

Anchor Advisors
Roles and Responsibilities
Strategic Planning and Operations

	Board Role	Executive Director Role	Staff Role
Mission/Vision/Values Core Purpose. What the organization exists to do (mission and vision) and the way it will accomplish this (values)	Sets mission, vision, and values; periodically re-affirms	With Board, sets mission, vision, and values Translates mission and vision to staff to create programs and goals	Provides feedback to Board regarding Mission and Vision Executes Mission and Vision in form of programs and operations
Strategy How we will achieve our shared vision of the future.	Sets organizational strategy	With Board, sets strategy, informed by staff feedback	Informs Board what is practical, what is going on in the field, and provides context and other information necessary to inform strategy
Programs and Tactics How strategy is executed; how results are achieved.	Ensures program goals are aligned with mission and vision.	Oversees the design and implementation of programs and tactics that will fulfill the Mission and Strategy set by the board.	Designs and implements programs and tactics that will fulfill the Mission and Strategy set by the board.
Results What the organization achieves. Impact, effectiveness and efficiency.	Measures progress and holds staff accountable to results.	Monitors, evaluates, and reports on results. Adjust tactics to improve results.	Reports on results.
Key Focus What is the area where this group is most focused	How are we fulfilling our mission? What strategies would be most effective in fulfilling that mission?	Do I have the right team, focused on the right goals to live out the strategy we have chosen to fulfill our mission?	Are we doing the right things to achieve the goals and outcomes that show that we are making a difference?