## Executive Director (ED)

**DO THIS**
- Hiring staff/vendors and set job descriptions/compensation
- Managing staff, vendors, and contracts (may delegate)
- Leads all fundraising plans/strategy (may delegate)
- Create all operational policies and tasks (facility and activities)
- Main public messenger (with special exceptions)
- Create and implement all programs (with board approval)
- Identify and manage/limit risk
- Assist board in creating the vision and strategic plan
- Lead capacity building efforts
  - Lead mission and goal attainment efforts
  - Lead budget process with Chair
  - Ensure timely and accurate financials
- Create and lead all systems of the organization (except board)

**DON’T DO THIS**
- Allow board or staff to see unnecessary drama
- Evaluating the staff
- Not be the main funder

## Board Chair

**DO THIS**
- Lead and manage board processes, members, and Executive Committee
- Create, populate committees and be ex-officio of all committees
- Follow all bylaws, laws, and rules (elections/votes)
- Serve as a main public messenger (discuss with ED)
- Lead board, ED evaluation, and orientation process
- Establish clarity of board roles and responsibilities (Board Agreement)
- Communicate regularly with ED and Board
- Create and pass budget with support of ED
- Setting up bank accounts (with ED and Treasurer)
- Recruit, retain and hold board members accountable
- Sole supervisor of ED
- Lead all aspects of ED onboarding and transitions. (may delegate)

**DON’T DO THIS**
- Assigning tasks to staff
- Undermine the Chair

## Board

**DO THIS**
- Support Chair in all tasks
  - Duty of Care, loyalty, and obedience
- Shape and honor mission, goals, legacy, and bylaws
- Cast informed votes
- Raise 10-20% of org’s budget through “give or get” policy
- Cultivating financial support (self and others)
- Reviewing organizational finances regularly
- Set policy
- Attend all meetings
- Delegate tasks to comm.
- Assist BC in onboarding and transition of ED
- Reduce or eliminate conflicts of interest

## Vice Chair (VC)

**DO THIS**
- Serve on Executive Committee
- Understand and assume chair role as needed

**DON’T DO THIS**
- Undermine the Chair

## Non-profit leadership roles, and how they build a sophisticated organization

**GET IN YOUR LANE**

Non-profit leadership roles, and how they build a sophisticated organization

**DO THIS DO THIS DO THIS DO THIS**

**DON’T DO THIS DON’T DO THIS DON’T DO THIS DON’T DO THIS**

**SHARED RESPONSIBILITIES: FUNDRAISING, FOLLOW LAW, BE AMBASSADOR, RECRUIT PEOPLE**

[MindTheGapConsulting.org](http://MindTheGapConsulting.org)
Sean Kosofsky, MPA • Sean@MindTheGapConsulting.org
## Treasurer
- Track and provide timely accurate financials
- Be an authorized signer on accounts
- Play lead role in audit and audit committee
- Serve on EC and Finance Committee
- Board’s main steward of financial health and compliance
- Assist in budget, 990, and financial statements

## Secretary
- Lead record keeper for board, government, and stakeholders
- Oversee taking and distribution of minutes
- Serve on Executive Committee
- Provide public notice of meetings if required
- Assume chair role, if others are absent.
- Notify board of mtgs far in advance

## Committee Chairs (CC)
- Lead committee meetings and process
- Accomplish goals set by committee and delegated by board
- Report out on progress to full board
- Recruit new committee members for sustainability

## Staff
- Reporting to the ED or ED’s Delegate
- Implementing Activities/Operations
- Implementing fundraising activities
- Gather performance data on programs
- Informing ED of liability or organizational problems
- Follow laws and employment manual

### DON'T DO THIS
- Accounting or bookkeeping
- Not an actual secretary
- Skip committee meetings because there is no quorum
- Undermine the ED by complaining to the board unless it's a major infraction

---

**MindTheGapConsulting.org**
Sean Kosofsky, MPA • Sean@MindTheGapConsulting.org