

BOARD-EXECUTIVE RELATIONSHIP

While the board job is generally confined to establishing the broadest policies, implementation and subsidiary policy development is delegated to the Executive Director.

1. All board authority delegated to staff is delegated through the Executive Director, so that all authority and accountability of staff--as far as the board is concerned—is considered to be the authority and accountability of the Executive Director.
2. *Ends* policies direct the Executive Director to achieve certain results; *Executive Limitations* policies constrain the Executive Director to act within acceptable boundaries of prudence and ethics. With respect to *ends* and *executive means*, the Executive Director is authorized to establish all further policies, make all decisions, take all actions and develop all activities as long as they are consonant with *any reasonable interpretation* of the board's policies.
3. The board may change its policies, thereby shifting the boundary between board and Executive Director domains. Consequently, the board may change the latitude of choice given to the Executive Director, but so long as any particular delegation is in place, the board and its members will respect and support the Executive Director's choices. This does not prevent the board from obtaining information in the delegated areas, except individual client-identified data.
4. Except when a person or committee has been authorized to incur some amount of staff cost for study of an issue, no board member, officer or committee has authority over the Executive Director. Information may be requested by these individuals or groups, but if such request—in the Executive Director's judgment—requires a material amount of staff time or funds or is disruptive, it may be refused.