

## EVOLUTION OF THE NONPROFIT BOARD

It's important for professionals and volunteers alike to recognize and even anticipate this natural progression so that a transition to the next stage of Board leadership development doesn't create unnecessary turbulence or discontinuity within the organization.

ORGANIZING BOARD	(TRANSITION)	GOVERNING BOARD	(TRANSITION)	INSTITUTIONAL BOARD
<p><b><u>"Following Boards"</u></b></p> <ul style="list-style-type: none"> <li>• Strong, founding leader</li> <li>• Small, relatively passive, supportive board</li> <li>• Little board role in fundraising</li> </ul> <p><b><u>"Leading Boards"</u></b></p> <ul style="list-style-type: none"> <li>• Strong, active founding volunteers</li> <li>• Small, homogeneous, task-oriented</li> <li>• Major role in fundraising</li> <li>• No staff; delay in hiring staff</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing fundraising expectations on board members</li> <li>• Board help needed by leader as organization grows</li> <li>• Board reluctant to change role</li> <li>• Tasks &amp; assignments increase</li> <li>• Staff hired</li> <li>• Continuing Board "Interference"</li> <li>• Board struggles with new role</li> <li>• Board/staff perplexed and frustrated</li> </ul>	<ul style="list-style-type: none"> <li>• Board assumes                             <ul style="list-style-type: none"> <li>➢ Responsibility</li> <li>➢ Governance</li> </ul> </li> <li>• More balanced relationship of board and staff</li> <li>• Executive responsible for operations</li> <li>• Board becomes larger</li> <li>• Board becomes more diverse</li> <li>• Planning becomes more important</li> <li>• Takes more of the executive's time</li> <li>• Board development lags organizational development</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing self-awareness of importance of the board</li> <li>• As organization grows, demands on board increase</li> <li>• Greater responsibility for fundraising</li> <li>• Board size increases</li> <li>• Greater delegation to stronger &amp; independent committees</li> <li>• Board itself provides much of the impetus for change</li> <li>• Board &amp; staff visions for new board are mutually &amp; intentionally developed</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity to give or get</li> <li>• More prestigious</li> <li>• More attractive to "movers and shakers"</li> <li>• Accepts fundraising as major focus</li> <li>• Delegates governance to executive or management committee</li> <li>• Auxiliary &amp; Advisory groups created</li> <li>• Organization has demonstrated its "staying power"</li> <li>• Board held accountable for their own goals, targets &amp; expectations</li> <li>• Little involvement in actual operation of organization</li> <li>• Difficult to maintain meaningful relationships with Board members</li> </ul>