The partnership of the board chair and chief executive provides a structure for leading the organization. Governance and management complement and support each other — together focused on mission through different perspectives and actions. The partnership itself is critical for sharing information, addressing issues, and planning next steps appropriate to the individual and collective responsibilities.

**Board Chair Leadership**

- No micro-managing

**Chief Executive Leadership**

- No micro-governing

**Shared Tasks:**
- Mutual respect, trust, & support
- Reciprocal communications
- Shared purpose & mission-driven
- Context: for the good of the organization

**Shared Responsibilities:**
- Social stewardship
- Fiscal stewardship
- Resource development
- Succession planning
- Strategic planning & program evaluation
- Collective purpose

**Shared Outcomes:**
- Mission impact
- Organizational growth and sustainability
- Healthy, functional organization
- Change as a constant

**Governance:**¹
- Determine mission, vision, and values
- Be purpose-driven
- Select the chief executive Support & evaluate the chief executive
- Ensure effective planning & strategy setting
- Monitor & strengthen programs and services
- Ensure adequate financial resources
- Protect assets & provide financial oversight
- Build a competent, inclusive, & equitable board
- Ensure legal & ethical integrity
- Enhance the organization’s public standing

**Board Development:**
- Initiation • Orientation
- Sustainability • Preservation

**Boardroom:**
- Mission-driven focus on governance tasks
- Board focused on stakeholders
- High functioning board focused on process, tasks, & outcomes

**Management:**²
- Commit to the mission, vision, and values
- Advance the collective purpose
- Lead the staff & manage the organization
- Lead & manage fundraising
- Follow the highest ethical standards, ensure accountability, & comply with the law
- Engage the board in planning & lead implementation
- Develop future leadership
- Build external relationships & serve as an advocate
- Ensure the quality & effectiveness of programs
- Support the board

**Staff Development:**
- Initiation • Orientation
- Sustainability • Preservation

**Workplace:**
- Mission-driven focus on management tasks
- Staff focused on clients/customers
- High functioning staff focused on values, process, tasks, & outcomes

¹Source: *Ten Basic Responsibilities of Nonprofit Boards*

²Source: *The Nonprofit Chief Executive’s Ten Basic Responsibilities*