



## Breakout Session Takeaways

**Session Title:** Running Together: Navigating Board and Staff Roles in Nonprofit Race Management

**Presenter(s):** Jennifer Edwards, moderator, Big Sur Marathon Foundation (BSMF), Dino Pick, BSMF, Megan Faulkner & Scott Ghelfi, FRR, Inc. & Sara Klemme, Madison Marathon

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- 1. Establish frameworks to keep boards focused on governance.**
  - a. Review/reinforce Roles and Responsibilities
    - i. Oversight (Board) vs. Operations (Staff)
    - ii. Strategy/Vision (Board) vs. Execution (Staff)
  - b. Create an Org Chart (Canva, Lucidchart, Google Slides)
    - i. Clarity on Roles, Boundaries, Chain of Command
  - c. Board and Staff On-Boarding Procedures
    - i. Provide a comprehensive board manual; Hold a formal orientation within first 60 days; Consider Term Limits
  - d. Build Committee Charters (*to view the BSMF Committee Charter Template, please email [jennifer@bsim.org](mailto:jennifer@bsim.org)*)
    - i. Create clear agendas – focus on vision and governance
  - e. Keep your board informed: Utilize dashboards or reports staff can provide to keep boards informed without micromanagement (consider BoardSpot) Board Chair + ED should meet regularly to stay aligned
- 2. Make the time to strategize: Annual Retreats are important – determine your “Boulders” vs. “Pebbles”**
  - a. Team Building – May need to consider a Facilitator
  - b. Create/Update Strategic Plan – ED & Board Chair should align on a

- general plan prior to the meeting
- c. Write/refine Mission + Vision Statements
  - d. Establish shared long- and short-term goals/objectives

**Tip:** Send recap with updated Strategic Plan and Action Items

**3. Take a few minutes to identify:**

- a. One board behavior you want to clarify in 2026
- b. One staff process to strengthen
- c. One structural change to implement in the next 90 days
- d. Whether you and your board know what you/they are supposed to accomplish each year

4. **Communication:** Clearly defined roles, regular structured communication, transparency and mutual respect builds trust. Trust builds strong organizations. And strong organizations create better events and healthier communities.

5. **Legacy Events:** Evolution in legacy events with long-time board members requires more time and patience. Start with small changes, but keep moving forward!