Governance

Functions that must be fulfilled.

Fixed Requirements
Binding rules (e.g. nonprofit or charitable?)
The board's responsibilities as required by law and regulation.

Current & Future Trends and Forces
Impacting the design of the organization's governance.

Organizational Circumstances
That shape governance (e.g. its purpose; financing model; lifecycle; role in broader system).

Ultimate Goal of Governance:
Better community impacts.

Documents
Formalizing how governance is done (e.g. articles of incorporation; bylaws; mandates).

Interconnected Enablers
All of the people participating in governance (e.g. the board, CEO management, members, collaborative partners, funders). The required competencies and relationships.

Processes
Enabling governance (e.g. policies; reporting; decision-making; technology and data).

Culture
And how it manifests in governance (e.g. values, mindsets, myths, norms).

Structures
Required to fulfil the governance functions (e.g. entities; delegation of roles and tasks).

Design Playground

Purpose of Governance
What governance is intended to achieve.

Design Driver

Influencers Shaping Governance

Fixed Requirements

Influencers Shaping Governance

Organizational Circumstances

Current & Future Trends and Forces

Ultimate Goal of Governance:
Better community impacts.
This map aims to provide a bird’s eye view of the various players, influencers, structures, and functions that interact together to form a nonprofit organization’s governance system. It depicts governance as a complex system.

**Reimagining Governance** is an initiative of the Ontario Nonprofit Network, in collaboration with Ignite NPS, that aims to advance new approaches to the governance of nonprofit organizations.

This map was developed as a component of the Reimagining Governance initiative's work. For more information about the initiative and its goals please visit: https://theonn.ca/our-work/our-people/reimagining-governance/

**HOW TO USE THIS MAP**

Start by thinking about the broader purpose of governance, rather than just the purpose of the board (e.g. stewards furthering organization’s purpose). Consider the governance functions that must be fulfilled, not just the roles/responsibilities of the board.

Consider the fixed requirements, organizational circumstances, and trends/forces unique to your organization.

Explore your governance playground: What is your governance culture? What structures and people perform governance functions? What processes support your governance system?

Have conversations! Are there other structures, people, or processes that could contribute to your governance system? Does your governance culture show up in your work? Where might you need clarity, reflection, or action?

**DON'T WAIT - GET STARTED!**

Are you an ED, CEO, or board member? Use the map to have a conversation with your team, board, or both to discuss your organization’s governance system.

Are you a consultant or capacity-builder? Use the map to have a conversation with your clients, networks, or peers to discuss possibilities for your governance!