

Managing vs. Governing

Activity	Managing Role	Governing Role
Staff and volunteer management	Recruiting, hiring, retaining, inspiring, supporting, supervising & evaluating staff and/or volunteers or contractors	Recruiting, hiring, retaining, inspiring, supporting, supervising & evaluating the Executive Director
Finance	Budget development, approval of routine expenses, accounting, reporting	Budget approval, financial report monitoring, some expenditure approval
Projects, programs, services, and partnerships	Idea/scenario generation; planning, managing, implementing and evaluating projects, programs, services, and activities; building and managing partner relationships; tracking and reporting on outcomes and impacts	Approving strategic and programmatic goals, approving projects/budgets, approving partnership agreements, assessing mission-focused outcomes and impacts
Operational excellence	Strategy development, organizational/operations management, data management, policy implementation, procedures development and monitoring	Strategy development, Board and committee development, policy development and monitoring, assessing progress
Fund development/fundraising	Creating, implementing, and evaluating fund/donor development and engagement plans, managing individual relationships, events, and activities (like grant writing) to secure revenues	Approving goals, targets (including revenue model and dollar amounts), and plans; advocating for mission; serving as an ambassador and relationship-builder