

## **BOARD GOVERNANCE MODELS**

**WORKING BOARD OR OPERATIONAL MODEL:** There are no employees and the board manages, governs, and performs the work of the organization. This model is often how organizations start out and once established move to model with less board participation in day-to-day activities.

**COLLECTIVE MODEL:** Board and staff work together as a team when making decision about governance and the work of the organization. Board members may work in some service and/or management areas. This is often an interim governance form as an organization is growing beyond the board-managed model and has begun to hire staff to run day-to-day operations.

**MANAGEMENT MODEL:** The board manages operations through functional committees that may or may not have a staff coordinator.

**CONSTITUENT REPRESENTATIONAL MODEL:** Used by publicly elected officials. The board or council makes the primary decisions balancing the interests of their constituents with the needs of the community they serve. Staff implements the decisions made by the board or council.

**TRADITIONAL MODEL:** The most common model where the board governs and oversees operations through committees, but delegates management functions to the CEO who hires and manages the staff. This is generally where most organization end up once they have matured and have sufficient resources to hire staff to run the organization.

**RESULTS-BASED MODEL:** The Executive Director or CEO is a non-voting member of the board, carries substantial influence over policy-making, and is viewed as a full partner with the board. Committees guide planning and governance, and monitor and audit the performance of the board, executive director and the organization.

**THE CARVER MODEL OR POLICY GOVERNANCE MODEL:** The board governs through policies that establish organizational aims, governance approaches, and management limitations. The policies define the relationship of the board with the executive director or CEO. The executive director has broad freedom to determine the means that will be used to achieve the organizations aims.

**ADVISORY BOARD MODEL:** A board selected and dominated by and executive director. The board provides legitimacy to the organization but governs only in a nominal sense. Board members provide advice and generally approve the executive director's recommendations. Advisory board members typically have established expertise or credentials in the nonprofit's field.

**PATRON GOVERNANCE MODEL:** The Patron Model is similar to the Advisory Board Model. The main difference between the two models is that the primary purpose of the board members under the Patron Model is to perform duties related to fundraising. Patron Model boards are typically comprised of board members who have personal wealth or influence within the field. The primary role of board members under the Patron Model is to contribute their own funds to the organization and to use their network to gain outside contributions for the organization. Under this model, the board members have less influence over the CEO or organization's board than in the Advisory Board Model.