



Board of Directors/Executive Director Partnership Dynamic

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	BOARD RESPONSIBILITIES	EXECUTIVE DIRECTOR RESPONSIBILITIES
ORGANIZATIONAL MISSION & VALUES	Collaborates with executive director in establishing the organizational mission and values but is also the chief guardian and ultimate owner of the mission and values. Board is responsible for holding the executive director accountable for staying within the mission and value guardrails of the organization.	Collaborates with the board in defining the organizational mission and values, ensures they are communicated throughout the organization, and operates within the guardrails set for the mission.
ORGANIZATIONAL STRATEGY	Reviews, provides input, and holds executive director accountable for ensuring that strategies align with organizational mission and values. Board has final approval on all strategic initiatives.	Develops strategy in conjunction with the board to accomplish mission of the organization.
STAFFING	Owns the process for identifying and selecting the executive director as well as terminating an executive director when necessary. Executive committee or personnel committee has final approval on all senior staff hirings.	Owns final decision on all non-senior staff selections and in conjunction with the executive committee or personnel committee approves senior staff hires. The executive director is responsible for identifying and vetting all senior hire candidates.
FINANCIAL STEWARDSHIP	Reviews and approves annual budget, and subset of board assigned to monitor that executive director and CFO are operating within financial guardrails. Additionally, board is responsible for selecting financial audit firm to review organizational finances and financial operations on an annual basis.	Prepares and presents annual budget for board review and approval. Presents quarterly financial updates to the Board.

	BOARD RESPONSIBILITIES	EXECUTIVE DIRECTOR RESPONSIBILITIES
COMPENSATION	Approves annual compensation for all staff and sets executive director salary.	Initiates compensation strategy and amounts for all staff, excluding the executive director.
FUNDRAISING	Board members are not obligated to give personally but are responsible for helping the organization to raise money. If board members are truly captivated by the mission and culture of the organization, they should all give without being asked.	Serves as the chief fundraiser in the organization and is ultimately responsible for the organization meeting its revenue goals each year.
LEGAL RISK, EXPOSURE & INSURANCE	Ultimately, the Board is responsible for addressing liability concerns including legal risk, insurance coverage, security, and other areas of potential risk.	Responsible for initiating concerns around legal risk, exposure, insurance coverage, and other potential exposure issues and implementing policies and procedures to address vulnerabilities.
BOARD CHAIR	Monitors executive director's performance and conducts a performance review for the executive director at least annually. In conjunction with the executive director, develops agendas for all executive committee and board meetings. Also serves as primary liaison of board support and encouragement to the executive director.	Stays well connected with board chair to ensure board is appropriately brought along with organizational activity and strategic planning. Partners with board chair to develop all agendas for board meetings.

	BOARD RESPONSIBILITIES	EXECUTIVE DIRECTOR RESPONSIBILITIES
EXECUTIVE COMMITTEE	For any board larger than eight members, board should be responsible for identifying an executive committee that can meet with the executive director to discuss sensitive and timely topics. The executive committee should be selected from members within the existing board that form a cross-functional representation of the larger board. This executive committee will need to be empowered to make decisions at times on timely and sensitive topics (i.e. personnel concerns, litigation, etc.). This group also serves as a consistent sounding board for the executive director so that ongoing dialogue can take place between the executive director and board in a smaller, more sustainable format.	Meet regularly with executive committee for counsel and decisions on timely and sensitive matters.
BOARD CULTURE & PROCESSES	Owns setting the culture of the board and ensuring that all processes and policies for board operations and governance are followed.	Participates in developing a culture of board engagement in the mission.
BOARD MEMBER CYCLE	The executive committee vets and nominates all potential new board members. The executive committee suggests potential new board member candidates for the full board to approve.	Co-initiator in identifying new potential board members for executive committee vetting and full board approval.
SUCCESSION	Responsible for the planning of an eventual leadership transition and is constantly ensuring that the organization is scalable/sustainable beyond the current executive director.	Partners with the board in preparing for succession, and when new executive director is hired, serves as their greatest champion/ambassador.

NOTE: These roles can be adapted based on tenure, life experiences, and giftedness of the executive director. Additionally, based on the life cycle of an organization, there may be times when the board is slightly more or less operational in their support and oversight but should generally strive for the partnership dynamics stated above.