

Board responsibilities	Staff responsibilities
1. Makes final decisions on policies relating to mission, programs, finances, personnel, and public relations.	1. Carries out work authorized by the board or other policy-making bodies (for example, the executive committee).
2. Provides leadership and expertise with technical needs as identified by CEO and staff: for example, legal, accounting, public policy, marketing, and fundraising.	2. Provides the professional skills needed to manage daily operations.
3. Expected to know the mission, history, policies, and programs of the organization.	3. Responsible for understanding and mastering his or her own job.
4. Expected to know the duties the board delegates to staff.	4. Makes day-to-day decisions necessary for the functioning of the organization.
5. Available for staff consultation on matters of mutual concern.	5. Consults with board as necessary on program, finance, strategic planning, fundraising planning, and other issues.
6. Acts as both an informal and, when requested, formal ambassador and spokesperson for the organization.	6. Performs outreach duties as outlined in his or her job description.
7. Hires and evaluates the executive director.	7. The executive director is responsible for hiring and evaluating other staff.
8. Ensures financial support by participating in fundraising planning and activities, including making a personal gift.	8. Supports the board in its fundraising duties. Working through the lead staff, carries out fundraising tasks as assigned by the board and the development/fundraising committee.
9. With the help of the staff, evaluates and updates the work of the organization to ensure that it is meeting its mission.	9. Helps the board make good decisions based on complete, accurate, and timely information.

Of course, each organization interprets these guidelines a little differently (or chooses to ignore them altogether). It's up to you and your fellow trustees to sort out the details. If you take the time to work out a clear, explicit, and commonly shared framework for who does what, you'll have a lot less confusion and conflict.