



## **Board Evaluations**

### **Samples**

One responsibility of the Board of Directors is to undertake periodic board and board meeting assessments for the purpose of making improvements.

ASAE listserv participants provided these samples.

Additional resources:

**American Society of Association Executives**

**Association of Chamber of Commerce Executives**

**Board Source**

1/06

**STRATEGIC PLANNING • LEADERSHIP DEVELOPMENT • ASSOCIATION EFFICIENCY**

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## BOARD SELF-ASSESSMENT

Data will be statistically totaled and presented – data will not be presented individually!

**Instructions:** Using a scale from 1 to 5: Based on your personal observations, please **RATE** your role as a XXXX Board Member and rate the full Board's effectiveness as **you** perceive it.

= Always    = Most of the Time    = Sometimes    = Seldom    = Never

### Section 1: Mission, Planning, & Quality Oversight

NOTE: Only 1<sup>st</sup> question requires a yes or no response.

- A. Board members know and understand the XXXX's Vision, Mission, Values, and Strategic Plan.  
[ ] Yes [ ] No
- B. The Board participates in determining long-range direction and strategic planning and regularly reviews progress toward meeting strategic goals.  
RATING \_\_\_\_\_
- C. The Board and/or Committees of the Board review proposals for major programs, initiatives and services ensuring they meet the criteria set forth in the XXXX's strategic plan, mission, vision, values, and, subsequently, reviews, discusses, evaluates, and modifies as necessary the quality of all programs and services as they meet needs and goals related to and supporting the mission.  
RATING \_\_\_\_\_
- D. The Board actively & effectively represents the XXXX members to the community at large.  
RATING \_\_\_\_\_

### Section 2: Financial Oversight

- A. The Board reviews the proposed annual budget for XXXX to ensure it is fiscally responsible in accordance with the financial goals set by the association, and reviews periodic financial reports to assess actual cash flow & balance sheet performance compared to budget projections.  
RATING \_\_\_\_\_
- B. The Board understands its basic fiduciary responsibility to the members of the association.  
RATING \_\_\_\_\_

### Section 3: Board Effectiveness

- A. Board members participate in an orientation program and opportunities for continuing education.  
RATING \_\_\_\_\_
- B. The frequency & duration of Board meetings are appropriate to conduct oversight responsibilities and address key issues and opportunities, but do not discourage attendance and participation by misusing valuable member time.  
RATING \_\_\_\_\_
- C. The Board Chair exercises a firm and fair hand with individual Board members to ensure active participation from all, that time is not monopolized by a few, and that agenda items are dispatched after reasonable discussion so that decisions can be made.  
RATING \_\_\_\_\_

- D. The Board has the opportunity to review agenda related material well in advance of meetings, and comes to meetings well prepared to discuss agenda items.  
RATING \_\_\_\_\_
- E. Each Director has & maintains a current Board Resource manual, which provides information to aid in the Board's oversight role in mission, finance, strategic plans & management performance.  
RATING \_\_\_\_\_
- F. The Board reflects the overall diversity of its membership by way of experience, skills, ethnic, racial, gender, age groups, business type, and community representation.  
RATING \_\_\_\_\_
- G. The Board conducts an annual self-assessment of Board performance, governance & operating procedures.  
RATING \_\_\_\_\_.
- H. The Board understands the role and responsibilities of the President/CEO of the association and participates in an annual review of his/her performance as requested by the Chairperson.  
RATING \_\_\_\_\_

**Section 4: Committees of the Board's Effectiveness**

- A. Committees of the Board represent a diverse cross-section of the Board & the membership, with efforts made to match talents to purpose for each Committee.  
RATING \_\_\_\_\_
- B. Committee members understand and participate in achieving their Committee's goals, strategies, and priorities for the year and review their progress throughout and at the end of the year.  
RATING \_\_\_\_\_
- C. The frequency & duration of Committee meetings are appropriate to conduct priority work and planning, but do not discourage attendance & participation by misusing valuable member time.  
RATING \_\_\_\_\_
- D. Committee members have the opportunity to review agendas & related materials in advance of meetings and come prepared to discuss agenda items and report on previous assignments given.  
RATING \_\_\_\_\_
- E. For the Committee(s) on which I serve, the Committee chair(s): conducts effective Committee meetings, encourages active participation from all members, ensures that time is not monopolized by a few, ensures that agenda items are dispatched after reasonable discussion and that decisions are made. *If you serve on more than one Committee, please identify and rate them separately.*

COMMITTEE NAME \_\_\_\_\_ RATING \_\_\_\_\_

COMMITTEE NAME \_\_\_\_\_ RATING \_\_\_\_\_

COMMITTEE NAME \_\_\_\_\_ RATING \_\_\_\_\_

COMMITTEE NAME \_\_\_\_\_ RATING \_\_\_\_\_

**Section 5: Individual Board Member Self-Assessment**

- A. **Demonstrated interest.** I am an engaged and involved participant in XXXX meetings. I prepare, attend, participate and assume a fair workload at Board and Committees of the Board meetings.  
RATING \_\_\_\_\_
  
- B. **Committee participation.** My participation on my Committee(s) is & was productive and I feel engaged and involved in my Committee’s work and responsibilities.  
RATING \_\_\_\_\_
  
- C. **Continuing education.** I participate in educational, informational, & networking opportunities that enable me to remain current on changing trends and issues affecting governance at the XXXX.  
RATING \_\_\_\_\_
  
- D. **Interpersonal relations.** I deal fairly and appropriately with other Board members, volunteers, the President and his/her professional staff.  
RATING \_\_\_\_\_
  
- E. **Relations with management.** I support the President/CEO in his/her role of day-to-day administration and management of the Association and understand the differences between his/her role and the Board’s role of governance, policy guidance, and oversight.  
RATING \_\_\_\_\_
  
- F. **Confidentiality.** I understand the confidential nature of Board deliberations and maintain privacy regarding issues and information discussed in Board and Committees of the Board meetings.  
RATING \_\_\_\_\_
  
- G. **Conflict of interest.** I am satisfied that no conflicts-of-interest exist in my service as a member of the Board, and I willingly speak out and/or abstain if such conflicts exist.  
RATING \_\_\_\_\_
  
- H. **Board recruitment.** With the profiles set forth by the Board Development Committee in mind, I participate in identifying individuals to recommend as potential Board &/or Committee members.  
RATING \_\_\_\_\_
  
- I. **Community representation.** As a Board member, I strive to represent the interests of XXXX in a positive manner with external constituencies.  
RATING \_\_\_\_\_

**Section 6: Other**

Please provide any other comments that you wish to make. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Examples of Questions	Answer choices to choose from:
1. We conducted the meeting with an emphasis on outward vision, rather than internal preoccupation	Definitely false
2. We focused on strategic leadership	Somewhat false
3. We focused on the future, rather than the past or the present.	Neither true nor false
4. We made collective rather than individual decisions.	Somewhat true
5. We encouraged diversity of viewpoints	Somewhat true
6. We were sensitive to our members' needs.	Definitely true
7. We gave adequate emphasis to the ethics of each issue.	N/A (does not apply)
8. We had the right information to make wise decisions.	
9. We acknowledged those times when we lacked information or knowledge, and made plans to get what we need.	
10. We used the presence of staff appropriately.	
11. The agenda was structured in a way that enhanced our ability to focus strategically.	
12. We spent the right amount of time on most issues.	
The Open Space Technology event was productive and useful.	
13. Receiving the agenda through an online link facilitated the process and was a good use of technology.	
The financial planning presentation contained useful, helpful information and was at an appropriate level of sophistication for the audience.	
14. The Innovation Session held on Saturday morning added value to the Council Meeting stimulating new ideas focused on the future of the Hand Society and hand surgery as a profession.	
The integration of the Young Leaders Program into our December meeting added value to the Council meeting and enhanced the overall worth of our meeting.	
15. <Name of Presenter> was an effective facilitator for the Innovation Session engaging all participants in the exercises and conversation	
The social interaction with the Young Leaders was an effective way to promote collegiality.	
Holding the Young Leader Program in conjunction with the Council meeting was an effective way to promote interest in and opportunities for leadership among young members.	

# Board Report Card – Self Evaluation & Enhancement Tool

How to use this tool: Distribute to each Board member. Have them complete the tool individually and then compare with all the other Board member ratings. Discuss the results and identify ways to keep growing. Regular usage of this tool will help you identify patterns & progress. Try to assure that both your grade and effort improve. (Note- An “A” grade with a 3 in effort, indicating excellence but low effort, may not really be better than a “B” grade with a 1 in effort, indicating good work but high effort. High grades with low effort may be a sign that you are not applying yourself enough. Imagine your possibilities and keep improving your outcomes and efforts.)

Indicator	Grade A+ to F	Effort 1 (hi)–3 (lo)	What can we do better? How can we improve? Comments?
Our mission & vision clearly communicate what we do & what we want to achieve			
We have clear goals & actions resulting from realistic strategic planning			
Our values & beliefs are reflected in our programs, activities and actions			
Our budget & expenditures reflect our strategic initiatives and priorities			
The Board regularly monitors & evaluates performance & progress toward goals			
The Board & staff understand <i>and</i> live the mission, vision, values & business model			
We have a system to regularly assess the changing environment & reinvent ourself			
We solicit feedback, respond to concerns, & identify evolving needs, wants & values			
We identify weaknesses and problems			



before they become major issues			
The Board receives regular training & information on how to perform better			
Expectations of what each Board member should “give, get or do” are clearly defined			
The Board remains diverse and effectively represents the community served			
Each Board member feels valued, engaged and properly utilized			
<b>Indicator</b>	<b>Grade</b> A+ to F	<b>Effort</b> 1 (hi)–3 (lo)	<b>What can we do better? How can we improve? Comments?</b>
Board meetings encourage sharing of ideas & diverse perspectives			
Board debate is lively & respectful & once decision is made, we speak & act as one			
Board members regularly attend meetings and events			
Meetings have agendas, are worthwhile & have materials forwarded in a timely manner to assist with significant decisions			
Communication between officers, directors & committees is open & honest			
Our policies & practices empower & encourage our staff and volunteers			
Volunteer & staff roles are clearly defined, respected & complement each other			
Delegated work clearly lists outcomes,			



timelines & expectations			
The Board does not micromanage committee or staff work			
The Board, staff & organization have the talent & tools needed to fulfill the mission			
Interactions between the Board and staff reflect mutual trust and respect			
The Board regularly evaluates and develops the Chief Staff Officer			
The Chief Staff Officer regularly evaluates & develops the staff			
Our policies and actions reward & recognize behavior we want to encourage			
Our policies and actions do <u>not</u> reward behavior we want to discourage			
Our policies, processes & insurance adequately protect the Board, staff volunteers & members			





Our organization is recognized for its leadership practices and systems			
We are optimistic about our ability to deal with whatever the future holds			
There is a long list of qualified volunteers ready & willing to step into each of our leadership positions			
Each Board member is actively recruiting, motivating & preparing their replacement			
Each Board member seems proud to serve as a member of the Board			



<b>Indicator</b>	<b>Grade</b> A+ to F	<b>Effort</b> 1 (hi)–3 (lo)	<b>What can we do better? How can we improve? Comments?</b>
We regularly review & comply with our conflict-of-interest & antitrust policies			
Our organization has strong financial management and whistleblower policies			
We regularly conduct audits (or reviews) of the organization's assets & financials			
The Board & staff know how to read & respond to financial statements and audits			
We have a clear & consistent document destruction program in place			
Our policies & practices protect against, & provide recourse for, harassment			
We have a clear and effective crisis management & disaster preparedness plan			
Our policies clearly spell out who can serve as the organization's spokesperson			
We regularly share information about our accomplishments & successes with our members and the press			
Our members, the media & the community have a positive image of the organization, its leadership and the staff			



NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

INSTRUCTIONS: Please complete the attached Self-Assessment Form, sign this cover sheet, and return to:

XXXX

Board Evaluation Process  
Board Self-Assessment Form

**CONFIDENTIAL**

1. **My level of knowledge of the objects of the XXXX Executives as enumerated in the bylaws.**

Limited			Moderate		Extensive
1	2	3	4	5	

2. **My level of knowledge of the powers of the Board of Governors as enumerated in the College bylaws.**

Limited			Moderate		Extensive
1	2	3	4	5	

3. **My level of knowledge of the powers of the Council of Regents as enumerated in the College Bylaws.**

Limited			Moderate		Extensive
1	2	3	4	5	

4. **My level of knowledge of the *Regulations Governing Admission, Advancement, and Recertification* in the XXXXXXXX.**

Limited			Moderate		Extensive
1	2	3	4	5	

5. **My level of knowledge of the College's strategic plan.**

	Limited		Moderate		Extensive
	1	2	3	4	5
<b>6.</b>	<b>My level of knowledge of the College's committee structure.</b>				
	Limited		Moderate		Extensive
	1	2	3	4	5
<b>7.</b>	<b>I prepare for each Board meeting by thoroughly reading the agenda and supporting material.</b>				
	Never		Usually		Always
	1	2	3	4	5
<b>8.</b>	<b>I actively participate in Board discussions.</b>				
	Never		Occasionally		Frequently
	1	2	3	4	5
<b>9.</b>	<b>I offer new ideas for Board consideration.</b>				
	Never		Occasionally		Frequently
	1	2	3	4	5
<b>10.</b>	<b>I effectively represent the interests and concerns of College members during Board discussions.</b>				
	Never		Occasionally		Frequently
	1	2	3	4	5
<b>11.</b>	<b>My frequency of personal communication with Regents in the District.</b>				
	Never		Occasionally		Frequently
	1	2	3	4	5
<b>12.</b>	<b>I serve as an effective representative of the College.</b>				
	Never		Usually		Always
	1	2	3	4	5

**13. How would you rate your individual contribution to the overall success of the Board?**

Low		Average		High
1	2	3	4	5

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**1. Rate how effectively the Board responds to meeting the objects of the College.**

Poor		Average		Excellent
1	2	3	4	5

**2. Rate how clearly the Board understands its powers as enumerated in the College bylaws.**

Poor		Average		Excellent
1	2	3	4	5

**3. Rate how effectively the Board monitors the quality of College programs, products, and services.**

Poor		Average		Excellent
1	2	3	4	5

**4. Rate how effectively the Board monitors progress toward meeting stated organizational financial objectives.**

Poor		Average		Excellent
1	2	3	4	5

**5. Rate the quality of the College's strategic planning process.**

Poor		Average		Excellent
1	2	3	4	5

**6. Rate how effectively the Board monitors progress toward accomplishment of the strategic plan.**

	Poor		Average		Excellent
	1	2	3	4	5
<b>7.</b>	<b>Rate the overall quality of the Board agenda materials.</b>				

	Poor		Average		Excellent
	1	2	3	4	5
<b>8.</b>	<b>Rate how effectively the Board meeting structure contributes to effective decision making.</b>				

	Poor		Average		Excellent
	1	2	3	4	5
<b>9.</b>	<b>Rate how effectively Board decisions are communicated with Regents and members.</b>				

	Poor		Average		Excellent
	1	2	3	4	5
<b>10.</b>	<b>Rate the collective level of healthcare experience and knowledge of the Board.</b>				

	Poor		Average		Excellent
	1	2	3	4	5
<b>11.</b>	<b>Rate the overall effectiveness of the Board.</b>				

	Poor		Average		Excellent
	1	2	3	4	5
<b>12.</b>	<b>Comments:</b>				

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# 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 chairman<sup>1</sup> or the "board development committee"<sup>2</sup>. 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
<b>Mission, Vision, Values and Goals</b>					
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?					
<b>Governing Documents</b>					
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?					

<sup>1</sup> The chairman of the board leads the board evaluation, not the staff.

<sup>2</sup> 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?					
<b>Benefits, Programs and Services</b>					
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?					
<b>Budgeting, Finances and Fund Raising</b>					
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?					
<b>Staffing and Professional Development</b>					
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?					
<b>Risk Management - Protection</b>					
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?					
<b>Leadership Development and Governing Body</b>					
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?					
<b>Communications and PR</b>					
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?					
<b>Strategic Governance</b>					
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?					
<b>Standing Committees and Task Forces</b>					
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?					
<b>Overall</b>					
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*

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<p><b>Bob Harris, CAE</b>  www.nonprofitcenter.com  <a href="mailto:bob@rchcae.com">bob@rchcae.com</a></p> <ul style="list-style-type: none"> <li>• Strategic Planning</li> <li>• Leadership Orientation</li> <li>• Internal Audit-Efficiency</li> <li>• Governance Studies</li> <li>• Executive Seminars</li> </ul>