

WHO DOES WHAT?

BOARD/STAFF RESPONSIBILITIES AND RELATIONSHIPS

INSTRUCTIONS: AGENCY LEADERSHIP IS A PARTNERSHIP OF BOARD MEMBERS AND THE EXECUTIVE DIRECTOR. BELOW ARE LISTED SOME TYPICAL ACTIONS CARRIED ON IN MOST AGENCIES AT ONE TIME OR ANOTHER. IDENTIFY THOSE THAT ARE PRIMARYLY THE RESPONSIBILITY OF THE EXECUTIVE DIRECTOR BY PLACING AN "E" IN THE BLANK; THOSE THAT ARE PRIMARYLY THE RESPONSIBILITY OF BOARD MEMBERS BY PLACING A "B" IN THE BLANK; AND THOSE THAT ARE PRIMARYLY THE JOINT RESPONSIBILITY OF THE EXECUTIVE DIRECTOR AND BOARD MEMBERS BY PLACING A "J" IN THE BLANK. COMPLETE ALL ITEMS. DISCUSSION WILL FOLLOW.

PLANNING	
1.	Direct the process of planning.
2.	Provide input for long range goals.
3.	Approve long range goals.
4.	Formulate annual objectives.
5.	Approve annual objectives.
6.	Prepare performance reports on achievement of goals and objectives.
7.	Monitor achievement of goals and objectives.

PROGRAM	
8.	Conduct survey of community and/or constituent problems.
9.	Determine fees for agency-sponsored training.
10.	Plan program schedule.
11.	Train volunteer leaders.
12.	Evaluate programs.
13.	Maintain program records; prepare program reports.

FINANCE	
14.	Prepare preliminary budget.
15.	Finalize and approve budget.
16.	See that expenditures are within budget during year.
17.	Solicit contributions in current fundraising events and campaigns.
18.	Organize fundraising events and campaigns.
19.	Participate in fundraising events and campaigns.
20.	Approve expenditures outside authorized budget.
21.	Ensure annual audit of agency.

PERSONNEL	
22.	Employ Executive Director.
23.	Employ other staff.
24.	Direct work of staff.
25.	Conduct performance review of Executive Director.
26.	Conduct staff performance reviews with Executive Director.
27.	Make decision to add staff.
28.	Settle discord among staff.

COMMUNITY RELATIONS	
29.	Interpret agency to community.
30.	Write news stories.
31.	Provide agency linkage with other community organizations.

BOARD/ COMMITTEES	
32.	Appoint committee members.
33.	Call committee chairperson to urge him/her into action.
34.	Promote attendance at board/committee meetings.
35.	Recruit new board members.
36.	Plan agenda for board meetings.
37.	Take minutes at board meetings.
38.	Plan and propose committee organization.
39.	Prepare exhibits, factual material, and proposals for board and committees.
40.	Sign legal documents.
41.	Follow-up to ensure implementation of board and committee decisions.
42.	Settle disputes between committees.

KEY and Comments

PLANNING		
1.	E	Directing process (or the way we do planning) as differentiated from <u>content</u> . Specifically, a major responsibility of the Executive Director.
2.	J	Both are responsible for input on goals.
3.	B	Solely a Board responsibility.
4.	E	Board and committees can be helpful.
5.	B	Responsibility may be delegated by Board to committees.
6.	E	Strictly staff preparation.
7.	J	Works better if a joint responsibility, but individual responsibilities must be identified.

PROGRAM		
8.	E	Board or other volunteers may be helpful.
9.	E	Within fee policy set by Board.
10.	E	Program operation.
11.	E	While a staff responsibility, Board may be involved in assisting.
12.	B	May be delegated to committees or task forces, with technical assistance of staff. Rationale: separates ultimate evaluation responsibility from program operational responsibility.
13.	E	Staff preparation.

FINANCE		
14.	E	Staff is responsible for all preliminary work.
15.	B	Final approval is a policy decision.
16.	E	Management responsibility.
17.	B	Most appropriate for Board. Staff can assist.
18.	E	Technically a management responsibility.
19.	B	Most appropriate for Board. Staff can assist.
20.	E	Management technical responsibility.
21.	B	Strictly a Board responsibility.

PERSONNEL		
22.	B	Strictly a Board responsibility.
23.	E	Board can be consulted. Staff strictly responsible for hiring.
24.	E	Strictly a management function.
25.	B	Supervisory a Board responsibility
26.	B	Strictly a Board responsibility. Can be delegated to a committee.
27.	J	Can be a policy decision. Usually finalized at time of budget approval.
28.	E	Executive Director may request Board assistance.

COMMUNITY RELATIONS		
29.	B	Requires strong support by staff.
30.	E	Staff may request Board or committee assistance.
31.	J	Joint responsibility.

BOARD/ COMMITTEES		
32.	B	Usually Board President responsibility.
33.	B	Board officers can usually be more effective in prodding chairperson into action.
34.	J	Best when shared.
35.	B	Board responsibility with strong staff support.
36.	J	Best when shared. Board President and Executive Director.
37.	E	Best when done by support staff and reviewed by Board secretary and Executive Director.
38.	J	Best when shared by Board President and Executive Director.
39.	J	Staff preparation for Board meetings. Best when Board clearly delineates what materials are expected or needed.
40.	B	Usually Board President and/or other officers.
41.	E	Staff implementation.
42.	B	Strictly a Board function. Can be decided by the Executive Committee or the Board President.