

Who Does What?  
**BOARD & STAFF ROLES AND RESPONSIBILITIES**

by Resource Development Counsel [rdcfunds.org](http://rdcfunds.org)

**In bold answers, supplied by Carter McNamara, Ph.D.**

**All other answers supplied by RCLS staff**

Nonprofit governance and operations are a partnership among board, volunteers, and staff. Following is a list of typical roles and responsibilities carried out by nonprofits.

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Mark an **S** by those items primarily a **staff** responsibility.

Mark a **B** by those items primarily a **board** responsibility.

Mark a **J** by those items that are a **joint** responsibility.

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#### **BOARD DEVELOPMENT**

- 1 Joint Identify new board members.
- 2 Board Recruit new board members.
- 3 Public/Association Votes Approve new board members.
- 4 Board Enforce term limits and bylaws.

#### **BOARD/COMMITTEES**

- 1 Board Appoint committee members.
- 2 Board Call committee chair to urge action.
- 3 Joint Promote attendance at meetings.
- 4 Joint Plan agenda for board meetings.
- 5 Joint Take minutes at board meetings.
- 6 Staff Prepare materials for board/committees.
- 7 Director or Staff Sign legal documents.
- 8 Staff Insure follow up to board/committee decisions.
- 9 Board Settle disagreements between committees.

#### **PLANNING**

- 1 Board Direct the process of planning.
- 2 Joint Provide input for long range goals.
- 3 Board Approve long range goals.
- 4 Staff Formulate annual objectives.
- 5 Board Approve annual objectives.
- 6 Joint Monitor achievement of goals & objectives
- 7 Staff Provide reports at board meetings & annually.

#### **FINANCE**

- 1 Staff Prepare preliminary budget.
- 2 Board Finalize and approve budget.
- 3 Staff See that expenditures are within budget during the fiscal year.
- 4 Board Solicit contributions, financial and in-kind.
- 5 Staff Organize fundraising and sponsorships.
- 6 Board Approve expenditures outside authorized budget.
- 7 Board Require and review an annual audit by an independent auditor.
- 8 Staff Prepare grants and proposals to foundations and corporations.

#### **PERSONNEL**

- 1 Board Employ the executive director
- 2 Staff Interview and hire staff.
- 3 Staff Interview and place volunteers.
- 4 Staff Settle problems among staff.
- 5 Board Decide on the need for paid positions.

#### **PROGRAMS**

- 1 Staff Assess stakeholder needs.
- 2 Staff Implement programs.
- 3 Staff Evaluate program effectiveness.
- 4 Staff Initiate new programs.
- 5 Staff Establish program priorities.
- 7 Staff Train volunteers.
8. Staff Maintain records and prepare reports.

#### **COMMUNITY RELATIONS**

- 1 Joint Meet with community leaders.
- 2 Staff Write news stories.
- 3 Joint Develop media connections.
- 4 Joint Provide key spokespersons to media.
- 5 Joint Represent the organization.
- 6 Joint Provide linkage to other organizations.