



What does it mean that GTP takes a “Board as Governors” approach to governance?

FIVE MODELS FOR NONPROFIT BOARD GOVERNANCE

Board as Staff	Board as Managers	Board as Directors	Board as Governors	Board as Advisors
<ul style="list-style-type: none"> The board spends most of its time <i>doing</i> the work of the organization 	<ul style="list-style-type: none"> The board spends most of its time <i>supervising</i> the work of the organization 	<ul style="list-style-type: none"> The board spends most of its time <i>directing</i> the work of the organization 	<ul style="list-style-type: none"> The board spends most of its time <i>governing</i> the work of the organization 	<ul style="list-style-type: none"> The board spends most of its time <i>affirming</i> the work of the organization
<ul style="list-style-type: none"> Primary board output is <i>labor</i> 	<ul style="list-style-type: none"> Primary board output is <i>coordination</i> 	<ul style="list-style-type: none"> Primary board output is <i>direction</i> 	<ul style="list-style-type: none"> Primary board output is <i>accountability</i> 	<ul style="list-style-type: none"> Primary board output is <i>endorsement</i>
<ul style="list-style-type: none"> Legal responsibility resides with the board 	<ul style="list-style-type: none"> Legal responsibility resides with the board 	<ul style="list-style-type: none"> Legal responsibility resides with the board 	<ul style="list-style-type: none"> Legal responsibility resides with the board 	<ul style="list-style-type: none"> Legal responsibility resides with the board
<ul style="list-style-type: none"> Reasons for organization to exist are determined by the board 	<ul style="list-style-type: none"> Reasons for organization to exist are determined by the board 	<ul style="list-style-type: none"> Reasons for organization to exist are determined by the board 	<ul style="list-style-type: none"> Reasons for organization to exist are determined by the board 	<ul style="list-style-type: none"> Reasons for organization to exist are determined by the CEO
<ul style="list-style-type: none"> Organizational goals and objectives are set by the board 	<ul style="list-style-type: none"> Organizational goals and objectives are set by the board 	<ul style="list-style-type: none"> Organizational goals and objectives are set by the board 	<ul style="list-style-type: none"> Organizational goals and objectives are set by the CEO in annual dynamic plans 	<ul style="list-style-type: none"> Organizational goals and objectives are set by the CEO in annual dynamic plans
<ul style="list-style-type: none"> Strategies to achieve organizational objectives are developed by the board 	<ul style="list-style-type: none"> Strategies to achieve organizational objectives are developed by the board 	<ul style="list-style-type: none"> Strategies to achieve organizational objectives are developed by the CEO and staff 	<ul style="list-style-type: none"> Strategies to achieve organizational objectives are developed by the CEO and staff 	<ul style="list-style-type: none"> Strategies to achieve organizational objectives are developed by the CEO and staff
<ul style="list-style-type: none"> Day-to-day operational authority rests with the board 	<ul style="list-style-type: none"> Day-to-day operational authority rests with the CEO 	<ul style="list-style-type: none"> Day-to-day operational authority rests with the CEO 	<ul style="list-style-type: none"> Day-to-day operational authority rests with the CEO 	<ul style="list-style-type: none"> Day-to-day operational authority rests with the CEO

White indicates Board responsibilities. Gray indicates CEO responsibilities. This two-page chart is adapted from a template created by R. Terrence Jackson. It was adapted for the GTP Board by President & CEO, Gary G. Hoag on 15 August 2019. Draft revised 15 October 2019.

Board as Staff	Board as Managers	Board as Directors	Board as Governors	Board as Advisors
<ul style="list-style-type: none"> • Compliance with federal and state laws • Follow Articles of Incorporation • Fiduciary Duties • Ensure IRS 990 Filing 	<ul style="list-style-type: none"> • Compliance with federal and state laws • Follow Articles of Incorporation • Fiduciary Duties • Ensure IRS 990 Filing 	<ul style="list-style-type: none"> • Compliance with federal and state laws • Follow Articles of Incorporation • Fiduciary Duties • Ensure IRS 990 Filing 	<ul style="list-style-type: none"> • Compliance with federal and state laws • Follow Articles of Incorporation • Fiduciary Duties • Ensure IRS 990 Filing 	<ul style="list-style-type: none"> • Compliance with federal and state laws • Follow Articles of Incorporation • Fiduciary Duties • Ensure IRS 990 Filing
<ul style="list-style-type: none"> • Determine purpose of organization • Write the purpose statement 	<ul style="list-style-type: none"> • Determine purpose of organization • Write the purpose statement 	<ul style="list-style-type: none"> • Determine purpose of organization • Write the purpose statement 	<ul style="list-style-type: none"> • Determine purpose of organization • Approve the purpose statement 	<ul style="list-style-type: none"> • Determine purpose of organization • Write the purpose statement with CEO
<ul style="list-style-type: none"> • Board drafts annual dynamic plans • Board measures progress toward organizational goals as outlined in Board Policy Manual 	<ul style="list-style-type: none"> • Board drafts annual dynamic plans • Board measures progress toward organizational goals as outlined in Board Policy Manual 	<ul style="list-style-type: none"> • Board drafts annual dynamic plans • Board measures progress toward organizational goals as outlined in Board Policy Manual 	<ul style="list-style-type: none"> • CEO drafts annual dynamic plans • CEO reports annual progress toward organizational goals to Board as outlined in Board Policy Manual 	<ul style="list-style-type: none"> • CEO drafts annual dynamic plans • CEO reports annual progress toward organizational goals to Board as outlined in Board Policy Manual
<ul style="list-style-type: none"> • Which employees to hire and when • Where and when to engage in work • How to spend the organization's money by serving as budget managers • Conflict resolution 	<ul style="list-style-type: none"> • Which employees to hire and when • Where and when to engage in work • How to spend the organization's money by serving as budget managers • Conflict resolution 	<ul style="list-style-type: none"> • Which employees to hire and when • Where and when to engage in work • How to spend the organization's money within parameters of approved budget • Internal conflict resolution 	<ul style="list-style-type: none"> • Which employees to hire and when • Where and when to engage in work • How to spend the organization's money within parameters of approved budget • Internal conflict resolution 	<ul style="list-style-type: none"> • Which employees to hire and when • Where and when to engage in work • How to spend the organization's money within parameters of approved budget • Internal conflict resolution
<ul style="list-style-type: none"> • Hiring and training of internal employees and volunteers • Buying supplies and equipment • Inviting financial support/counting gifts • Serving clients 	<ul style="list-style-type: none"> • Hiring and training of internal employees and volunteers • Buying supplies and equipment • Inviting financial support/counting gifts • Serving clients 	<ul style="list-style-type: none"> • Hiring and training of internal employees and volunteers • Buying supplies and equipment • Inviting financial support/counting gifts • Serving clients 	<ul style="list-style-type: none"> • Hiring and training of internal employees and volunteers • Buying supplies and equipment • Inviting financial support/counting gifts • Serving clients 	<ul style="list-style-type: none"> • Hiring and training of internal employees and volunteers • Buying supplies and equipment • Inviting financial support/counting gifts • Serving clients