We explore the relation between organizational culture and governance in distributed organizations. In distributed organizations, governance is facilitated by the transmission of organizational culture across geographic distances, allowing distributed members to span the boundary of the organization in order to accomplish organizational objectives. Boundaries define inside and outside, self and other, and self and organization. We suggest that boundary-spanning is a key aspect of governance in distributed organizations. While much of the governance literature focuses on the boundary-spanning activities of nonprofit boards, we describe boundary-spanning as an activity engaged in by dispersed organizational members. From this vantage point, governance is viewed as a process in which the distributed members of the organization play a key role. We present an in-depth case study that illustrates successful governance in a distributed nonprofit organization working across organizational boundaries in a networked environment. We identify the elements of organizational culture and the leader-follower dynamics that contribute to governance processes and facilitate the achievement of organizational objectives.