

WHO'S RESPONSIBLE--THE BOARD OR ADMINISTRATOR?

Here are our recommendations for who should be responsible for the various activities and decisions to be made by your organization.....

AREA	BOARD	ADMINISTRATOR
Long-term goals (more than 1 year)	Approves	Recommends and provides input
Short-term goals (less than 1 year)	Monitors	Establishes and carries out
Day to day operations	No role	Makes all management decisions
Budget	Approves	Develops and recommends
Capital purchases	Approves	Prepares requests
Decisions on building, renovation, leasing, expansion	Makes decisions, assumes responsibility	Recommends (could also sign contracts if given authority)
Supply purchases	Establishes policy and budget for supplies	Purchases according to board policy and maintains an adequate audit trail
Major repairs	Approves	Obtains estimates and prepares recommendation
Minor repairs	Policy should include amount that can be spent w/o board approval	Authorizes repairs up to prearranged amount
Emergency repairs	Works with administrator	Notifies board chairperson and acts with concurrence from chair
Cleaning and maintenance	No role (oversight only)	Sets up schedule
Fees	Adopts policy	Develops fee schedules
Billing, credit and collections	Adopts policy	Proposes policy and implements
Hiring of staff	No role	Approves all hiring
Staff deployment and assignment	No role	Establishes
Firing of staff	No role	Makes final determination decisions
Staff grievances	No role	The grievances stop at the administrator
Personnel policies	Adopts	Recommends and administers
Staff salaries	Allocates line item for salaries in budget	Approves salaries with recommendations from supervisory staff
Staff evaluation	Evaluates only administrator	Evaluates other staff

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