



TOOL KIT #4

Exercise: Staff, Board, or Both?

For each item, indicate whether this is a responsibility of staff, board, or both. If both, what determines who performs, and how do staff and board collaborate to assure these activities are accomplished?

| I. BOARD OPERATIONS | |
|--|-----------------------|
| Activity | Responsibility |
| Develop, approve and modify bylaws | |
| Establish written policies and procedures for board operations not addressed in the bylaws | |
| Appoint committees and hold them accountable | |
| Establish and enforce expectations for attendance at board/committee meetings | |
| Recruit new board members | |
| Train board members | |
| Plan agenda for board meetings | |
| Take minutes at board meetings | |
| Plan and propose committee structure | |
| Prepare exhibits, materials, and proposals for the board and committees | |
| Sign or delegate the signature of legal documents | |
| Follow-up to insure implementation of board and committee decisions | |
| Settle discord between committees | |

II. PLANNING

| Activity | Responsibility |
|--|----------------|
| Establish mission | |
| Articulate a vision for achieving the mission | |
| Approve long range goals | |
| Provide input to long range goals | |
| Formulate annual objectives | |
| Direct the operational planning process | |
| Approve the ED's annual objectives | |
| Prepare performance reports on achievement of goals and objectives | |
| Monitor achievement of goals and objectives | |

III. FINANCIAL PLANNING, MANAGEMENT, AND OVERSIGHT

| Activity | Responsibility |
|---|----------------|
| Prepare annual budget | |
| Finalize and approve budget | |
| Ensure that expenditures are within budget | |
| Approve expenditures outside authorized budget levels | |
| Provide for the periodic audits and financial reviews | |
| Develop financial policies and procedures , including policies related to private inurement, retention of records, conflict of interest, and whistleblower policies | |
| Approve financial policies and monitor that policies are being followed. | |
| Ensure that there is adequate segregation of financial duties so that no one person is involved in all aspects of financial transactions. | |
| Establish audit committee to receive and review audit | |

IV. FUNDRAISING

| Activity | Responsibility |
|--|----------------|
| Develop and implement fundraising plan | |
| Individually contribute to ORGANIZATION | |
| Solicit contributions from others | |
| Represent the organization in meetings with potential funders. | |

V. PERSONNEL

| Activity | Responsibility |
|---|----------------|
| Direct the work of the organization and its programs | |
| Establish performance expectations/agreement and annually evaluate the ED | |
| Hire and discharge Executive Director | |
| Hire, supervise, evaluate and discharge staff other than the ED | |
| Establish executive compensation | |
| Ensure succession planning | |
| Solicit information from funders, supporters, customers, clients, partners etc. about the organizations performance | |

VI. OSEP GRANT MANAGEMENT

| Activity | Responsibility |
|---|----------------|
| Draw down funds | |
| Write continuation report | |
| Sign continuation report | |
| Deliver and evaluate services according to grant deliverables | |
| Oversee and assure services are delivered according to grant deliverables | |