

ORGANIZATIONAL LIFECYCLES

All organizations experience lifecycle changes. The chart below reflects typical elements at each stage of development. While some organizations may display all characteristics listed in a column at the same time, some may move between columns throughout their lifecycle.

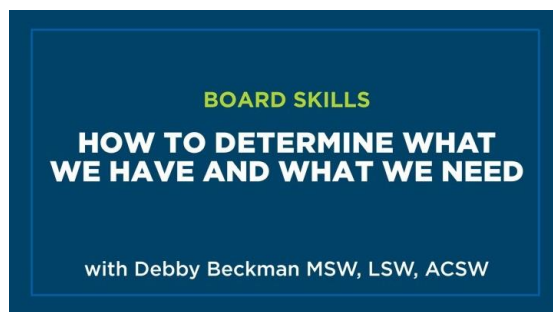
Looking at the chart below, where is your organization? Put an X in the column closest to the stage that accurately describes where your organization is currently.

By identifying where your organization is in its lifecycle, you will be better positioned to identify your specific board needs.

STAGE I ORGANIZATIONS		STAGE II ORGANIZATIONS
Founders Dominate		Founder’s role (if still involved) minimized. Board leads.
Limited Sources of Funding		Diversified funding
Board involved primarily with operation and program delivery		Board primarily involved with fund development, stewardship and advocacy; Staff driven programs
Lack of clear board expectations		Clear expectations that are enforced
Lack of future vision		Focused future vision
Modest or no expectation to fundraise or give		Board expectation to give and fundraise
Board operates as a committee of the whole		Directors chosen on background, merit and skills
		Directors selected at large
		Functioning nominating procedure
		Board focused on critical issues

Adapted from BoardSource, www.boardsource.org, Washington, DC.

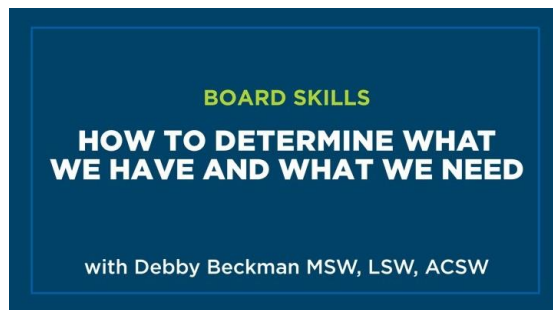




Where does the board need to focus its resources?

- Community perception: How does the community see your organization?
- Marketing and communication: How are you sharing your message?
- Diversifying income streams: Where does the money come from and where does it go?
- Developing the executive director/CEO: What are you doing to support and develop the executive director/CEO?
- Fundraising/Fund Development: How is the board leading the fundraising/fund development of the organization?
- Facility maintenance: What is the state of your facility/facilities?

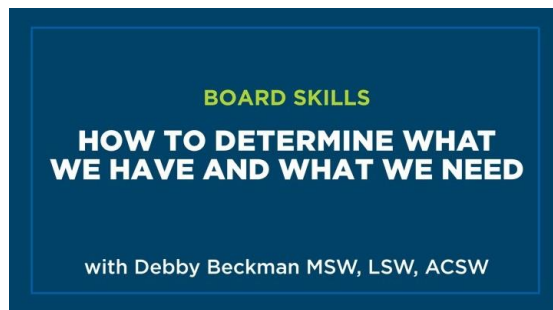




Where do you find board members?

- Donors
- Consumers of services
- Professional organizations
- Leadership training program graduates (locally YLNI Get on Board, Leadership Fort Wayne)
- Universities (Student Interns)
- Board rosters from other nonprofits
- Community leadership
- Others?





Take a few minutes to discuss this scenario.

Brad has just completed his first year of board service.

Your board meets bimonthly with committees meeting during the off months. Brad has attended all meetings of the board development committee to which he's assigned.

However, Brad has attended only two of the six board meetings held this past year.

Brad signed the board expectations agreement and clearly committed to attending board meetings. Brad indicates on his board member self-assessment form that he will do better in the coming year.

What should Brad's role be in the coming year and/or the rest of his board 3-year term?

