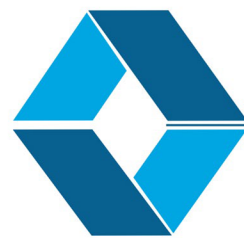


# Board Self-Assessment



# Board Self-Assessment

Welcome to the ASAE Board Self-Assessment (BSA) Report. The BSA was developed through a collaborative effort between ASAE and BoardSource and is designed to educate and provide insights on your board's governance performance, which will enable your board to operate at the highest and best use of its collective capacity. ASAE recommends that organizations engage in a self-assessment process every two to three years.

This report provides an overview of your board's performance based on recognized nonprofit governance roles and responsibilities, as outlined in Ten Basic Responsibilities of Nonprofit Boards. The report compiles data that reflect how well the board and the chief executive think they are meeting their responsibilities in four key areas identified by BoardSource as crucial for high-performing boards and organizational success: setting direction, ensuring resources, providing oversight, and board structure and operations.

The report is intended to help your board determine its strengths and identify opportunities for board development. We encourage you to use the report:

- As a starting point for discussions to identify gaps between expected and actual performance
- A basis for establishing a shared understanding of the board's roles and responsibilities
- Provide context for creating a board development action plan
- Enhance credibility for the organization among staff, membership, volunteers, donors, and other constituencies

Additionally, this report benchmarks your data against other associations that have answered the same questions. By comparing your performance as a governing body against that of your peers, you will be able to clarify areas where your performance differs from that of your peers. Please use this data as one point of reference within the context and history of your association to help you focus on your strengths and identify those areas in need of improvement.

# Categories and Ratings

The assessment is divided into four board roles; nine areas of responsibility are incorporated within those roles. The scores for individual questions are averaged within each area of responsibility, and the scores for each responsibility are then averaged within each role.

## SETTING DIRECTION

- Mission
- Strategy

## SENSURING RESOURCES

- Public Image and Advocacy
- Board Composition

## PROVIDE OVERSIGHT

- Program Oversight
- Financial Oversight
- Chief Executive Supervision

## BOARD STRUCTURE AND OPERATIONS

- Board Structure
- Meetings

**The scores in this assessment are based on a 5-point scale using the following definitions:**

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

As an important note, respondents to the survey have the option to select NA/Don't Know to questions within the survey. Responses of NA/Don't Know are excluded from analysis within the final report and are not included in the averages provided. Responses of NA/Don't Know are also excluded from the total response count for that question.

## Overview

The assessment is divided into four board roles, each with nine areas of responsibility. The scores for individual questions are averaged within each area of responsibility, and the scores for each responsibility are then averaged within each role.

The scores below are based on a 5-point scale using the following definitions:

1=Very Dissatisfied

2=Dissatisfied

3=Neutral

4=Satisfied

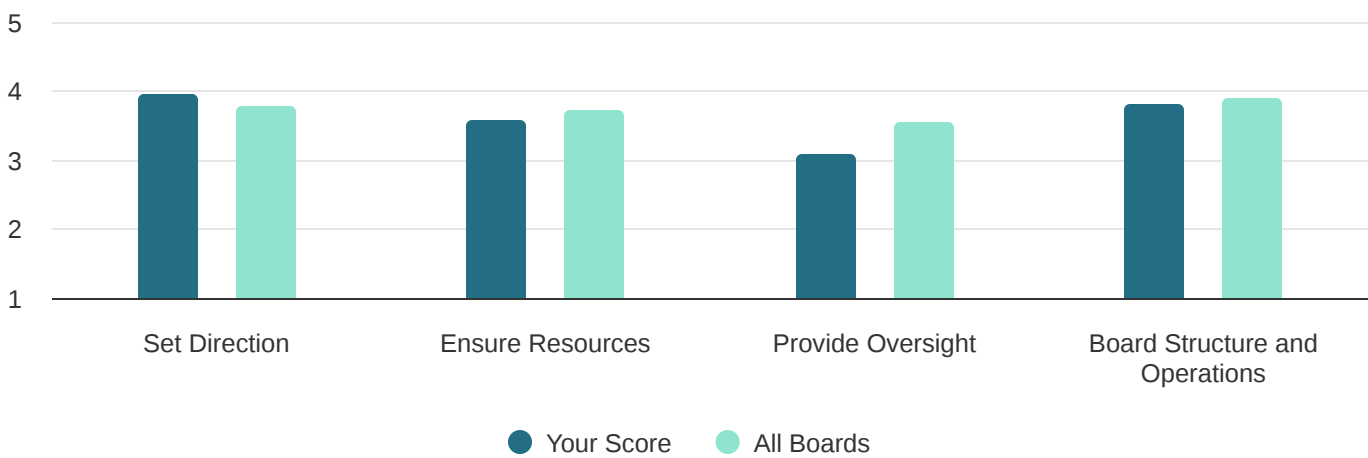
5=Very Satisfied

### NA/Don't Know

Respondents to the survey can select "NA/Don't Know" to questions within the survey. Those responses are excluded from analysis within the final report and are not included in the averages. Responses of NA/Don't Know are also excluded from the total response count for that question.

## Roles

The graph below shows how your board has assessed its performance in the four roles of nonprofit boards.

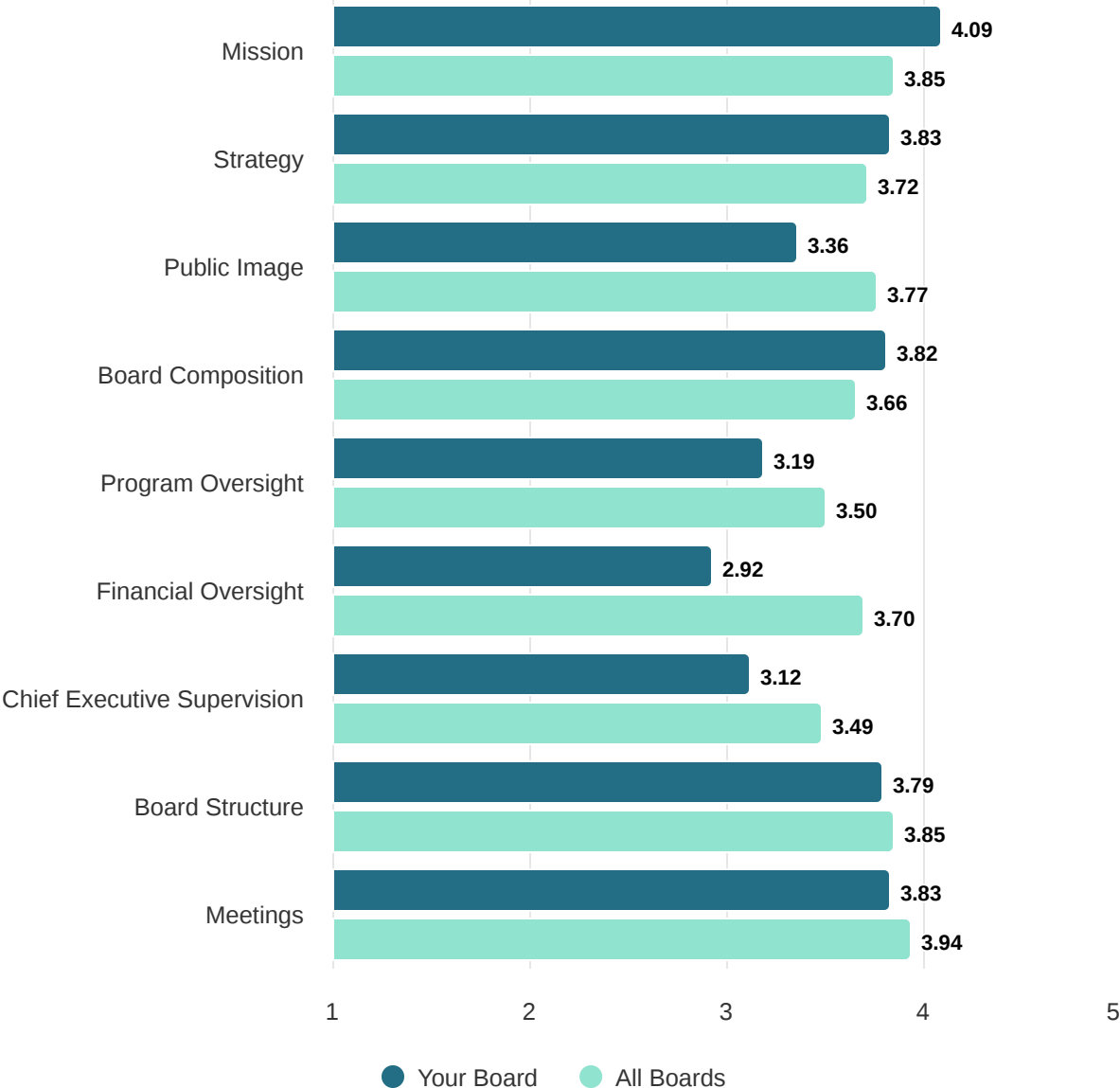


# Individual Responsibility Scores

## Responsibilities

The graph below shows how your board has assessed its performance in nine responsibility areas of nonprofit boards.

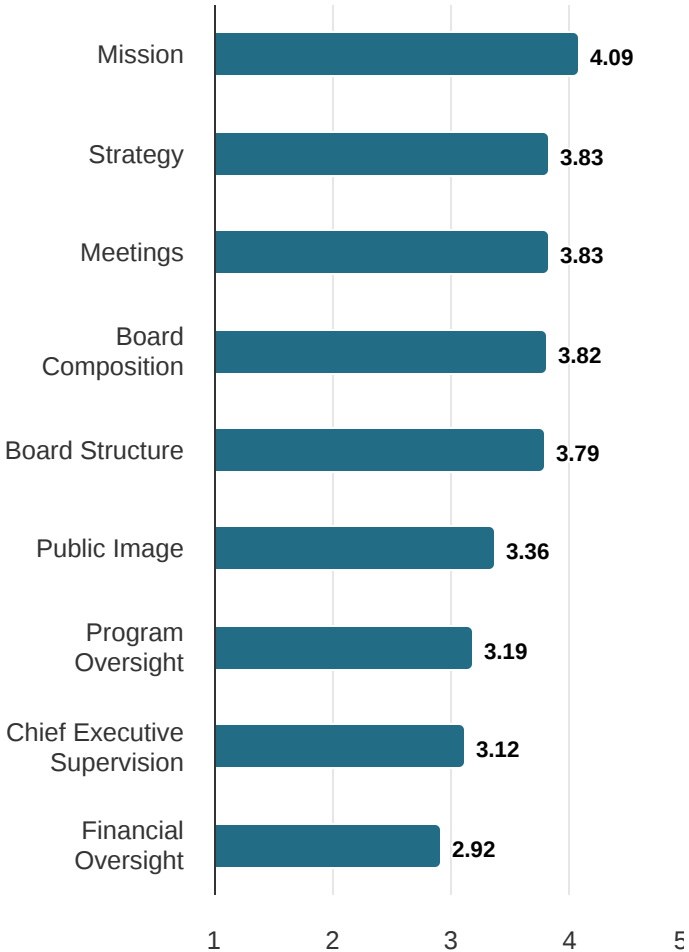
### Responsibility Scores



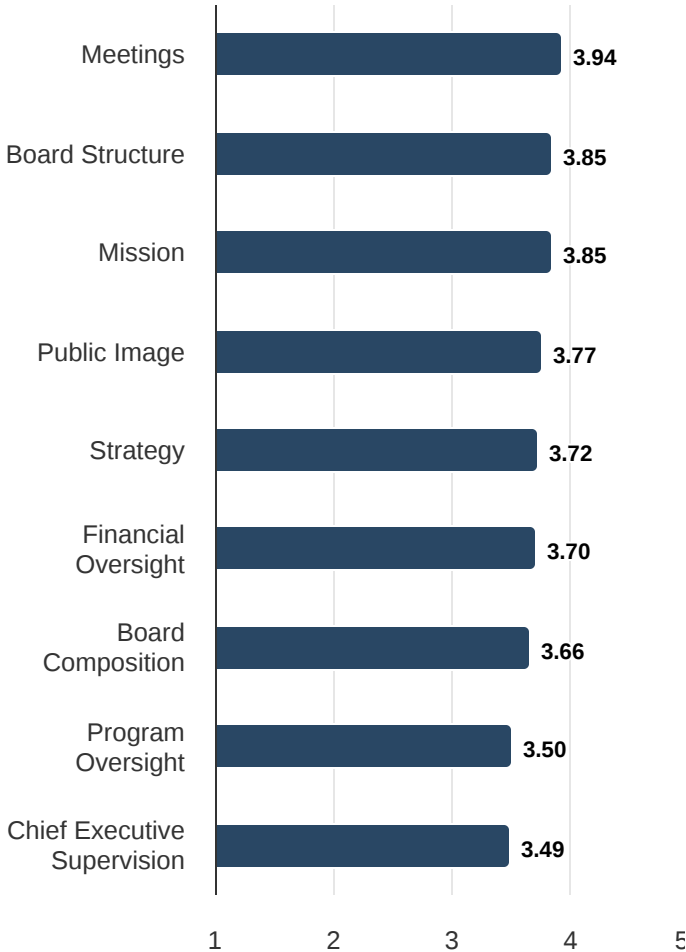
# Highest to Lowest Responsibility

The graph below shows how your board has assessed its performance in the nine areas of responsibility, from the areas with the highest rating to the lowest. Bars at the top indicate strong performance. Bars in the middle highlight areas in which the board is performing at an acceptable level but may want to watch. Bars at the bottom indicate responsibilities that need attention.

## YOUR BOARD



## ALL BOARDS

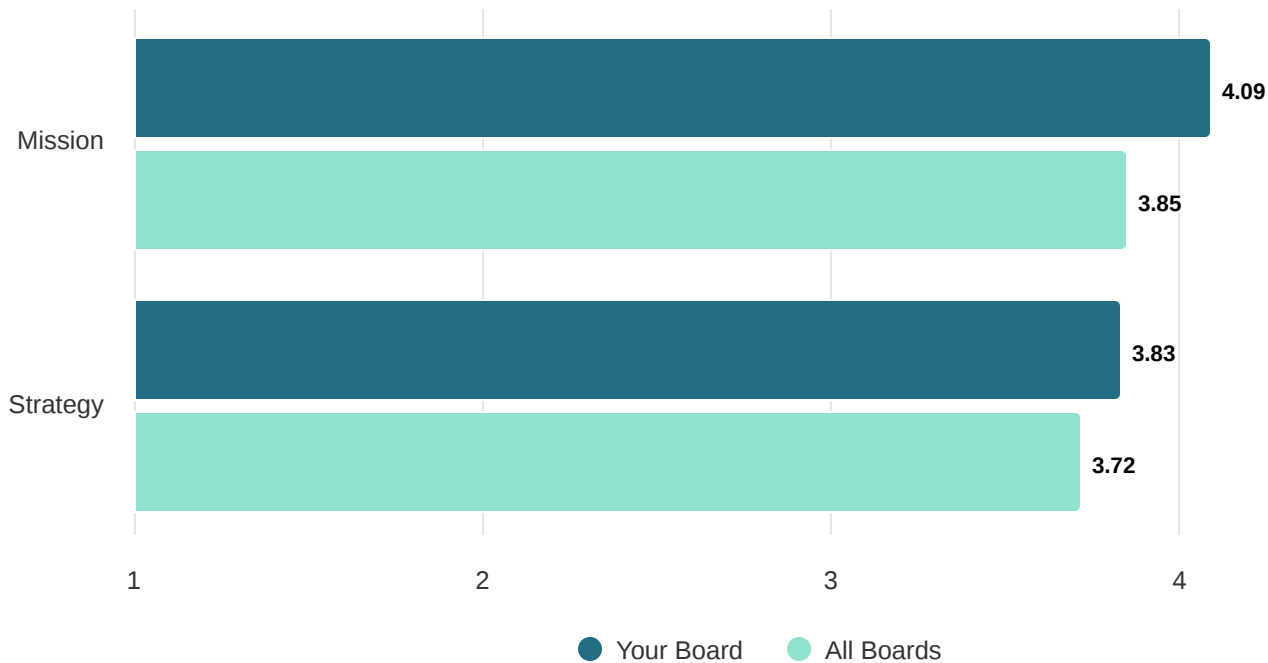


# SET DIRECTION

Having the right people on the board makes higher performance - in both the board's internal and external functions - more likely. This section assesses the overall balance of who serves on the board (board composition), how people are organized (board structure), and how they deliberate together (board meetings).



## INDIVIDUAL SCORES



Displayed below is the percent of board members that selected a rating for each question in this section:

Very Dissatisfied   Dissatisfied   neutral   Satisfied   Very Satisfied   Don't know

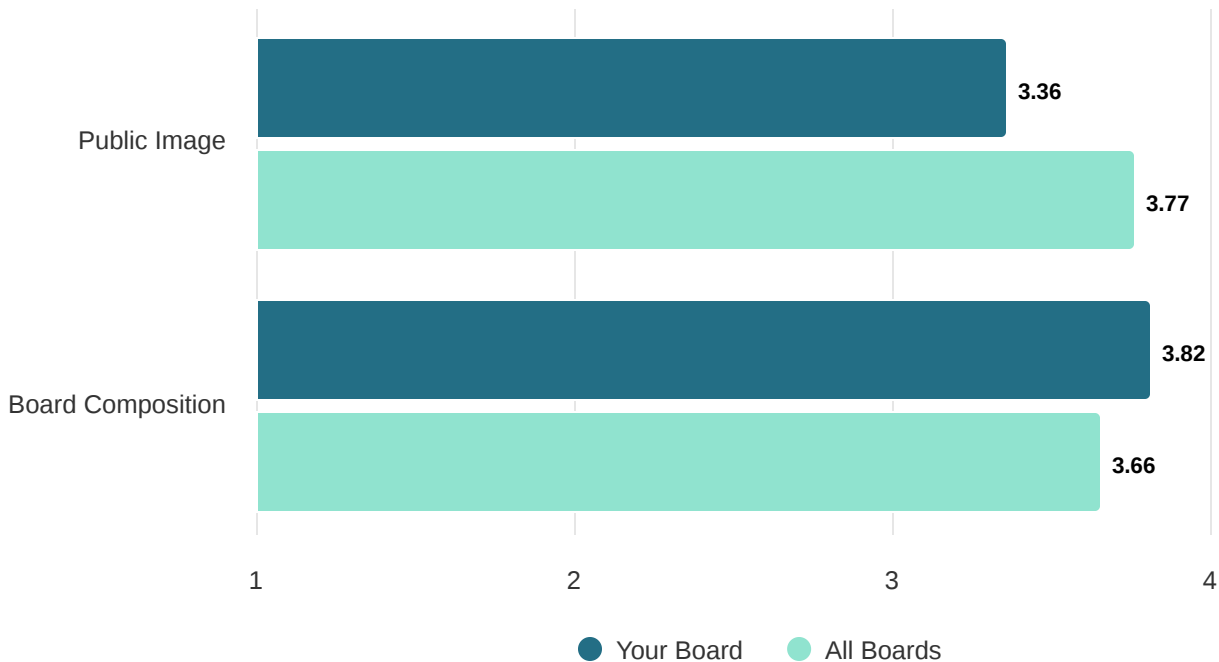


# ENSURE RESOURCES

After establishing a strategic direction, the board is responsible for ensuring that the association has the resources needed to achieve its goals. An association needs three principal types of resources: people to do the work; money to pay salaries and expenses; and credibility with the public, on whose support it depends. While the board itself does not necessarily have to secure these resources, it makes sure that people and systems are in place to make them available.



## INDIVIDUAL SCORES



Displayed below is the percent of board members that selected a rating for each question in this section:

Very Dissatisfied   Dissatisfied   neutral   Satisfied   Very Satisfied   Don't know



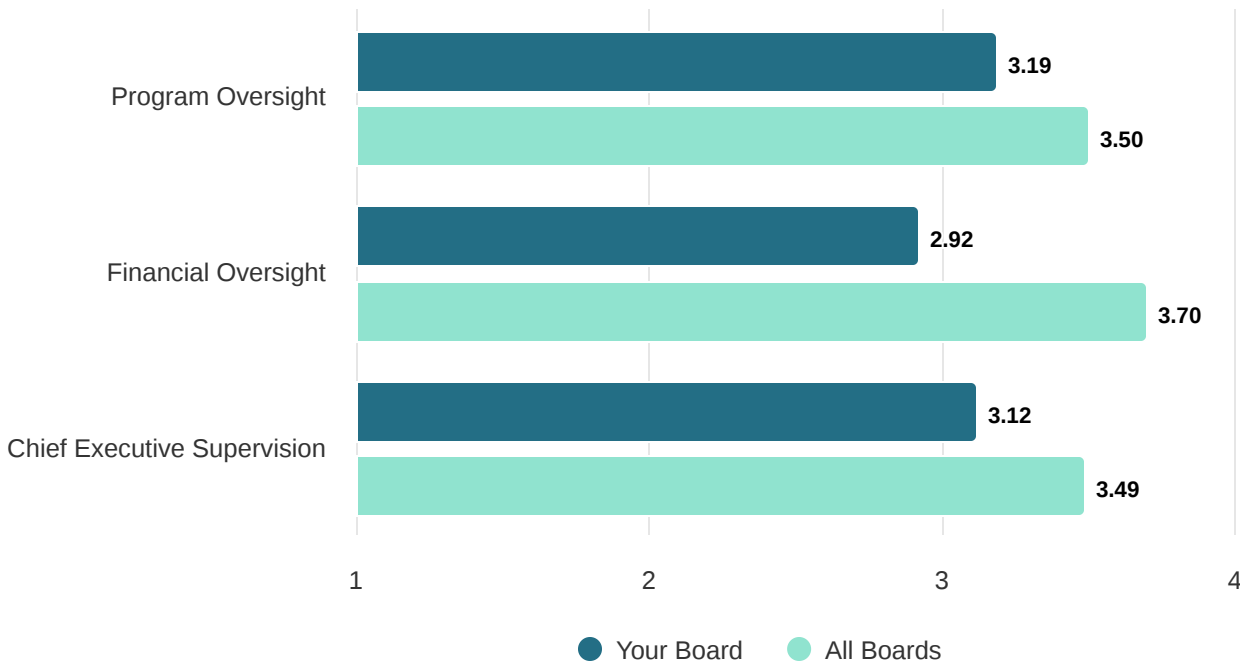


# PROVIDE OVERSIGHT

In the board's oversight role, the emphasis is on accountability. As a governing body, the board provides oversight not only of the finances and programs, but also of the association's legal and moral conduct. Furthermore, the board delegates authority to the chief executive, who is therefore accountable to the board. Thus, the board's oversight role also includes supervising, providing feedback to, and supporting its chief executive.



## INDIVIDUAL SCORES



Displayed below is the percent of board members that selected a rating for each question in this section:

Very Dissatisfied   Dissatisfied   neutral   Satisfied   Very Satisfied   Don't know

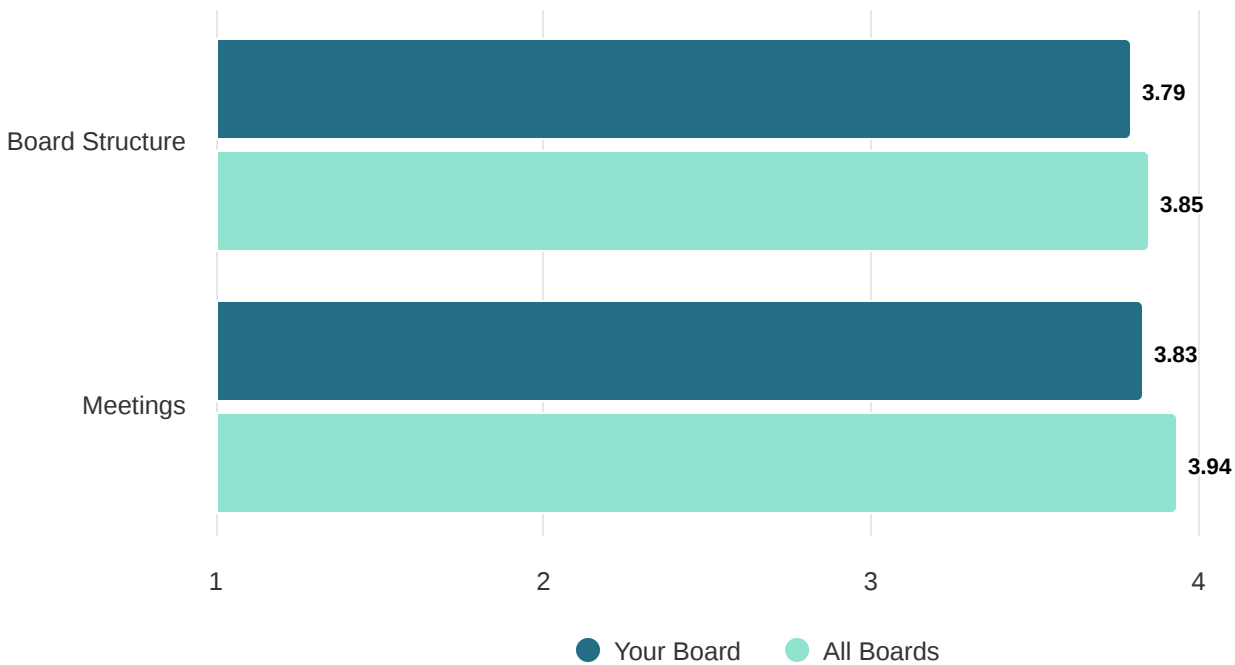


# BOARD STRUCTURE AND OPERATIONS

A well-functioning board is a strategic resource for the association. A board that attends to the quality of its performance will serve the association and its constituencies well. Among the factors that go into functioning effectively are board size and composition, clarity of roles and responsibilities, productive meetings, well-functioning committees, access to necessary information, and use of a team approach.



## INDIVIDUAL SCORES



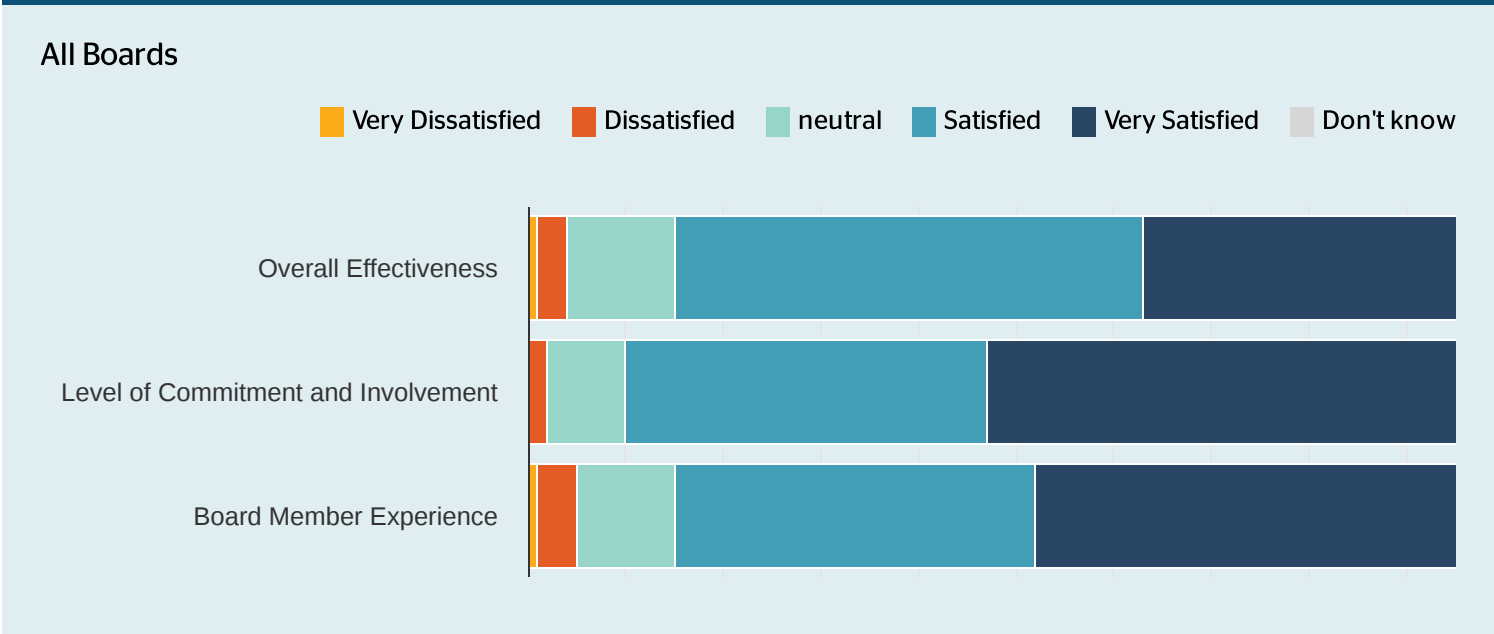
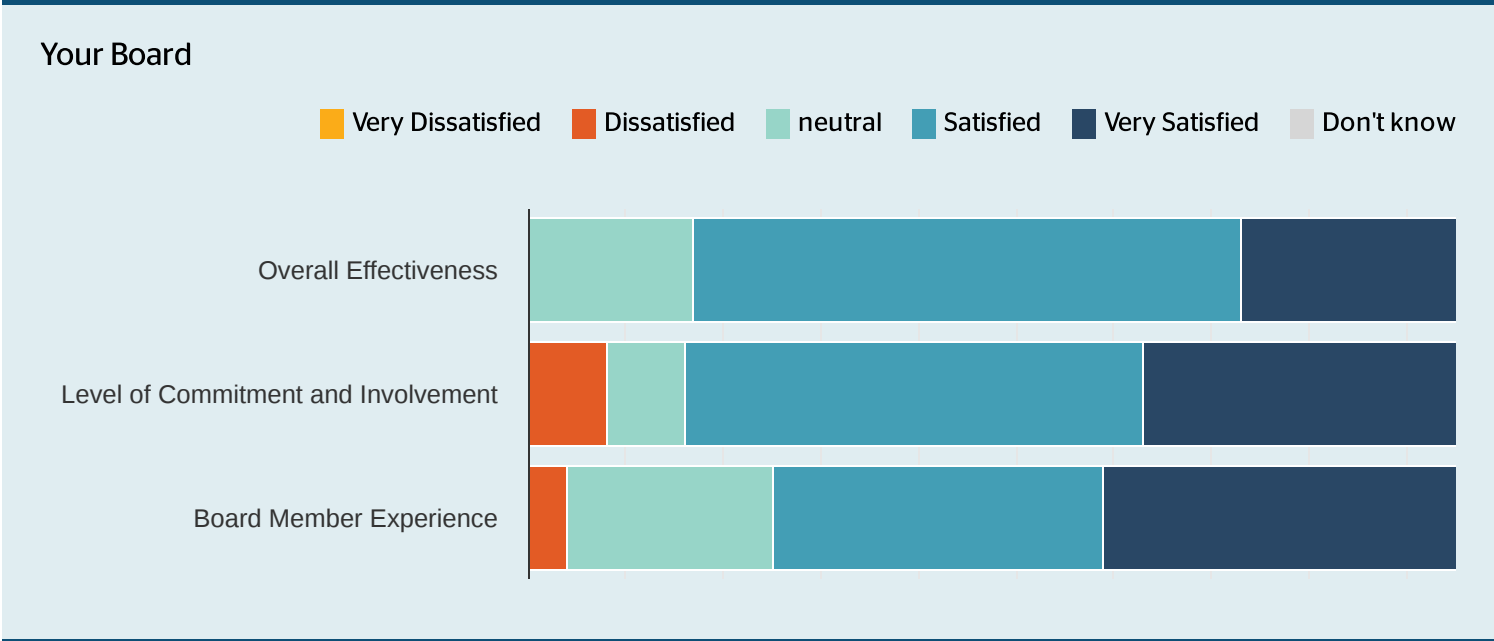
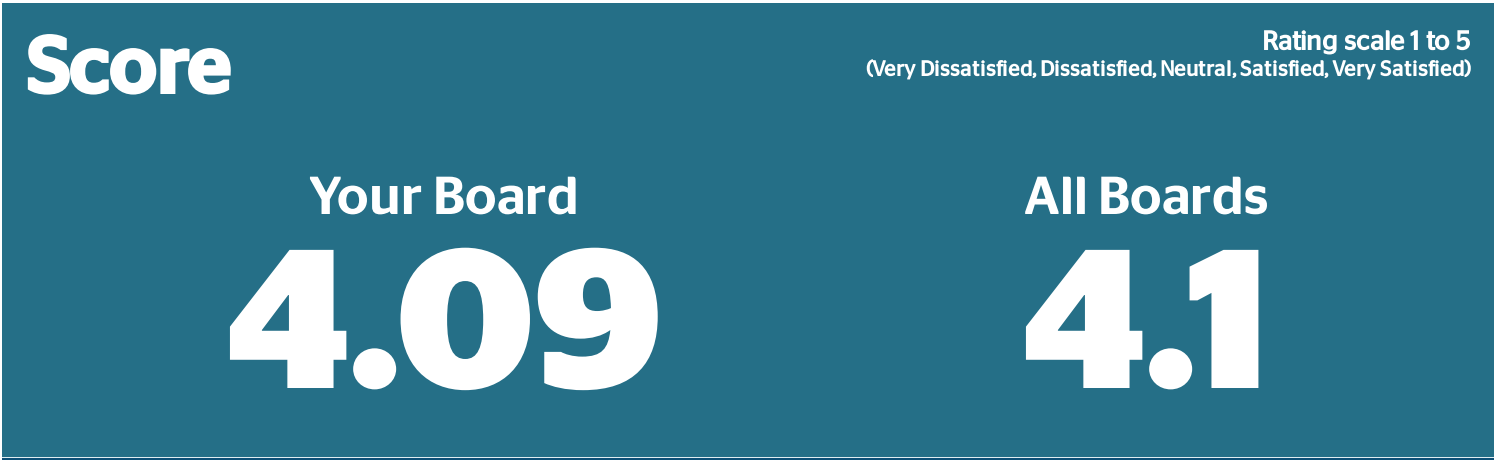
Displayed below is the percent of board members that selected a rating for each question in this section:

Very Dissatisfied   Dissatisfied   neutral   Satisfied   Very Satisfied   Don't know



# BOARD CULTURE: EXPERIENCE

Following graphs reflect the board's thinking about its overall effectiveness. Because the percentages are based on the perceptions of your individual board members, this information can be used to spark a full board discussion on whether board members feel they are collectively meeting their responsibilities.



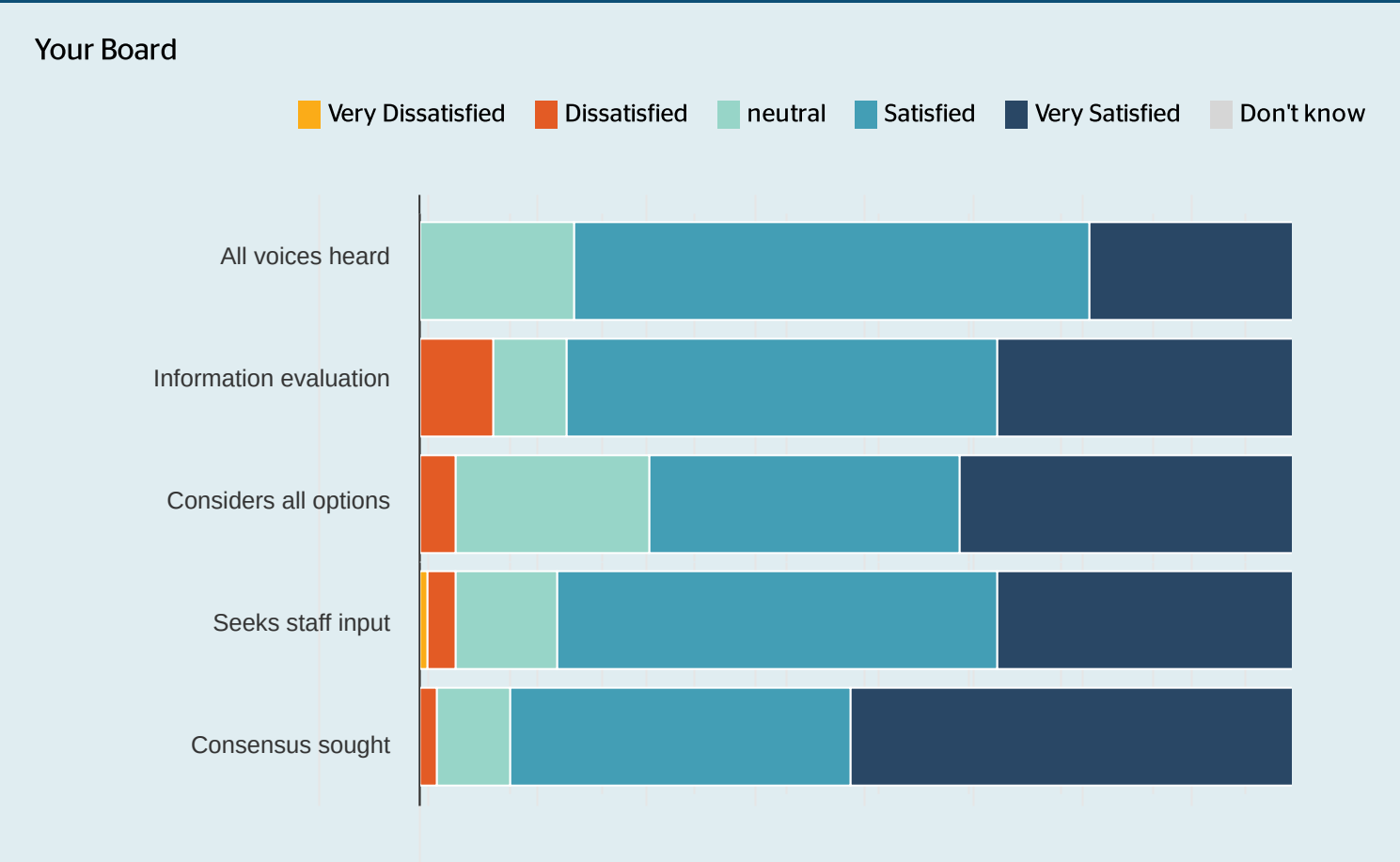
# BOARD CULTURE: DECISION-MAKING

The following graphs reflect the board's feels about its decision making and debate. Because the percentages are based on the perceptions of your individual board members, this information can be used to spark a full board discussion on whether board members feel they are collectively meeting their responsibilities.

## Does the board ensure thorough, inclusive, and effective decision-making processes?

**Score** Rating scale 1 to 5  
(Very Dissatisfied, Dissatisfied, Neutral, Satisfied, Very Satisfied)

<b>Your Board</b>	<b>All Boards</b>
<b>3.90</b>	<b>3.72</b>



# BOARD CULTURE: DECISION-MAKING

The following graphs reflect the board's feels about its decision making and debate. Because the percentages are based on the perceptions of your individual board members, this information can be used to spark a full board discussion on whether board members feel they are collectively meeting their responsibilities.

Does the board ensure thorough, inclusive, and effective decision-making processes?

## Score

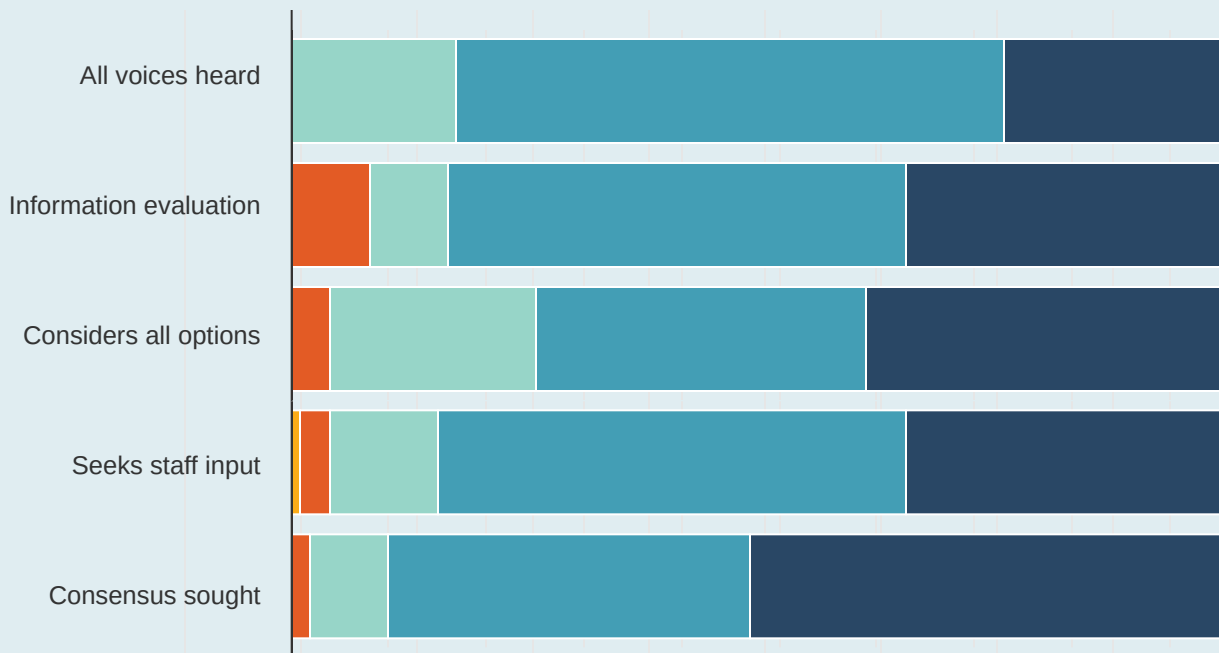
Rating scale 1 to 5  
(Very Dissatisfied, Dissatisfied, Neutral, Satisfied, Very Satisfied)

Your Board  
**N/A**

All Boards  
**N/A**

Your Board

Very Dissatisfied Dissatisfied neutral Satisfied Very Satisfied Don't know



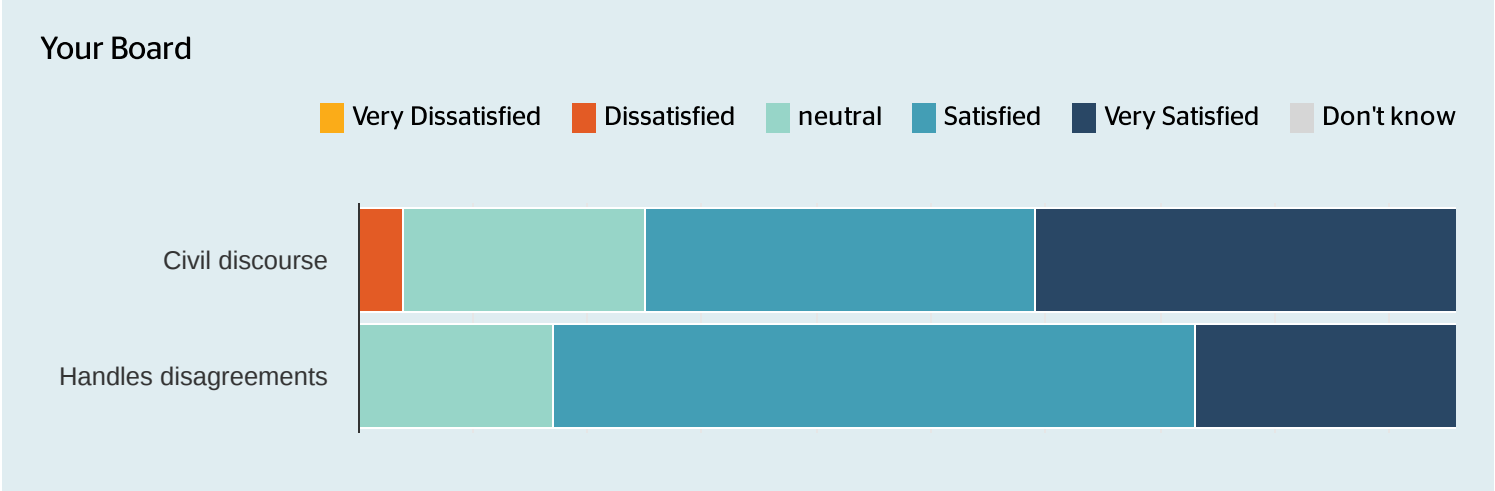
# BOARD CULTURE: DYNAMICS

Following graphs reflect the board's thinking about its overall effectiveness. Because the percentages are based on the perceptions of your individual board members, this information can be used to spark a full board discussion on whether board members feel they are collectively meeting their responsibilities.

**Does the board ensure thorough, inclusive, and effective decision-making processes?**

**Score** Rating scale 1 to 5  
(Very Dissatisfied, Dissatisfied, Neutral, Satisfied, Very Satisfied)

<b>Your Board</b>	<b>All Boards</b>
<b>4.09</b>	<b>N/A</b>



## **General Questions: Open-Ended Responses**

Comments appear exactly as they were entered in the survey, but in randomized order.

### **What are the two or three important areas the board should address to improve its performance in the next year or two?**

Individual responses from board members are recorded here. All responses are anonymous.

### **What organizational issues or challenges require strategic direction or guidance from the board?**

Individual responses from board members are recorded here. All responses are anonymous.

### **What other comments or suggestions would you like to offer?**

Individual responses from board members are recorded here. All responses are anonymous.

# DETAIL: SET DIRECTION

## *(MISSION, STRATEGY)*

One of the board's primary roles is to set direction and strategy. Key elements to consider when setting direction are your association's mission, vision, values and goals.

These elements are incorporated in the strategic plan which typically has an expected life of three to five years. Associations will typically use the plan to guide their annual operating plans and budgets. Plans should be reviewed at least annually and updated, as necessary, based on changing business, regulatory, or economic conditions.

**A mission statement** is a concise declaration that articulates an association's core purpose. It explains why the organization exists and guides decision-making by providing a clear direction for its actions and purposes. A mission statement is regarded as enduring, with no set horizon, yet should be reviewed and affirmed or modified with every iteration of the plan.

**A vision statement** is a forward-looking articulation of an association's aspirations and impact. It serves as a guiding beacon for the association, outlining in specific terms what it aims to achieve in the long-term, often 10 or more years. This statement is intended to inspire members, employees, and other stakeholders.

**Association values** are the fundamental beliefs and principles that guide the organization's operations, culture and decision-making process. They influence how an association interacts with its members, staff and other stakeholders and serve as guideposts to how an association seeks to accomplish its mission.

**Strategic goals** are long-term objectives that an organization sets to achieve its desired future state. They should be long-term (consistent with the timeframe of the strategic plan), aligned with vision and mission, and be measurable and specific. The best goals will stretch the organization to achieve beyond its current state.

Effective and strategic board members take responsibility for identifying the issues that must be addressed to serve the association's mission, vision, and values in the years ahead. Board members should utilize their unique perspectives, talents and experience to identify these issues and to inform the association's understanding of them.

### Strengthen Performance through Action

- Refer to your mission, vision, and value statements when making decisions.
- When necessary, refine your statements.
- Share the statements with all board candidates and new board members.
- Work together with the chief executive to provide guidance and input in developing the strategic planning process.
- Incorporate strategic thinking into every board meeting rather than relegating it to the annual retreat agenda.



# Score

Rating scale 1 to 5  
(Very Dissatisfied, Dissatisfied, Neutral, Satisfied, Very Satisfied)

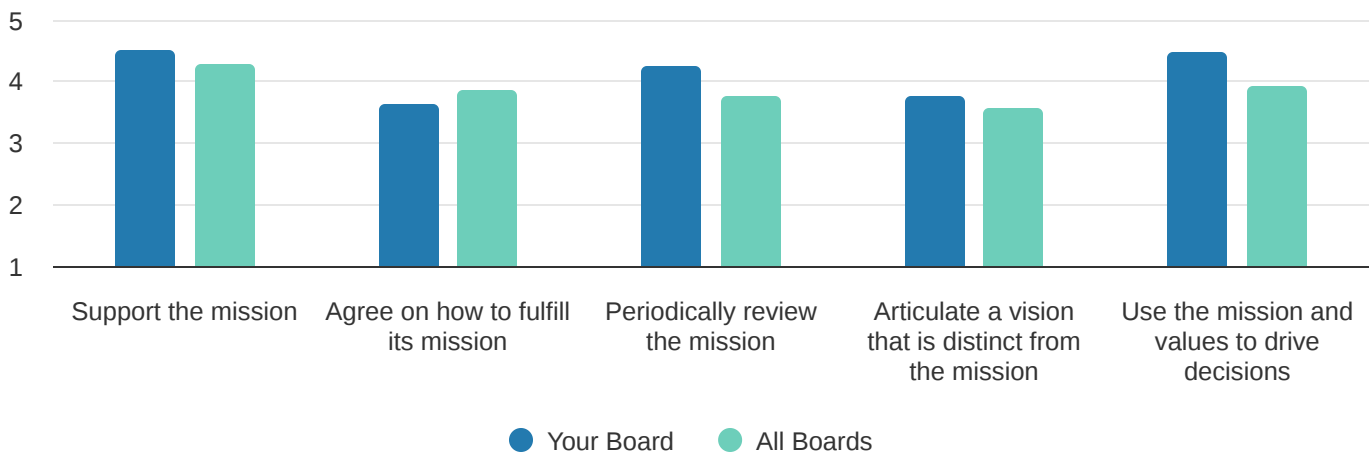
Your Board  
**3.96**

Mission  
**4.09**

Strategy  
**4.09**

## MISSION

One of the board's fundamental roles is setting direction for the association. A good statement of mission and purposes serves to guide organizational planning, board and staff decisions about programs and services, volunteer initiatives, and priorities among competing demands for scarce resources. The board, working closely with the chief executive, should review and periodically revise the mission statement, if necessary, and promote the association outside of the boardroom



## Question Breakdowns, rating board performance in:

Very Dissatisfied   Dissatisfied   neutral   Satisfied   Very Satisfied   Don't know

Support the mission.



# DETAIL: SET DIRECTION

## *(MISSION, STRATEGY)*

One of the board's primary roles is to set direction and strategy. Key elements to consider when setting direction are your association's mission, vision, values and goals.

These elements are incorporated in the strategic plan which typically has an expected life of three to five years. Associations will typically use the plan to guide their annual operating plans and budgets. Plans should be reviewed at least annually and updated, as necessary, based on changing business, regulatory, or economic conditions.

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- Refer to your mission, vision, and value statements when making decisions.
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- Share the statements with all board candidates and new board members.
- Work together with the chief executive to provide guidance and input in developing the strategic planning process.
- Incorporate strategic thinking into every board meeting rather than relegating it to the annual retreat agenda.

## Continued, Question Breakdowns, rating board performance in:

Agree on how the organization should fulfill its mission.



Periodically review the mission to ensure it is appropriate.



Articulate a vision that is distinct from the mission.



Use the mission and values to drive decisions.



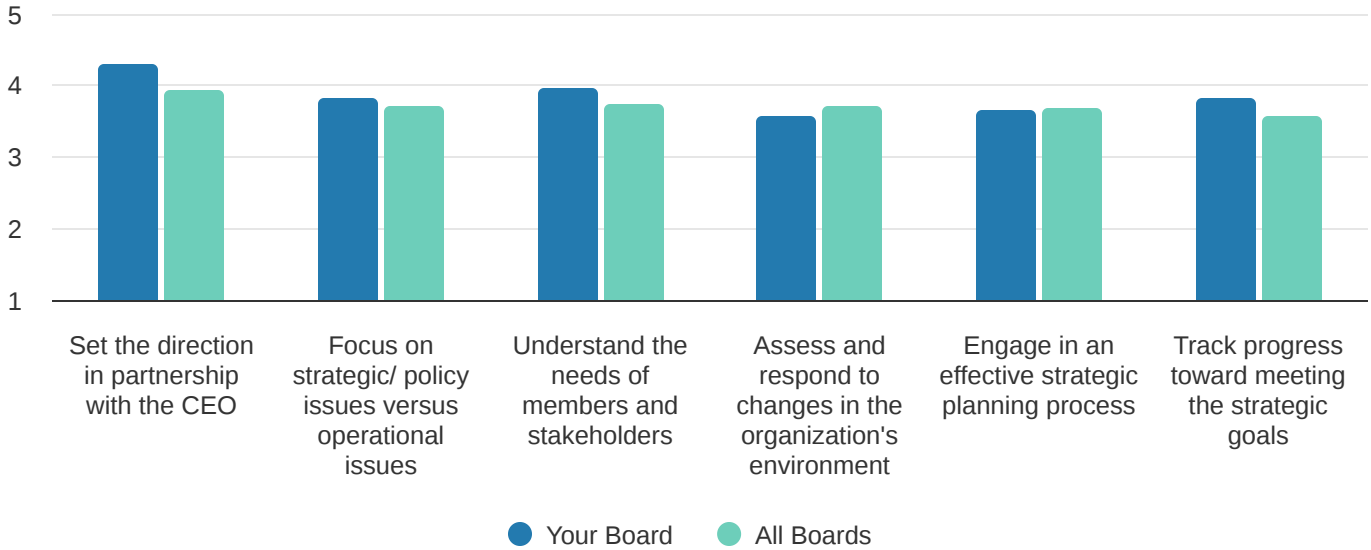
## Mission: Open-Ended Responses

### How can the board improve performance in this area?

Individual responses from board members are recorded here. All responses are anonymous.

# STRATEGY

To carry out its role in setting direction, the board is actively involved in strategic planning and thinking. Typically, the board engages in a formal planning process every few years. Then, it monitors progress against that plan. The board also needs to understand the association's membership and other stakeholders, as well as the internal and external operating environments, so it can respond appropriately as opportunities and challenges arise. The board focuses its efforts primarily on long-term, strategic issues, rather than short-term operational and administrative matters.



## Question Breakdowns, rating board performance in:

■ Very Dissatisfied 
 ■ Dissatisfied 
 ■ neutral 
 ■ Satisfied 
 ■ Very Satisfied 
 ■ Don't know

Set the strategic direction in partnership with the chief executive.



Focus regularly on strategic and policy issues versus operational issues.



Understand the needs of members and stakeholders.



## Continued, Question Breakdowns, rating board performance in:

Assess and respond to changes in the organization's environment.



Engage in an effective strategic planning process.



Track progress toward meeting the strategic goals.



## Strategy: Open-Ended Responses

**How can the board improve performance in this area?**

Individual responses from board members are recorded here. All responses are anonymous.

# DETAIL: ENSURE RESOURCES

## *(PUBLIC IMAGE, BOARD COMPOSITION)*

Your organization, like all associations, requires an engaged and competent board and a positive reputation among members and the public-at-large to accomplish its mission.

### **Strengthening Board Performance through Action**

- **Spread the Word:** Communicate your association's vision, accomplishments, and organizational profile, consistent with guidelines established by the board. Each board member is a representative of the organization and demonstrates support for the board's decisions with the association's constituencies, while also listening to concerns
- **Stakeholder Feedback:** Transmit feedback from stakeholders to help shape board discussion.
- **Articulate Positions:** Clearly articulate the association's official positions; be clear about when you are presenting your personal opinions.
- **Recruitment Cycle:** Approach recruitment and board building as an ongoing cycle. Encourage qualified individuals to apply for Board and other leadership positions.
- **Engage Governance Committee:** Ensure your Nominating or Leadership Development committee is fully engaged and involves every board member in the board-building process by recommending or cultivating potential new board members.
- **Orientation Program:** Ensure a solid orientation program for new members, regardless of their previous board experience.

### ***Recommended Resources***

[\*Recruit the Right Board: Proven Processes for Selecting Critical Competencies\*](#)

[\*What Makes High-Performing Boards\*](#)

# Score

Rating scale 1 to 5  
(Very Dissatisfied, Dissatisfied, Neutral, Satisfied, Very Satisfied)

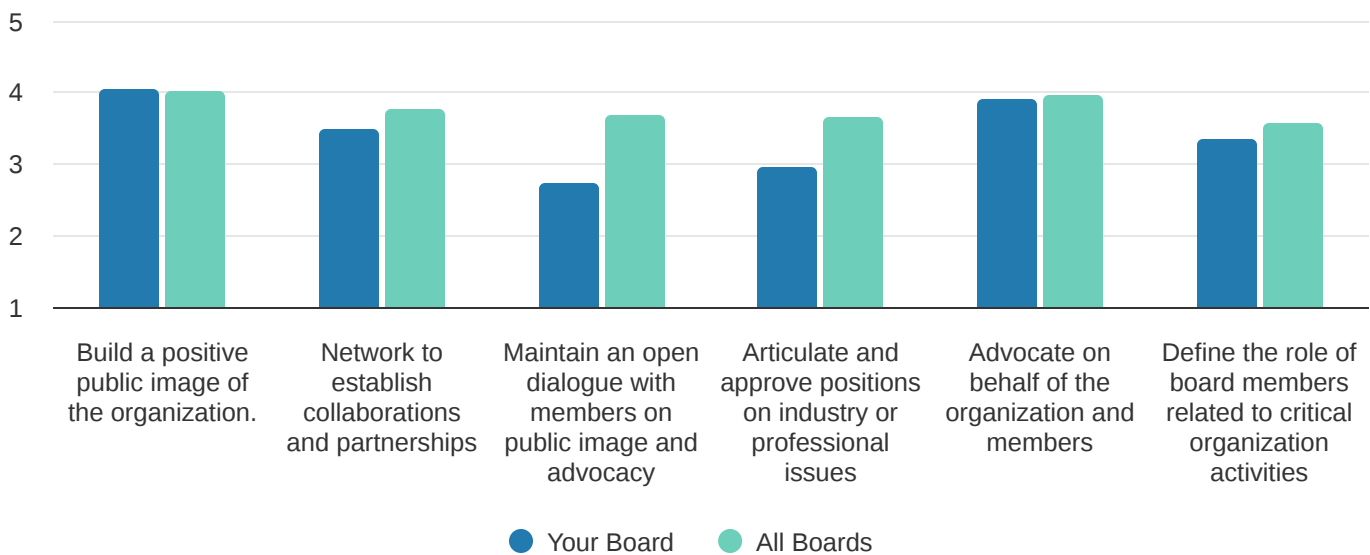
Your Board  
**3.59**

Public Image  
**3.36**

Board Composition  
**3.36**

## PUBLIC IMAGE

The board is responsible for developing public policy and advocating on behalf of the association and its members. To carry out its responsibilities, the board needs to stay in touch with the concerns and interests of various stakeholders, including its members. An association's activities may include monitoring regulatory, legal, legislative, and other activities that promote the good of the collective membership.



## Question Breakdowns, rating board performance in:

Very Dissatisfied   Dissatisfied   neutral   Satisfied   Very Satisfied   Don't know

Build a positive public image of the organization.



## Continued, Question Breakdowns, rating board performance in:

Network to establish collaborations and partnerships with other organizations.



Maintain an open dialogue with members related to public image and advocacy issues.



Articulate and approve broad, overarching positions on industry or professional issues.



Advocate on behalf of the organization and members.



Define the role of board members related to critical organization activities (e.g., who serves as the official spokesperson, access to media).



## Public Image: Open-Ended Responses

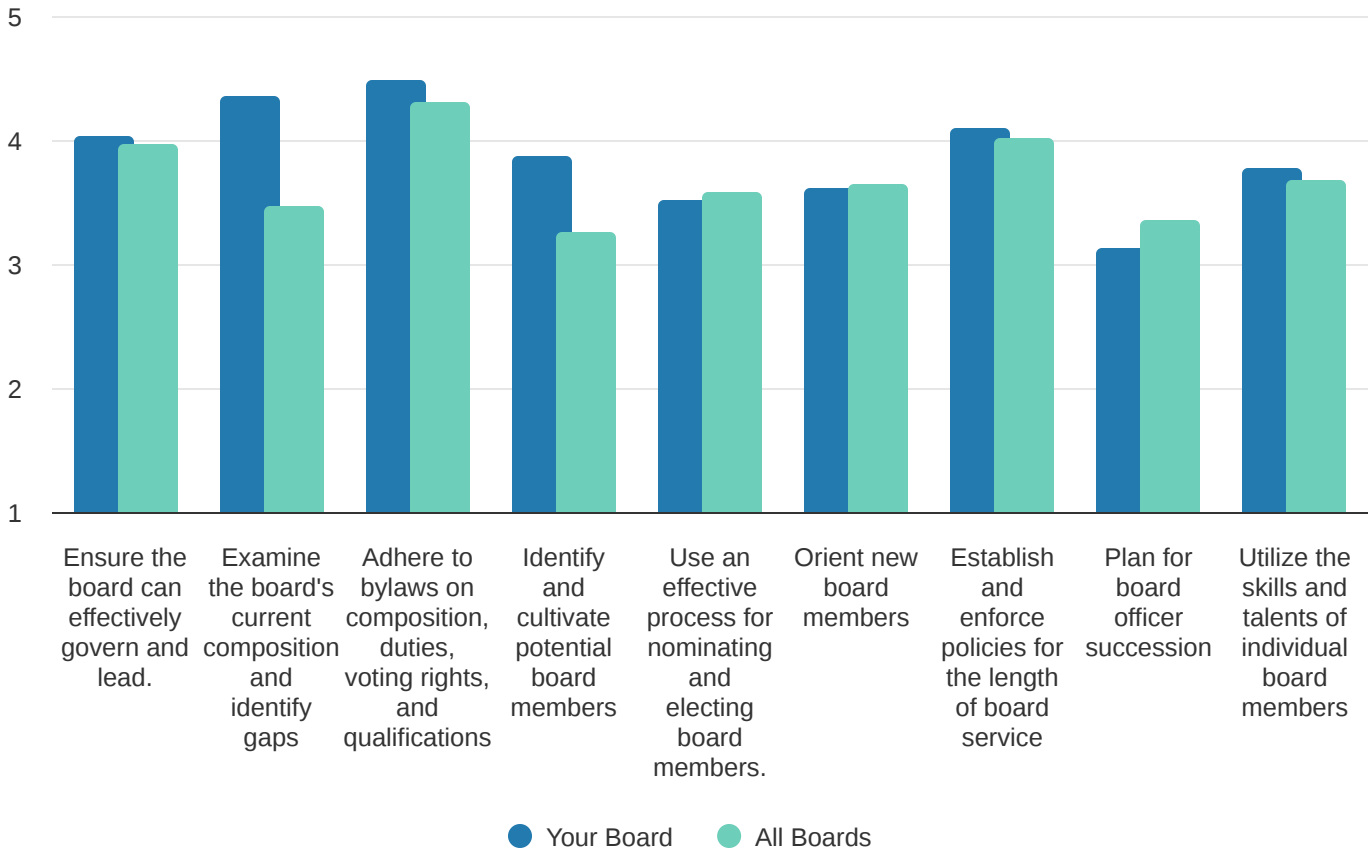
### How can the board improve public image and/or advocacy efforts?

Individual responses from board members are recorded here. All responses are anonymous.



# BOARD COMPOSITION

An association's board is a critical resource, and the board is responsible for its own composition and leadership. A good board is composed of individuals who contribute critically needed skills, experience, perspective, wisdom, contacts, time, and other resources to the association. A well-conceived board-building plan helps the board to identify and recruit members and cultivate officers. New members are oriented to the board's responsibilities and the association's activities. Board member rotation ensures that the board is infused with new ideas yet remains a manageable size.



## Question Breakdowns, rating board performance in:

■ Very Dissatisfied 
 ■ Dissatisfied 
 ■ neutral 
 ■ Satisfied 
 ■ Very Satisfied 
 ■ Don't know

Ensure the current board has the capacity to effectively govern and lead.



Examine the board's current composition and identify gaps (e.g., in expertise, influence, ethnicity, age, gender).



## Continued, Question Breakdowns, rating board performance in:

Adhere to the bylaws regarding board composition, duties, voting rights, and qualifications.



Identify and cultivate potential board members.



Use an effective process for nominating and electing board members.



Effectively orient new board members.



Establish and enforce policies for the length of board service (e.g., length of terms and number of terms).



Plan for board officer succession.



Utilize the skills and talents of individual board members.



## Board Composition: Open-Ended Responses

Individual responses from board members are recorded here. All responses are anonymous.

# **DETAIL: PROVIDE OVERSIGHT**

## *(PROGRAM OVERSIGHT, FINANCIAL OVERSIGHT, CHIEF EXECUTIVE SUPERVISION)*

Oversight involves both authority and accountability. However, in the board's oversight role, the emphasis is on accountability on making sure the association's assets are safeguarded and used responsibly and effectively to implement the mission. The board provides oversight not only of the finances and programs but also of the association's reputation and its legal and ethical conduct. Furthermore, the board delegates authority to the chief executive, who is accountable to the board.

The board's oversight role also includes supervising, providing feedback to, and supporting its chief executive. As fiduciaries and stewards of member trust, board members must always act for the good of the association, rather than for the benefit of themselves.

### **Strengthen Performance through Action**

- All board members must fulfill their fiduciary responsibility to oversee the financial health of the association. Financial oversight cannot be delegated to a committee but can be supported by the work of a committee.
- Board development should include resources to assist board members in understanding nonprofit and association financial basics. Monitoring financial sustainability goes beyond reviewing financial reports; it requires reviewing short- and long-term trends in revenue streams, expenses, and programs; investments, and adequacy of reserves. It is most important to ensure that resources are in place to support the strategic plan (i.e., there is an appropriate balance between the organization's goals and the investments in staff, consultants, and other resources to accomplish these).
- Ensure that all necessary financial policies and controls are in place and being followed.
- Work with the chief executive to understand and oversee the association's legal obligations.
- Monitor program quality and results, including asking: "Are we doing what we said we would do?" "Are we doing the right thing?" "Is this program or service making enough of a difference for the people served?" "Is it worth the expenditure of funds and efforts?"
- Incorporate vision and mission moments during board meetings or create opportunities to see your strategic plan in action.
- Provide a clear job description and mutually agreed-upon annual expectations for the chief executive by clarifying what needs to be achieved; and when appropriate, provide guidance, and development resources, such as executive coaching.
- Properly administer annual performance assessment. Look at qualitative and quantitative factors, link goals to measurable indicators, understand that the chief executive's intangible qualities may have a valuable impact on the success of the association. Remember that evaluation provides your board the opportunity to strengthen the association by improving the board-CEO partnership and CEO performance.

### ***Recommended Resources: Program Oversight***

[\*The Will to Govern Well\*](#)

### ***Recommended Resources: Financial Oversight***

[\*How to Read Nonprofit Financial Statements\*](#)

[\*BoardSource: Red Flags, Yellow Flags: Are Your Financial Statements Trying to Tell You Something?\*](#)

# Score

Rating scale 1 to 5  
(Very Dissatisfied, Dissatisfied, Neutral, Satisfied, Very Satisfied)

**Your Board**  
**3.08**

**Program Oversight**  
**3.19**

**Financial Oversight**  
**3.19**

**Chief Executive Supervision**  
**3.19**

## PROGRAM OVERSIGHT

As part of providing oversight, the board is responsible for deciding which programs best support the mission and for evaluating their effectiveness. The board works in collaboration with staff to understand the scope of the association's programs and services, establish appropriate goals for quality and results, and monitor performance data. The board may wish to retain a consultant to conduct a formal evaluation of the association's work. The questions below relate to your association's own work, not to the programs and services of your members that may be funded or otherwise supported by your association.



# Question Breakdowns, rating board performance in:

Very Dissatisfied Dissatisfied neutral Satisfied Very Satisfied Don't know

Knowledgeable about the organization's programs and services.



Ensure the board receives sufficient information related to programs and services.



Ensure the organization has adequate infrastructure, such as staff, facilities, volunteers, and technologies.



Monitor the quality of programs and services.



Identify standards against which to measure organizational performance (e.g., industry benchmarks, competitors, or peers).



Measure the impact of critical programs and initiatives.



Determine whether the organization has in place appropriate policies and procedures governing the activities of its chapters, affiliates, and branches.



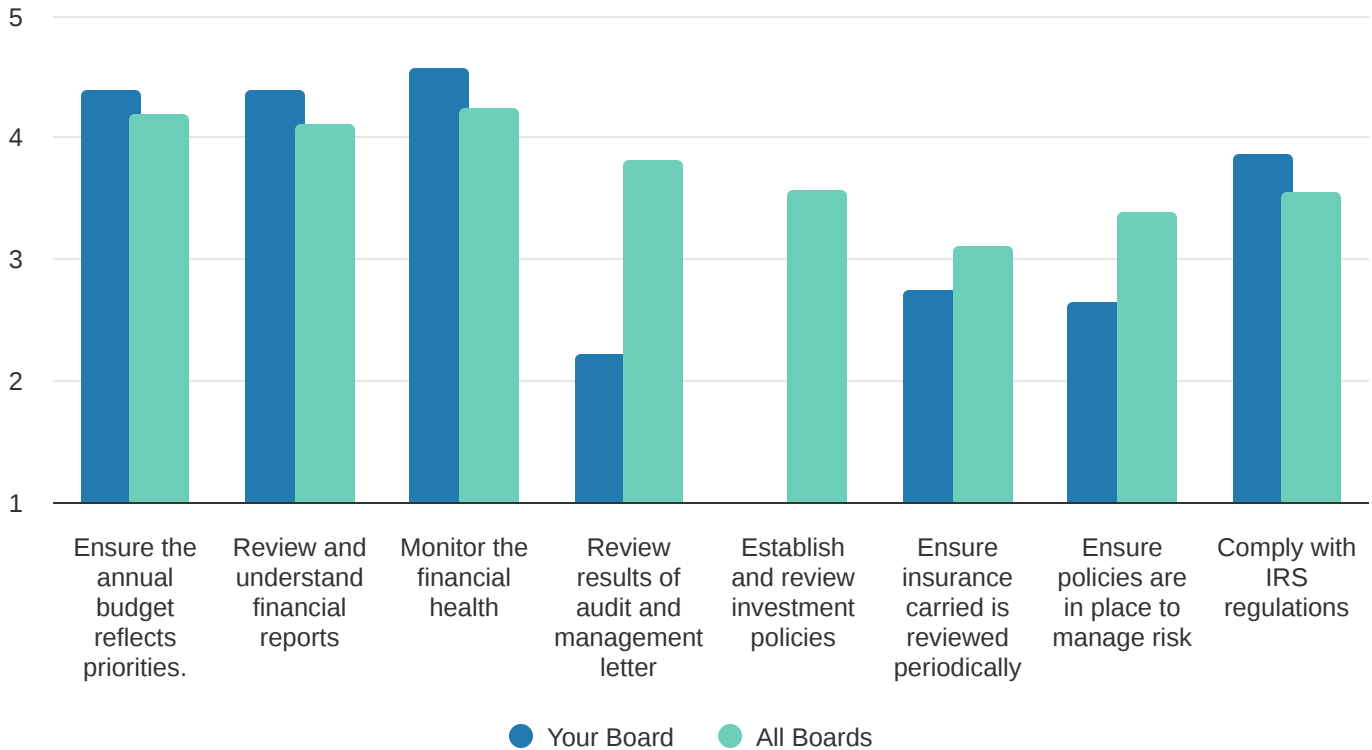
## Program Oversight: Open-Ended Responses

### How can the board improve performance in this area?

Individual responses from board members are recorded here. All responses are anonymous.

# FINANCIAL OVERSIGHT

Boards are responsible for preserving an association's resources, protecting its assets, and maintaining its legal and ethical integrity. Ensuring that income is managed wisely is especially important for a nonprofit because it operates in the public trust. The board approves the annual budget and then monitors performance against the budget throughout the year. The board also oversees the annual audit to verify for itself and the public that the association is accurately reporting the sources and uses of its funds. To safeguard the association's future, the board establishes appropriate investment and risk management policies.



## Question Breakdowns, rating board performance in:

■ Very Dissatisfied 
 ■ Dissatisfied 
 ■ neutral 
 ■ Satisfied 
 ■ Very Satisfied 
 ■ Don't know

Ensure the annual budget reflects priorities.



Review and understand financial reports.



Monitor the organization's financial health (e.g., against budget, year-to-year comparisons, ratios).



## Continued, Question Breakdowns, rating board performance in:

Review the results of the independent financial audit and management letter. (Select "NA/Don't Know" if no audit is done.)



Establish and review investment policies.



Ensure that insurance carried is reviewed periodically (e.g., general liability, directors' and officers', worker's compensation).



Ensure policies are in place to manage risks (e.g., internal controls, personnel policies, emergency preparedness).



Comply with IRS regulations to complete Form 990, if applicable.



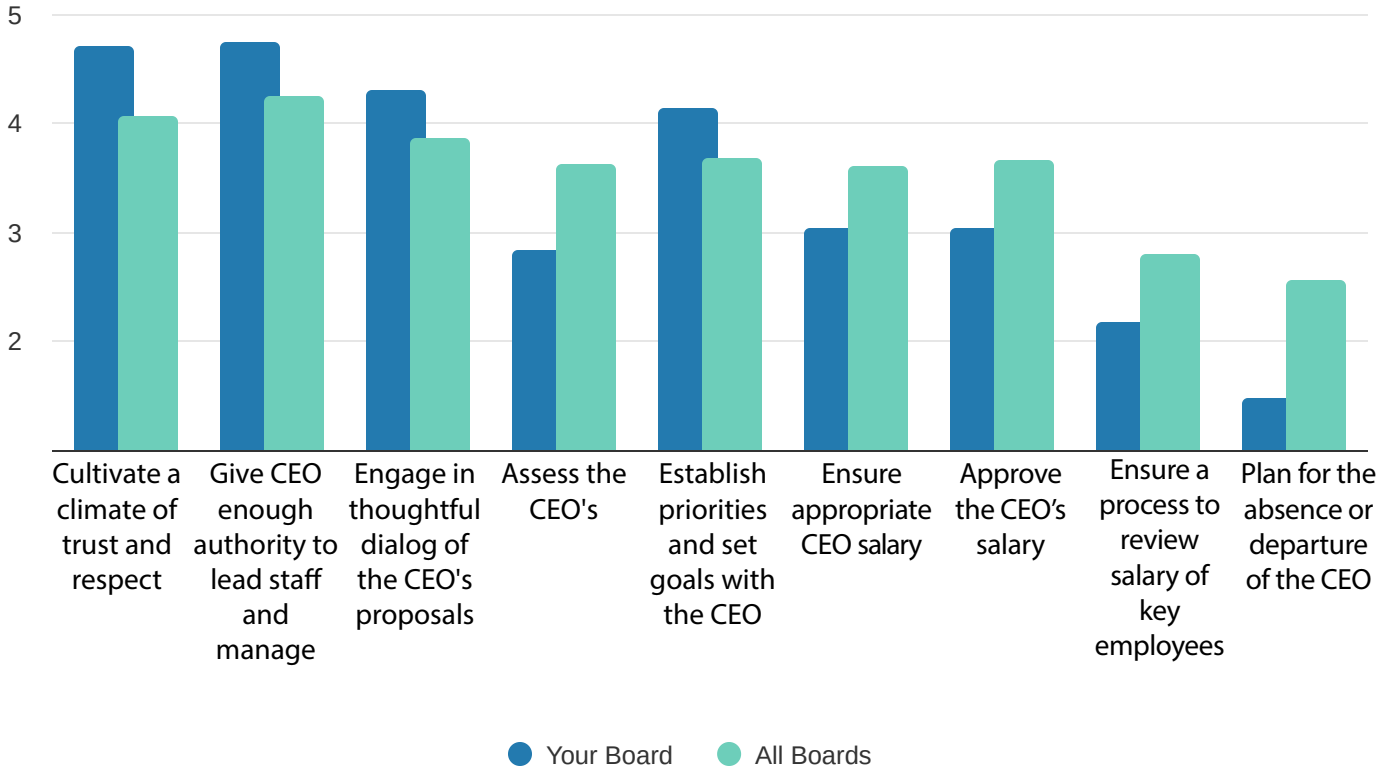
## Financial Oversight: Open-Ended Responses

### How can the board improve performance in this area?

Individual responses from board members are recorded here. All responses are anonymous.

# CHIEF EXECUTIVE SUPERVISION

The primary board-staff relationship is between the board and the chief executive, and the quality of this relationship is of the utmost importance. To be effective, the board and chief executive need a close working relationship based on mutual trust and an appreciation of their respective roles in leading the association. As part of its responsibility for supervising the chief executive, the board ensures that a job description outlines his or her duties, then evaluates the chief executive annually and determines appropriate executive compensation.



## Question Breakdowns, rating board performance in:

■ Very Dissatisfied 
 ■ Dissatisfied 
 ■ neutral 
 ■ Satisfied 
 ■ Very Satisfied 
 ■ Don't know

Cultivate a climate of mutual trust and respect between the board and chief executive.



Give the chief executive enough authority to lead the staff and manage the organization successfully.





## Continued, Question Breakdowns, rating board performance in:

Discuss and constructively challenge recommendations made by the chief executive.



Formally assess the chief executive's performance.



\*Establish priorities and set performance goals by mutual agreement with the chief executive.



Ensure that the chief executive is appropriately compensated.



Ensure the compensation of the chief executive is approved by the full board or authorized body.



Ensure there is a process for reviewing the compensation of key employees.



Plan for the absence or departure of the chief executive (e.g., succession planning).



## Chief Executive Supervision: Open-Ended Responses

### How can the board improve performance in this area?

I do not know if the CEO is appropriately compensated, but from what I can observe, she seems to be okay with the compensation received and has stayed with the association for decades. I also don't believe the board reviews employee compensation--I believe the CEO does that. The chief improvement I'd make in this area is succession planning for the CEO's retirement. I believe that should be a little more systematic.

Embarrassed to admit I don't know a lot in this area.

As far as I know, we have not discussed a succession plan. Not that I heard anything about Janice's departing AISAP, but this is always good to have. In terms of the chief executive compensation, I think we could also do a better job by getting more benchmark information and better assess the multiple demands of the role.

# **DETAIL: BOARD STRUCTURE AND OPERATIONS**

## *(BOARD STRUCTURE, MEETINGS)*

The structure represents the “hardware” of governance. It includes those tangible elements such as board size, committees, meeting cadence and format, and board recruitment, that make the work of governance possible. It also includes the rules and policies that guide how meetings and other work are carried out. Meetings are where the board makes and reviews policy, sets direction for the association, allocates resources, oversees the CEO, and addresses its own well-being. The nomination process includes criteria, recruitment, selection, and onboarding.

### **Strengthen Performance through Action**

- Periodically assess your board's workload, committee structure, term requirements, need for diversity, and legal mandates to ensure that your board is optimally positioned to address the challenges and opportunities the organization faces.
- View your bylaws and policies as evolving documents needing regular review.
- Consider relying on task forces in lieu of multiple standing committees to help the board manage its workload.

### **Recommended Resources - Board Structure**

#### [What Makes High-Performing Boards](#)

Free Community Resource: Bylaws Dos and Don'ts

### **Recommended Resources - Meetings**

#### [Meeting, and Exceeding Expectations: A Guide to Successful Board Meetings](#)

#### [Using Generative Governance Principles for Better Boardroom Conversations](#)

#### [Preparing for More Effective, Focused, and Strategic Board Meetings](#)

# Score

Rating scale 1 to 5  
(Very Dissatisfied, Dissatisfied, Neutral, Satisfied, Very Satisfied)

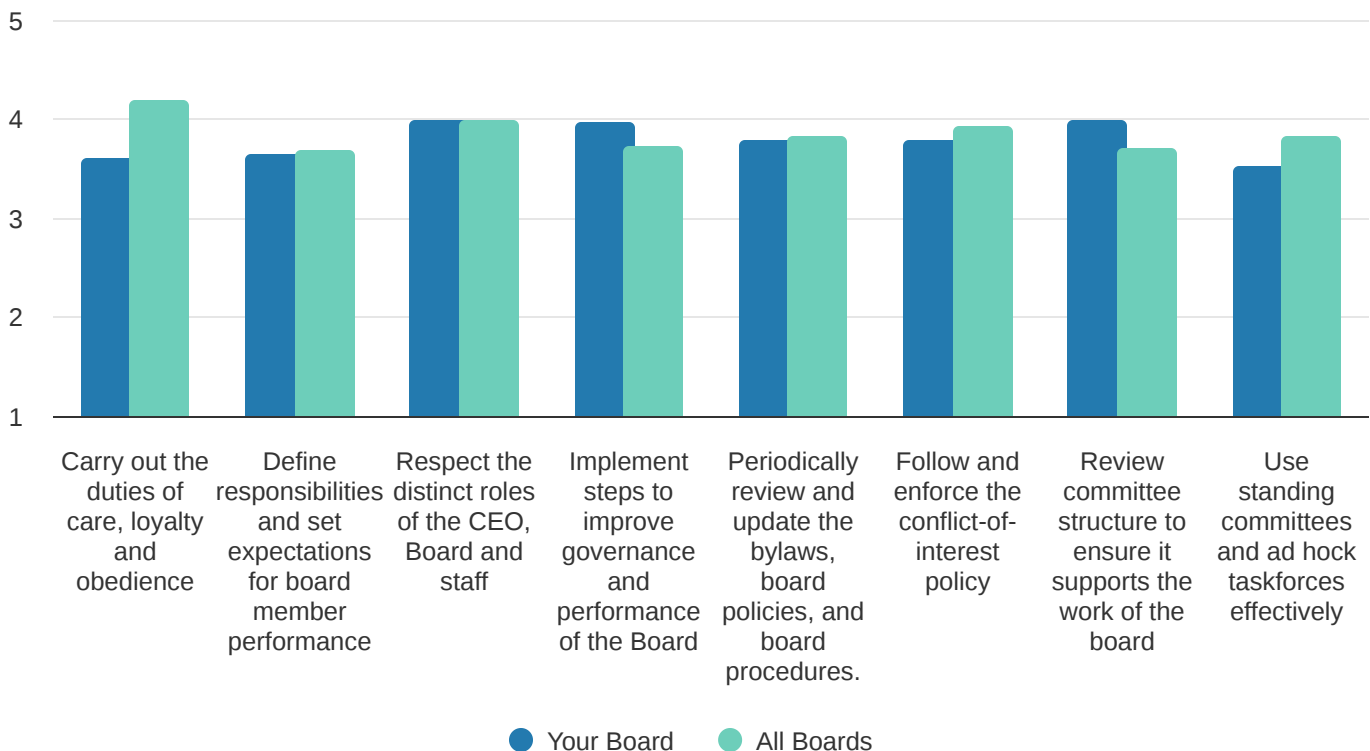
Your Board  
**3.81**

Board Structure  
**3.79**

Meetings  
**3.79**

## BOARD STRUCTURE

The board is responsible for making sure its own practices are appropriate and up-to-date. This requires that the board has a clear understanding of its roles staff and an awareness of how these respective responsibilities may change as the association evolves. The board also ensures that it is operating in accordance with the bylaws and other major organizational policies, which are reviewed periodically and revised as necessary. Finally, the board organizes itself efficiently using committees and task forces that have written charters and capable leadership.



# Question Breakdowns, rating board performance in:

Very Dissatisfied   Dissatisfied   neutral   Satisfied   Very Satisfied   Don't know

Carry out the board's legal duties of care, loyalty, and obedience.



Define responsibilities and set expectations for board member performance.



Respect the distinct roles of the chief executive, board, and staff.



Implementing steps to improve governance and the performance of the board (e.g, evaluation, education).



Periodically review and update the bylaws, board policies, and board procedures.



Follow and enforce its conflict-of-interest policy.



Review committee structure to ensure it supports the work of the board.



Use standing committees and ad hoc task forces effectively.



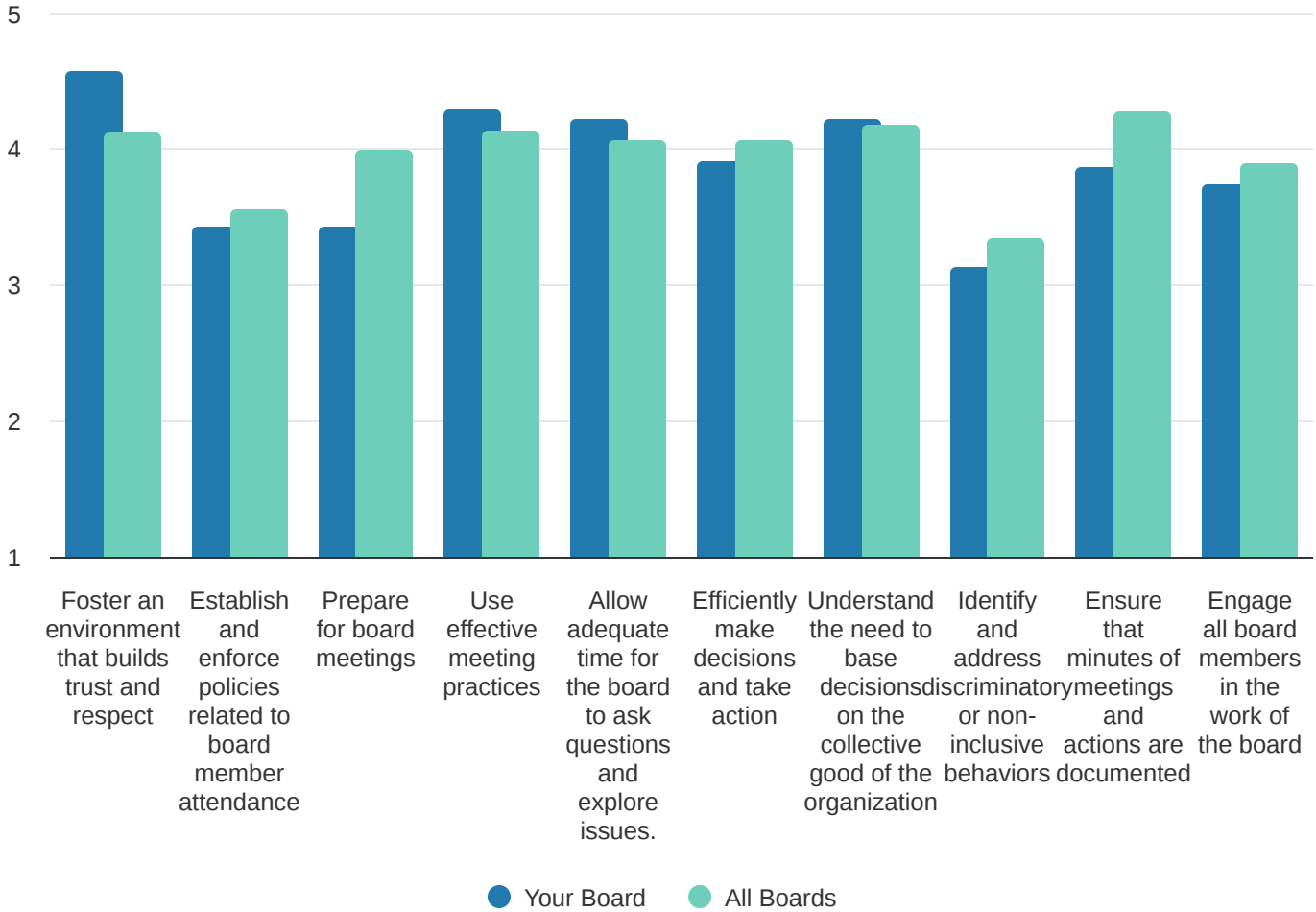
# **Board Structure: Open-Ended Questions**

**How can the board improve performance in this area**

Individual responses from board members are recorded here. All responses are anonymous.

# MEETINGS

Boards carry out much of their work in meetings. Meetings that are carefully structured and efficiently conducted will help board members feel that their time is well spent and that the board adds value to the association. Effective boards have meeting agendas that focus on important issues, allow for discussion, and lead to action. To ensure efficiency, board members receive and review agendas and background materials prior to the meetings. To tap into the collective wisdom of the board, boards pay careful attention to boardroom culture, group dynamics, and decision-making processes.



## Question Breakdowns, rating board performance in:

■ Very Dissatisfied 
 ■ Dissatisfied 
 ■ neutral 
 ■ Satisfied 
 ■ Very Satisfied 
 ■ Don't know

Foster an environment that builds trust and respect among board members.



# Continued, Question Breakdowns, rating board performance in:

Establish and enforce policies related to board member attendance



Prepare for board meetings (e.g., reading materials in advance, follow up on assignments)



Use effective meeting practices, such as setting clear agendas, having good facilitation, and managing time well



Allow adequate time for board members to ask questions and explore issues.



Efficiently make decisions and act when needed



Understand the need to base decisions on the collective good of the organization



Monitor board activities to identify and address discriminatory or non-inclusive behaviors



Ensure that minutes of meetings and actions taken by governing bodies and authorized sub-committees, such as the executive committee, are documented



Engage all board members in the work of the board



# Board Structure: Open-Ended Questions

**How can the board improve performance in this area?**

Individual responses from board members are recorded here. All responses are anonymous.