

## Affiliate Growth Cycle and Adaptive Board Governance (Example WMNL)

<i>Time line</i>	<i>Important changes</i>	<i>Who's involved</i>	<i>Character of cooperation</i>
June 2001	Start WMNL	Group of friends	Informal gatherings
March 2006	Formal association founded	Operational board 5 - 6 WP volunteers	Ad hoc meetings
December 2007	Chapter agreement with WMF	Chair + Treasurer	Board members get portfolio's
September 2009	First vision document	Board grows to 7 members "because of work pressure"	More regular meetings
May 2011	First grant request Small office rented First paid staff	Board involved in organization development	Regular meetings, both activities and governance issues are discussed
May 2012	ED hired. Assignment: hire staff members and build a team	First two board members without WP background	Attempts to find a new way of cooperation between board, staff and volunteers
2013	First Strategic plan (2013 - 2017) First Annual grant	Board + ED Volunteers are consulted	Division of tasks and responsibilities of ED and Board is specified
2013 - 2017	ED + staff (5 fte) in place	Staff = operations Board = governance	Board moves from operation to governance Staff reports about activities
2017	2nd Strategic plan (2017 - 2020)	5 external board members + 2 from the community	The Annual Plan is leading Quarterly reports to monitor progress of activities
2019	Board restructuring	Board, staff, community	More external focus (partnership, sponsoring)