

Stages of Board Development

The Founding Board	The Governing/Managing Board	The Governing/Fund Raising Board
<p>The Board is the organization</p> <p>Strong sense of ownership, power shared, consensus leadership, reluctance to release power to staff, often entrepreneurial staff emerges from the founding board.</p> <p>Informal, consensus decision-making; sometimes “rubber stamping”</p> <p>Strong mission focus, little distinction between policy and administration.</p> <p>Small group, few committee</p> <p>Passion for mission</p> <p>Composed of individuals with close ties to the mission of the organization.</p>	<p>Assumption of responsibility for well-being and longevity of the organization</p> <p>Balancing of power between staff and board</p> <p>Formalized decision-making process, increased reliance on staff recommendations</p> <p>Focus on policy, planning, and oversight responsibilities; focus on building management systems and structures; micro-management often a problem; beginning to embrace fundraising responsibilities</p> <p>Committees more important, more delegation of work to committees, add board members.</p> <p>Passion for mission decreases with focus on building internal capacity</p> <p>Recruit board members who are specialists in management, computers, finance, etc.</p>	<p>Focus on fund raising and recruitment of prestigious board members, increased expectations of staff</p> <p>Formal or informal levels of boardsmanship cause an “in” group an “out group, heavy reliance on the expertise of staff.</p> <p>Decision making delegated to committees and executive committee, formalized process, often “rubber stamping”</p> <p>Pre- and Post operations focus (planning and evaluation); strong commitment to fund raising.</p> <p>Add more board members, executive committee often functions as governance board</p> <p>Passion high (especially among leading fund raisers).</p> <p>Recruit board members of high visibility and with “money” connections, members gain certain amount of prestige by sitting on this board.</p>
<p>Transition:</p> <ul style="list-style-type: none"> • Due to growth and crisis • Tension between board and staff • New Board members (new ideas) • Painful 		<p>Transition:</p> <ul style="list-style-type: none"> • Due to growth or crisis • Need for change mutually recognized • Less traumatic