or being the center of attention.

He worries he wouldn't "fit" on a board full of outspoken personalities and being told he needs "leadership experience."

Deven withdraws his nomination, thinking he wasn't assertive enough to serve effectively.



### What Solved It

- A mentorship buddy
- Give information ahead of time, let the person know what will happen in meetings before they start. This reduces surprises and helps them feel prepared.
- Allow different ways to participate, let them share ideas by email, in writing, or one-on-one instead of always speaking in front of the whole group.
- Don't put them on the spot, avoid sudden questions. Give time to think and answer when they're ready.
- Offer small, low-pressure roles, Start with simple tasks that build confidence, like taking notes or helping with planning.
- Provide training and support, Give short, friendly training on things like communication, decision-making, and conflict.
- Create a welcoming environment, Make it clear that all voices matter—loud or quiet. Encourage people to listen respectfully and let everyone finish speaking.
- Celebrate small wins, Recognize the person's effort, even if it's small. Confidence grows step by step.

### Outcome

Deven became one of the most reliable and detail-oriented board members, especially valued for his financial analysis. His quiet strengths became assets.

## Case Study 4: The Burned-Out Volunteer

Sarah has volunteered in the co-op for years, has previously served on the board, is engaged in committee work and event planning. She enjoys helping her community, but she's burnt out.

She fears she is at risk of becoming the "person who says yes to everything."

Sarah says no to the board.



### What Solved It

- Shared tasks across committees, not only the board - Rotate committee members. Set term limits where appropriate. Encourage shared leadership.
- Encouraged delegation to management
- Adopted a realistic annual work plan
- Created clear role descriptions so volunteers didn't accidentally absorb extra work. Set boundaries around time and responsibilities.
- Recruited more members so responsibilities weren't carried by a few
- Acknowledge her burnout: Respecting her burnout while showing her she can contribute in a healthier, more sustainable way. It's completely valid to feel worn out after giving so much. She shouldn't feel pressured to "keep going" just because she always has.
- Make it clear she doesn't have to do everything. Reassure her that being on the board doesn't mean saying yes to every task, committee, or event. Boundaries are expected—and respected.
- Redefine her role. Emphasize that board service is about guidance and decision-making, not carrying the workload. Her experience is valuable even if she takes on less.
- Encourage fewer commitments elsewhere. Suggest that if she did rejoin the board, she could step back from some committee or event roles to create balance.
- Highlight shared responsibility. Remind her that a healthy board spreads the work around. It shouldn't rely on one person to carry more than their share.
- Invite a different kind of "yes." Frame it as saying yes in a way that protects her time and energy—being selective instead of doing everything.
- Leave the door open. Let Sarah know it's okay if now isn't the right time, and she can step back without letting anyone down.

### Outcome

She ran, won the seat, and actually *reduced* the burden on the board by helping set healthier boundaries and clearer processes.

## Case Study 5: Conflict on the Board

When Hazel attended her first AGM after moving into the co-op, she immediately noticed tension between several board members. She witnessed disagreements, curt exchanges, and meetings that seemed to go off the rails.

Hazel worried about getting caught in board conflict, stressful meetings, or cliques and power struggles.



### What Solved It

- Acknowledge it - Address concerns about conflict and show that board culture can be positive, respectful, and well-managed:
- Board training on communication and conflict resolution
- Provide Conflict-Resolution Training
- A neutral facilitator for strategic meetings
- Clear meeting protocols, including respectful-conduct guidelines
- A shared work plan, reducing confusion and tension
- An agreement to speak as one voice, even when votes differ
- Explain how conflict is handled. Reassure her that disagreements can happen, but there are rules, codes of conduct, and a chairperson to keep meetings respectful and on track.
- Highlight improvements (if true). If the board has taken steps to improve how meetings run—like better facilitation, training, or clearer roles—share that with her.
- Emphasize professionalism. Reminder that the board's role is to work together for the good of the co op, and respectful behaviour is expected from everyone.
- Position her as part of the solution. Her presence could actually help bring a calmer, more balanced voice to the table and improve the tone.
- Share positive examples. If other meetings or committees run well, let her know not all interactions are like what she saw.
- Offer a low-pressure way to engage. Invite her to observe a meeting, talk to current members, or join a committee first to see how things really work now. •

### Outcome

Hazel ran for the board. Her calm, solutions-focused approach helped reduce friction.

The next year's AGM was noticeably more cooperative.

## Case Study 6: “Too New” in the Co-op

Omar has only lived in the co-op for six months. He loves living in the co-op but feels like an outsider, he doesn't know all the neighbours yet and is still learning how co-ops work.

He worries that he isn't experienced enough, unsure how decisions were made, and nervous about older members questioning his knowledge.



### What Solved It

- Reassure him that experience isn't required. everyone starts somewhere, and boards need people who are still learning as well as those with long experience.
- Make It Clear That New Perspectives Are Valuable “Fresh eyes help us see what long-timers miss.” His questions and ideas can actually help the board make better decisions.
- A new board member orientation covering bylaws, governance, and history
- Provide Clear, Friendly Information About Board Work
- A mentorship buddy for his first 90 days Pairing him with a more experienced board member can help him feel more comfortable asking questions and building confidence.
- Access to training through the regional co-op federation
- Create a Welcoming Meeting Culture - where questions were encouraged, not judged
- Clear, plain-language documents explaining processes
- Explain that learning happens on the job. He won't be expected to know everything right away, there's orientation, support, and time to learn how things work.
- Clarify how decisions are made. Giving him a simple overview of board processes can reduce the “unknowns” that are making him hesitant.
- Normalize asking questions. Let him know it's okay to speak up and ask for clarification—good boards value that.
- Encourage gradual involvement. Suggest attending meetings, joining a committee, or observing first so he can build familiarity before fully committing.

### Outcome

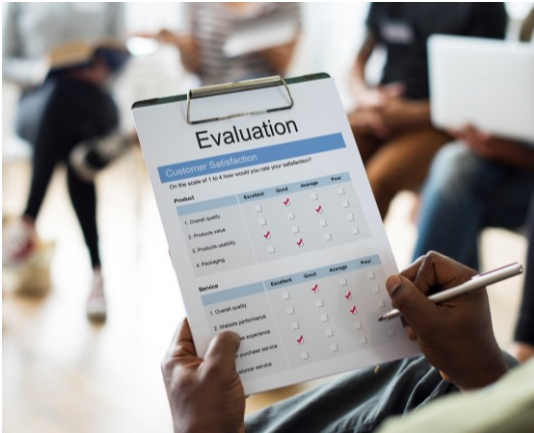
Omar joined the board and quickly became the go-to person for member communication improvements—because as someone recently new, he understood

what newcomers struggled with.



Final questions

## B03 No more scramble: master the art of board recruitment Workshop Leader: Cathy Volans, CHF Canada



Fill out a paper evaluation, fold in half and leave it in the room. Or, fill out an digital evaluation using our conference app.

Find today's workshop materials in the resources section of our website:  
[chfcanda.coop/education](http://chfcanda.coop/education)

**Voting in CHF Canada National Business meeting happens on Saturday.** Your co-op's delegate must be there in order to vote. The delegate can pick up a voting device at conference services

**All coffee breaks will be held in the tradeshow area!** Make sure you visit all the tradeshow exhibitors so that you can complete the bingo card (found in your bag) and have a chance to win prizes.



## Share what you've learned on social media!

- Post photos, favourite moments, or key learnings from today's workshops on social media
- Tag us @chfcanada
- Use the hashtag #CHFCanada2026



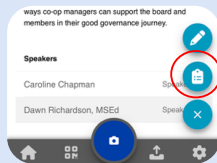


### ***Before you go***

We need your help to do better!

Fill out a paper evaluation, fold in half and leave it in the room. Or, fill out a digital evaluation using our conference app.

Thanks!



### ***When you get home***

Find today's workshop materials in the resources section of our website:

[chfcanada.coop/education](https://chfcanada.coop/education)

#### **Education Materials**

The CHF Canada Resource Centre is open to everyone who has a membership including guests, from individuals to entire chapters, and needed by less - you'll find everything you need to strengthen your co-op. Resources are carefully organized by topic and role, making it easy to find exactly what you need, when you need it.

Our resources are developed and regularly updated in collaboration with experts across the housing co-op sector, ensuring you have the latest insights to tackle any challenge.

#### **Start Exploring**

[Resources](#) [Education](#) [Management](#) [Marketing](#) [Finance](#) [Operations](#) [Technology](#) [Policy](#) [Governance](#)





## Reminders

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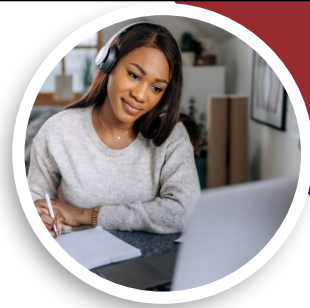
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Taking effective meeting minutes

Chair like a champion

Personal information protection

Identity affirming language

Maintenance 101

Financial statements 101