BOARD WORK-STAFF WORK

Traditionally board work and staff work were clearly delineated. Today there is need for more close collaboration and partnership, as staff leader needs board to envision the future, to help identify and focus on strategic issues, to set benchmarks, to assist in scanning the changes in all facets of the environment, and in developing entrepreneurial income streams and alliances. This does not mean micromanaging. Program and financial monitoring, unless there is a problem, should be in written reports. It does mean close exec/board communication, with executive and the board setting the board agenda, leaving time for appropriate future focused discussion and policy making.

**BOARD WORK**

- Be responsible to community, maintain public trust - Ask hard questions
- Assess board functioning annually
- Make policies based on values
  - Ends, Mission, Output, Impact
  - Governance Process & Procedures
  - Responsibilities, linkage with executive authority
  - Limits, parameters of executive authority
- Commitment of time
  - “Be there” attend. serve on committees, attend functions, read material
- Look for alliances, collaborations, entrepreneurial opportunities
- Commitment of personal expertise
- Develop resources
  - Suggest, make contacts
  - Network with other organizations, people, government units
  - Make personal commitment, solicit prospects
- Monitor output, “ends”, based on agreed upon policies and criteria, including legal, moral, fiscal ones
- Advocate for organization in community, legislature

**STAFF WORK**

- Provide professional expertise
- Information for assessment
- Provide staff backup information for policy making
- Manage Means — how policies, ends carried out
- Hire, communicate with rest of staff
- Monitor staff performance
- Support board with minutes, records data, information about
  - what’s going on in organization’s or what’s going on in field,
  - environment
  - feedback on board, individual work
  - alternatives for decision-making
  - no surprises
- Look for entrepreneurial opportunities, alliances, partnerships
- Support work for board resource development
- Write grants, contact governments, etc. network with other organizations, government units
- Go with board members to solicit
- Supply data, records
- Advocate and provide support for board advocacy role

BOARD AND STAFF NEED CLEARLY STATED EXPECTATIONS OF EACH OTHER AND AGREED UPON TASKS, GOALS, AND BENCHMARKS TO MEASURE ACCOMPLISHMENTS.