Chair Expectations of CEO

• Be sure I understand the vision, the product, the union rules

• Be sure the organization has adequate policies, expertise in staff, and controls

• Keep the board informed as necessary to discharge fiduciary obligations – transparency is best

• Tell me the hard choices and be willing to make them

• No surprises

• Tell me when you need my help

• Give me context
  ▪ What’s happening in our industry?
  ▪ What’s happening with our arts neighbors?

• Work with me on appropriate internal and external communications
  ▪ Which messages should come from chair?
  ▪ Which from CEO?

• Work with me on designing meetings that focus on participation and decision-making, not just reporting

• Reward me for my efforts
  ▪ Opportunities to meet the artists, social opportunities, public view if I am comfortable (it increases the public’s ownership to see the board, not always just the CEO)
  ▪ Use my time wisely and efficiently

• Keep me connected with Music Director, don't protect him from our realities
Chair Promises to CEO

• I've got your back

• I will help you with the board
  ▪ The hard conversations
  ▪ Keeping board members out of management activities

• I will share responsibility with recruitment, with asking board involvement, with fundraising

• I will create a zone of safety for truth-telling and questioning

• I will give you my best advice, not tell you what to do

• I will give you candid performance feedback and set clear, achievable goals

• I will be available when needed within the possibilities of my schedule (and I will adjust my schedule to make this role a priority)

• I will praise in public and correct in private

• I will be a champion for the organization in the community

• I will encourage and bolster your morale in tough times

• I will set an example as a board member in participation and giving within my capacity to do so