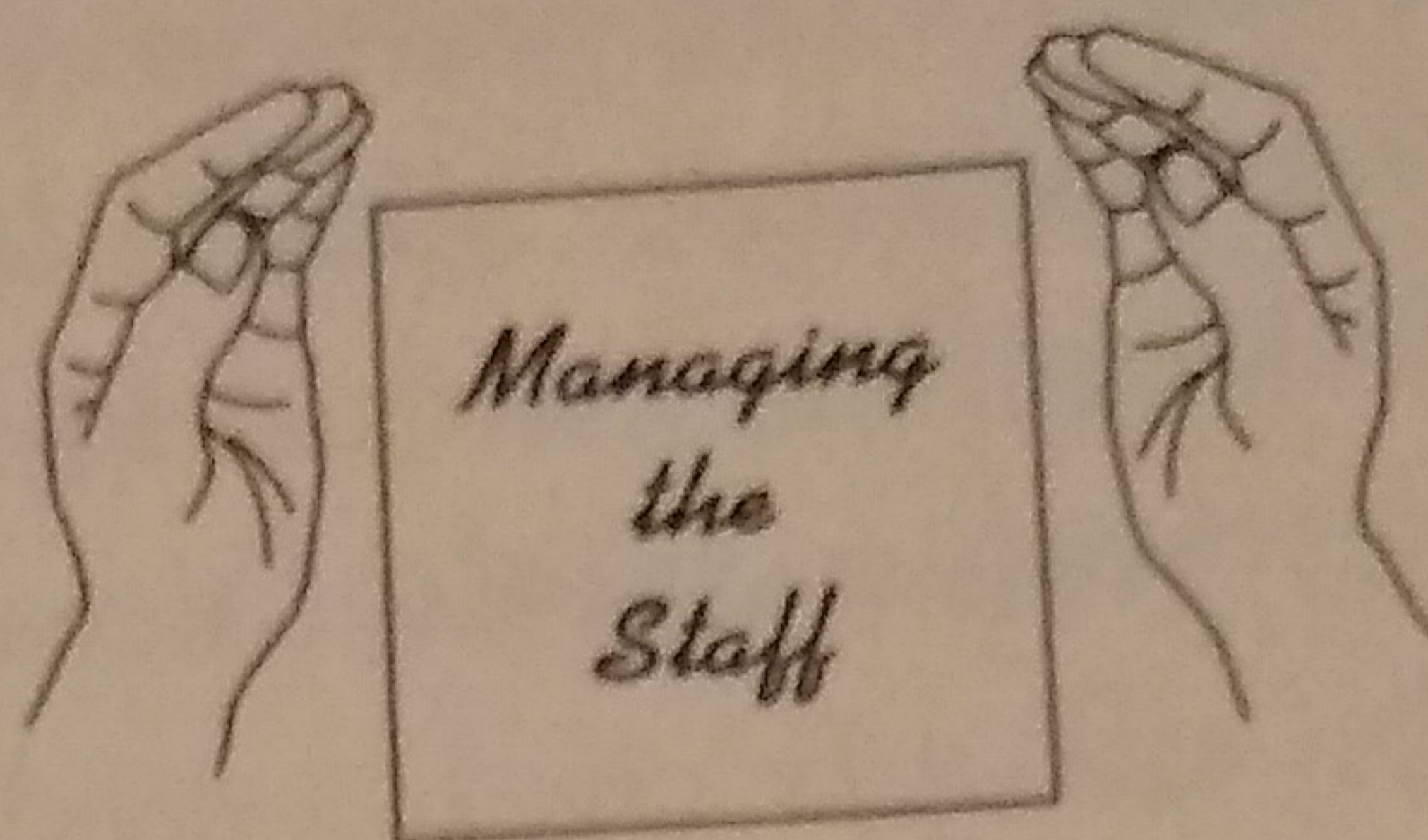


Hands On!

Examples of What the Board Should Do Hands On

- Set the board's work plan and agenda for the year and for each meeting
- Determine board training and development needs
- Attend to discipline in board attendance, following bylaws and other self-imposed rules
- Become expert in governance
- Meet with and gather wisdom from the ownership
- Establish the limits of the CEO's authority to budget, administer finances and compensation, establish programs, and otherwise manage the organization
- Establish the results, recipients, and acceptable costs of those results that justify the organization's existence
- Examine monitoring data and determine whether the organization has achieved a reasonable interpretation of board-stated criteria



Hands Off!

Examples of What the Board and Its CGO* Should Keep Hands Off

- Establish services, programs, curricula, or budgets
- Approve the CEO's personnel, program, or budgetary plans
- Render any judgments or assessments of staff activity for which no previous board expectations have been stated
- Determine staff development needs, terminations, or promotions
- Design staff jobs or instruct any staff member subordinate to the CEO (except when the CEO has assigned a staff member to some board function)
- Decide on the organizational chart and staffing requirements
- Establish committees to advise or help staff

*The term CGO, introduced in Chapter Three, is roughly equivalent to chair.