



The Conductor Series: All a-Board! The Purpose, People, and Process of CAA Boards **People: How Do You Get the Right People on the Board?**

Date: Wednesday, February 9, 2022

Time: 2:00 - 2:45 pm EST

[Jon Cohen, CAPLAW]

Hi everybody, it's 2:00, I think we'll get started in the interest of being as timely as possible. Um just want to welcome you all. My name is Jon Cohen, I'm a staff attorney with CAPLAW, and this is the Conductor Series: All a-Board! The Purpose, People, and Process of CAA Boards. This is going to be the first of a three-part series. One on February 16th next week and the following week on Wednesday, February 23rd, we're going to be talking about the board training videos that CAPLAW has created. Nine in total, we're going to be running through three of those videos. One today, and then one in each of the subsequent weeks. And so we're very excited to be here, to talk about these. It's sort of going to be a two-step, or two goals really of these webinars.

One is to really present the board video so you can see the content, and hopefully learn something from them about the various issues that are presented in them, and the second is to really train on how to use the, to use the board video so you can take them back to your CAA board and show some ways which you can use them and get those learning objectives across to board members.

Just a really brief overview of the videos themselves, they're short animated videos, again nine in total, there's three tracks really purpose people and process of CAA boards, they are about eight to 11 minutes each. And so, you know, we're going to give you an experience of watching one of them today.

Today's feature is going to be how do you get the right people on the board, it's from our obviously our, our people track. And so we're going to watch this as a group, and then discuss it really, so I want to say this, this is, this webinar is being recorded. And so, you know, we'll have that recording available after, after the webinar.

And for the schedule for today's schedule, like I said, we're going to try to stay as on track as possible. So two o'clock introducing the board training videos, 2:05, we're going to we're going to screen the actual video that's about eight and a half minutes, and then at 2:15 we're going to just jump right into a discussion about it, and the discussion will involve you know questions poll questions, you know, typing things into the chat so please be prepared to engage and to, you know, discuss with us.

You know the issues that are presented as I said we'll try to stay as on topic, or as on time as possible. Trains often run late, this train may run a little late as well, so please bear with us on that.

And so jumping right into it just sort of introducing the board training videos on the next slide, you know, why are we, you know, why are, why were they created what are they for one of the main reasons they were created was to help organizations, help CAAs meet the CSBG organizational standards related to orientation and board trainings, and they're up there and I'm sure many of you know, the organization has to have a process in place to provide orientation for board

members within six months of being seated. And then there's an ongoing training requirement in the organizational standards, board members need to be provided with the training on duties and responsibilities within the past two years so hopefully, you know, you know, hopefully it's not once every two years. Hopefully it's part of an ongoing curriculum of trainings, but these board videos these board training videos can be used to help further, these, you know, help fulfill these organizational standards to orient and train board members.

Moving on to the next slide, I wanted to give you a sense of where these resources are located, you'll see on the left of your screen. Our new resources page. And so, you know you'd go to that website that's listed there you'd see that website. And then there's a search tool on the left hand side that you could either type in all aboard or you could check the videos box in the search engine and, and you would get the nine board videos that you see on the right would pop up.

And so you could pick and choose from any of them watch them all right, one after the other, if you have a great deal of time on your hands, or just know that that's where they are.

Once you click on one of those board video pages, you'll go to the landing page, which is shown on the next slide. And on that landing slide there's an overview of the particular board video on the summary of it, three tabs at the bottom of the page, you can stream the videos, you can download them or and then the third tab is a discussion guide so each board video also includes the discussion guide for people who are conducting the trainings of the various videos.

That includes a brief summary of, of the board training video, includes some learning objectives. So what is meant sort of to be, what are meant to be the main points gotten across by the videos, ways to use the videos, and some discussion questions that hopefully help you know boards discuss the major issues presented and essentially we're going to be running through those questions after we watch the video in different ways.

So hopefully you get a sense of how you can, again, use these resources, how you can lead a discussion using these resources.

But just so you know these discussions guides, these discussion guides are there as well accompanying each video to help trainers and conductors along. And so if we move on to the next slide.

We're going to be talking today. Here's our destination. These are the learning objectives, this is what we're hoping that the video conveys to you. And again, this is what you would be hoping to convey to board members if you're giving the training.

So on this one, getting the right, how do you get the right people on the board, you want upon arriving at your destination, you want to be able to, or have board members understand how strategic board recruitment boosts a board's capacity to increase the impact, track board composition, and lastly board strengths and weaknesses. Obviously identify and improve potential board members who possess needed skills and expertise and develop procedures to assess and select board member applicants for board service.

Again this is specific to this particular training, each one of the videos has, you know, a destination or learning objectives, similar to this, or similar to, you know, laid out like this, with but with different topics.

On the next page or on the next slide, sorry, Travel Tips, here's how we're going to get there here's how you can use the video effectively. This particular video you can ask board members to watch it on their own and then at the board meeting you can have a discussion about it. You can show the video during the board meeting and facilitate a discussion of the questions that are included in the discussion guide. This is essentially what we'll be doing here today so this is maybe a you

know a type of, you know, larger board meeting that we're having here today. And so you can do it that way. You can also show the videos as part of a larger board orientation or training process and facilitate a discussion of the questions below and I'll talk a little bit about at the end about how you can use this resource along with other resources as part of a larger orientation or training, focusing on specific, you know issues or ideas that are presented in it, that's another option.

Another option that we're going to be using next week is showing the video but stopping it at various points during the video to talk about the specific issues that are presented. Again that's a way you could do this one as well if you wanted to, but this one in particular will be showing the video in its entirety, and then discussing it afterwards.

And without further ado, we're going to get to today's feature presentation, how do you get the right people on the board, and watch it together and then we'll discuss it afterwards.

So take it away.

[Board Video Plays]

So thank you for watching I hope you enjoyed that board video voice, probably sounded familiar. Please rest assured, I do not narrate all the board videos. So there'll be some variation there.

And there's a number of different formats the videos take, but this was this was this one in particular, and now I think we'll move on really to talking about some of those discussion questions contained in the discussion guide relevant to this video and essentially ask them here, of, of you guys, and try to generate as much back and forth as possible, either in the chat or if you really feel like unmuting yourself, please feel free to do that as well. That's another way to do it.

There are seven questions in total that will that we'll talk through and really the first one is just something you know to ask, essentially, what did you take away from watching this video, you know, do you have any thoughts you want to type your answers into the chat of major things or major issues that that you were reminded by this video or that you didn't know, major takeaways of the video, so I'll give you a second really to just, you know type into the chat your overall you know impression of this end of this video and of the issues presented and then maybe we'll talk about some of them and present a few of the ideas as well as we go, as we go forward.

Someone says they love the advisory board. Someone says they need to keep a pool of potential board member potential future board members. Someone really likes the idea of a Board Governance Committee which is good to hear. I love that idea as well. A lot of input by the members of the board is needed, yes you need board members, you know engaged and active in the work of the board.

I see a lot of comments coming into the, into the into the chat, which is great. The board taking responsibility for recruiting the right people, yeah absolutely essential role of the board to really recruit and take responsibility for that.

And so if we if we just click once more they'll be a few more ideas that show up on the slide that that we can talk through as well. In addition to the ones that have been talked about, you know, reinforce previous training, emphasize getting back to board basics, it was put into the chat as well. And that's great. I think this was alluded to in a number of the comments, the first bullet point on the slide now you know board members play a crucial role in community action as you all know, the roles, responsibilities duties of board members, you know are essential to the work of the CAA, and there are a lot of them and it's complex work to effectively govern CAA's and so that was a major, you know overall overarching theme of the video.

The N.A.M.E.

You know acronym, a way to maybe think about or structure or frame yours or your boards thinking about, you know, getting the right people on the board in terms of, you know, who do you need, what do you need in terms of skills, knowledge, expertise, getting clarity on potential board members attributes, and what they can bring to the table, having a focus on the mission as well what in your recruitment, ensuring that there's mission alignment there.

And that's being thought of as well. And then, communicating expectations about it so that that was, you know, one of the frameworks we put in place for this video a way to think about it a way to structure your thing, your boards thinking about it and so maybe that was a major takeaway too.

I'm sure many of you notice the tripartite board requirements which were mentioned in in the board videos, you know CAPLAW can't miss an opportunity to, to, you know, present those at any opportunity that we get and so we have those there as well.

But in addition, in addition to that, there's also thinking about strategic board recruitment in there as well and so it's not just about, you know, how many, the numbers that you need in the various sectors, you know, public, low-income, and private sectors of the board, it's also thinking strategically, maybe using that N.A.M.E. acronym, about you know who you need what skills you need and focusing on it from that perspective as well.

Again mission. You know that emphasis there in the video. The, the importance of having no surprises for board members to can all be you know takeaways I think from this video.

In addition to that, as conductors, as trainers, maybe you've taken away that animation is a fun, a fun way to get a lot of these points across maybe these videos are a great way for you as a trainer as someone who wants to take this information back to your board.

Maybe one of your takeaways is well this is different. This, this can be a way that you know we can we can work things in in other ways as well so maybe you're going to combine this with another training or think about it in that respect to, you know, this first question in the in the discussion guide the first question here is a little open ended, kind of to see what you're going to say and I think that's instructed as well when you're, when you're giving these trainings is to ask a board, you know, ask board members you know what did you take away from watching this video because I think a lot of times that can help guide you know where you're going to go and what you're going to focus on as a trainer, because maybe you know of course the board, and board members have their own thoughts about how things are going with recruitment and getting the right people on their board and maybe they think one or two issues presented in this particular video should be highlighted to the board and they're going to say well I took away from watching this video that you know this needs to happen, or this should happen or this is a great recommended practice to happen and let's talk about that as a board and, and talk about how we can, how we could do things a little differently maybe or adjust the way we're working and so, so that's you know one way you can view, sort of, what would seem like an open ended question to maybe really get down and focus on some issues that that might be particularly relevant to your board that were presented in in the video.

So if you go to question number two what the discussion guide question is what areas of expertise to you wish you were represented. Do you wish represented on your board. I've just sort of tweak that a little bit to create a fill in the blank question that you can type your answers into the chat. Now, and that essentially is it would be great if we had someone on the board who really understood blank, and so please, you know, type your answer into the chat, and we'll get some thoughts on that. And then we'll, we'll discuss those a little bit.

I'm seeing a lot of fundraising out there, which I think really emphasizes the importance of fundraising. Housing development, advocate, advocacy, law that's great to see as a lawyer, nonprofit, as well. CSBG standards, where to find more about board members willing to do the work.

Board staff relationship marketing HR outreach, all excellent answers all touch upon key roles and responsibilities that board members have to undertake that the board has to undertake as a body as sort of the entity that governs and oversees the organization analytics and segmentation.

Also Yeah, that's great. And so I think you know what this is getting at is obviously that sort of N of the N.A.M.E. you know the needs, what does your board need and understanding that as a board as board members, a lot of times you're the ones who are going to know exactly you know what's lacking what skills what capacity is lacking, and then sort of identifying that you can go from there, and go out and get that, get board members, recruit board members who have those particular attributes. And so that's really, number one in the process is identifying those needs and this question again is aimed at getting at that, you know, as we know your boards are doing a lot, there's a lot of roles and responsibilities, no one person, no board member can do it all, as the board video mentioned. No one person can do it all and so as a body it's about collectively having that in place and meeting those needs so that the board as a whole can engage in that.

And so you've all you all entered some, some really great pieces there, and really on point in terms of roles, responsibilities of the board so yeah those are the areas of expertise. And so knowing that is essentially the first step in the process.

Moving on to discussion question number three, how does your car board track who serves as board members, you can feel free to type this into the chat as well. I'm going to talk a little bit about it.

Here it was mentioned one way was mentioned in the video but there are more than one way to, to go about doing it. And here's CAPLAW's sample board composition matrix, essentially laying out who's on the board. What sector they may represent in terms of the tripartite board sectors, what are the, what their term is so you're, you're, of course interested in knowing you know where they're at and in terms of their term. So if you have a four year term maybe then the third year when it's when it's going to be coming up so just if we're talking about taking a continuous approach to engagement recruitment of potential members really a matrix like this or something similar or something that really tracks who's serving on your board is really instrumental, an instrumental tool in helping you understand who you have on the board. And when you'll be needing to fill those vacancies, not just vacancies in terms of you know this sector or that sector but vacancies in terms of, well, someone who has a lot of accounting or fundraising experience will be coming off the board in a year or two years so what are we doing recruitment wise to identify potential candidates who have that particular skill or have that expertise that we can help you know we can help our board, you know, maintain that level of sort of operational capacity with those issues. And so, again a board matrix is a great way to do it, you know, is it something like this, could it be another matrix out there, I think Board Source has another one that we've referenced before, it could be an Excel spreadsheet or Word document, something that contains that type of information that you as a board want to keep track of.

Again part of a larger approach, maybe something like a Board Governance Committee is also something that is sort of has its, you know has its eyes on who's serving as board members, again, we mentioned that before and will mention it again.

But again, just a great way to track how the who's serving on the board. I noticed someone said in the, in the chat that the same chart you're using is the way they track who's serving as a board member so that sounds great. But again, there's multiple ways to do it. So it doesn't necessarily have to be this particular chart, but it's nice to hear that the resources are being used.

Moving on, we have a discussion question number four here and this is a polling question.

And so we'll bring that poll up. We'll do, I'll just say, the question in the discussion guide is presented there as well, what are some ways in which your CAA could develop a pipeline of

candidates for board service?

If we could bring that poll up and please. You know, Put your answer in the chat. Let me just see if I can pull up and launch that poll. Hopefully you're seeing that.

So I'm getting a lot of D's, mostly D's. A couple A's as well. The majority of you have chosen D, all of the above. So the CAA wants to develop a pipeline of candidates for boards service. The great thing about this polling question is there's really no wrong answers because it is D, all of the above. But if you chose A, if you chose C, technically you're right. I guess that's kind of a lawyerly answer to a polling question as well.

So, but yeah, the point here, I'll close that poll, is that a board that wants to have a pipeline of candidates can use all of the above, and really these can all be effective ways to do it.

Maybe you're using some, maybe you're using one, maybe you're using all. But, um yeah you can use all, D all the above, you should be doing that if you want to have that pipeline.

So just talking you know Board Governance Committee was mentioned in in the video, and it really I think as I mentioned in the previous slide, really ensures that there are board member eyes on candidates for board recruitment but, ensuring that board member recruitment is taking place, and having a plan for it, a Board Governance Committee can really, you know, take the lead on that and have a few board members, most interested in that, have that level of engagement, and that recruitment focus on those issues. And so having a Board Governance Committee is a great way to create that pipeline.

We talked about the composition matrix as well in the previous slide. So I think you get the importance of that, of knowing who you have on the board and what you'll need in the short and long term in terms of board members and skills attributes that they need.

And then require applications for board service so see who's interested. This can be a great way to see who's interested in serving on your board, and I think it sounds simple, sounds easy, but oftentimes filling out an application takes time and that indicates or demonstrates a level of interest in the CAA and the work of the CIA. And so requiring those applications shows that interest, I think.

In addition, you will get the same information for everyone. And you can really better I think determine the qualifications of candidates if you're requiring applications that really ask for the type of information that you want, as, as a board of potential board members and sort of have a file that you know you're not scrambling to fill a seat that's about to open up and you have those applicants applications on file.

These again are just a few of the ways in which you can develop that type of pipeline, we saw others in the, in the video as well inviting applicants to sort of sit in or potential applicants to sit in to get to know what the board does and then they become interested a little more.

You can have you know other board members sort of on the lookout or keeping an eye out, you can have staff members, looking out for people who they think might be good potential board members so that's another way to do it, identifying them, identifying potential board members. You can have maybe leadership trainings as well in the community that might, you know, identify who a good potential board member might be so there are many ways to do it.

These are a few that were communicated in the board video. And so, and and so there, that's, that can be helpful as well. I see a question in the chat, is there an example of a board application? I don't, I don't have an, an example. Maybe thinking about how you're going to determine, you know if your board needs you know XYZ, how can your application help you identify someone who has XYZ skills attributes. And so maybe think about it in terms of getting that type of information that you need and how to draft or develop an application that can provide that type of information to

you as a board, as an organization.

So moving on now to question number five at this point, what changes would you make to your process for engaging and recruiting potential board members, I think, you know, one of the keys as, as you're giving these trainings, is to really look and have a discussion about what your board is doing and how it's successfully doing some of these things and what's working and what might be more challenging.

I think that boards can get a lot out of that and so maybe just wanted to ask you as participants in this if you'd be willing to share some of that in the chat as well because I think that can, you know, that can be a good learning exercise to hear what others are doing, what's working, what's not worked, you know successes, so if anyone feels comfortable doing so please put it in the chat, share some effective ways that your CAA has engaged and recruited potential board members, and we'll start with that and maybe we'll move on to the challenges after that but if you've had some, some successful ways that you found your board, please put it into the chat. It can be something we've, we've discussed already or something we haven't talked about, I think that can be very helpful for people.

Not seeing anything yet, but I see someone is willing to share their board application with CAPLAW. So thank you for that.

Someone says they're working on a pipeline. So yes, working on a having a pipeline of applicants is a great strategy, a great thing to do as a board to get the people you need there and have people to turn to have applications to turn to when openings arise.

Someone said we do typically have potential members sit in on a meeting or two that seems helpful, I think that's a great suggestion, as well I think it'll give both parties both the board as well as the potential member a chance to, to see how things go and then see if there's alignment there in terms of interest about the work of the board as well as you know the particular candidate and what they can bring to the table.

Someone has an executive director initially interviewing the potential new members, again, maybe a way to get interviews in and to have, you know, new members, meet with someone who's really integral the work of the CAA, and so great way to get to know one another there and know what interests are.

Someone said they recently started using board strong to recruit board members it's a good resource, I have not heard of it but you know I'll take your word for it, it sounds like something that is about having, having board members, maybe, maybe, sort of matching up board member potential board members with, with boards, they might be interested in. So, sounds like great resources.

What about some of the challenges as well, you know, if you're comfortable sharing what has your CAA found challenging about engaging and recruiting new members I know there are some challenges out there that we sometimes hear about here at CAPLAW with regard to recruitment of board members and so would be interested to hear about that. If anyone wants to type one into the chat.

Someone said challenges, not rushing to make a decision because you're feeling desperate certainly. Yeah, if you're feeling desperate about board members and I know it can be difficult to get board members. It's important to still engage in a process to make that decision and get the information you need.

Since COVID there's a lack of internet issues someone said, Yep, definitely an issue out there.

Finding members who have the time to serve. Yep, I know that finding people who might have the

time given the time requirement, the time required of a board members can be tough as well.

Someone said their issue is, is the commitment after they join the board. Yep, that's definitely a thing that that we hear about as well, sort of continued engagement, and we do have another board video about that as well. About the top five ways to engage and retain board members so maybe that would be helpful for you and your board to moving forward.

So in the interest of time, I'll move on to question number six here, thank you to all those who shared, who shared your successes and challenges I think that that was great and we'll have those as well to look back on and discuss, maybe at a later date. If you want to, please contact CAPLAW for some of the challenges. But yeah, thank you.

So question number six, how does your CAAs board ensure that the interests and values of board member candidates align with the organization's mission.

I would say remember this image here from the board video from the board training video this is probably my, my favorite image from all the board training videos that we've done here. You have the board member on the left hand side thinking about the work of the CAA, you have applicant on the right hand side who had all the skills necessary, expertise, all the attributes that the board was looking for. However, her concerns seem to be more about ponies and horses, which are all, you know, great, great interests, but maybe that interest isn't necessarily what the work of CAA boards is and so there's not alignment there.

And so having that knowledge up front, knowing that can be key because if someone doesn't have that interest in the work of the CAA and the CAA's mission, they're probably not the best fit for the board given all that's involved in that work and the levels of motivation and passion and drive that are needed. And so, please remember that image when you're conducting your board recruitment, because I think it really, really tells a story there.

So what does your board do to engage board members in the CAAs mission? You can feel free to type into the chat anything, anything you want to on that, I'll just run through real quick a couple of brief ideas with regard to this, with regard to the mission. You want to of course make sure your board members know the mission. Make sure they're aware of it, they see it, some boards I know recite it at meetings at the start of meetings.

There is CSBG organizational standard 4.1, I believe, where the board must review within the past five years the mission of the organization, so the board really does take an active role in the mission and developing the mission and reviewing it. And so that's another way that members are engaged in it.

In addition to that, board members should really be using the mission of the organization to guide the decisions they make so if there's a decision about a new program and project coming up to the board then in addition to sort of weighing the reports on that, the financials, and things like that, you're also as a board member, using the mission, having that mission in mind and saying well will this program really help us further our mission moving forward? And so that's another way that the mission should be there present on the work of the board.

In addition, I think asking, when you're doing recruiting, you're asking applicants about the mission so you're interviewing an applicant, asking them sort of about the mission of the organization to make sure that there is that alignment and that process can be a key thing to do. What do they, how do they view the mission, what do they think about it, do they believe in it, you know, discuss those types of things. During an interview it can be important too in terms of mission alignment for potential board members.

We'll move on to the next question as well. This is the final poll that we're going to run. How does

your board ensure that it follows the required selection procedures for each board member?
Please type in the answer that you think it is here.

Where are you see as board selection procedures found? Some of you are saying bylaws. Some of you are saying B and C, you might have bylaws and board policies. Luckily, no one has yet said the memory of the board chair. So that's great yeah, I think you get the point of this particular question, bylaws, procedures, once you've identified that candidate you're going to follow your board's selection procedures to get them on the board which can be found in the bylaws and policies. Again, you shouldn't be relying on the memory of the board chair as good as it might be. You want to have that written down somewhere so that can be looked at, turned to so that other board members can find it when they need it, and so that you can point to that if anyone comes asking about how did this person, how was this person selected to the board? And so happy to see that everyone was able to get that.

And so essentially those are the seven discussion guide questions that I mentioned. Again, I took a little different approach to each of them, presented them in different ways so you get a sense of how that can be done to maybe generate discussion, depending on the medium you're using at your own board training.

And I thank all of you for your engagement here.

As I mentioned these videos can be used as a standalone resource as a standalone training as we've done today, or they can be combined with other resources, with other trainings, with other materials you might have and if you go to the next slide, it is just, in addition to all aboard, here are some other at least CAPLAW-specific resources that can train with, some additional resources.

So we have a training and orientation tool for nonprofit CAA boards. We also have one for public CAAs. And those are essentially slides that talk about issues like, you know, key responsibilities of the tripartite board. The slides can be downloaded by section and so let's say you want to, you know, focus on, you know, particular duty of care duty of loyalty, and you want it to download those slides.

You could combine that with those slides with our duty of care duty of loyalty board training video and then maybe do it in that way and try to try to mix things up a bit.

In addition, we have unlocking the potential of the tripartite board private sector, this is an FAQ that really talks about strategic recruitment and so maybe you would show the video that we saw today, and really focusing on in the private sector, focus on how you get, getting people on the board focused on that specific sector which can provide your CAA's board with a lot of flexibility in terms of who can be on the board of the private sector. It doesn't have some of those same democratic selection requirements as the low income sector, and doesn't have the requirement that someone be a public official or representative public official as the public sector has, and so that's a way to think about strategically recruiting board members. And so if you want to focus on that there's some additional information here that a conductor, that a training trainer can use to really hone in on that aspect of things.

Maybe you want to give a training focused on, you know some democratic selection procedures and how you would go about doing that. You could show a video but combine it with information you've taken or examples taken from the Raising the Low Income Voice or Preserving the Low Income Voice studies that were done as well, that have some real life examples that different CAA's have done in terms of how they conduct their democratic selection procedures for the low income sector of their board.

It doesn't have to be CAPLAW resources as well, you can take these videos and use them with any resource you find helpful in your trainings. I know there are a host of organizations, you know

the partnership has a ton of training materials as well out there that can be helpful for you as well and so I would encourage you to think creatively about how best to reach people, reach board members and get them the information they need using these board videos and using any other resources you think are important and effective.

With that we've reached 2:45, if anyone has any questions, feel free to quickly ask them or type in the chat or, you know, contact us, we're available, pretty available here at CAPLAW.

Before any questions you might have on this or anything else, I also wanted to promote quickly the next two sessions in this particular series, the Conductor Series.

Next week we will do be doing something from the process track, the CAA Board Meeting Ecosystem: Consent Agendas and the Conservation of Time, same time next week, two o'clock.

Please join us and we'll be watching the video during that session and as I mentioned before stopping it at various points to discuss issues, so we will not be watching the video in one shot and talking about afterwards, it will be sort of an ongoing discussion of the video, as we play the video.

And then, in two weeks, we'll go into the purpose track In Boards We Trust, we'll be talking about the duty of loyalty and we'll be breaking out into different breakout groups for that, smaller breakout groups, and you'll be asked to watch that video prior to the session to give you another sense of how these trainings, can be conducted and how you can do it. And so again that's the 23rd, same time two o'clock.

With that, I think we've, we've reached time.

[Allison Ma'luf, CAPLAW]

We've got one really good question in the chat box Jon.

Someone asked, Have you ever had a board member watch these and say they didn't think they should follow the suggestions, how do you, how do you suggest handling that?

That's a good question. That's a good question. It's a great question, and I would say as those of us who, you know, do a lot of these trainings, I think it's really important to sort of explore sort of why they don't think that the suggestion is one that, you know, meets the needs of the board or is one that that is worth following and seeing if they have alternate suggestions and exploring what those alternate suggestions would be, I think the whole point of these videos is really to engage your board in discussions around these topics to hopefully help your board help itself. I know that sounds maybe a little cheesy but it's kind of what we're trying to do is, is help you guys sort of explore and find what best fits your organization and your boards needs.

[Jon Cohen, CAPLAW]

Absolutely, yeah, I would say the same thing. Have the board discuss it, why do you think you shouldn't follow that suggestion, let's get some more information about this and see if we can't come to some kind of agreement about a possible way forward. Hopefully with the suggested way in mind.

So again, stay on the lookout for the recording and the transcript for this, please follow up with any questions that you might have. And please do tune in next week for the second installment of the series.

Thank you again for your participation in this webinar and we look forward to seeing you all again soon.