

## APPENDIX 7

# 10 NONPROFIT BOARD MEMBER PROFILES

*Generously provided by Chris Crane,  
founder and CEO of Edify.org*

1. **Those who wish to be on the board primarily to have a feel-good experience and to build their resume.** These board members do not wish to hear any bad news and simply want everything to go smoothly with minimal work required.
2. **Those who want to run the organization.** They sense that the organization's problems involve mismanagement and inappropriately cross the line into interfering with the day-to-day activities.
3. **Those who are single-issue focused.** They direct all of their energies to one issue, often at the expense of achieving the overall mission of the organization.
4. **Those who are sincere but inexperienced.** These board members may grow to become contributing members but currently do not know the best practices of board governance and can unwittingly hinder the board's work.
5. **Those who are seeking prestige or an ego boost.** Forceful personalities who are good at political maneuvers push the board in the direction they wish with little regard for good governance or the mission of the organization. They may also be looking to build their resume of involvements.
6. **Those who understand good governance but do not wish to make waves.** These members will not speak up when the board is being led awry.
7. **Those who are simply unqualified to be on the board.** Often, these members are selected because they are generous supporters, add diversity, or have allegiances to other board members that compromise their fair-mindedness.
8. **Those who are hanging on.** These board members joined the board more than 10, 20, or 30 years ago, before there were term limits. They may have little interest in or contributions to the board, and may be focused on how things were done in the past rather than looking forward.
9. **Those who understand good governance but don't have the time.** While they have much to give, these board members lack the time or energy to be highly diligent in studying board materials and researching the best courses of action.
10. **Those who truly offer the full package.** These board members understand and promote good governance, are qualified with relevant skills and expertise, will study board materials and research best courses of action, will make the hard decisions when necessary, and are vigilant protectors of the organization's mission at heart.