

# GOVERNANCE

## Phases I, II, and III



## Activity: Catastrophizing

### Goals

1. Understand how the program's current governance model (or decision making) works with unexpected issues
2. Understand if the model works well or has gaps
3. Identify and document issues that need to be solved

### Prerequisites

None

### Who Should Participate?

Current Governance participants, Community representatives

### Length

60-90 minutes

### Governance Definition

"A governance model describes the roles that project participants can take on and the process for strategic and tactical decision making within the project. In addition, it describes the ground rules for participation in the project and the processes for communicating and sharing within the project team and community."

- Ross Gardler and Gabriel Hanganu, [OSS Watch Governance Models](#)

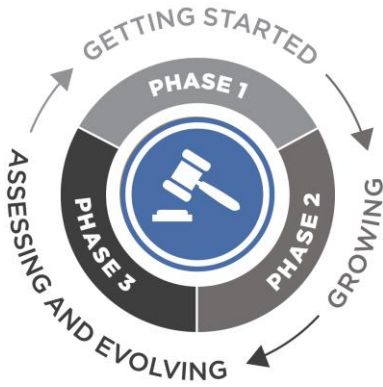
In simpler terms – it can be considered "how decisions get made."

### Activity Instructions

1. Brainstorm a list of "catastrophes" that would have a significant impact on your program's ability to fulfill its mission (could impact governance, technology, community, or resources).
2. Prioritize list of catastrophes
3. For the top 2-3, discuss the response to catastrophes within the current governance structure. You don't need to solve the catastrophe; you just need to know who would decide how to solve the problem.
4. Identify gaps
5. Identify issues that may be causing these gaps
6. Consider if the current governance structure needs to be modified to better address gaps
7. Document governance policies or decision-making process as necessary
  - a. If this process has surfaced decision making processes that are not clear or documented, take the opportunity to document them.

### Outputs

- A shared sense of potential gaps in current governance
- A shared sense of potential problems that can be used for future activities



# GOVERNANCE

## Phases I, II, and III



### Activity: Catastrophizing

#### Facilitator Guide

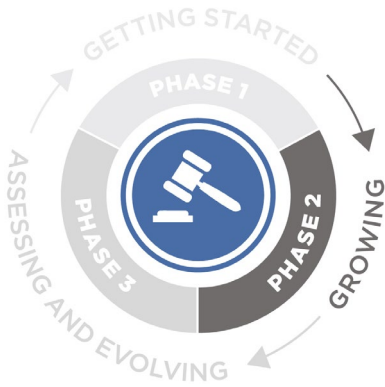
- Facilitate the group in brainstorming a list of “catastrophes” that would have a significant impact on your program’s ability to fulfill its mission.
- During the brainstorming, there are no “wrong” answers. The suggestions can be outlandish. They may be fiscal or technical disasters. The idea is to understand how governance responds and handles the catastrophe and helps identify gaps in the model.
- If no immediate suggestions are given, you can “seed” they discussion with examples (or categories of examples) such as:
  - What if a key person (program director; board chair) won the lottery and moved to Tahiti?
  - What if a key element of your technology stack was discontinued?
  - What if a pivotal partner organization dissolved or stepped away?
- Make sure to encourage broad suggestions from the entire group.
- One way to prioritize (in person) is to use a sticker vote. In a sticker vote, each participant is assigned a number of stickers - these can be physical stickers in an in-person event or a specified piece of text (e.g., +1) in a virtual environment. Participants place their stickers or text alongside the options they’re voting for, according to the parameters of the exercise (e.g., most important, most likely, most interesting, etc.).
- Help participants move through the discussion and highlight the potential gaps in their current governance. This can set up next steps of how to address those gaps.

#### Potential Considerations

1. Why do some catastrophes resonate more than others?
2. Are some issues more emotional?
3. Is there a theme in the gaps (e.g., lack of partners, resources, etc.)

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Activity adapted from: Kaner, Sam, and Lenny Lind. 2007. Facilitator’s guide to participatory decision-making. San Francisco: John Wiley & Sons/Jossey-Bass.



# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity: Pack Your Bags – Mapping Decision Journeys

#### Goals

1. Enumerate the strategic and tactical decisions the program stakeholders are faced with
2. Enumerate the paths those decisions take before they are finalized
3. For decisions that have no path, identify choke points, redundancies
4. Identify gaps or areas of governance or program management that need improvement

#### Prerequisites

None

#### Related Activities

None

#### Who Should Participate?

Program management (strategic thinkers); program staff (operational expertise)

#### Length

60 minutes

#### Activity Summary

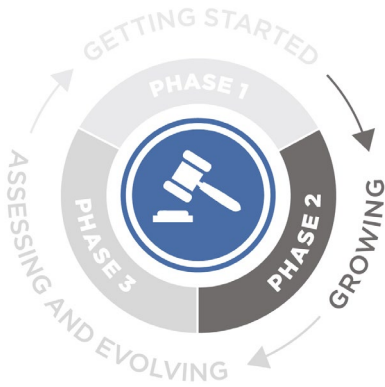
This exercise has two parts: a brainstorm to list out the core/high priority decisions the program is faced with, and a journey map to understand how those decisions are made or finalized. Complete and prioritize the brainstorm before moving on to the journey map.

#### Activity Instructions

1. Brainstorm Decisions (5 minutes)
  - a. Brainstorm decisions that the program needs to make and list them where everyone can see, such as whiteboard or virtual flipchart.
  - b. Here are dimensions in a governance model and some examples of decisions in each of the dimension:

Dimension	Decision Examples
Ownership	Who owns IP, branding, identity
Chartering	Who decides mission and vision, software roadmap?
Community Management	Who can be a member; who can apply to be a leader?
Software Development	How are the requirements developed; who determines design; how is the testing strategy determined; who determines what to include in a release?
Conflict Resolution and Rule Changing	How are conflicts resolved; how are new rules proposed?
Use of Information and Tools	How is information communicated to stakeholders; who creates and updates documentation; how is documentation shared?

2. Prioritize Decisions (5 minutes)
  - a. Each participant picks the top 3 decisions that they deem most essential to the program.



# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity: Pack Your Bags – Mapping Decision Journeys

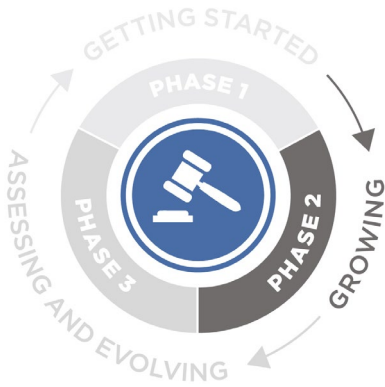
#### 3. Map the Decision Journey (15 minutes per decision)

For the top 3 decisions that receive the most votes, draw the journey that each takes en route to resolution. Here are some potential elements to include in the map:

- Who surfaces the issue?
- How do they communicate it? To whom?
- How many levels of communication / approval are necessary to move forward?
- How are final decisions documented and communicated?
- How are decisions evaluated after the fact?
- What are the pain points?

#### 4. Summarize gaps and opportunities for improvements (5 minutes per decision)

**Next Steps:** keep list, revisit in 6-12 months



# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity: Financial and Organizational Stability Checklist

#### Goals

1. Assess the financial and organizational stability of your program's governance
2. Identify gaps or areas of governance that need improvement

#### Prerequisites

None

#### Who Should Participate?

Program leadership  
(strategic thinkers)

#### Length

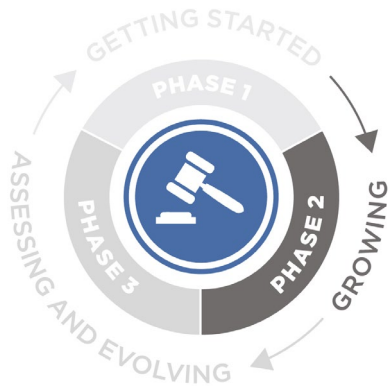
60-90 minutes

#### Pre-Work

1. Download the [Financial and Organizational Stability Checklist](#).
2. Form a subgroup that contains 2 - 3 governance representatives with knowledge on financial and legal activities of the program. The purpose of this subgroup is to ensure that there is broader discussion and knowledge at an early level, so discussions are less likely to be bogged down by simple oversights.
3. The subgroup completes the checklist together. During this pre-work, they can determine that some components are not relevant or propose adjustments.
4. After completion, submit the initial review to the larger group in advance so there is time to absorb ahead of the meeting.

#### Activity Instruction

1. As a group, review the submitted checklist. Does everyone agree or not? Are there elements not included in this assessment?
2. Assess overall stability of governance.
3. Once general consensus on rankings is achieved, identify what components the group considers necessary to work on.
4. Then prioritize. This can form the outline of a plan for work going forward.



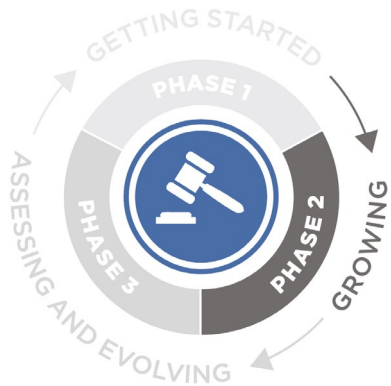
# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity: Financial and Organizational Stability Assessment Checklist

The community/organization thinks about and actively plans for the future	Yes	No	In Progress	Maybe Later	N/A	Rank
Do you document your mission-driven goals and milestones on a regular basis? <i>Possible evidence: Strategic plan, logic model, documented goals</i>						
Do you measure progress toward these goals and milestones at least annually? <i>Possible evidence: Documented assessment of goals</i>						
The community/organization maintains control over and monitors its own finances	Yes	No	In Progress	Maybe Later	N/A	Rank
Do you have access to and control over your bank account(s), budget, ledger/log of all receivables and expenditures, and any accounting software and/or bookkeeping environment? <i>Possible evidence: Review of each element</i>						
Do you have a chart of accounts that details your categories of expenditures and receivables? <i>Possible evidence: Chart of accounts, account report demonstrating the use of the chart of accounts</i>						
Do you create an officially approved annual operating budget for the community/organization each year? <i>Possible evidence: Annual budget developed by the community/organization that is approved by its governing body</i>						
Do you rectify your financial books at least quarterly with review and sign-off from a designated governing body representative(s)? <i>Possible evidence: Signed quarterly reports or other evidence of successful review</i>						



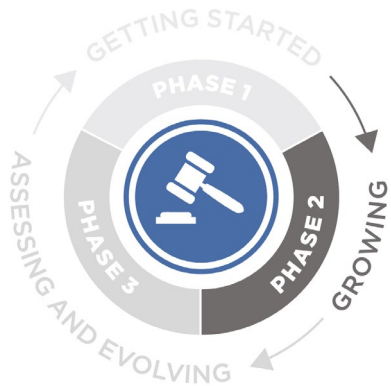
# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity: Financial and Organizational Stability Assessment Checklist

The community/organization maintains control over and monitors its own finances CONT.	Yes	No	In Progress	Maybe Later	N/A	Rank
Do you have written financial policies that are adequate for the size and complexity of your community/organization and that include explicit internal controls? <i>Possible evidence: Accounting manual, policy documentation</i>						
Do you have an annual independent audit or review conducted of your financial statements? <i>Possible evidence: Audit or Review documentation</i>						
Are there at least two, non-interdependent funding streams for the entity (e.g., memberships, subscriptions, services, grants, contracts, donations)? <i>Possible evidence: Documented revenue streams</i>						
The community/organization understands, maintains, and communicates its legal and organizational identity(ies)	Yes	No	In Progress	Maybe Later	N/A	Rank
Do you know how to describe your legal and organizational identity (e.g., incorporation, taxable status, charity status, etc.)? <i>Possible evidence: Official documentation as compared to self-description</i>						
Do you clearly document your community/organization's legal and organizational identity(ies) such that community members and customers/clients understand what the legal entity can do and who has authority to speak for it?						



# GOVERNANCE

## Phase II: Stabilizing Governance



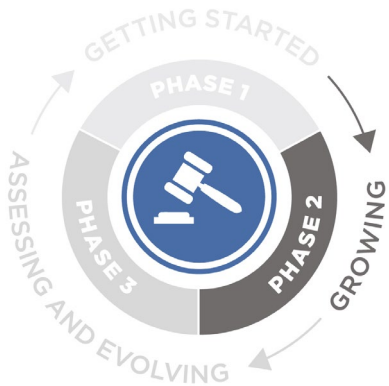
### Activity: Financial and Organizational Stability Assessment Checklist

<i>Possible evidence: Disclosure via Website or other public forum, contractual language</i>						
Do you engage a legal advisor and/or lawyer to review all contracts (both those you prepare and those you sign?) <i>Possible evidence: Legal representation</i>						

The community/organization understands, maintains, and communicates its legal and organizational identity(ies) CONT.	Yes	No	In Progress	Maybe Later	N/A	Rank
If you are not a free-standing organization but instead are hosted by another legal entity, do you transparently and publicly acknowledge this hosting relationship? <i>Possible evidence: Disclosure via Website or other public forum, contractual language</i>						
If you are hosted by or housed within another entity, do you have a documented pathway for separation that can be enacted by your governance group? <i>Possible evidence: Documented separation pathway and trigger events</i>						

The community/organization clearly documents its succession plans	Yes	No	In Progress	Maybe Later	N/A	Rank
Do you have a policy that describes how organizational ownership or responsibility may be transferred, and does this policy explicitly prohibit contracts/agreements to be reassigned without express permissions from community stakeholders? <i>Possible evidence: Documentation review</i>						





# GOVERNANCE

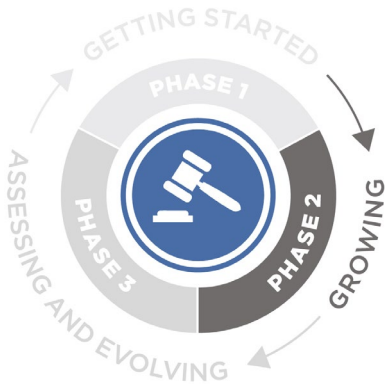
## Phase II: Stabilizing Governance



### Activity: Financial and Organizational Stability Assessment Checklist

Do your governance documents include a legal commitment to maintaining your organization's mission regardless of company ownership? <i>Possible evidence: Documentation review</i>						
Do you have a succession strategy that identifies entities that will steward products and services if or when your company ceases to operate? <i>Possible evidence: Succession documentation</i>						

The community/organization clearly documents its sunseting and dissolution plans	Yes	No	In Progress	Maybe Later	N/A	Rank
Do you have a financial reserve set aside that is adequate to cover sunseting costs? <i>Possible evidence: Documented financial reserve and sunset budget</i>						
Do you have a plan documenting what happens when your company ceases to operate? <i>Possible evidence: Documented sunset/dissolution plans</i>						
Do you document, test, and regularly update specific pathways for any user-owned or generated content to be migrated to another platform or service in the case of dissolution? <i>Possible evidence: Agreements with similar platforms/services, migration strategies and pathways, contracts with users/members, testing documentation</i>						



# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity: Position Descriptions for Elected Leaders

#### Goals

1. Create, update, or confirm position descriptions for elected leaders
2. Help elected leaders and community members understand the roles and responsibilities of each elected position
3. Facilitate succession planning

#### Prerequisites

None

#### Who Should Participate?

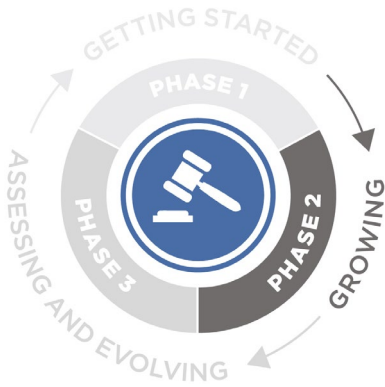
Current Governance participants

#### Length

90-120 minutes

#### Activity Instructions

1. Determine what positions are necessary as the program continues to mature.
  - a. Review the core decisions that the team has to continue to make
  - b. Review the current decision-making model
  - c. Determine if your program needs more or fewer elected leaders to be responsible for making those decisions
  - d. Roughly determine who will be responsible for what in order to avoid overlaps or gaps in functions
2. For new roles or existing roles that don't have position descriptions, create position responsibilities for elected leaders. Sample elements are included on pages 2-4.
3. For existing roles that already have position descriptions, review and revise position responsibilities for elected leaders as necessary. Make sure to have leaders in those roles weigh in on what they actually do, in addition to what is in the official description.
4. Add additional details to ensure program continuity such as:
  - a. Term length and limits
    - i. It may be best to have shorter, one-year terms given your community. Or it may be more helpful to have longer terms especially if there is more complexity in the role that people need time to master and become comfortable.
  - b. Required qualifications, if any.
    - i. Consider your goals. Do you want high level strategic thinkers with extensive financial experience? Do you want more tactical people or those with a specific skill set?
  - c. If this leader is not available, who can make decisions during an emergency?
  - d. Do you want to have "Chair Elect" or Vice Chairs that automatically ascend to become Chair? That can provide continuity or can limit options.



# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity: Position Descriptions for Elected Leaders

#### Sample Position Responsibilities for Elected Leaders

Note: The word Council can be swapped out for Advisory Group, Board, Steering Committee, Executive Committee, Leadership Circle, or other term used by your project or program. The word Committee can be swapped out for sub-Council, a specifically named Advisory Group (e.g., Technical Advisory Group), or other term used by your program.

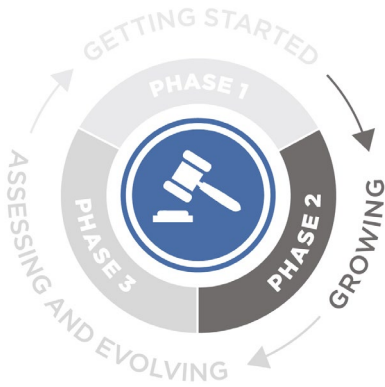
Program Manager is used to denote the non-elected staff person who manages the day-to-day operation of the project or program; this person may also be called the Program Director, Product Owner, or Project Manager, or may not exist at all for your project or program.

#### Potential Council Chair Responsibilities

- Is a member of the Council
- Is a partner with the Program Manager in achieving the program's mission
- Provides leadership to the Council of Directors, who sets policy and to whom the Program Manager is accountable
- Chairs meetings of the Council after developing the agenda with the Program Manager
- Encourages Council's role in strategic planning
- Appoints the chairpersons of committees, in consultation with other Council members
- Serves ex officio as a member of committees and attends their meetings when invited
- Discusses issues confronting the program with the Program Manager
- Helps guide and mediate Council actions with respect to program priorities and governance concerns
- Reviews with the Program Manager any issues of concern to the Council
- Monitors financial planning and financial reports
- Plays a leading role in fundraising activities
- Formally evaluates the performance of the Program Manager and informally evaluates the effectiveness of the Council members
- Evaluates annually the performance of the program in achieving its mission.
- Performs other responsibilities assigned by the Council

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Elected leader job descriptions adapted from: <https://managementhelp.org/boards/job-descriptions.htm#anchor321357>



# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity: Position Descriptions for Elected Leaders

#### Potential Vice Chair Responsibilities

This position is often the successor to the Chair position. In addition to the responsibilities outlined in the Committee Member job description, this position:

- Is a member of the Council
- Performs Chair responsibilities when the Chair cannot be available (see Chair Job Description)
- Reports to the Council's Chair
- Works closely with the Chair and other staff
- Participates closely with the Chair to develop and implement officer transition plans.
- Performs other responsibilities as assigned by the Council

#### Potential Council Secretary Responsibilities

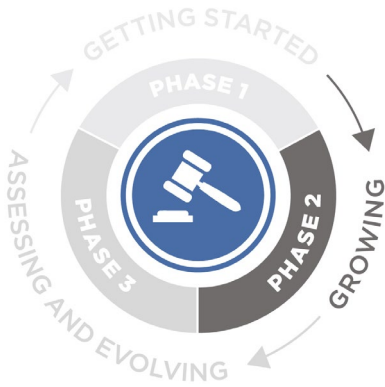
- Is a member of the Council
- Maintains records of the Council and ensures effective management of program's records
- Manages minutes of Council meetings
- Ensures minutes are distributed to members shortly after each meeting
- Is sufficiently familiar with legal documents (articles, by-laws, IRS letters, etc.) to note applicability during meetings

#### Potential Council Treasurer Responsibilities

- Is a member of the Council
- Manages finances of the program
- Administrates fiscal matters of the program
- Provides annual budget to the Council for members' approval
- Ensures development and Council review of financial policies and procedures

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# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity: Position Descriptions for Elected Leaders

#### Potential Council Member Responsibilities

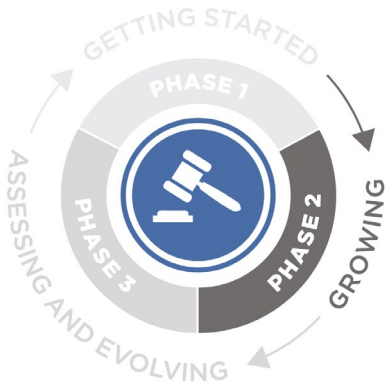
- Regularly attends Council meetings and important related meetings
- Makes serious commitment to participate actively in committee work
- Volunteers for and willingly accepts assignments and completes them thoroughly and on time
- Stays informed about committee matters, prepares themselves well for meetings, and reviews and comments on minutes and reports
- Gets to know other committee members and builds a collegial working relationship that contributes to consensus
- Is an active participant in the committee's annual evaluation and planning efforts
- Participates in fund raising for the program

#### Potential Committee Chair Responsibilities

- Is a member of the Council
- Sets tone for the Committee work
- Ensures that members have the information needed to do their jobs
- Oversees the logistics of committee's operations
- Reports to the Council's Chair
- Reports to the full Council on committee's decisions/recommendations
- Works closely with the Program Manager and other staff as agreed to by the Program Manager
- Assigns work to the Committee members, sets the agenda and runs the meetings, and ensures distribution of meeting minutes
- Initiates and leads the Committee's annual evaluation

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# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity: Create Personas

#### Goals

1. Create more explicit personas to help guide community efforts

#### Prerequisites

[Pre-Work Activity: Who Is Your Community?](#)

#### Who Should Participate?

Program staff (operational expertise)

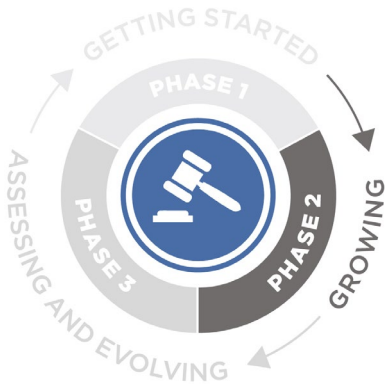
#### Length

60 minutes

#### Activity Instructions

1. Break into small groups (3-5 people)
2. Each small group should select a prioritized stakeholder identified in *Who is Your Community?* and create a persona and a pathway representing that stakeholder. This exercise is hosted by Mozilla. For the most up-to-date version of this exercise, please visit: [Mozilla Open Leadership Training Series: Contributor Personas & Pathways](#).
3. Reform larger group to discuss and identify gaps in supporting persona pathways.

**Next Steps:** In your future planning, use the stakeholder personas to see how well your plans track (or don't) against those personas' goals.



# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity: Recognition and Contributions

#### Goals

1. Understand how the program currently recognizes contributions
2. Understand how recognitions and contributions are incorporated into the program
3. Understand the kind of recognition that is most appreciated/motivating to each kind of contributor
4. Discover how the program can improve in this area

#### Prerequisites

[Activity: Who Is Your Community?](#)

#### Related Activities

Activity: Creating Personas

#### Who Should Participate?

Wide mix of people, including representation from the stakeholder groups you are working to understand.

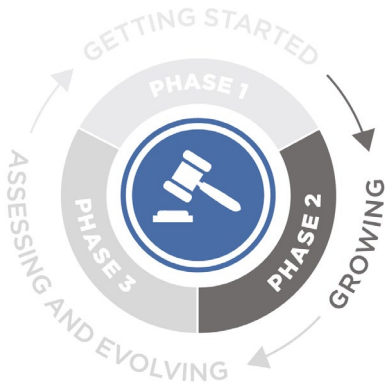
#### Length

60-120 minutes

#### Activity Instructions

1. As a group, discuss the 6Rs (included on page 2)
  - a. How are they incorporated in your program?
  - b. Which are not incorporated?
2. If you have a large group, form smaller groups of 4 - 5 people
3. Have each group select a specific stakeholder group/persona from [Activity: Who is Your Community?](#) or [Activity: Create Personas](#)
  - a. It is okay for some personas to be discussed by multiple groups
4. Talk through what recognition is important for the chosen stakeholder/persona
5. Report out to larger group
6. Discuss themes and gaps that need to be addressed to keep current contributors engaged and to entice new contributors
7. Prioritize and create action plan to incorporate

**Potential Next Steps:** This information can inform working groups or specific outreach activities. Consider if there need to be higher level program changes to accommodate the recognition needs (e.g., more representation on governance groups or different voting rights).



# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity: Recognition and Contributions

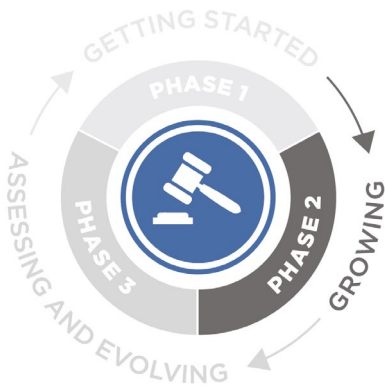
#### The 6Rs

Contributions are critical for community- and open-source software. Understanding what motivates potential and current contributors is essential.

There are 6 crucial recognition qualities. These are not “one size fits all” but these can be a helpful way to consider what is important to different contributors. They include:

1. **Recognition:** People want to be recognized for their contributions.
2. **Respect:** People want their values, culture, ideas, and time to be respected and considered in the organization's activities.
3. **Role:** People want a clearly meaningful role in the coalition that makes them feel valuable and in which they can make a contribution.
4. **Relationships:** People want the opportunity to establish and build networks both professionally and personally for greater influence and enjoyment.
5. **Reward:** People expect the rewards of participating in a collaborative partnership to outweigh the costs and to benefit from the relationships established.
6. **Results:** People respond to visible results that are clearly linked to outcomes that are important to them and that they can clearly link to their participation in the coalition.





# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity: Home Organization – Requirements Gathering and Assessment

#### Goals

1. Determine if your program would benefit from contracting with a home organization
2. Gather requirements for assessment and decision

#### Prerequisites

None

#### Who Should Participate?

Program leadership (strategic thinkers), or those who have experience or knowledge with identifying potential new organizations, assessing financial health and stability, and assessing terms/conditions and MOUs.

#### Length

#### Definition

**Fiscal Sponsor/Home Organization:** An organization that provides legal and financial infrastructure for your program. Services may include financial reports, banking relationships, invoicing, etc.

- **Example use case:** grant-funded program that needs help with financial tracking

Many organizations offer a range of additional services as well. Such services range significantly but could include consulting, event facilitation, marketing, technical support, grant writing, etc.

- **Example use case:** an emerging program growing from a grant-driven initiative to a program that is community-based and needs to move out of their original organization.

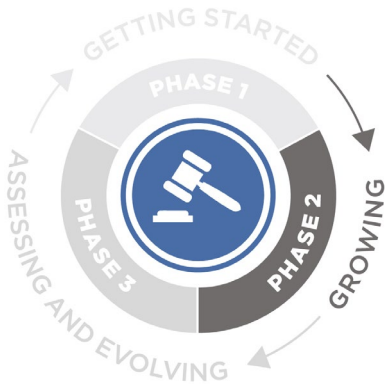
Programs have a range of needs. You might want to consider a smaller set of services or a larger scale relationship.

#### Activity Instructions

##### Group Discussion Around Needs and Gaps (30-60 minutes)

As a group discuss the following

1. Consider your program's biggest needs. This will enable you to determine any gaps with your current situation and evaluate how a new organization could help. Tip: results from previous ITAVIP activities can help surface these.
2. Determine what gaps might be addressed by moving to a new organization.
3. Define the impact of the move and determine how to navigate through these changes. Considerations include:
  - Impact to existing staff (i.e., if they cannot move to the new home with the program, will they remain as volunteers? How will they be recognized for their contributions?)
  - Current organization's change in role



# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity: Home Organizational – Requirements Gathering and Assessment

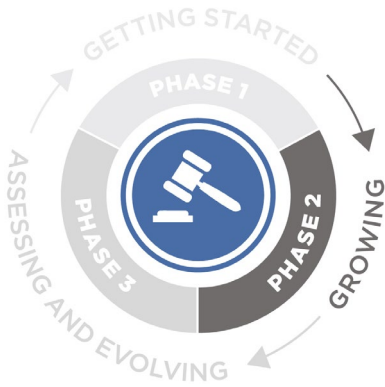
#### Requirements Gathering

Consider requirements either individually asynchronously as pre work or synchronously in small groups. Then come together as a group to prioritize and finalize selection criteria. (1-2 hours)

1. Determine criteria for selection. Potential categories are listed below. You can use tool [Home Organization – Requirements Gathering and Assessment Scoring Tool](#) as a template. Tip: download a local version of the spreadsheet to work with.
  - a. Service offerings
  - b. Financial health
  - c. Reputation
  - d. Terms and conditions
  - e. Other

#### Assessment

2. Compile a list of potential home organizations. Tip: ask colleagues or funders for suggestions.
3. Discuss/Interview with potential home organizations
  - a. Potential questions are included in matrix tool
4. Compare how your needs match to different organizations.
5. Make a selection
6. Discuss and sign MOU



# GOVERNANCE

## Phase II: Stabilizing Governance



### Activity 15: Five Element Assessment – Governance and Boards

#### Goals

1. Evaluate your current governance structure
2. Determine potential needs
3. Prioritize work going forward

#### Prerequisites

None

#### Who Should Participate?

Current Governance participants. Consider using IF your community has a governance board. Some programs have determined they do not need a formal governance board.

#### Length

90 minutes

#### Pre-Work Instructions

1. Form a subgroup that contains 2-3 governance representatives with knowledge on financial and legal activities of the program. The purpose of this subgroup is to ensure that there is broader discussion and knowledge at an early level, so discussions are less likely to be bogged down by simple oversights.
2. The subgroup completes the checklist together. During this pre-work, they can determine that some components are not relevant or propose adjustments.
3. After completion, submit the initial review to the larger group in advance so there is time to absorb ahead of the meeting.

#### Subgroup Instructions

1. Use the links on page 2 to access the seven components listed in the Five Elements Assessment, provided by 501Commons
2. Based on the assessment, summarize the standard for each component in terminology that is most relevant to your program
3. For each component, write a brief description of each level
4. Evaluate the components in your program and choose a level most reflective of your program's current state

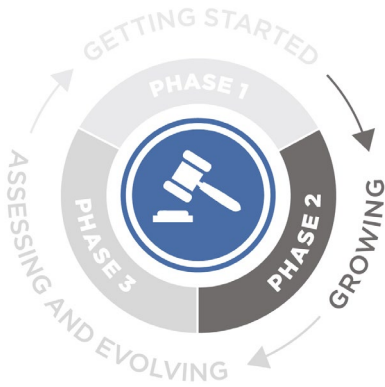
#### After completing the assessment, move on to:

#### Activity Instructions

1. As a group, review the submitted checklist. Does everyone agree or not? Are there elements not included in this assessment?
2. Once general consensus on rankings is achieved, identify what components the group considers necessary to work on.
3. Prioritize. This can form the outline of a plan for work going forward.

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Assessment courtesy: <https://www.501commons.org/assess/five-elements-assessment-governance-and-boards>



# GOVERNANCE

## Phase II: Stabilizing Governance



# Activity: Five Element Assessment – Governance and Boards

### Governance Assessment

Components	Level 1	Level 2	Level 3	Level 4
<a href="#">1.1 Mission/Vision</a> <b>Standard Summary:</b>				
<a href="#">1.2 Board Roles and Responsibilities</a> <b>Standard Summary:</b>				
<a href="#">1.3 Board Characteristics</a> <b>Standard Summary:</b>				
<a href="#">1.4 Strategic Issues and Organizational Performance</a> <b>Standard Summary:</b>				
<a href="#">1.5 Board Development</a> <b>Standard Summary:</b>				
<a href="#">1.6 Organizational Support by Board Members</a> <b>Standard Summary:</b>				
<a href="#">1.7 Allocation of Authority to the Executive</a> <b>Standard Summary:</b>				