

BOARD EVALUATION

Volunteers are busy people who contribute great value to the organization. The evaluation process is an approach to ensure the best use of the board's time; as well as helping everyone understand and distinguish their roles and responsibilities.

The focus is on governance, committees and the organization. The intent is to determine the level of understanding and to fill in the information-gaps. Resulting discussions will lead to improvements.

Conduct the process before or after a board meeting halfway through the term of office --- led by the elected chairman¹ or the "board development committee"². Input should be compiled and individual answers kept confidential. Adapt the questions to your organization.

Indicate your comfort and understanding of these aspects of leadership and governance...	Very Comfortable	Somewhat Comfortable	Somewhat Uncomfortable	Very Uncomfortable	Not Sure N/A
Mission, Vision, Values and Goals					
1. Board understands and advances the mission statement, distinguishing the difference between mission, vision and values statements?					
2. Has a vision of how the organization should evolve over the next 3, 5 or 10 years?					
3. Engages in strategic planning resulting in appropriate long-range goals and annual objectives for the organization, board, staff and committees?					
4. Board identifies and considers external trends and influences impacting the organization and members?					
Governing Documents					
5. Board periodically reviews bylaws, articles of incorporation, mission and policies?					
6. Distinguishes mission statement from the vision and value statements and adheres to the principles they promote?					

¹ The chairman of the board leads the board evaluation, not the staff.

² Board Development Committee replaces the nominating committee with year-round responsibility for leadership ID and training.

Indicate your comfort and understanding of these aspects of leadership and governance...	Very Comfortable	Somewhat Comfortable	Somewhat Uncomfortable	Very Uncomfortable	Not Sure N/A
7. Adopts policies to reflect governing and management wisdom to pass on to future boards and staff?					
Benefits, Programs and Services					
8. The board is familiar with all programs and services offered?					
9. The board or a committee periodically reviews the complete portfolio of programs and services; improving what needs improving, eliminating ineffective programs, and recommending new programs and services?					
Budgeting, Finances and Fund Raising					
10. Board adopts and follows an annual budget?					
11. Assures the recommended reserve and investment strategy is yielding appropriate results?					
12. Receives monthly financial reports which are understandable, accurate and timely?					
13. Board understands and fulfills the organization's fundraising needs by giving and seeking donations?					
14. Requires an annual audit and considers the recommendations made in the independent auditor's report and management letter, with resulting changes as appropriate?					
Staffing and Professional Development					
15. Board delegates enough policy and operating authority for the executive director - CEO to lead and manage the organization?					
16. Regularly assesses the chief executive's performance and compensation in a fair and systematic way, related to the goals in the strategic plan?					
17. Gives direction to staff only through the chief executive?					

Indicate your comfort and understanding of these aspects of leadership and governance...	Very Comfortable	Somewhat Comfortable	Somewhat Uncomfortable	Very Uncomfortable	Not Sure N/A
18. Redirects staff who have an issue to the appropriate superior or committee rather than making it a board issue?					
19. Encourages and funds professional development of staff?					
Risk Management - Protection					
20. Board understands its responsibility for protecting the organization and risk management techniques and acts accordingly?					
21. Understands the legal principles of Duty of Care, Duty of Obedience and Duty of Loyalty?					
22. Antitrust avoidance is fully understood and explicitly discouraged?					
23. Ensures adequate insurance coverages for the organization and avoids risk?					
Leadership Development and Governing Body					
24. Board size is ideal for the organization?					
25. There is an effective process for identifying and orienting new leaders?					
26. Avoids conflicts of interest and discloses to the board in a timely manner any possible conflicts?					
27. Promotes respect for new ideas and people among board and staff?					
28. Respects confidentiality of all board meetings and materials?					
29. There is sufficient leadership rotation and limitation on terms?					
30. Defers to the chief executive or chief elected officer in matters requiring a spokesperson for the organization?					
Communications and PR					
31. Board understands concept of Apparent Authority and has policies about speaking on behalf of the organization?					

Indicate your comfort and understanding of these aspects of leadership and governance...	Very Comfortable	Somewhat Comfortable	Somewhat Uncomfortable	Very Uncomfortable	Not Sure N/A
32. Has a strategy and hierarchy for communicating with the news media and government officials?					
33. Board is aware of other organizations from the perspectives of competition, coalition building, partnerships, etc?					
Strategic Governance					
34. Board agenda focuses largely on significant policy issues and the future, not short-term operating matters?					
35. Has an adequate opportunity to discuss issues and ask questions?					
Standing Committees and Task Forces					
36. Committee structure and activities contribute to board productivity and advance the mission and goals?					
37. Committees have a stated purpose (mission/descriptions) and annual plan of work?					
38. Board does not undertake committee work inside board meetings?					
Overall					
39. Board members find serving to be a satisfying and rewarding experience?					
40. Provide any comments below, (they will be treated with confidence.)					

Comments:

Board Evaluation Guide 7-04.doc



Bob Harris, CAE

www.nonprofitcenter.com

bob@rchcae.com

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