

	GOOD	AVERAGE	POOR	?
1. Determine the Agency's Mission and Purpose				
▪ Mission statement has been developed				
▪ Mission statement has been reviewed within the last five years				
▪ Board holds the agency accountable to the mission statement				
▪ Do you have a vision statement / philosophical statement				
▪ Annual or semiannual review of policies				
How are you going to address or have you addressed this responsibility?				
What challenges do you see in the future?				
How are you going to address these challenges?				
How will you know you have adequately addressed these challenges?				

	GOOD	AVERAGE	POOR	?
2. Select the Executive Director				
▪ ED's job description has been reviewed within the last three years				
▪ Plan and policy is in place around hiring and selecting the ED				
▪ Board actions comply with current labor laws				
▪ Agency has an affirmative action plan				
▪ Board has a plan for supervision of the ED				
How are you going to address or have you addressed this responsibility?				
What challenges do you see in the future?				
How are you going to address these challenges?				
How will you know you have adequately addressed these challenges?				

	GOOD	AVERAGE	POOR	?
3. Support the ED and assess his or her performance				
▪ Compliments and constructive feedback are given in a timely manner				
▪ Review job description and discuss job expectations with the ED				
▪ Evaluation criteria is frequently and clearly communicated to the ED				
▪ When difficult situations arise the ED is supported by the board				
▪ Sharing information with the ED (community)				
▪ Encourage ED to maintain self-care				
▪ Serve as liaison between the ED and the community (introduce them)				
▪ Ensures professional development of the ED				
How are you going to address or have you addressed this responsibility?				
What challenges do you see in the future?				
How are you going to address these challenges?				
How will you know you have adequately addressed these challenges?				

	GOOD	AVERAGE	POOR	?
4. Plan for the organization's development				
▪ Agency has clear long and short term goals				
▪ Agency has a strategic plan in place				
▪ Agency monitors and evaluates progress towards goals and strategic plan				
▪ Board has approved comprehensive personnel policies which have been reviewed by a qualified professional				
How are you going to address or have you addressed this responsibility?				
What challenges do you see in the future?				
How are you going to address these challenges?				
How will you know you have adequately addressed these challenges?				

	GOOD	AVERAGE	POOR	?
5. Ensure adequate resources				
▪ Board does not rely on staff to do fundraising				
▪ All board members participate in some manner of fundraising				
▪ There is an understanding of the responsibility of board members to ensure adequate resources for the agency				
▪ Every board member makes a personal contribution to the agency				
▪ Board helps to set fundraising goals and is actively involved in fundraising				
How are you going to address or have you addressed this responsibility?				
What challenges do you see in the future?				
How are you going to address these challenges?				
How will you know you have adequately addressed these challenges?				

	GOOD	AVERAGE	POOR	?
6. Manage resources effectively				
▪ There is an operating plan with a budget				
▪ Board approves the annual budget				
▪ Board receives regular financial reports from the ED and carefully reviews those reports				
▪ Board ensures that the agency stays within the parameters of the budget				
▪ Board ensures an annual audit				
How are you going to address or have you addressed this responsibility?				
What challenges do you see in the future?				
How are you going to address these challenges?				
How will you know you have adequately addressed these challenges?				

	GOOD	AVERAGE	POOR	?
7. Determine and monitor the organization's programs and services				
▪ Board assesses trends in the service area and uses this info in planning				
▪ Board has a system in place to evaluate the effectiveness of programs and services				
▪ Do programs and projects fit within the mission statement?				
▪ Board members have a complete understanding of the organization's programs				
How are you going to address or have you addressed this responsibility?				
What challenges do you see in the future?				
How are you going to address these challenges?				
How will you know you have adequately addressed these challenges?				

	GOOD	AVERAGE	POOR	?
8. Enhance the organization's public standing				
▪ Board members are able to articulate the mission, goals and programs of the agency				
▪ Board members take opportunities to do presentations about the agency				
▪ All board members exhibit the duty of loyalty to the organization				
▪ Board effectively represents the agency to the community				
How are you going to address or have you addressed this responsibility?				
What challenges do you see in the future?				
How are you going to address these challenges?				
How will you know you have adequately addressed these challenges?				

	GOOD	AVERAGE	POOR	?
9. Ensure legal and ethical integrity and maintain accountability				
<ul style="list-style-type: none"> ▪ Board members exhibit the duty of obedience to bylaws, articles of incorporation, state and federal laws, obligations to funders and stakeholders 				
<ul style="list-style-type: none"> ▪ Board members are aware of potential conflicts of interest 				
<ul style="list-style-type: none"> ▪ The board ensures that all policies meet the minimum legal requirements 				
<ul style="list-style-type: none"> ▪ The board ensures that the agency adheres to its contracts, occupational, safety, health and related regulations 				
<p>How are you going to address or have you addressed this responsibility?</p> <p>What challenges do you see in the future?</p> <p>How are you going to address these challenges?</p> <p>How will you know you have adequately addressed these challenges?</p>				

	GOOD	AVERAGE	POOR	?
10. Board development				
▪ Each board member possess an up-to-date board manual				
▪ The board provides an orientation to new board members				
▪ The board continuously educates itself on the agency, board work or other related topics that enable them to do a better job of governance				
▪ They annually assess board performance and make plans for improvement				
▪ Each board member has a complete understanding of the roles and responsibilities of a board				
▪ Identify and recruit new members				
▪ Develop new committees as appropriate				
▪ Board meetings facilitate focus and progress on important organizational matters				
▪ Each board member feels involved and interested in the board's work				
▪ Members of the board possess necessary skills, are stakeholders, and are representative of the diversity in the community				
How are you going to address or have you addressed this responsibility?				
What challenges do you see in the future?				
How are you going to address these challenges?				
How will you know you have adequately addressed these challenges?				

Resources used in compiling this tool:

Hurt, C. (2004). Your board of directors: The basics. *The Washington Coalition of Sexual Assault Programs*, 10-13.

McNamara, C. (2006). Evaluation activities in organizations. *Free Management Library*. Retrieved August 22, 2006 from <http://www.managementhelp.org/evaluatn/evaluatn.htm>.