

<b>Working Board</b>	<b>Managing Board</b>	<b>Governing Board</b>	<b>Ratifying Board</b>	<b>Failing Board</b>
No CEO or Acting CEO	Board assumes CEO needs help running org	Competent CEO and experienced staff that knows more than board	Hire a good CEO and stay out of his/her way	High board turnover
Small CU	Board involved in minutiae, manager of CEO	Clear division between Ops and Governance	Organization OK but board in decline	Financial soundness issues
Board doing job of CEO	Board assigns tasks to CEO	Focused on board work, concerned with values	Board approves what CEO brings	Strife and distrust among board and staff
Focus on day-to-day operations	Board hands on and proud of it	Operates on future/strategic level	Out of touch, complacent, delegating Gov.	Looking to the past, way behind staff
Short time horizon	Focus on administration & Ops	Delegates Ops to CEO	Stale policies, little accountability	Not strategic, crippled by in-fighting
Primary role is operations	Primary role is making decisions	Primary role is setting policy and general direction	Primary role is supporting CEO, rubber stamping	Primary role of board is keeping perks