

## BOARD RESPONSIBILITY MATRIX

PRIMARY ROLE	The Board acts to <b>GOVERN</b> the organization.	The Board acts to <b>SUPPORT</b> the organization.	The Executive Director acts to <b>MANAGE</b> all operations of the organization.
<b>Primary Objective</b>	To represent the <i>community's interests within the organization</i> by making sure the organization is fulfilling its mission, meeting the needs of its constituencies and operating legally, effectively and efficiently.	To represent <i>the organization's interests in the community</i> by providing necessary individual support to ensure that the organization has sufficient resources to fulfill its mission and is well known and respected in the community.	<ul style="list-style-type: none"> <li>• To give direction and leadership toward the achievement of the organization's philosophy, mission, strategy, and its annual goals and objectives.</li> <li>• To implement the strategic goals and objectives of the organization</li> <li>• With the chair, enable the Board to fulfill its governance function</li> </ul>
<b>Process for Action</b>	The Board acts as a body, with the assistance of committees authorized to act on behalf of the Board.	Board members act as individuals or through committees.	The Executive Directors acts in accordance with Board-approved policies and procedures.
<b>Mandated or Optional Function</b>	Governance fulfills a legal responsibility to the community and as such is a <i>mandated</i> function.	The level of support expected from individuals or committees is <i>optional</i> and will vary from organization to organization.	
<b>Accountability</b>	<p>The Board is governed by the organization's articles of incorporation, bylaws and Board resolutions.</p> <p>The Board adopts Board policies to guide its work.</p> <p>The Board should regularly asses its effectiveness at fulfilling its governance function.</p>	The Board should regularly assess its effectiveness at fulfilling its support function.	<p>The Executive Director is accountable to the Board of Directors.</p> <p>All other staff are accountable to the Executive Director.</p>

Adapted from [Board Responsibility Matrix](#), Doug Ford; [Roles and Responsibilities of Board Members](#), The Oertel Group; [Board and Staff Responsibilities](#), Authenticity Consulting, LLC ; [Board Essentials: What Are the Basic Responsibilities of Nonprofit Boards](#), BoardSource

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<b>Accounting/ Finance</b>	<ul style="list-style-type: none"> <li>• Approves annual budget.</li> <li>• Reviews periodic financial reports</li> <li>• Ensures that proper internal controls are in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Advises staff in areas of expertise.</li> <li>• Acts as a sounding board for the Executive Director and other executive staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepares annual budget with input from staff and accounting department.</li> <li>• Oversees the preparation of financial reports.</li> <li>• Implements proper financial controls.</li> </ul>
<b>Board Governance</b>	<ul style="list-style-type: none"> <li>• Maintains minutes, attendance records and deals with Board members who have lapsed in their responsibilities.</li> <li>• Recruits new Board members.</li> <li>• Evaluates the effectiveness of the Board, its committees and Board leadership.</li> </ul>	<ul style="list-style-type: none"> <li>• Advises staff in areas of expertise.</li> <li>• Acts as a sounding board for the Executive Director and other executive staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Assists with the preparation and distribution of minutes and other Board documents.</li> <li>• Proposes names for consideration.</li> </ul>
<b>Community Relations (Public Relations)</b>	<ul style="list-style-type: none"> <li>• Establishes policies for handling community relations.</li> </ul>	<ul style="list-style-type: none"> <li>• Acts as ambassadors to the community on behalf of the organization and its clients.</li> <li>• Promotes the organization in the community.</li> <li>• Enhances the organization's public image.</li> </ul>	<ul style="list-style-type: none"> <li>• Implements policies and plans for public relations and marketing.</li> </ul>
<b>Direction</b>	<ul style="list-style-type: none"> <li>• Determines organization's mission and purpose.</li> </ul>	<ul style="list-style-type: none"> <li>• Informs others about the organization's mission and purpose.</li> </ul>	<ul style="list-style-type: none"> <li>• Helps set and implement the strategic direction of the organization.</li> <li>• Provides information to inform the Board about the mission and purpose of the organization.</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Exercises fiduciary role to ensure that the organization is properly managed. The Board should have the mechanism to validate information from the ED.</li> <li>• Maintains corporate status; ensures that proper paperwork is submitted to governmental agencies.</li> <li>• Adheres to organization's bylaws and articles of incorporation.</li> <li>• Ensures adherence to legal standards and ethical norms and maintains accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• Advises staff in areas of expertise.</li> <li>• Acts as a sounding board for the Executive Director and other executive staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides information to the Board demonstrating the organization is well-managed.</li> <li>• Compiles information for annual filing requirements.</li> <li>• Provides information to help Board make informed decisions</li> <li>• Warns Board about potential legal difficulties with financial and business dealings.</li> </ul>

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<b>Personnel</b>	<ul style="list-style-type: none"> <li>• Adopts/reviews personnel policies.</li> <li>• Hires Executive Director and evaluates performance.</li> <li>• Sets compensation levels and specific salary of Executive Director.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures the Executive Director has the moral and professional support needed to further the goals of the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Implements personnel policies.</li> <li>• Hires all other personnel (employees and contractors) and evaluates performance of staff members (or delegates to appropriate supervisor).</li> <li>• Sets specific salaries of staff.</li> <li>• The Executive Director works for the Board and the rest of the staff work for the Executive Director.</li> </ul>
<b>Planning</b>	<ul style="list-style-type: none"> <li>• Approves annual and long-range goals for the organization.</li> <li>• Monitors achievement of goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Advises staff in areas of expertise.</li> <li>• Acts as a sounding board for the Executive Director and other executive staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Formulates annual and long-range goals for the organization.</li> <li>• Develops reports or oversees staff development of reports to demonstrate program progress.</li> </ul>
<b>Policy</b>	<ul style="list-style-type: none"> <li>• Sets policy (Broad rules or principles designed to influence and control present and future decisions, directions and actions. Policy decisions are those that affect the whole organization or provide guidelines for the ED's management of the organization.)</li> </ul>	<ul style="list-style-type: none"> <li>• Advises staff in areas of expertise.</li> <li>• Acts as a sounding board for the Executive Director and other executive staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Implements policy.</li> <li>• Makes specific operational decisions that are the staff's responsibility.</li> </ul>
<b>Programs</b>	<ul style="list-style-type: none"> <li>• Approves an annual operating plan, monitors implementation and makes sure there are program evaluations to measure impact.</li> </ul>	<ul style="list-style-type: none"> <li>• As needed, volunteers to assist staff and/or recruit new volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>• Assesses stakeholder needs.</li> <li>• Implements annual operating plan, oversees implementation and evaluation of programs.</li> </ul>
<b>Resource Development</b>	<ul style="list-style-type: none"> <li>• Establishes fundraising and marketing plans, including goals and objectives.</li> <li>• Ensures there are adequate resources for the organization to fulfill its mission.</li> </ul>	<ul style="list-style-type: none"> <li>• Contributes to the organization's fundraising success as appropriate to the individual and the organization.</li> <li>• Participates with other staff in raising adequate financial and other resources.</li> <li>• Lends names and personal reputation to the organization to use in brochures, grant proposals and other marketing materials.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducts research and assists in fundraising and marketing efforts.</li> <li>• Supports board efforts in fundraising and marketing.</li> </ul>