

Types of Boards

	Working Board	Governing Board	Ratifying Board	Failing Board
Circumstances	Weak or immature CEO; between CEO's. Emergencies	Competent CEO, experienced staff that knows more about program than board.	Hire a good CEO and stay out of the way. Organization OK, but board in decline.	Low board motivation, confusion, financial mess, high board turnover.
Leadership	Chair. Board is hands-on and proud of it.	Chair. Clear division of duties between board and CEO.	CEO with Chair assistance.	CEO.
Job of Board	Knows a lot about the work. Focus is on operations and administration.	Proactive in creating policy focused on values and ends. Does not micro-manage the CEO.	Allow CEO to create policy; rubber stamp, watch for problems.	CEO leads in creating policy; board way behind staff, reacts to problems, fights fires.
Job of the CEO	Carry out board operations and administrative assignments.	Carry out policies of board within designated boundaries.	Create policy with concurrence of board; carry out policy.	Create and carry out program; don't embarrass board or organization.
When policy is set	Haphazardly as needed. Policies can usually be found in the minutes.	Through conversation with "ownership." Up-to-date policies in writing.	CEO creates; board advises and approves.	CEO creates; board observes but seldom comments.
Type of policy set	Staff and operational policies.	Mainly future oriented ends policy.	Assists CEO in setting staff policies (budget, operations, etc.)	Depends upon the vision of the CEO.
Monitoring of CEO	CEO and staff reports. Anecdotal evidence.	Annual schedule set by board, based on predetermined standards. Effectiveness of program is seen as the effectiveness of the CEO.	CEO and staff reports & fiscal audit. Little accountability.	Anecdotal reports & fiscal audit.
Monitoring of Board	Nor formal monitoring. Informal peer expectations.	Board takes responsibility for monitoring itself and chair.	CEO sees problems and tries to solve them. No term limits, reunion of old friends.	No board monitoring, relational strife, distrust among staff and board.
Vision casting	Not much focus on vision; preoccupation with day-to-day operations.	Board with input from ownership and CEO.	CEO with input from board.	CEO.
Board Meetings	Chair sets agenda based on current needs.	Chair and board sets annual agenda for board and committees.	CEO sets agenda with chair concurrence.	CEO sets agenda. Confusion, not sure what to do.
Value of Board	Primary role is making operational decisions.	An entity at the highest level, giving true voice to the ownership in developing the mission to the broadest possible constituency.	Assistance to CEO in his mission. Focus mainly on stability and status quo. Hands off, getting lazy, out of touch, unaware.	Primary role of board is to ensure survival.