

WHO DECIDES?

Executive Director? Board Chair? Both?



**FROM THE NONPROFIT
LEADERSHIP LAB**

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THE BIG BUCKETS	EXECUTIVE DIRECTOR	BOARD CHAIR	SHARED
 Staff	- Hire, manage, supervise, fire	- Provide guidance when asked - Raise concerns for ED consideration - Save feedback for annual review	- X
 Supervision of E.D. & Annual Review	- Keep file of accomplishments, lessons learned for annual review process - Write a candid self-evaluation	- Lead a smart, thoughtful and timely annual review process	- Develop a process that is fair and inclusive, that measures skills, accomplishments, and leadership attributes - Conduct a debrief for lessons learned
 Strategy	- Once approved by board, lead a process to develop and execute goals aligned with the plan - Provide full board with regular progress updates	- Lead the board to approve, own, and champion the strategic vision, direction, and plan - Ensure regular monitoring	- Develop a board/staff process - Design board meetings that allow for robust engagement by the full board throughout
 Program Development & Evaluation	- Develop, procure funding, and implement programs that align with the mission and plan - Create a mechanism for program evaluation	- Encourage program innovation & pilots - Lead effort to monitor program effectiveness - Engage in deep discussion before approving a new program.	- Work together to implement new programs with planning & intentionality - Work together to ensure that the board has what it needs to evaluate programs with a process that is effective and not onerous on staff
 Budget	- Know your #'s cold, including the balance sheet - Build a thorough budget that threads the needle between doable and overly ambitious	- Provide clear direction to the Finance Committee to create a process with integrity	- Build a strong Finance Committee / Staff partnership for building and monitoring the budget - Ensure that the budget and all assumptions are clearly understood by all board members
 Board Recruitment & Leadership	- Identify strong prospects - Serve as non-voting member of the Recruitment Committee	- Hold all board members accountable to the vast array of responsibilities they signed up for - Ensure that board members have what they need to be successful - Approve new board members, officers, & committee chairs.	- Define the skills, expertise, and attributes necessary for your board, its mission, and the approved strategy. - Build a leadership pipeline. - Engage with E.D. as a thought partner

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 Ongoing Board Operations	- Provide admin support for board meetings & committee scheduling	- Responsible for productive board meetings & high-functioning committees	- Design a board meeting agenda
	- Keep file of accomplishments, lessons learned for annual review process	- Engage in annual board member evaluation - Accountability regarding board member responsibilities	- Determine & set committee goals - Hold discussions regarding conflicts of interest / termination
 Fundraising	- Provide board with tools and training to be effective ambassadors and fundraisers - Identify leads and prospects - Effective data management - Fuel board with impact stories.	- Responsible for holding all board members responsible for fundraising obligations - Identify leads & prospects - Donor stewardship	- Solicitation of board members' personal giving - Meeting annual fundraising goals - Development of new fundraising strategies



A BIGGER IMPACT

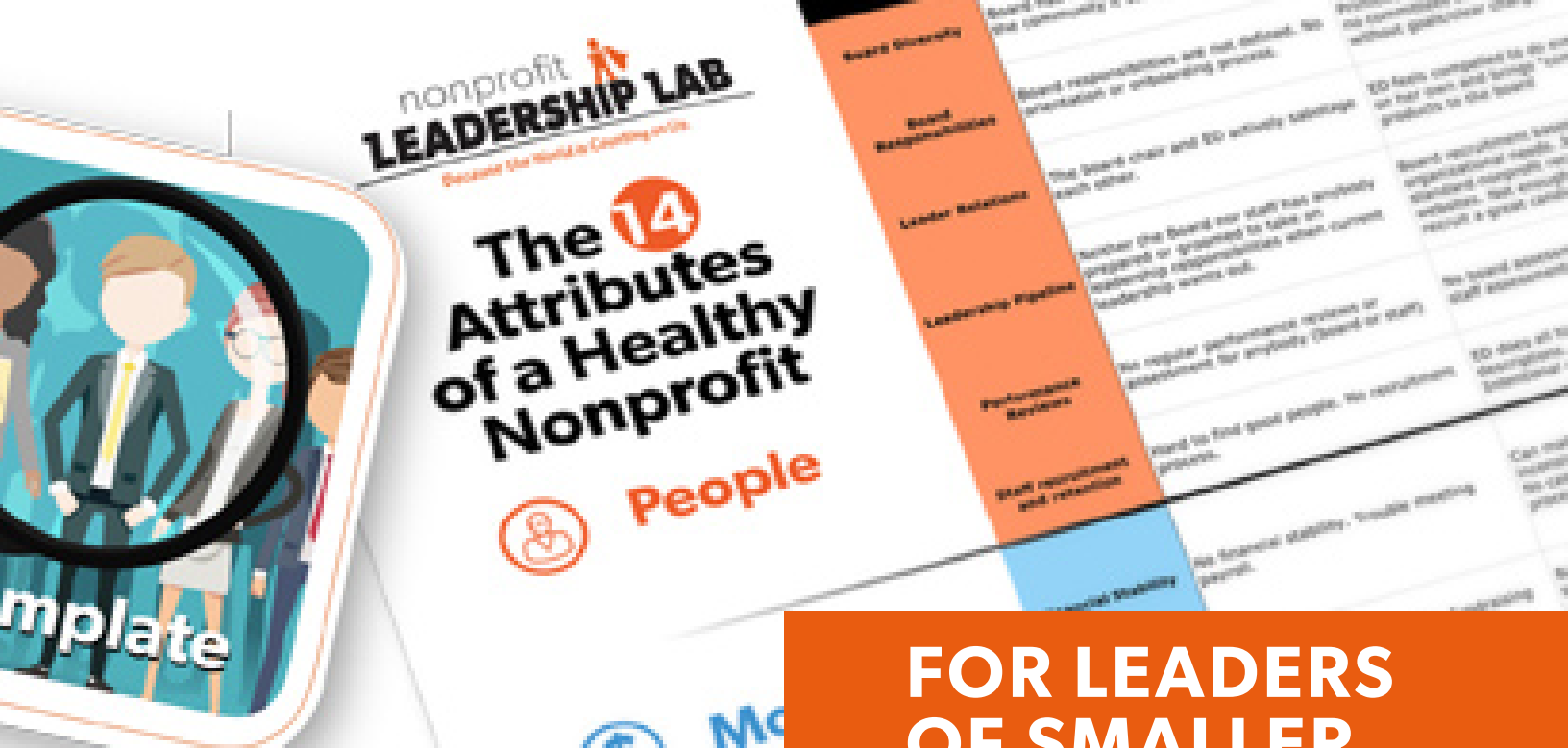
Hi, I'm Joan Garry. Consultant, coach, author of the best selling book "Joan Garry's Guide to Nonprofit Leadership", and the founder of the Nonprofit Leadership Lab. I have played every position on the nonprofit field – Executive Director, board member, donor, volunteer...

In my work with thousands of nonprofits all across America, and through my own experience as the Executive Director of GLAAD and board experience as a committee chair, I've seen first hand the challenges that nonprofit leaders face every day.

I created the Nonprofit Leadership Lab because I wanted to fill a gap – especially for board and staff leaders at smaller nonprofits that need advice, suggestions, and a big ol' shot in the arm.

I wanted to help small nonprofits have a much bigger impact. And I came to the realization that nonprofit leaders weren't getting enough help. At least not affordable help. And oh boy, they needed help in so many areas.

When you became
a nonprofit leader,
you became a
superhero



FOR LEADERS OF SMALLER NONPROFITS

With nearly 5,000 active members, the Nonprofit Leadership Lab is the world's most effective and supportive online membership program for board and staff leaders of smaller nonprofits, including:

- [Executive Directors](#) who do whatever it takes for those they serve... even sometimes at the expense of their free time, relationships, and health
- [Board Leaders](#) who care deeply for the cause and want to help their orgs become more sustainable for the long term
- [Startup Founders](#) who've gotten their nonprofits off to a good start and now need a clear path to growth and impact
- [Senior Staffers](#) who play a key role in fundraising or operations and are eager to help their orgs reach the next level

The Lab has everything leaders need to move an org from messy to thriving.





"The Nonprofit Leadership Lab is a supportive, collaborative, affirmative and resourceful space that will assist in your personal and organizational development. There is a plethora of resources and a community of people ready and willing to offer guidance and advice as you face challenges, celebrate with you on your wins, and inspire you to do the work of fulfilling the mission of your organization."

—Jennifer Fowler

LEARN MORE

- [Raise more money](#), gaining capacity and financial stability from a more diverse pool of funds
- [Build a 5-star board and staff](#), engaged, effective, and motivated
- [Attract more people](#) and grow an "army of the engaged" – donors, volunteers, and others who will spread the mission
- [Become a stronger and strategic leader](#), learning the key attributes of great nonprofit leadership and how to create a smart strategic plan
- [Live a more balanced life](#), where you don't feel as the leader that you're compelled to do whatever it takes ALL. THE. TIME. (which is really unhealthy).

Because the world is counting on us.

