

## The Roles of Board and Executive Staff A Discussion Worksheet

*For each of the following roles, tasks, and issues, please indicate with the appropriate letter the nature of your board's work today and what this should be as your board proceeds with the next generation of the organization's work.*

*For each, use the following to report your assessment:*

- A. The board initiates and decides this on its own (although chief executive may have input and/or implement).*
- B. Chief executive formally recommends and the board decides.*
- C. Chief executive decides and/or acts, after consultation with board members (during or outside of normal board or committee meetings).*
- D. Chief executive and/or staff act on this on their own (consistent with board policies).*

ROLE/TASK/ISSUE	IS TODAY	SHOULD BE
1.a. Determine mission and vision for organization		
1.b. Determine which community needs should be met and to what extent		
1.c. Determine general categories of service to be provided		
1.d. Develop strategic or long-range plans for organization		
1.e. Establish formal annual goals and objectives for organization		
2.a. Establish or revise board structure		
2.b. Recruitment & selection of new board members		
2.c. Board meeting agendas		
2.d. Policies regarding board role and activities		
2.e. Hiring and salaries of staff other than chief executive		
2.f. Revisions or changes to bylaws		
2.g. Develop or revise policies regarding:		
i. Staff compensation		
ii. Personnel		
iii. Finance		
iv. Fund Raising		
v. Major organizational resource investments		
vi. Quality assurance and control		
vii. Marketing and communications of organization		
viii. Records and data management		
ix. Advocacy and legislative practices		
2.h. Agency organizational structure		
3.a. Develop fund raising plan		
3.b. Develop long-term capital expenditure plan		
3.c. Agency staffing plan		
3.d. Staff training and development plan		
3.e. Agency communications and public relations plan		
4.a. Agency annual budget for income and expense		

ROLE/TASK/ISSUE	IS TODAY	SHOULD BE
4.b. Agency capital expenditure budget		
4.c. Choose accounting firm to conduct annual audit		
4.d. Total funding picture		
4.e. Cash flow projections and progress		
4.f. Solicit funds or other major resources		
5.a. Adoption of new programs or services		
5.b. Annual program objectives		
5.c. Terminate existing program or service		
5.d. Develop system for monitoring key agency performance indicators (e.g., dashboard or balanced scorecard type of system)		
5.e. Use the key agency performance indicators reported via established system (e.g., dashboard or balanced scorecard)		
6.a. Grant proposal to a major donor or funder		
6.b. Promote a staff person to supervisory position		
6.c. Approve staff member attendance in another city at agency expense		
6.d. Oversee production of brochure on the nonprofit		
6.e. Establish a total ban on smoking throughout nonprofit		
6.f. Decide to share facilities with another nonprofit		
6.g. Agency insurance program		
6.h. Lay off group of staff in wake of funding cutbacks		
6.i. Give recognition awards to community members for their outstanding contributions to the nonprofit		
6.j. Hire admin assistant as replacement for retiring staffer		
6.k. Write new guidelines for staff annual performance evaluations		
6.l. Order immediate repair to hail-damaged roof		
6.m. Investigate joint-purchasing agreement with three other nonprofits		
6.n. Establish method of evaluating chief executive		
6.o. Select printer to print nonprofit's annual report		
6.p. Employee grievance or formal complaint		
6.q. Prepare communications to the board/ key committees		
6.r. Educate board and committees		

*Coding Key:*

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