

**Table II:9 – Examples of Management Systems for Specific Functions**

<b>Management System for Board of Directors</b>					
Inputs	Processes				Outputs
	Planning	Developing	Operating	Evaluating	
<ul style="list-style-type: none"> <li>▪ Past evaluation results of Board</li> <li>▪ Annual calendar</li> <li>▪ Mission, vision, values, goals</li> <li>▪ Business plans</li> <li>▪ Stockholders</li> <li>▪ Laws and regulations on governance</li> <li>▪ Employees</li> <li>▪ Best practices on Boards</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board policies and procedures</li> <li>▪ Job descriptions</li> <li>▪ Board organization chart</li> <li>▪ Board Committee work plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ Form Board Develop. Committee</li> <li>▪ Recruit members</li> <li>▪ Provide Board Manual</li> <li>▪ Train members about Boards</li> <li>▪ Orient members about the organization</li> <li>▪ Organize members into committees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attend meetings</li> <li>▪ Research, discussions, debates</li> <li>▪ Motions, decisions</li> <li>▪ Strategic planning</li> <li>▪ Supervise CEO</li> <li>▪ Conduct public relations</li> <li>▪ Review financials</li> <li>▪ Declare stock equity and dividends</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting evaluations</li> <li>▪ Quality of attendance, participation, teamwork, strategic decisions?</li> <li>▪ Board self-evaluation annually</li> <li>▪ Board Develop. Plan to address results of evaluations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board minutes with decisions</li> <li>▪ Directions to CEO</li> <li>▪ Public speeches</li> <li>▪ Financial reviews</li> <li>▪ Board Develop. Plan</li> <li>▪ Updated Board policies and procedures</li> </ul>

<b>Management System for Strategic Planning</b>					
Inputs	Processes				Outputs
	Planning	Developing	Operating	Evaluating	
<ul style="list-style-type: none"> <li>▪ Past results of types of evaluations</li> <li>▪ Past Strategic Plan</li> <li>▪ Business plans</li> <li>▪ Board and employees</li> <li>▪ Researchers and experts on trends, industries, product and services</li> <li>▪ Best practices on planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clarify purposes of planning</li> <li>▪ Decide time span of Strategic Plan</li> <li>▪ Select planning model</li> <li>▪ Select participants</li> <li>▪ Identify needed outside help</li> <li>▪ Identify needed materials</li> </ul>	<ul style="list-style-type: none"> <li>▪ Form Planning Committee</li> <li>▪ Hire, orient facilitator</li> <li>▪ Announce planning process</li> <li>▪ Train on strategic planning</li> <li>▪ Orient experts the organization</li> <li>▪ Design research plans</li> <li>▪ Schedule sessions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop/review mission, vision, values</li> <li>▪ External analysis</li> <li>▪ Internal analysis</li> <li>▪ Establish strategic goals</li> <li>▪ Develop action plans</li> <li>▪ Develop Operating Plan</li> <li>▪ Develop Budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide clear mission, goals, actions, budget?</li> <li>▪ Satisfaction checks during planning</li> <li>▪ Plan being implemented?</li> <li>▪ Implementation on schedule?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategic Plan</li> <li>▪ SWOT information</li> <li>▪ New/updated mission, vision, values, goals</li> <li>▪ Action plans</li> <li>▪ Operating Plan</li> <li>▪ Budget</li> <li>▪ Performance goals for Board members and employees</li> </ul>