

BOARD MODEL COMPARISON

MODEL #1: THE DOING BOARD

Characteristics:

Essentially an Operating Committee

Members take on commitment of doing (may be part time job for them)

Members recruited for specific skill or background needed to do a function

Little outreach for committees

Focus:

details, tasks

Meetings:

Activity reports from each person

Advantages:

Board is involved

Disadvantages:

Board burnout

focus is past & present

little time and energy for future

conflict of interest issues

MODEL #2: HANDS-ON BOARD

Characteristics:

Traditional, prevailing model

Members set policy & advise in all areas of activity; generally serve in one major capacity

Members recruited for a skill or to represent a constituency

Each member chairs or advises a committee, may include community representation

Focus:

maintaining activity to support mission

Meetings:

Reports by committees and activities

Advantages:

More focus on mission & policy

Disadvantages:

Struggle to do planning & maintain future focus with majority of time spent on the present

MODEL #3: POLICY GOVERNANCE BOARD

Characteristics:

Board, acting on behalf of organization's ownership, governs through Ends, Means & Policies; it defines expectations, assigns and delegates responsibility & authority, monitors progress. It does not carry out organizational work.

Members are selected for their ability to make decisions, not their ability to duplicate or assess staff work.

Committees assist the Board – have clear expectations & time frames

Focus:

achieving the Ends

Meetings:

Board creates policies on what to accomplish in what time frames; CEO has responsibility. Agenda is based on work plan & monitoring; there may not be decisions

Advantages:

operating at highest level

Disadvantages:

requires commitment to making policies & staff to implement