

# Roles and Responsibilities of Nonprofit Board and Staff Members



The boards of directors of nonprofit organizations have certain responsibilities that fall within two broad categories: support and governance. Support includes such things as participating in fundraising, recruiting additional supporters, and promoting the organization within the community. Governance involves protecting the public interest, fiduciary duties of care, obedience and loyalty, ensuring legal and tax compliance, hiring and evaluating the chief executive, and evaluating the overall performance of the organization. The following checklist was adapted from The Free Management Library. The document may be used as a planning tool to facilitate conversation around the roles and responsibilities of board and staff.

Activity	Responsible Person		
	Board	Staff	Name or Title
Direct the planning process	✓		
Provide input to long range goals	✓	✓	
Approve long range goals	✓		
Formulate annual objectives		✓	
Approve annual objectives	✓		
Prepare performance reports on achievement of goals and objectives		✓	
Monitor achievement of goals and objectives	✓	✓	

Programming	Board	Staff	Name or Title
Assess stakeholder (customers, community) needs		✓	
Train volunteer leaders		✓	
Oversee evaluation of products, services and programs	✓		
Maintain program records; prepare program reports		✓	

Activity	Responsible Person		
	Board	Staff	Name or Title
Prepare preliminary budget		✓	
Finalize and approve budget	✓		
See that expenditures are within budget during the year		✓	
Solicit contributions in fundraising campaigns (nonprofits)	✓		
Organize fundraising campaigns (nonprofits)		✓	
Approve expenditures outside authorized budget	✓		

Personnel	Board	Staff	Name or Title
Employ Chief Executive	✓		
Direct work of staff		✓	
Hire and discharge staff members		✓	
Decision to add staff	✓		
Settle discord among staff		✓	
Community Relations	Board	Staff	Name or Title
Interpret organization to the community	✓		
Write news stories		✓	
Provide organization linkage to other organizations	✓	✓	

Board Committees	Board	Staff	Name or Title
Appoint committee members	✓		
Urge committee chairs to action	✓		
Promote attendance at board/committee meetings	✓	✓	
Recruit new board members	✓		
Plan agenda for board meetings	✓	✓	
Take minutes at board meetings	✓	✓	
Plan and propose committee organization	✓	✓	
Prepare exhibits, material and proposals for Board and Committees		✓	
Sign legal documents	✓		
Insure implementation of board and committee decisions		✓	
Settle disputes between committees and board members	✓		