

Board vs. Staff Functions

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| **Governance Responsibilities** |
| **Board of Directors** | **Executive Director** | **Shared Duties** |
| Management Oversight | Staff Management | Evaluating the Organization |
| Financial Oversight | Financial Planning | Financial Accountability |
| Program Oversight | Policy/Program Developmentand Management | Strategic Planning |
| Legal Oversight | Liaison to the Board |  |

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| **Activity** | **Board** | **Staff or****Employee** |
| **Strategic Planning:** |  |  |
| Direct planning process | **∙** |  |
| Provide input to long-range goals | **∙** | **∙** |
| Approve long-range goals | **∙** |  |
| Formulate objectives |  | **∙** |
| Approve objectives | **∙** |  |
| Prepare performance reports on achievement of goals and objectives |  | **∙** |
| Monitor achievement of goals and objectives | **∙** | **∙** |
| **Programming:** |  |  |
| Assess customer/stakeholder needs |  | **∙** |
| Train volunteer leaders |  | **∙** |
| Maintain program records; prepare program reports |  | **∙** |
| Oversee evaluation of programs, products and services | **∙** |  |
| Prepare preliminary budget |  | **∙** |
| Finalize and approve budget | **∙** |  |
| Ensure yearly expenditures stay within budget |  | **∙** |
| Approve expenditures beyond approved budget | **∙** |  |
| **Personnel:** |  |  |
| Hire, fire and direct work (through the strategic plan) of theCEO/Executive Director | **∙** |  |
| Make decision to add staff |  | **∙** |
| Hire, fire and direct work of the staff/employees |  | **∙** |
| Settle disagreements among staff/employees |  | **∙** |