



WESTERN STATES CENTER CURRICULUM RESOURCES

BOARD & STAFF RESPONSIBILITIES: THE DIVISION OF WORK, ROLES, AND DECISIONS

The following charts were designed to convey who does what and how the board and staff share the work and decisions of the organization.

PROGRAM

ACTIVITY	RESPONSIBLE	INPUT
Setting the mission and vision of the organization	Board	Staff
Develop Program ideas	Joint	
Develop long-range plan	Joint	
Prioritize program goals	Board	Staff
Develop program implementation strategies and staff work plans	Staff	
Day to day program implementation	Staff	
Prepare reports on program status & performance	Staff	Board
Monitor achievement of program goals & objectives	Joint	

PERSONNEL

ACTIVITY	RESPONSIBLE	INPUT
Develop and approve personnel policies	Board	Staff
Hire & fire executive director	Board	Staff
Activity	Responsible	Input
Hire or fire staff member	Executive Director	
Decision to add a new staff position	Board	Staff
Change of job description or title (if there are no budgetary implications)	Executive Director	
Change of job description or title (if there are budgetary implications)	Board	Executive Director
Settle conflict among staff (unless an official grievance is filed in which case refer to personnel policies)	Executive Director	
Evaluate Executive Director	Board	Staff
Evaluate work of staff	Executive Director	Staff

FINANCES & FUNDRAISING

ACTIVITY	RESPONSIBLE	INPUT
Prepare preliminary budget	Staff	
Approve final budget	Board	
Prepare fundraising plan	Staff	Board
Implement Fundraising plan	Joint	
Day to day financial management as informed by the budget		Staff
Fiscal overview and annual audits	Board	
Set financial management policies and procedures	Board	Staff

COMMUNITY RELATIONS

ACTIVITY	RESPONSIBLE	INPUT
Interpret and represent the organization to the public	Joint	
Maintain and develop relationships with other organizations and key individuals	Joint	
Develop Promotional Materials	Staff	

BOARD DEVELOPMENT

ACTIVITY	RESPONSIBLE	INPUT
Elect new board members (unless it is a special election – see by-laws)	members	
Recruit new board members	Board, staff, members	
Elect board officers	Board	
Plan & propose committee organization	Board	Staff
Make committee assignments	Board	
Plan agenda for Board meeting	Joint	
Promote attendance at board and committee meetings	Board & ED	
Take minutes at board meetings	Joint	
Approve Board minutes	Board	
Prepare material and proposals for board and committees	Staff & Board committees	
Follow-up to insure implementation of Board & Committee decisions	Executive Director	