

## Roles of Board, Committees/Task Forces and Staff

Board	Committees/Task Forces	Staff
Get strategic direction of the association	Gain a clear understanding of the strategic direction of the association	Maintain a clear understanding of the strategic direction of the association
Focus on what needs to happen next	Gain a clear understanding of the tasks delegated to it by the Board and the outcomes it is expected to achieve	Assure effective, efficient implementation of the strategic intent and the tactics designed to achieve that intent
Be committed to decisions based on knowledge rather than opinion	Be committed to decisions based on knowledge rather than opinion	Be committed to decisions based on knowledge rather than opinion
Focus on the value the association produces for its members	Focus on the value the association produces for its members	Focus on the value the association produces for its members
Adopt and adhere to policies that provide a framework within which the association operates	Implement existing policies	Implement policies, monitor and give Board feedback on their effectiveness, suggest improvements for board consideration
When appropriate, delegate the creation of policies to the stakeholders who will implement them	Create policies when requested	Create policies when requested
Scan for new or improved programs, services or processes to provide continual improvement for the association	Scan for new or improved programs, services or processes to provide continual improvement for the association	Scan for new or improved programs, services or processes to provide continual improvement for the association
Delegate operational activities to committees, task forces, or staff	Create and implement the tactics necessary to achieve the desired strategic outcomes	Provide staff support to Board, Committees, and task forces to help them achieve their strategic and tactical objectives
Serve as liaison between Board to assigned chapters, committees and task forces	Use the resources available with the association	Help volunteers understand and use the resources available within the association to help them achieve their objectives
Develop a succession plan for volunteer leadership	Include others as appropriate in the accomplishment of delegated tasks	Seek out and recruit volunteers
	Provide a variety of tasks with varying levels of involvement and commitment that encourage participation by members at a level they are willing to give	Provide a variety of tasks with varying levels of involvement and commitment that encourage participation by members at a level they are willing to give
Periodically review outcomes and deliverables of committees, task forces, or staff to assure they are consistent with strategic intent and core values	Report progress to Board, get feedback, make adjustments to tactics as needed	Report progress to Board, get feedback, make adjustments as needed
Create a nimble infrastructure, with work and decision-making systems to respond to increasingly complex marketplaces	Create a nimble infrastructure, with work and decision-making systems to respond to increasingly complex marketplaces	Create a nimble infrastructure, with work and decision-making systems to respond to increasingly complex marketplaces
Create a culture of trust for staff and volunteers, with common agreement on what will define success	Create a culture of trust for staff and volunteers, with common agreement on what will define success	Maintain a culture of trust for staff and volunteers, with common agreement on what will define success
Approve a budget that is a fiscal reflection of the strategic intent of the Society	Operate within the budget. Request financial and non-financial resources to achieve goals.	Manage the financial and operational viability of the Society
Hire, evaluate and fire the Executive Director		Hire, evaluate and fire staff