

Nonprofit Governance Models/Board Types

Models/Types	Focus	Description/Activities	Responsibilities
Operating/ Working Board	Operations	<ul style="list-style-type: none"> • Governs & guides the organization • Provides policy and general direction to manage the operation of organization • Offers the programs and services • Often helps the organization in practical ways, such as organizing events and drafting documents • Grassroots organizations with small staff teams often use this model 	<ul style="list-style-type: none"> • Planning • Finance • Human Resources • Organizational Operations • Community Relations • Programs and Services
Policy Board	Management	<ul style="list-style-type: none"> • A partnership of the board chair and the Executive Director/senior leader leads and manages the organization • Develops committees • A series of committees do the work of the board and these are often supported by senior staff • Executive Director/senior leader has broad freedom to determine how the organization will meet its mission 	<ul style="list-style-type: none"> • Establishes the organization's mission • Create timelines around larger, strategic achievements and deliverables • Provide continuity and organizational memory for the governance and management of the organization • Champion the organization in the community
Policy Governance Board	Governance	<ul style="list-style-type: none"> • Less of a structure; more of a set of integrated principles to guide Board work • Defines and guides relationships between members, Board, and Executive Director/senior leader • Develops policy to outline the achievement of 'ends' & 'means' • Works as a unified whole • 10 Principles of Policy Governance: http://www.policygovernanceassociation.org/resources/principles-of-policy-governance.html 	<ul style="list-style-type: none"> • Determine ends to be achieved • Determine means to the ends • Determine Board/Executive relationships • Determine board process
Collective Board	Operations/ Inclusive Decision-Making Processes	<ul style="list-style-type: none"> • A group of people working together towards a specific goal • The Board and staff are part of the same team making shared decisions about governance, operations, and front-line work • Shares common values and understanding of purpose of the organization's work • Be committed to what it means to work as a collective • Board members may be involved in either or both service operations or management functions 	<ul style="list-style-type: none"> • Planning • Finance • Human Resources • Organizational Operations • Community Relations