



CEO/Board Responsibilities Chart

BOARD AS STAFF	BOARD AS MANAGERS	BOARD AS DIRECTORS	BOARD AS GOVERNORS	BOARD AS ADVISORS
Legal responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with the board responsibility resides with the board	Legal responsibility resides with the board	Legal responsibility resides with 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 board	Reasons for organization to exist are determined by the CEO
Organization long-term goals are set by the board	Organization long-term goals are set by the board	Organization long-term goals are set by the board	Organization long-term goals are set by the CEO	Organization long-term goals are set by the CEO
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 CEO	Strategies to achieve organizational long-term goals are developed by the CEO	Strategies to achieve organizational long-term goals are developed by the CEO
Day-to-day operational authority rests with the board	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO	Day-to-day operational authority rests with the CEO
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
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

Teal indicates board responsibilities; Salmon indicates CEO responsibilities. These vary based upon which type of board you have. Adapted from R. Terrence Jackson (C) 2004