

**SHARED LEADERSHIP  
DEFINED ROLES**

<i>Governing Board</i>	<i>Chief Executive Officer (CEO)</i>
<i>Arbiter/Protector of Stakeholder Interests</i>	<i>Leadership Expert</i>
<i>Governance Expertise</i>	<i>Operational Expert</i>
<i>Final Authority on All Matters <u>NOT</u> Delegated</i>	<i>Final Authority on <u>SPECIFICALLY</u> Delegated Matters</i>
<i>What</i>	<i>How</i>
<i>Policy</i>	<i>Procedure</i>
<i>Strategy Development</i>	<i>Strategy Deployment</i>
<i>Results</i>	<i>Evaluation</i>

**LEADERSHIP ROLES AND RESPONSIBILITIES DEFINITIONS**

<b>GOVERNING BOARD</b>	<b>CEO</b>
<p>The final authority and responsibility for all actions of the organization rest here. The board can delegate its authority but not its responsibility.</p> <p><b>Arbiter/Protector of Stakeholder Interests</b> Through policy development, the board creates a structure to fairly and effectively conduct the organization's business and respond to stakeholder interests.</p> <p><b>Governance Expertise</b> The board is responsible for ensuring that members have the skills and experience to govern successfully in a constantly changing environment.</p> <p><b>Final Authority on All Matters <u>NOT</u> Delegated</b> As part of its shared leadership structure, the board retains authority to govern all undelegated operations of the organization.*</p> <p><b>What</b> The board guides the organization by keeping the focus on the organization's mission and vision.</p> <p><b>Policy</b> The board creates policies for the organization that direct and guide the organization's activities. The policies are legally enforceable.</p> <p><b>Strategy Development</b> Strategic thinking is a primary function of governance. Strategy drives policy, budget, and programs.</p> <p><b>Results</b> Among its most critical tasks are monitoring organizational results and making adjustments to stay on course.</p>	<p>The CEO is typically the board's only direct report.</p> <p><b>Leadership Expert</b> The CEO is responsible for organizational leadership and workforce development.</p> <p><b>Operational Expert</b> The CEO is responsible for the design, implementation, and management of all organizational systems and processes.</p> <p><b>Final Authority on <u>SPECIFICALLY</u> Delegated Matters</b> Board policies and the CEO's employment contract specifically identify the CEO's authority and responsibility.</p> <p><b>How</b> The CEO is responsible for translating the mission and vision of the board into actions that produce desired results.</p> <p><b>Procedure</b> The CEO develops written guidance for employees on how to implement the board's policies fairly and consistently.</p> <p><b>Strategy Deployment</b> The CEO organizes and deploys resources to achieve organizational strategies set by the board.</p> <p><b>Evaluation</b> The CEO is responsible for ensuring that timely and accurate evaluations are conducted on all organizational functions and that the results are reported to the board.</p>