# Who Decides?

# Executive Director? Board Chair? Both?

# From Joan Garry Consulting

# THE BIG BUCKETS:

## STAFF

### Executive Director:

-Hire, manage, supervise, fire

### Board Chair:

- Provide guidance when asked

- Raise concerns for ED consideration

- Save feedback for annual review

### Shared:

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## SUPERVISION OF E.D. & ANNUAL REVIEW

### Executive Director:

- Keep file of accomplishments

- lessons learned for annual review process

- Write a candid self-evaluation

### Board Chair:

Lead a smart, thoughtful and timely annual review process

### Shared:

-Develop a process that is fair and inclusive, that measures skills, accomplishments, and leadership attributes

- Conduct a debrief for lessons learned

## STRATEGY

### Executive Director:

-Once approved by board, lead a process to develop and execute goals aligned with the plan

- Provide full board with regular progress updates

### Board Chair:

-Lead the board to approve, own, and champion the strategic vision, direction, and plan

- Ensure regular monitoring

### Shared:

-Develop a board/staff process

- Design board meetings that allow for robust engagement by the full board throughout

## PROGRAM DEVELOPMENT

### Executive Director:

-Develop, procure funding, and implement programs that align with the mission and plan

- Create a mechanism for program evaluation

### Board Chair:

-Lead effort to monitor program effectiveness

- Challenge staff on new program ideas

### Shared:

-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

### Executive Director:

-Know your #’s cold, including the balance sheet

- Build a thorough budget that threads the needle between doable and overly ambitious

### Board Chair:

- Provide clear direction to the Finance Committee to create a process with integrity

### Shared:

- 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

### Executive Director:

- Identify strong prospects

- Serve as non-voting member of the Recruitment Committee

### Board Chair:

- 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

### Shared:

-Define the skills, expertise, and attributes necessary for your board, its mission, and the approved strategy.

- Build a leadership pipeline

– groom chairs and leadership