

Three Modes of Board Governance

and corresponding questions

Based on *Governance as Leadership: Reframing the Work of Nonprofit Boards* by Richard P. Chait and William P. Ryan

Fiduciary: Technical - OVERSIGHT = oversee operations, ensure accountability, select and assess CEO, & ratify policy

- What is the cost to fully execute our mission?
- How do we diversify funding sources to support the mission?
- How many faculty and staff should we afford?
- Is our business model sustainable?
- How is the business model reflected in our budget and programmatic priorities?

Strategic: Analytical - FORESIGHT = shape strategy & review performance

- Who benefits when SCS succeeds?
- How should we market to them?
- Are we engaging with the right constituents?
- To whom is the board accountable?
- Who are the membership and community stakeholders?
- How do we ensure that all voices are being heard during strategic planning?
- Who else does this work and should we form strategic partnerships?

Generative: Philosophical - INSIGHT = discern and frame adaptive issues, think collectively, and make sense of circumstances

- What are the key questions about SCS's future?
- Will there be a need for theological education in 20 years, much less SCS?
- If so, then why? If not, then what?
- What social/cultural changes are coming that SCS must consider in order to remain viable?
- What concerns you most about the mission of SCS?