

# **Nonprofit Governance and Management, Third Edition**

## **APPENDIX 26**

### **BOARD EFFECTIVENESS SELF-EVALUATION FORM**

**Adapted with permission from *Governance for Nonprofits: From Little Leagues to Big Universities*, The Society of Corporate Secretaries and Governance Professionals, 2008**

#### **YES NO**

- Does the board get enough information of the right kinds, at the right time, from the right members of management?
- Is there an effective director orientation program?
- Does the board have active committees composed of a small, effective number of members to tackle audit, development/fund-raising, finance, governance, nomination, personnel, program, and other key matters?
- Are committee members and chairs rotated with appropriate intervals?
- Are meetings conducted effectively, with appropriate frequency, on time, and according to well-thought-out agendas circulated in advance?
- Are meetings characterized by open communication and diligent questions on point discussed in a collegial manner?
- Does the board meet regularly in private apart from the executive director and other managers?
- Are the board's actions motivated by and designed in furtherance of the mission?
- Does the board periodically review the mission statement and implementation strategy?
- Does the board act as if it is accountable to contributors and beneficiaries?
- Does the board communicate effectively on a regular basis with its stakeholders, contributors, and beneficiaries?
- Does the board establish goals for management and review their effectiveness and performance at least annually?
- Are there effective processes and structures to evaluate, communicate with, and counsel managers and staff?
- Are there guidelines/delegations that clearly specify managers' authority?
- Does the board micromanage operations or, at the other extreme, does it rubberstamp management decisions and let management handle everything with little board oversight?
- Does the board review the operation's significant legal exposures and assess the organization's legal compliance processes and record?
- Are there effective audit and financial oversight processes?
- Does the board review and adopt the organization's capital and operating budgets?

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**YES NO**

- Are there clear and effective procedures on handling funds, contributions, and assets?
- Are there effective standards and procedures to minimize and disclose potential conflicts of interest?
- Does the board governance or nominating committee: regularly assess board practices and structures for effectiveness; evaluate current directors and counsel those whose performance is less than ideal; and continually look for talented potential new directors?
- Does the board have an appropriate level of turnover in its membership—new members and ideas balanced with experience and continuity?

***Practical Advice Note:** This format may easily be adapted to a numerical rating scale for each item. Just replace Yes and No with a line and instructions to provide a numerical 1-10 ranking for each item with, for example, 10 indicating that the organization is doing well in the category rated and a 1 indicating the organization is not doing well in the category rated, and numbers in between signaling some level of concern or need for improvement.*