



Peeler Associates

Helping Leaders Grow

Governance Stage Outcomes

Institute for Trustees, March 25, 2017

Idea	<ul style="list-style-type: none"> ▪ Board is formed. ▪ By-laws developed. ▪ Articles of incorporation filed.
Start Up	<ul style="list-style-type: none"> ▪ Membership expanded beyond friends of founder. ▪ Members see organization as non-profit corporation, not a sole proprietorship and make decisions in the organization's best interest. ▪ Enough committed members so board has begun to set direction. Organization ownership no longer with staff alone.
Growth	<ul style="list-style-type: none"> ▪ Transition from staff-driven model to shared board/staff ownership; members understand their governance roles. ▪ Members regularly attend meetings and make informed, time-sensitive decisions. ▪ Committee structure, terms of office & recruitment processes in place.
Maturity	<ul style="list-style-type: none"> ▪ Board operates in policy mode & understands governance, legal & fiduciary responsibilities. ▪ Board knows how to monitor organizational impact. ▪ Committee structure defined, members competent & diverse with rotating terms of office.
Decline	<ul style="list-style-type: none"> ▪ Board requires & reviews performance info and satisfaction measurements in addition to financials. ▪ Members attend board meetings regularly. ▪ Board is future-focused, engaged, & have their ears to the ground regarding community need. ▪ Members call attention to slippage & develop correction plan.
Turnaround	<ul style="list-style-type: none"> ▪ Board has reconnected with org & is eager to restore institutional integrity. ▪ Small but committed group takes organization forward. ▪ Board provides objectivity, support & advice to turnaround manager.

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