

VULS Executive Model

Role of the Board	Role of the Executive Director	Role of the Managers
Deals with the “whole”, develops concepts, governance	Deals with the “parts”, responsible for all the parts coming together	Deals with day-to-day operations
Long-term focus	Medium-term / long- term focus	Short-term / medium-term focus
Develops long-term vision for organization	Works with board to develop vision and goals	
Determines goals that will fulfill stated vision	Develops programs to fulfill specific goals	Works with ED to develop and enact programs
Determines priorities for organization and parameters to measure success	Works with Board to determine priorities; is responsible for implementing priorities	
Establishes policies, evaluates programs	Implements policies, oversees enactment of programs and day-to-day operations	Implements programs and deals with day-to-day operations
Analyses information provided, evaluates results, re-established priorities	Provides information to the Board on the results achieved and decisions made towards priorities	Provides information to the ED on results achieved towards programs and operations
Deals with the ED	Bridge from Board to staff	Deals with the ED
Full board has authority over ED; evaluates ED performance	Has authority over all staff; evaluates staff performance	
Accountable to membership	Accountable to full Board	Accountable to ED

The board must determine its priorities or objectives, as well as measures of performance by which to evaluate these objectives. The board will use these measures to hold the ED accountable for achieving the organization’s stated objectives. Put another way, the board identifies the ends, and the ED determines the means.

The Executive Director is responsible for managing the operations and programs of the VULS, and for providing information regarding these activities to the Board.

The Managers are responsible for running the day-to-day operations of the VULS, and take direction from the ED, not from the Board.

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