



Nancy Engelhardt and Sue Fredericks

Welcome

Stages of Board
Development

Early Stage: Organizing Board

Stage	Early
Focus	Organizing Board
Characteristics	<ul style="list-style-type: none">• Small• Involved in everything• Informal• Committed
Transitions	<ul style="list-style-type: none">• Shift to more business like operation• Board/Staff must define roles• Development of systems and procedures
Challenges	<ul style="list-style-type: none">• Redefining roles, sharing power

Middle Stage: Governing Board

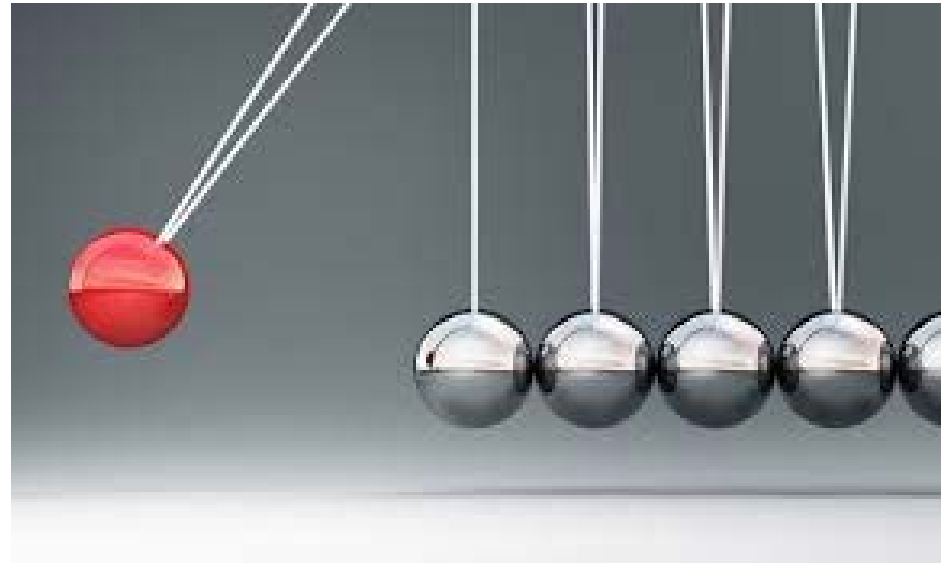
Stage	Middle
Focus	Governing Board
Characteristics	<ul style="list-style-type: none">• Committee structure allows some tasks to be delegated• Staff gains responsibilities & decision making power
Transitions	<ul style="list-style-type: none">• Fundraising function of Board becomes increasingly important
Challenges	<ul style="list-style-type: none">• Frustration and resistance to change

Mature Stage: Institutional Board

Stage	Mature
Focus	Institutional Board
Characteristics	<ul style="list-style-type: none">• Planning and budgeting is done by staff and approved by the Board
Transitions	<ul style="list-style-type: none">• Ability to delegate governance to a management or executive committee
Challenges	<ul style="list-style-type: none">• Communication as board and staff adjust to shifting roles

What is going on that will impact us?

- ❖ Political
- ❖ Social
- ❖ Economic
- ❖ Demographics
- ❖ Cultural



Transitions

- ❖ Due to growth or crisis
- ❖ Need for change, recognized by all
- ❖ New board members, new ideas



Developing the big picture

❖ Be clear about goals and expectations



Cultivate the Board you Need

- ❖ Diversity
- ❖ Innovation
- ❖ Fundraising
- ❖ Ambassadors
- ❖ Mentors
- ❖ Others



Motivate Action

- ❖ Clearly defined plan of action
- ❖ Drive measurable outcomes
- ❖ Activities that connect to the priorities of the organization



Board Meetings

- ❖ Advance preparation
- ❖ Effective communication & decision-making



Next Steps