

## Characteristics of Key Governance Models/Board Types

| Areas of Responsibility                         | Operating/Working Board                                                                                                                                                                                                                                                                                                                                | Policy Board                                                                                                                                                                                                                                                                                               | Policy Governance Board                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Collective Board                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><i>Vision, Planning &amp; Evaluation</i></b> | <ul style="list-style-type: none"> <li>Board and Staff create plan and implement it</li> <li>Sets policies and general direction</li> </ul>                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Creates vision, mission</li> <li>Planning Committee draws up plan to be approved by Board</li> <li>Sets policies and ensures procedures are in place</li> </ul>                                                                                                     | <ul style="list-style-type: none"> <li>Creates vision</li> <li>Sets policies for ends i.e. desired results</li> <li>Limits means, i.e. procedure and practices</li> </ul>                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Shared value based on group involves not only service provided but way of providing it and the manner in which Board work is conducted</li> <li>Shared responsibility among the Board and Staff for setting policy</li> </ul>                                                                                                                     |
| <b><i>Finances</i></b>                          | <ul style="list-style-type: none"> <li>Financial decision-making largely in Boards hands</li> <li>More likely to include fundraising (than other models)</li> </ul>                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Volunteer Treasurer</li> <li>Finance Committee</li> <li>Board reviews financial statement</li> <li>May/may not be involved in fundraising</li> </ul>                                                                                                                | <ul style="list-style-type: none"> <li>Sets limits on CEO's financial decisions</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Board and staff work on financial matters as a team</li> </ul>                                                                                                                                                                                                                                                                                    |
| <b><i>Human Resources</i></b>                   | <ul style="list-style-type: none"> <li>May not have senior staff person</li> <li>Board members often act as direct service volunteers</li> </ul>                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>ED reports to Chair</li> <li>Communication between Chair &amp; ED</li> </ul>                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>ED=CEO</li> <li>Board speaks with one voice to CEO; CEO responsible to full board</li> </ul>                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>Staff, management and chairing functions often shared</li> <li>Little or no management hierarchy</li> </ul>                                                                                                                                                                                                                                       |
| <b><i>Organizational Operations</i></b>         | <ul style="list-style-type: none"> <li>Committees support operational responsibilities</li> <li>Heavier Board member workload</li> </ul>                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Extensive committee structure supported by staff to perform the work of the Board</li> <li>Board receives reports</li> <li>Decisions made by voting</li> </ul>                                                                                                      | <ul style="list-style-type: none"> <li>No/limited committee structure; committees are only used as needed and are often changed with topics related to policy as opposed to operations</li> <li>Broad discussion leads to decisions by consensus</li> <li>Individual officer roles minimized</li> <li>CEO attends to all operations</li> </ul>                                                                                                                                                               | <ul style="list-style-type: none"> <li>Operational functions shared</li> <li>Decisions by consensus</li> </ul>                                                                                                                                                                                                                                                                           |
| <b><i>Community Relations</i></b>               | <ul style="list-style-type: none"> <li>Staff &amp; Board represent the agency to the community</li> </ul>                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Marketing Committee develops awareness of agency in community</li> <li>Interprets &amp; reflects community needs to the organization</li> </ul>                                                                                                                     | <ul style="list-style-type: none"> <li>Defines results that the organization is trying to achieve in the community</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>All members represent the agency to the community</li> </ul>                                                                                                                                                                                                                                                                                      |
| <b><i>When This Model is Most Effective</i></b> | <ul style="list-style-type: none"> <li>Board members with management &amp; operational skills in specific areas where there are committees</li> <li>Small organization with a strong board committee structure with clear lines of communication and terms of reference</li> <li>Members are able to volunteer a significant amount of time</li> </ul> | <ul style="list-style-type: none"> <li>Large Organization with a range of programs and services</li> <li>Skilled ED</li> <li>Board members have skills and interests to set policy</li> <li>Board members are willing and able to take a leading role in fundraising and other board committees</li> </ul> | <ul style="list-style-type: none"> <li>An experienced CEO trusts the Board &amp; being supported by competent professional staff</li> <li>There is a Caver champion on the Board and willing to invest the time required for the conversion to a policy governance approach</li> <li>Board is composed of conceptual thinkers who enjoy visioning and planning, considering the abstract, not the concrete</li> <li>Organization has obtained a measure of stability with no major crises looming</li> </ul> | <ul style="list-style-type: none"> <li>High level of agreement and commitment to the org's values</li> <li>Team work is genuinely valued</li> <li>All individuals willing to do their part to carry out the work of the organization</li> <li>Members are highly skilled &amp; able to invest a good deal of time to make collective decisions</li> <li>Organization is small</li> </ul> |