Types of Co-op Boards and the Evolving Roles

Working	Managing	Governing	Ratifying	Failing
No manager or acting manager	Board assumes manager requires help managing co-op	Competent manager who knows more than Board	Hires good manager and stays out of his/her way	High Board turnover
Small Co-op	Board involved in minutiae and micromanaging	Clear division between operations and governance	Co-op is OK but Board is in decline	Financial soundness issues
Board operating as Manager	Board assigns task to Manager	Focused on Board work; concerned with values	Board approves whatever manager brings	Strife and distrust among board and staff
Focus on day-to-day operations	Board is very hands on	Operates in future and strategic level	Out of touch, complacent and delegating governance	Looking in past, way behind staff vision
Short time horizon	Focus is admin and operations	Delegates operations to manager	Stale policies, little to no accountability	Not strategic, immobilized by infighting
Primary roles is operations	Primary role is making decisions	Primary role is in setting policy and general direction	Primary role is supporting manager and rubberstamping	Primary role of Board is keeping perks

Please note: While it may appear these "types" of boards are a continuum or lifecycle, this is not entirely the situation. Boards may exhibit traits of different types and may move between them.