



WHO'S RESPONSIBLE – THE BOARD OR ADMINISTRATOR?

Here are our recommendations for who should be responsible for the various activities and decisions to be made by your organization:

AREA	BOARD	ADMINISTRATOR
Long-term goals (more than one year)	Approves	Recommends and provides input
Short-term goals (less than one year)	Monitors	Establishes and carries out
Day-to-day operations	No role	Makes all management decisions
Budget	Develop parameters, approves, give consideration to long term funding needs. Approves	Develops and recommends; make minor adjustments, explain large variances
Supply purchases	Establishes policy and budget for supplies	Purchases according to Board policy and maintains an adequate audit trail
Cleaning and maintenance	No role (oversight only)	Sets up schedule
Minor repairs	Policy should include amount that can be spent without Board approval	Authorizes repairs up to pre-arranged amount
Emergency repairs	Works with Administrator	Notifies Board Chairperson and acts with concurrence from Chair
Major repairs	Approves	Obtains estimates and prepares recommendation
Capital purchases	Approves	Prepares requests
Decisions on building, renovation, leasing, expansion	Makes decisions, assumes responsibility	Recommends (could also sign contracts if given authority)
Fees for Service	Adopts policy	Develops fee schedules
Billing, credit and collections	Adopts policy	Proposes policy and implements
Hiring of staff	No role	Approves all hiring
Staff deployment and assignment	No role	Establishes
Firing of staff	Advice and Counsel if requested	Makes final termination decisions
Staff grievances	No role	The grievances stop at the Administrator
Personnel policies	Adopts	Recommends and administers
Staff salaries	Allocates line item for salaries in budget; establish salary ranges Approve Executive Director salary; review employee benefits	Approves salaries with recommendations from supervisory staff; prepare annual report with position and salary for finance/personnel committee review

AREA	BOARD	ADMINISTRATOR
Assigning work to staff	Only after consultation with and working through administrator	Full responsibility
Staff evaluation	Evaluates only the administrator	Evaluates other staff
Internal Communications	Give serious attention to information; ask tough questions, ask good questions	Communicate all significant information; appreciate tough questions; have good answers
Payroll, Tax, Legal Matters	Work on response, approve settlements	Notify the Board. Makes on-time tax payments
Form 990	Approves (Full Board)	Prepares with Accounting Firm
Annual Audit	Hires Audit Firm	Provides necessary financial information to audit firm
Financial Policies	Develop, approve, periodically review	Carry out
Contract and grant compliance	Oversees	Manages and reports
Monthly financial reporting: Income and Expense, Balance Sheet, Actual to Budget	Review and understand statements; form a Finance Committee;	Prepare reports, inform of any delays
Maintaining adequate operating reserves	Establishes policy and targets	Manages expenses/income to meet policy
Securing the financial security of the agency	Lead responsibility	Supports board through grant writing, promotion, marketing, communications, etc. Responsible for logistics of fundraising.
Opening doors of opportunity	Make contacts known and open doors to them	Seek new contacts and enlist board support in telling agency story
Making a personal contribution to the agency	Every member of the board should make a PERSONAL financial contribution to the agency	Every member of the staff should make a PERSONAL financial contribution to the agency
Special events	Supports the staff in carrying out events and acts as host/ ambassadors at the events. Lead responsibility for selling tickets.	Primary responsibility for logistical aspects of the events (setup, AV, printing, etc.)
Sending Thank you 's	Responsible for major donor nurturing through calls, letters etc.	Responsible for getting initial thank you for all gifts out within 24 hours of receipt of donation.
Marketing	Supports staff with expertise, advice, contacts etc.	Lead responsibility
Strategic Planning	Establishes Mission/Vision and key priority areas. Approves, monitors progress monthly.	With board support, develops plan for board approval
New Board Member recruiting	Primary responsibility	Supports board in identifying and nurturing prospects.
New Board Member training and orientation	Shared with administrator	Shared with board
Setting agenda for board meetings	Consults with administrator	Advises and supports board chair
Advocacy	Establishes policy and supports administrator	Carries out
Spokesperson Role	Support Administrator as required	Primary spokesperson for agency