

**Policy Type: Board/Staff Relationship**

**Delegation to the CEO**

The Board will instruct the CEO through written policies which prescribe the organizational ends to be achieved and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the CEO to achieve certain results for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called *Ends* policies
2. The Board will develop policies which limit the latitude the CEO may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called *Executive Limitations* policies
3. As long as the CEO uses any reasonable interpretation of the Board's *Ends* and *Executive Limitations* policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities the CEO deems appropriate to achieve the Board's *Ends* policies
4. The Board may change its *Ends* and *Executive Limitations* policies at any time, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. However, as long as any Board-specified delegation of authority is in place, the Board will respect and support any reasonable interpretation of its policies, even though the CEO choices may not be the choices the Board or its members may have made

Adopted: 2000

**Monitoring Method:** *Board self-assessment*  
**Monitoring Frequency:** *May and December*