

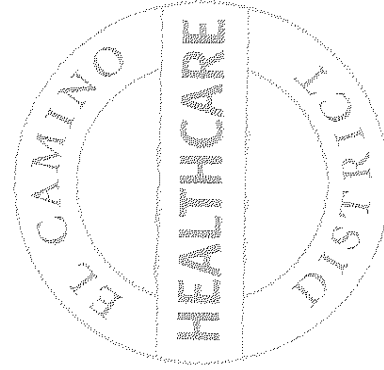


Board Nominating Committee Meeting  
January 7<sup>th</sup>, 2020  
10:00 am  
SDH San Mateo Center Board Room

## **AGENDA**

1. Recruiting new board members: Update on Nominees
  - a. Coastside potential members – Clyde and Nigel
  - b. PHCD potential members – Helen
  - c. Next steps
2. Board Effectiveness Activities
  - a. Review resources on Board Effectiveness in packet
    - i. Sample Board Competency Matrix from El Camino Hospital
    - ii. The Four W's and an H of Board Self-Assessment
    - iii. Board Governance and Best Practice Checklist Assessment Tool (C4NPR)
    - iv. Sample BOD Performance Matrix
    - v. Board Effectiveness Checklist
  - b. Identify activities to present to the SDH board in January

TO: TRACEY FESHER, CEO  
~~781-5177~~  
FROM: GARY KALBACH



## El Camino Hospital

### 2019 Hospital Board Competency Matrix

Submitted on: September 9, 2019  
Prepared for: Ad Hoc Committee  
Prepared by: JoAnn McNutt, PhD, and Zach Morfin, PhD

# A Guide to Reading This Report

- 4.00 and Above
- Between 3.00 and 3.99
- Below 3.00

The numbers in the table below are examples. They are not the actual scores for ECH's 2019 Competency Matrix survey.

Collective Competencies										Universal Attributes		
Complex Market Partnerships	Long-range Strategic Planning	Health Care	Finance/Partnership	Clinical Integration/Continuum of Care	Healthcare Reform	Oversight of Diverse Business Portfolio	Complex	Experience in More	Patient Care Quality and Safety Metrics	Analytical Thinker	Collaborative	Community Oriented
4.50	4.50	4.00	3.50	4.50	4.63	4.00	3.75	4.13	4.50	4.75	4.25	4.43
3.88	4.00	4.00	3.50	3.88	4.00	3.63	3.75	4.13	4.38	4.20	4.00	4.20
This row does not represent the same director.										4.00	4.00	4.00
3.75	3.75	3.63	3.25	3.38	3.38	3.38	3.13	3.50	3.50	4.00	3.83	3.88
3.38	3.38	3.13	3.00	3.13	3.00	3.38	3.13	3.38	3.38	3.63	3.50	3.88
3.00	3.00	3.00	2.50	2.63	2.63	3.17	3.00	3.25	3.13	3.50		
2.00	2.50	2.00	2.00	2.17	2.00	2.63	1.71	2.50	2.67	3.00		
3.30	3.50	3.27	3.04	3.28	3.22	3.24	3.21	3.37	3.43	3.60	3.61	3.89
Overall = 3.29										Overall = 3.70		

Director, Jane Brown, scored highest in this competency area.

This score represents the average of all directors' scores in this competency area.

Director, Jo Smith, scored the lowest in this competency area.

This score represents the board's aggregate average across all Collective Competencies.

# District Board Members' Ratings of the Hospital Board

## Ratings from the District Board Members (N=5) (Includes directors' ratings of Bob Rebitzer and Julie Kliger)

■ 4.00 and Above  
▼ Between 3.00 and 3.99  
■ Below 3.00

Collective Competencies										Universal Attributes		
Understanding of Complex Market Partnerships	Long-range Strategic Planning	Experience Leading High-Performing Organizations	Finance/Entrepreneurship	Healthcare Policy	Oversight of Diverse Business Portfolios	Complex Partnerships w/ Clinicians	Experience in More Than One Area of Continuum of Care	Patient Care Quality and Safety Metrics	Analytical Thinker	Collaborative	Community Oriented	
4.40	4.40	4.00	4.50	4.60	4.40	4.00	4.20	4.20	4.80	4.20	4.00	
4.20	4.20	4.00	4.20	4.40	4.00	3.80	4.00	4.20	4.60	4.00	3.75	
4.00	4.20	3.80	4.00	4.00	4.00	3.75	3.80	4.00	4.40	4.00	3.60	
4.00	4.00	3.75	4.00	3.75	4.00	3.50	3.80	3.75	4.40	3.80	3.50	
4.00	3.75	3.60	3.80	3.60	3.80	3.40	3.50	3.50	4.25	3.75	3.40	
3.50	3.75	3.50	3.60	3.60	3.80	3.40	3.25	3.50	3.75	3.60	3.40	
3.40	3.20	2.80	3.25	3.50	3.00	3.25	3.20	3.40	3.50	3.50	3.25	
3.00	3.00	2.50	3.00	3.25	2.80	3.25	3.00	3.20	3.20	3.00	3.20	
3.00	2.75	2.50	2.80	3.00	2.50	3.20	2.75	3.00	3.00	3.00	3.20	
2.00	2.00	2.25	2.00	2.50	1.50	1.75	2.00	2.00	1.50	2.50	3.00	
3.55	3.53	3.27	3.52	3.62	3.38	3.33	3.35	3.48	3.74	3.54	3.43	
Average = 3.45										Average = 3.57		

### Notes:

- Highest rated Collective Competency was Healthcare Policy; lowest was Experience Leading High-Performing Organizations, including Board Experience
- Highest rated Universal Attribute was Analytical Thinker; lowest was Community Oriented



# Non-District Board Members' Ratings of the Hospital Board

## Ratings from the Non-District Board Members (N=5) (Includes directors' ratings of Bob Rebitzer and Julie Kliger)

■ 4.00 and Above  
■ Between 3.00 and 3.99  
■ Below 3.00

Below 3.00											
Collective Competencies								Universal Attributes			
Understanding of Complex Market Partnerships	Long-range Strategic Planning	Experience Leading High-Performing Organizations	Finance/Entrepreneurship	Healthcare Policy	Oversight of Diverse Business Portfolios	Complex Partnerships w/ Clinicians	Experience in More Than One Area of Continuum of Care	Patient Care Quality and Safety Metrics	Analytical Thinker	Collaborative	Community Oriented
4.50	4.67	4.75	5.00	5.00	4.80	4.25	4.75	4.50	5.00	4.75	4.50
4.33	4.50	4.67	4.75	4.75	4.50	4.25	4.50	4.00	4.80	4.67	4.40
4.25	4.40	4.60	4.50	4.50	4.33	4.25	4.25	4.00	4.75	4.60	4.25
4.25	4.25	4.25	4.40	3.80	4.33	4.00	4.00	3.40	4.33	4.33	4.20
4.20	4.25	4.00	4.33	3.75	4.25	3.80	3.80	3.40	4.20	4.25	4.00
4.00	4.00	4.00	4.33	3.40	4.20	3.75	3.40	3.00	4.00	4.25	4.00
4.00	4.00	3.80	4.00	3.20	3.50	3.40	3.25	2.80	4.00	4.25	4.00
3.60	3.40	3.20	3.75	3.00	3.25	3.20	3.20	2.75	3.80	3.80	4.00
3.40	3.40	3.00	3.40	2.40	2.80	2.20	2.40	2.40	3.20	3.60	3.75
2.40	2.80	2.60	2.20	2.00	2.40	2.00	2.00	2.00	2.80	2.80	3.50
3.89	3.97	3.89	4.07	3.58	3.84	3.51	3.56	3.23	4.09	4.13	4.06
Average = 3.72								Average = 4.09			

### Notes:

- Highest rated Collective Competency was Finance/Entrepreneurship; lowest was Patient Care Quality and Safety Metrics
- Highest rated Universal Attribute was Collaborative; lowest was Community Oriented

# THE FOUR Ws (and an H) OF BOARD SELF-ASSESSMENT

Considering a board self-assessment? Here's what you need to know.

There are no perfect boards, but, according to [Leading with Intent: 2017 National Index of Nonprofit Board Practices](#), boards that regularly assess their performance perform better on their core responsibilities. Who doesn't want that?

Before beginning an assessment, however, it is essential to fully understand the process. This resource outlines the four Ws (and the H) of board self-assessment: the Why, When, Who, How, and What.

## WHY

Board self-assessments are tools designed to surface a board's strengths and weaknesses. They provide an opportunity for the board to learn about itself, celebrate what it does well, and address those areas in need of improvement.

Other benefits of board self-assessment include

- providing an outline of overall board performance and progress towards strategic goals
- reminding board members of their individual and collective responsibilities
- identifying any disparities among board members in terms of their roles and responsibilities
- strengthening the board's team-building skills
- increasing the board's accountability
- providing opportunities for the board to set goals for future performance

## WHEN

The optimum frequency for scheduling a board self-assessment is every two to three years. This allows the board to review and discuss its assessment results, develop a board development plan to address its challenges, implement changes, and then reassess to determine where further improvement might be required. Board development should be an ongoing effort that is informed by regular assessment.

When planning for assessment, keep in mind that there are times when it is particularly beneficial, such as

- early stages of an organization's lifecycle, especially after hiring the first staff
- anytime there is confusion about board versus staff responsibilities
- prior to and after changes in leadership (either on the board or with the chief executive)
- in connection with strategic planning



### BoardSource Recommended Governance Practice: Board Evaluation.

The board should conduct a comprehensive self-assessment approximately every two years to evaluate its own performance. Only through structured self-reflection can board members judge their own collective performance and understand the extent of their individual responsibilities.



# Board Governance and Best Practice Checklist

Updated April 2015

Developed in consultation with  
**CreativeOptionC**  
INVENTING • SOLUTIONS • TOGETHER  
[www.CreativeOptionC.com](http://www.CreativeOptionC.com)

This tool was designed to help nonprofit organizations assess their organizational capacity against a number of best practices recommended by the Center for Nonprofit Resources. Each organization will need to decide for itself what changes, if any, to make in its governance and management policies and practices based on the self-assessment. For more information concerning any of the checklist items below, be sure to visit the Resource Library at [www.c4npr.org](http://www.c4npr.org) or call Michelle Klinger at 419-241-9513.

	Yes	No	?	Comments
<b>BOARD GOVERNANCE</b>				
<b>Mission and Vision</b>				
1. Is the current mission statement appropriate and relevant?				
2. Does the organization have a clearly-articulated 5- or 10-year vision?				
3. Has the organization developed clearly-articulated values or guiding principles?				
4. Does the board play a role in developing and regularly reviewing the organization's mission, vision and values?				
5. Are the mission, vision, and values used to drive decisions?				
<b>Bylaws and Other Governance Policies</b>				
6. Does the board have written bylaws in place which are accessible to all and to which the group adheres?				
7. Does the board review the bylaws periodically and ensure adherence?				
8. Has the board adopted a Conflict of Interest Policy providing for the disclosure of potential conflicts and requiring board members to abstain from voting?				
9. Has the board adopted a Code of Ethics that establishes the standards of conduct for board and staff?				
10. Has the board adopted policies for effective governance such as how meeting agendas are established and processes for decision-making?				
11. Are the board's policies easily referenced by all?				
12. Do the bylaws or governance policies provide for limited terms for board members and officers?				
13. Do the bylaws or governance policies provide a process to make nominations and board appointments?				
14. Do the bylaws or governance policies provide a process for removing a board member when necessary?				
15. Do the bylaws or governance policies provide a clear process for handling urgent matters between meetings?				
<b>Board Role and Responsibilities</b>				
16. Are the responsibilities of board members clearly spelled out in a board member position description?				
17. Do all board members demonstrate understanding of and embrace their role as trustees of a nonprofit fiscally responsible to the public and to donors?				



	Yes	No	?	Comments
18. Are all board members willing to participate in governance, that is, in making policy-related decisions that guide programs and operational activities?				
19. As a matter of policy, do all board members demonstrate support for the organization's mission?				
20. Do all board members annually self-evaluate their own performance as board members?				
<b>Board and Committee Structure</b>				
21. Are the structure and responsibilities of each committee clearly outlined in written policies?				
22. Are the board's committees active and responsible for the work in their area?				
23. Do all committees, including an Executive Committee, report their activities to the board?				
24. Do committee assignments reflect interests and skills of board members?				
25. Does the committee structure contribute to effective board governance and decision-making?				
26. Are board and staff roles with respect to committee work written, clearly understood, and respected by all?				
<b>Board Culture and Group Dynamics</b>				
27. Is diversity of thought specifically encouraged among board members?				
28. Is adequate time given for free and full discussion of important matters?				
29. When a difference of opinion emerges, is the matter resolved in a way that demonstrates respect for all?				
30. Are the talents of board members used effectively? Do board members enjoy the work/find it meaningful?				
31. Do board members communicate with each other in a way that builds trust and teamwork?				
32. Does the board have an annual retreat? Is it well-attended?				
<b>Board Composition and Development</b>				
33. Is the board comprised of individuals with the requisite skills, characteristics, interests, and experiences to perform the board's functions?				
34. Does the board composition represent the diversity in the community in terms of gender, race, age, geographic distribution, and stakeholder interests?				
35. Does the board have enough productive members to effectively govern and fulfill its responsibilities?				

	Yes	No	?	Comments
36. Does the board participate in identifying its board development needs and recruiting potential board members who might meet those needs?				
37. Does each new board member receive a board-led orientation to the organization including its policies, board member expectations, practices, and history?				
38. Do board members participate in a regular self-assessment of the board's governance function?				
<b>Meetings</b>				
39. Are meeting agendas and supporting materials provided to all board members prior to each meeting?				
40. Are all board members prepared for each meeting?				
41. Are board meetings well attended?				
42. Is there a written attendance policy for board meetings with stated consequences for excessive absenteeism?				
43. Are minutes prepared for each meeting which are approved by the board and held in a central location as the corporate record?				
44. Are board meetings focused on policy, planning, evaluation, fiscal responsibility, and other important long-term matters rather than on day-to-day operations?				
45. Does the board chair effectively facilitate to keep each meeting on track and allowing for full discussion of important matters?				
46. Are board meetings productive, making good use of board member time?				
47. Does everyone leave board meetings with a clear understanding of what has been decided and what will happen next?				
48. How can the board improve in the area of board governance?				

	Yes	No	?	Comments
<b>FINANCE AND LEGAL MATTERS</b>				
<b>Compliance with State and Federal Laws</b>				
49. Does the board have a legally-registered statutory agent and a current certificate of continuing existence from the Ohio Secretary of State?				
50. Does the board review and certify the accuracy of the IRS 990 (tax return form) each year before it is filed?				
51. Is the organization properly registered with the Ohio Attorney General's office and up to date with filings?				
52. Does the board conduct a periodic review of its compliance with federal and state laws?				
53. Does the board carry and review its general liability and Directors and Officers' liability insurance policies?				
54. Is the board aware of and in compliance with laws governing legislative advocacy and lobbying?				
55. Has the board adopted a legally-compliant Document Retention and Destruction Policy?				
<b>Budgeting and Financial Oversight</b>				
56. Does the board establish an annual budget that reflects the organization's priorities, goals and values?				
57. Is the budget thoroughly discussed by the board before it is adopted?				
58. Does the board regularly review financial reports (Profit & Loss Statement/Balance Sheet) that are timely, understandable, and support fiscal decision-making?				
59. Is the treasurer or another board member actively involved in preparing financial reports for the board?				
60. Does the board discuss discrepancies between the approved budget and actual income or spending?				
61. If a board member is concerned about something in the financial reports, could he or she speak up?				
<b>Audits</b>				
62. [Organizations with annual income above \$300,000] Does the board require and review an annual audit by an external accounting firm?				
63. Does the board follow any recommendations in the management letter accompanying the external audit?				
64. [Organizations with less annual income] Does the organization have a policy in place to provide for an internal audit performed by board members who do not ordinarily have access to financial records and accounts?				

	Yes	No	?	Comments	
<b>Financial Policies and Procedures</b>					
65. Does the organization have and follow written financial management policies addressing internal controls, monitoring, whistleblowing, and investments?					
66. Are the organization's financial policies regularly reviewed and approved by the board?					
67. How can the board improve in the area of Finance and Legal Matters?					
<b>MANAGEMENT AND LEADERSHIP</b>					
<b>Board-CEO Relationship</b>					
68. Does the board provide clear goals, expectations, and identified performance indicators for the CEO?					
69. Does the board provide adequate resources and authority as needed to achieve goals and meet stated expectations?					
70. Is there a climate of mutual trust and respect between the board and CEO?					
71. Do board members understand that only the board as a whole or a board designee can direct the CEO?					
72. Does the board provide a regular performance evaluation of the CEO?					
73. Are the distinct roles and responsibilities of board and CEO understood and respected by all?					
74. Does the board allow and provide the CEO professional growth and development opportunities?					
<b>Change Management</b>					
75. Is leadership open to new ideas that emerge from board members, staff, customers or other stakeholders?					
76. When a major change is underway, does the organization put a written plan in place?					
77. Does the organization take time to celebrate short-term victories associated with long-term change efforts?					
78. Does the organization take steps to embed changes in the organization's culture?					

	Yes	No	?	Comments
<b>Leadership Development and Training</b>				
79. Is there a regular process in place for veteran board members to mentor newer board members?				
80. Do board members engage in regular opportunities to participate in training and ongoing education?				
81. Does the board regularly review its leadership needs and develop new board members to fill those roles?				
<b>Leadership Transitions and Succession Planning</b>				
82. Is there a written succession plan in place for the CEO?				
83. Are there written succession plans in place for the board's leadership positions?				
84. How can the organization improve in the area of Leadership and Management?				
<b>PLANNING AND EVALUATION</b>				
<b>Strategic Planning</b>				
85. Does the organization have written documents that clearly describe the organization's mission, strategic vision, long-term and short-term goals and action steps?				
86. Did the board take an active role in crafting the strategic plan?				
87. Does the plan outline specific objectives for the board, board officers, and committees as well as staff?				
88. Does the board regularly review the progress on the stated goals, and make adjustments as needed?				
89. Is the board able to use the strategic plan as a tool for assessing the performance of the CEO?				
90. Is the CEO able to use the strategic plan as a tool for assessing the performance of staff?				
<b>Program Planning and Logic Models</b>				
91. Are those responsible for program planning utilizing logic models to assess existing resources and develop desired outcomes and performance measures?				
92. Is program planning based on assessment of needs for people served or the community?				



	Yes	No	?	Comments	
<b>Program Evaluation and Outcome Measurement</b>					
93. Are the organization's measures for successful programs, services and operations clear to everyone?					
94. Does the board review outcomes data and performance measures to ensure effectiveness and efficiency of programs and make changes accordingly?					
95. Does the board have information, in addition to staff reports, by which to evaluate program effectiveness?					
96. How can the organization improve in the area of Planning and Evaluation?					
<b>HUMAN RESOURCES</b>					
<b>Position Descriptions</b>					
97. Are there written job descriptions for the CEO and other staff that clearly spell out their responsibilities?					
98. Do all staff members have access to an up-to-date job description outlining their key responsibilities?					
99. Is there a process in place for regularly reviewing and updating the CEO and staff position descriptions?					
<b>Employment Manual</b>					
100. Has the board adopted an Employment Manual including staff selection, training, promotion, compensation, and grievance procedures?					
101. Do all staff have access to up-to-date copies of the Employment Manual?					
102. Are comprehensive personnel files maintained in a secure, legally-compliant manner?					
103. Has the board defined its philosophy of progressive discipline and other important HR matters?					
<b>Compensation</b>					
104. Does the board regularly review and update the salary and benefits packages of the CEO and employees?					
105. Does the board review contracts and performance of independent contractors employed by the organization?					

	Yes	No	?	Comments
<b>Performance Evaluation</b>				
106. Does the board provide a written performance evaluation to the CEO at least annually?				
107. Do all staff members receive written performance evaluations by the CEO annually?				
108. Are performance evaluations based on clearly identified expectations spelled out in strategic and program plans, the Employment Manual, and position descriptions?				
109. How can the organization improve in the area of Human Resources?				
<b>VOLUNTEERS</b>				
<b>Policies and Planning</b>				
110. Does the organization have strategies and infrastructure for mission-driven volunteer engagement?				
111. Does the organization have comprehensive policies in place governing volunteers and their activities?				
112. Does the organization have a risk management policy?				
113. Does the organization carry sufficient liability insurance to cover volunteers?				
114. Does the organization's budget contain sufficient resources for developing and supporting volunteers?				
<b>Recruitment and Screening</b>				
115. Does the organization have a strategy for outreach and volunteer recruitment to sustain ongoing volunteer engagement?				
116. Does the organization have a plan for screening, selecting, and matching volunteers?				
117. Does the organization conduct background checks on volunteers who handle money or who are around vulnerable people (children, elderly, disabled, etc.)?				
118. Does the organization have a method to match volunteers to the most appropriate role?				

	Yes	No	?	Comments
<b>Training and Retention</b>				
119. Has the organization developed a curriculum/ manual for training volunteers on their respective roles?				
120. Has the organization equipped volunteers to work with each other?				
121. Does the organization clarify roles, re-train and support volunteers throughout their service tenure?				
122. Does the organization's leadership demonstrate commitment to volunteer engagement by dedicating sufficient resources (time, money, people, tools)?				
123. Does the organization invite dialogue with volunteers?				
<b>Tracking and Evaluation</b>				
124. Does the organization have a method to track the outputs and outcomes of volunteer contributions?				
125. Does the organization monitor the quality of the volunteer experience?				
126. Is the organization able to articulate volunteer contributions and impact?				
127. How can the organization improve in the area of Volunteers?				
<b>FUNDRAISING</b>				
<b>Board Involvement</b>				
128. Are all board members actively involved in securing adequate financial resources to fund the budget?				
129. Does the board understand and support the organization's income strategies?				
130. Is there a written agreement concerning any expectation that board members contribute financially?				
<b>Fundraising Planning</b>				
131. Does the organization have a written plan for fundraising that outlines roles and responsibilities of board, staff and volunteers?				

	Yes	No	?	Comments
132. Does the organization have a written plan in place that outlines which fundraising methods the organization will use (and not use) in a given year, including events, mail, major donor, grant-writing, social media, etc.?				
133. Does the organization have a written plan in place that provides for regular, renewable sources of unrestricted income to support operations?				
134. Does the organization's budget provide sufficient resources for fundraising (printing, mail, events, etc.)?				
<b>Databases and Information Management</b>				
135. Does the organization have a secure contact management system for donors/potential donors?				
136. Do all board members participate in providing updated information for donors/potential donors?				
137. Does the organization know where to find donor and grantmaker information?				
<b>Campaigns and Gift Acceptance</b>				
138. Are board members aware of grants received, any stipulations, restrictions or requirements in the award contract and how the funds are tracked in the financials?				
139. Do board members know how gifts can be received (cash, checks, online, stocks, property, estate plans, etc.)?				
140. Does the organization use technology (website and social media) to ask for and receive donations?				
141. Does the organization regularly solicit donations from board members, staff, volunteers, and members?				
142. How can the organization improve in the area of Fundraising?				
<b>TECHNOLOGY</b>				
<b>Computers and Equipment</b>				
143. Does the organization have the ability to use functioning computers that are basically up to date?				
144. Does the organization have a regular and reliable process for backing up computer records?				
145. Does the organization have reliable access to the internet?				

	Yes	No	?	Comments
<b>Record Keeping</b>				
146. Does the organization use computer software (Excel, QuickBooks) to keep financial records?				
147. Does the organization have software to record the types of services provided to individuals/families?				
148. Does the organization have software to record individuals or families enrolled/served through programs as well as client outcomes?				
149. Does the organization have software capable of keeping track of donors, members and volunteers?				
150. Is the organization's electronic records, including email, addressed in a Document Retention and Destruction Policy?				
<b>Specific Tools</b>				
151. Does the organization make use of Web 2.0 tools such as Google Drive and Trello for sharing documents internally?				
152. How can the organization improve in the area of Technology?				
<b>MARKETING AND PUBLIC RELATIONS</b>				
<b>Public Relations</b>				
153. Do board members positively represent the organization in the community?				
154. Does the organization publish an annual report?				
155. Does the board regularly review the organization's marketing and PR position and strategy and make adjustments as needed?				
<b>Branding and Storytelling</b>				
156. Has the organization discussed branding and ways to implement your brand across media platforms?				
157. Is the organization adept at telling its story?				



	Yes	No	?	Comments
158. Does the organization make use of a unique logo and other visual elements on all printed and online materials?				
159. Does the organization have clear text (consistent message) that is used on all printed and online materials?				
160. Does the organization have a simple tagline that tells all who see or hear it exactly what your group does?				
161. Does the organization have pictures or simple informational graphics that tell the story of what you do?				
<b>Website and Social Media</b>				
162. Is there an easy-to-use "Donate" button clearly visible on every page of your website?				
163. Is the organization using multiple forms of social media?				
164. Is the organization using social media consistently according to a set editorial calendar for posting?				
165. Does the organization have a policy on use of social media that outlines who may post on behalf of the organization?				
166. How can the organization improve in the area of Branding and Media?				

*According to Leading with Intent 2017, only 40 percent of boards have assessed their performance in the past two years.*

## WHO

Before beginning an assessment, organizational leaders should understand the unique roles they play in the process.

### Governance Committee

- Oversees assessment process
- Takes lead in selecting an assessment tool and implementing the process
- Reviews results with full board and takes lead in creating and implementing a board development plan to address challenge areas
- Ensures assessments take place regularly to track progress

### Board Chair

- Willingly engages in the assessment process and encourages others to do so
- Respects the governance committee's oversight role
- Shows initiative in adopting recommendations from assessment

### Chief Executive

- Stays informed about assessment process
- If asked by governance committee, completes assessment survey to provide unique perspective on the board's performance
- Reviews assessment results and encourages — and assists where possible — board in using assessment results to improve performance

## HOW

### Before the assessment

Preparing in advance for an assessment is one of the most important factors in ensuring a successful outcome.

#### ■ *Be cognizant of preconceived attitudes toward assessment.*

Some board members think of performance assessment as a threatening exercise. They may be resistant to change or wary of having their performance scrutinized. Work to ensure full board commitment as early as possible — focus on the positive outcomes of assessment, emphasizing that the process is designed to improve the board's effectiveness, not punish anyone for poor performance.

#### ■ *Understand the purpose of the assessment.*

Allow for an open board discussion to address questions or hesitations about the process. Consider talking with other boards that have successfully completed an assessment to learn more about their approach and how it benefitted the organization.

### Using an outside consultant

While the governance committee is ultimately responsible for managing the assessment and board development process, it may be helpful to work with a governance consultant to facilitate the process and provide increased confidentiality and neutrality. The consultant can also summarize feedback, facilitate the board's discussion of the results, and suggest fresh ideas to strengthen the board's performance.

### ■ *Discuss the process in advance.*

Provide any necessary materials or information about the chosen assessment tool, including a timeline with key dates highlighted. Ensure board members are prepared to complete all necessary steps on time.

### ■ *Add a clause to your bylaws.*

A clause stipulating the board complete periodic self-assessments is the easiest way to encourage regular evaluation.

## The assessment process

All assessments are different, but the basic process is outlined below.

1. The board determines which assessment tool to use.
2. All board members complete the assessment survey.
  - Most boards elect to keep responses anonymous, either through the assessment platform or by using an outside consultant to facilitate the survey.
3. Responses are compiled in a detailed, accurate, and digestible report for the board to review.
4. The full board meets to discuss the report and consider next steps, either at an extended board meeting or a retreat.

## WHAT

### What to assess

The topics covered in your assessment will depend upon the tool your board chooses to use. Select an assessment that best meets the needs of your board while providing a comprehensive view of its overall performance. Potential topics include

- board composition, committees, and structure
- operations and board meetings
- roles and responsibilities
- understanding of organization's mission and programs
- establishment of strategic direction
- organization's financial strategy and board members' contributions to fundraising
- recruitment and orientation
- relationship with the chief executive

### What not to assess

While some of the items below may be assessed at a later date, they should not be included in a board self-assessment.

- the organization's performance
- the chief executive's performance
- individual board members' work

## WHAT'S NEXT?

Once the board completes the assessment survey, its work is not over. The board should schedule an extended meeting or retreat to discuss the results and develop goals for addressing any areas that can be improved. If applicable, an outside facilitator can assist in creating an action plan for the board to follow.

## THE FOUR Ws (and an H) OF BOARD SELF-ASSESSMENT

At board meetings, the board can periodically review progress towards goals to ensure meaningful changes are being made. All board members are responsible for considering their individual roles as they relate to the assessment findings and working to improve their work along with the board's overall performance.

### *Resources*





# SAMPLE BOARD PERFORMANCE MATRIX

Each member of the board of directors plays a key role in the success of an organization, both in terms of governance and support. Recognizing that each member has a unique and valued set of attributes in terms of time, talent, and treasure to assist in achieving our mission and vision is important. To serve on a board is both a responsibility and a privilege. This sample matrix is intended to provide a benchmarking tool for board members to evaluate their level of contribution in the various aspects of their board responsibilities.



## SAMPLE BOARD PERFORMANCE MATRIX

For the sample organization used for this matrix, four key board responsibilities have been identified and behavioral statements help clarify the different levels of participation. For many board members who have a competitive spirit to “be the best,” this spurs enhanced outcomes.

BOARD MEMBER FUNCTION	THRESHOLD PARTICIPATION	FULL PARTICIPATION	EXCEPTIONAL PARTICIPATION
<b>Board/Committee Meetings</b>	Attend at least 70% of meetings and actively participate/provide input  Read/understand all material provided for meetings  Participate on a board committee	Meet Threshold expectations  Attend 85% of meetings	Meet Full expectations  Serve as a committee chair or an officer of the board
<b>Stewardship of talent and Treasure (Includes In-kind)</b>	Personally make annual contributions  Leverage gifts/in-kind contributions	Meet Threshold expectations  Contribute to and attend at least one fundraising event	Meet Full expectations  Contribute to and attend more than one fundraising event  Help identify new sources of revenue  Provide professional expertise for the organization operations
<b>Board Development</b>	Attend board orientation sessions  Understand and articulate mission, vision, and key service offerings  Provide names of potential board candidates	Meet Threshold expectations  Nominate candidate(s) who can contribute to the organization	Meet Full expectations  Actively recruit candidate(s)  Mentor new board members
<b>Enhance Organization's Public Speaking</b>	Become familiar with programs and services offered  Clearly articulate the mission, vision, programs/services, accomplishments, and goals within one's own sphere of influence	Meet Threshold expectations  Speak with others outside organization about mission, goals	Meet Full expectations  Actively garner support from the community  Attend community events/meetings on behalf of the organization and promote organization to others