

## Functions of the Board and Chief Executive

Highly effective boards forge a meaningful and successful partnership with the chief executive and - in larger organizations - the management team. The foundation for this partnership is established by creating a working relationship grounded in mutual respect and supported by clarity of roles, expectations, and open communication.

Function	Board	Chief Executive	Shared
<b>Mission, Vision and Policy Development</b>	Board Governance Committee develops board governance policies and brings to board for approval.	Develops and enforces employee and operational policies. Participates on Governance Committee and provides administrative support for policy development.	Work on mission and vision (board has final approval.) Ensure all policies are in keeping with current law. Adhere to policies and support mission/vision.
<b>Budgeting and Fiscal Reporting</b>	Board holds ultimate responsibility for integrity of finances and for approving budget and major funding decisions. Conducts audit.	Develops budget with Finance Committee which then presents it to the full Board. Manages to the board-approved budget. Provides information/support.	Regularly reviews all financials.
<b>Planning Board Meetings</b>	Board Chair and Committee Chair instrumental in meeting preparation and creating agenda.	Identifies key issues. Ensures Board members have needed materials.	Strategize on best use of time and flow of meeting.
<b>Facilitating Board Meetings</b>	Board Chair leads and facilitates board meetings.	N/A	N/A
<b>Committee Work</b>	Committee Chair leads and facilitates. Committee members participate.	Provides materials and administrative support. Participates as appropriate	Work to ensure committee has focus, goals and charter.
<b>Board Building</b>	Governance Committee leads recruitment and orientation. All Board members participate in recruitment and board development.	Provides information and support and can make referrals.	Meet with potential new Board members.
<b>Board Assessment</b>	Governance Committee leads process, full board participates.	Provides resources and support.	N/A
<b>Strategic Planning</b>	Establishes process and leads board engagement.	Provides resources, support, and data.	Engage in strategic planning as partners.
<b>Fundraising</b>	Establishes and approves fundraising plan and engages in development activities.	Provides tools, supports fundraising, writes grants and is active in donor development.	Participate in donor stewardship, special events and other development activities.
<b>Staff Oversight</b>	Oversees hiring and evaluation of Chief Executive.	Oversees hiring, supervision and evaluation of all other employees.	Ensures decisions are within budget.