

- “If the board of a nonprofit is to be effective, it must assume the roles that owners and the market play in business. The board must ensure that the nonprofit’s mission is appropriate to its charitable orientation and that it accomplishes that mission efficiently. In the absence of concrete measures and market signals about mission, quality, and efficiency, that is no easy task. Consequently, the board must devise its own system of measurement and control.”

--Regina E. Herzlinger

“Effective Oversight: A Guide for Nonprofit Directors”  
*Harvard Business Review, July-August 1994*

- “I come from a situation where I didn’t have to report to a board. I had 600,000 constituents. If they didn’t like you, they threw you out. But a board is a little different and I’ve not gotten used to this arrangement yet. I understand that I cannot ignore the Board members. I need to work with the Board but they have to allow me to do my job. Things are beginning to fit together. I adjust to my environment.” He observed that non-executive Board members particularly felt a lack of information and consequently needed to exert themselves. “I think we get around that by better communication but the question is, is it my job to communicate to the Board or is it the Chair’s job? I’d like to believe it is the responsibility of both of us.”
- “While Mfume has been good for the organization’s external credibility, internally he is trying to manipulate the Board. The Executive Committee is stronger than it used to be but he doesn’t value it. He does what he wants, when he wants, and tries to be totally in control. And the Chair doesn’t get the credit she deserves.”