The partnership of the board chair and chief executive provides a structure for accomplishing the tasks of the organization. Governance and management complement and support each other — together focused on mission through different perspectives and actions. The partnership itself is critical in providing a communications headquarters for sharing information, addressing issues, and planning next steps appropriate to the individual and collective responsibilities.

**Board Chair Leadership**
- Mutual respect, trust, & support
- Reciprocal communications
- Shared purpose & mission-driven
- Context: for the good of the organization

**Chief Executive Leadership**
- Commit to the mission
- Lead the staff & manage the organization
- Lead & manage fundraising
- Follow the highest ethical standards, ensure accountability, & comply with the law
- Engage the board in planning & lead implementation
- Develop future leadership
- Build external relationships & serve as an advocate
- Ensure the quality & effectiveness of programs
- Support the board

**Governance:**
- Determine mission & purpose
- Select the chief executive
- Support & evaluate the chief executive
- Ensure effective planning
- Monitor & strengthen programs and services
- Ensure adequate financial resources
- Protect assets & provide financial oversight
- Build a competent board
- Ensure legal & ethical integrity
- Enhance the organization’s public standing

**Management:**
- Initiation • Orientation
- Sustainability • Preservation

**Board Development:**
- Initiation • Orientation
- Sustainability • Preservation

**Staff Development:**
- Initiation • Orientation
- Sustainability • Preservation

**Boardroom:**
- Mission-driven focus on governance tasks
- Board focused on stakeholders
- High functioning board focused on process, tasks, & outcomes

**Workplace:**
- Mission-driven focus on management tasks
- Staff focused on clients/customers
- High functioning staff focused on process, tasks, & outcomes

Source: *The Board Chair Handbook*