

# **The Board-Management Relationship**

## **Board's Roles**

Select, evaluate,  
support the CEO.

Approve high-level  
organizational goals and  
policies.

## **Management's Roles**

- Run the organization in line with and board direction.
- Keep the board educated and informed.
- Seek the board's counsel.
- Recommend goals and policies, supported by background information.

## Board's Roles

Make major decisions.

## Management's Roles

— Frame decisions in the context of the mission and strategic vision, and bring the board well-documented recommendations.

## Board's Roles

Oversee management and organizational performance.

## Management's Roles

- Bring the board timely information in concise, contextual, or comparative formats.
- Communicate with candor and transparency
- Be responsive to requests for additional information.

## Board's Roles

Act as external advocates and diplomats in public policy, fundraising, and stakeholder/community relations.

## Management's Roles

— Keep the board informed, bring recommendations, and mobilize directors to leverage their external connections to support the organization.