

Board V. Staff: There is a distinction between operating and governance responsibilities, which translate to responsibilities of the staff and board.

For traditional governance boards, the board is tasked with making high-level strategic decisions for the organization itself in its effort to help a nonprofit achieve its mission long-term. The CEO, on the other hand, is responsible for managing the operational side of the organization.

In working boards, some of the management responsibilities will be taken on by a board committee or group of board members. In that case, there may need to be a third column in this chart to identify the tasks that the committee will do in place of management. (The board & CEO will need to clarify the board's composition, responsibilities, tasks, etc.)

	Management	Board
1. Planning	<i>Goal Setting</i>	Create long & short-term strategic goals that align with the organization's mission and vision
	<i>Operationalization of plan</i>	Identify the tasks, timeline, resources & responsible parties needed to execute the plan
	<i>Outcome assessment (measurements of</i>	Define measure of success & methodology for tracking results
2. Programs & Services		Monitor progress against the plan
	<i>Oversight</i>	Oversee delivery of programs & services
	<i>Reporting</i>	Provide updates on outcomes at predetermined intervals throughout the fiscal year Provide current update son program changes
3. Organizational Policies & Record Keeping	Draft, oversee & update all processes/procedures for the organization	Review & approve agreed upon operating & financial policies & controls such as: hiring, appraisal, compensation, termination, finance, I/T security & conflict of interest
	Maintain & protect all financial, human capital & fundraising records	Maintain the organization's by-laws
4. Financial Budgeting & Reporting	<i>Budget</i>	Draft organizational budget, identify cost savings, resource investments (human/program/capital) or borrowing needed to execute strategic & programmatic priorities
	<i>Reporting</i>	Review budget & subsequent results (variances) with Treasurer, finance committee & board of directors
5. Tax Filings	Lead staff involvement for the completion of tax filings	Review/share feedback on draft budget considering strategic plan & financial goals Approve annual budget in advance of upcoming fiscal year
6. Board Meeting Management	Lead board involvement for review of tax filings	Review results (actual vs budget) in financial reports provided by staff from internal & external sources such as monthly financial statements, investment reports
7. Committee Management	CEO works with Board Chair/Executive Committee to set agendas & provide admin. support for board meetings	Lead board involvement for review of tax filings
8. Recruitment & Onboarding	CEO & board confirm each committee's purpose & tasks	Committee Chairs set agendas, oversee tasks & provide updates at board meetings
	<i>Recruitment</i>	Draft & update job descriptions for all staff positions Identify & hire potential candidates (staff) Assist in identifying & recruiting new board members
	<i>Onboarding</i>	Onboard new employees
9. Talent Management		Develop and keep current CEO job description Select & evaluate the CEO Identify & recruit new board members Develop & keep current clear responsibilities for board membership & board officer roles Develop & maintain system for identifying "gaps" in board talent
		Onboard new members
10. Fundraising		Oversee annual performance appraisal process for staff
		Perform annual appraisal process for CEO Perform annual appraisal process for board: assess the board's perception of its performance
11. Public Standing/Visibility of organization		Draft the fundraising plan for board feedback
		Execute fundraising plan
	Contribute to public standing/visibility of the organization	Provide input & feedback on fundraising plan "Open" networks & support fundraising efforts
	Be ambassador for the organization	Contribute to public standing/visibility of the organization Be ambassador for the organization