







Who Decides?

Executive Director? Board Chair? Both?

handout #5

THE BIG BUCKETS	EXECUTIVE DIRECTOR	BOARD CHAIR	SHARED
 Staff	<ul style="list-style-type: none"> - Hire, manage, supervise, fire 	<ul style="list-style-type: none"> - Provide guidance when asked - Raise concerns for ED consideration - Save feedback for annual review 	X
 Supervision of E.D. & Annual Review	<ul style="list-style-type: none"> - Keep file of accomplishments, lessons learned for annual review process - Write a candid self-evaluation 	<ul style="list-style-type: none"> - Lead a smart, thoughtful and timely annual review process 	<ul style="list-style-type: none"> - Develop a process that is fair and inclusive, that measures skills, accomplishments, and leadership attributes - Conduct a debrief for lessons learned
 Strategy	<ul style="list-style-type: none"> - Once approved by board, lead a process to develop and execute goals aligned with the plan - Provide full board with regular progress updates 	<ul style="list-style-type: none"> - Lead the board to approve, own, and champion the strategic vision, direction, and plan - Ensure regular monitoring 	<ul style="list-style-type: none"> - Develop a board/staff process - Design board meetings that allow for robust engagement by the full board throughout
 Program Development	<ul style="list-style-type: none"> - Develop, procure funding, and implement programs that align with the mission and plan - Create a mechanism for program evaluation 	<ul style="list-style-type: none"> - Lead effort to monitor program effectiveness - Challenge staff on new program ideas 	<ul style="list-style-type: none"> - Work together to ensure that the board has what it needs to evaluate programs with a process that is effective and not onerous on staff
 Budget	<ul style="list-style-type: none"> - Know your #'s cold, including the balance sheet - Build a thorough budget that threads the needle between doable and overly ambitious 	<ul style="list-style-type: none"> - Provide clear direction to the Finance Committee to create a process with integrity 	<ul style="list-style-type: none"> - Build a strong Finance Committee / Staff partnership for building and monitoring the budget - Ensure that the budget and all assumptions are clearly understood by all board members
 Board Building	<ul style="list-style-type: none"> - Identify strong prospects - Serve as non-voting member of the Recruitment Committee 	<ul style="list-style-type: none"> - Hold all board members accountable to the vast array of responsibilities they signed up for - Ensure that board members have what they need to be successful 	<ul style="list-style-type: none"> - Define the skills, expertise, and attributes necessary for your board, its mission, and the approved strategy. - Build a leadership pipeline – groom chairs and leadership