






Board's Role in Strategic Planning

	<u>A</u>  Board as Staff	<u>B</u>  Board as Managers	<u>C</u>  Board as Directors	<u>D</u>  Board as Governors	<u>E</u>  Board as Advisors	
<u>1</u>	▶ Legal responsibility resides with the board	▶ Legal responsibility resides with the board	▶ Legal responsibility resides with the board	▶ Legal responsibility resides with the board	▶ Legal responsibility resides with the board	
<u>2</u>	▶ Reasons for organization to exist are determined by the board	▶ Reasons for organization to exist are determined by the board	▶ Reasons for organization to exist are determined by the board	▶ Reasons for organization to exist are determined by the board	▶ Reasons for organization to exist are determined by the Executive Director	▶ Board responsibilities
<u>3</u>	▶ Organizational long-term goals are set by the board	▶ Organizational long-term goals are set by the board	▶ Organizational long-term goals are set by the board	▶ Organizational long-term goals are set by the Executive Director	▶ Organizational long-term goals are set by the Executive Director	▶ Executive Director responsibilities
<u>4</u>	▶ Strategies to achieve organizational long-term goals are developed by the board	▶ Strategies to achieve organizational long-term goals are developed by the board	▶ Strategies to achieve organizational long-term goals are developed by the Executive Director	▶ Strategies to achieve organizational long-term goals are developed by the Executive Director	▶ Strategies to achieve organizational long-term goals are developed by the Executive Director	
<u>5</u>	▶ Day-to-day operational authority rests with the board	▶ Day-to-day operational authority rests with the Executive Director	▶ Day-to-day operational authority rests with the Executive Director	▶ Day-to-day operational authority rests with the Executive Director	▶ Day-to-day operational authority rests with the Executive Director	
<u>6</u>	The board spends most of its time DOING the work of the organization	The board spends most of its time SUPERVISING the work of the organization	The board spends most of its time DIRECTING the work of the organization	The board spends most of its time GOVERNING the work of the organization	The board spends most of its time AFFIRMING the work of the organization	
<u>7</u>	Primary board output is LABOR	Primary board output is COORDINATION	Primary board output is DIRECTION	Primary board output is COUNSEL	Primary board output is ENDORSEMENT	

These vary based upon which type of board you have. Adapted from R. Terrence Jackson (C) 2004

