



CHARACTERISTICS OF BOARDS AS THEY MATURE

	Emerging	Developing	Learning	Mature
PEOPLE	Friends & neighbors	Some people new to neighborhood; more variety of people; some experts like lawyers, accountants	More experts than friends; more variety; some well-known names in community; nomination process in place	Everyone in community is represented; full range of experts & names from community; full nomination process and rotation of members
COMMITMENT	Low commitment to group's success; few members give own money to group; spend 2-4 hours a month on organization	Some commitment; one third of members give own money; spend 4-8 hours a month	Good commitment & high interest in organization's work; over one half give money; spend 6-10 hours a month	High commitment; willingness to learn about organization and the issues board needs to address; more than half give own money; spend more than 10 hours a month
MEETINGS	Few meetings; low attendance; more discussion than decision making; no officers	Some meetings; some attendance; officers run meetings	Regular, well-planned; good attendance; agendas; some subcommittees; conflicts unresolved; members agree on discussion rules	Scheduled, regular meetings; good attendance; agendas & minutes; frequent subcommittees; conflicts resolved; Robert's Rules; members allowed to express concerns & issues

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SUPPORT & INVOLVEMENT	Gives little direction, support, or accountability to leadership; is not informed about organization; mostly “feel good” support; no mission statement	Gives some direction, support, & accountability; is somewhat informed about organization; leadership asks for input & decisions; some board members volunteer for board assignments like audit committee; develops mission statement	Gives direction, support & accountability; fully informed; leadership seeks full input & values knowledge & decisions; more board assignments are taken; mission, vision, values, & strategic plan discussed	Gives strong direction, support, & accountability; gives ethical foundation for group; is fully involved in what organization does and how; communication between board and leadership shows mutual respect & shared commitment to mission, values, & strategic plan

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GOVERNANCE	Board does not see budget & audits; does not evaluate leader; had not by-laws or formal policies; no officers; few members do fundraising or fund development	Board reviews budget & audit; does not regularly review leader; has formal committees such as financial, legal, etc.; has articles of incorporation & by-laws; elects officers; some members do fund development	Board reviews budgets, audits, IRS & state filings; annually reviews leader but does not hire or fire: formal committees function well; officers chair committees; a fund development committee is organized; trains new board members	Board fully understands and fulfills monetary duties; actively defines goals with leader and holds leader responsible; is prepared to hire/fire leader; could have an executive committee to guide board; officers & chairs work well together to guide organization; develops job descriptions; recruits volunteers to serve on committees; board evaluates its own performance