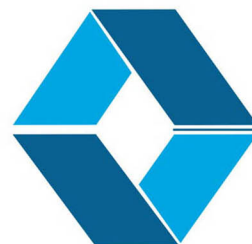


# CEO Self-Assessment



## Welcome to the ASAE CEO Assessment Report. This assessment was developed through a collaborative effort between ASAE and BoardSource

By conducting an assessment, the chief executive has the opportunity to receive the needed insight into his or her strengths, limitations, and overall performance. The assessment of the chief executive is an opportunity for the board to express support for the executive and strengthen his or her performance in the future. The consequences of failing to assess the chief executive can lead to mistrust, strained working relationships, ongoing poor performance, and even turnover.

The survey uses a 5-point rating scale based on the following definitions:

- 1 - Unsatisfactory
- 2 - Needs Improvement
- 3 - Meets Expectations
- 4 - Exceeds Expectations \*
- 5 - Exceptional

\* NA / Don't Know

## Tips on how to interpret your results and determine action:

### Do:

- Look at feedback holistically
- Identify themes in strengths and opportunities for improvement
- Prioritize a few focus areas to add to your development plan
- Understand that everyone has opportunities for improvement

### Don't:

- Try to figure out who said what
- Focus on one positive or negative score/comment
- Create a development plan around every item
- Be discouraged that you have opportunities for improvement

## Scoring Overview

Board members and the chief executive's own ratings are separated in the charts below. Comparing how each party views accomplishments is important to foster productive dialog.

**Objective Evaluation:** The CEO might have insights into challenges, constraints, or achievements that the board is unaware of, which could give a fuller picture of performance. Conversely, the board may have perspectives on factors or organizational needs that the CEO might overlook.

**Balanced Feedback:** This comparison allows for more balanced feedback. If the CEO overestimates their success, it opens the door for constructive dialogue about areas for improvement. If they underestimate their performance, it can be an opportunity for positive reinforcement from the board.

**Perspective on Challenges:** The CEO is often more aware of day-to-day challenges and obstacles that may have impacted outcomes. On the other hand, the board might have a broader, more strategic view, offering insight into how the CEO's accomplishments fit into long-term goals.

**Improved Communication:** Regularly comparing these views fosters open communication between the board and the CEO, encouraging transparency and trust. It also helps clarify goals, ensuring that everyone is on the same page about what constitutes success.

**Identifying Gaps:** Discrepancies between the CEO's and the board's perspectives can highlight areas where expectations, performance metrics, or communication may need to be adjusted for future evaluations.

### Strategic Thinking and Planning



# CEO Evaluation Report

Report Date: January 27, 2025

## Administration



## Staff Leadership and Management



## Board Relations



## Financial Management



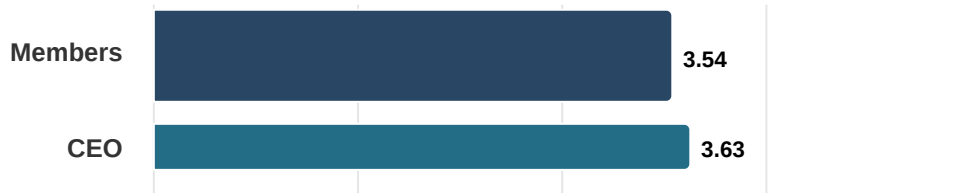
## Advocacy and Communications



# CEO Evaluation Report

Report Date: January 27, 2025

## Leadership Skills



## Interpersonal Skills



## Response Gaps for Individual Questions: Board Responses

The high/low chart displays items based on the areas where Board Members rated the CEO highest and lowest. The "Rank" number in the left column may be duplicated due to tied scores.

### Board Rated Higher Than Chief Executive

Rank	Category	Item	CEO	Board	Gap
1	Strategic Thinking and Planning	Effectively led the staff in implementing the strategic plan and annual goals.	3.00	4.67	+1.67
2	Board Relations	Served as an effective liaison between board members and staff.	3.00	4.67	+1.67
3	Leadership Skills	A strong sense of moral and ethical integrity.	3.00	4.67	+1.67
4	Administration	Ensured compliance with all legal and regulatory requirements.	3.00	4.33	+1.33
5	Staff Leadership and Management	Maintained an effective working relationship with the staff, characterized by open communication, respect, and trust.	3.00	4.33	+1.33

### Chief Executive Rated Higher Than Board

Rank	Category	Item	CEO	Board	Gap
1	Board Relations	Maintained an effective working relationship with the board, characterized by open communication, respect, and trust.	5.00	2.33	-2.67
2	Advocacy and Communications	Exercised sound judgment and appropriately involved the board in advocacy and communication issues related to the industry or profession.	5.00	3.33	-1.67
3	Interpersonal Skills	Effective communication skills.	4.00	2.33	-1.67
4	Strategic Thinking and Planning	Used the mission of the association as a guide in making decisions.	4.00	2.67	-1.33
5	Strategic Thinking and Planning	Effectively led the organization in assessing and responding to changes in the association's environment.	5.00	3.67	-1.33

# CEO Evaluation Report

Report Date: January 27, 2025



## High and low scores: Board Responses

The high/low chart displays items based on the areas where Board Members rated the CEO highest and lowest. The "Rank" number in the left column may be duplicated due to tied scores.

### Highest scores

Rank	Category	Item	Score
1	Interpersonal Skills	Effective problem-solving skills.	5.00
2	Strategic Thinking and Planning	Effectively led the staff in implementing the strategic plan and annual goals.	4.67
3	Board Relations	Served as an effective liaison between board members and staff.	4.67
4	Board Relations	Supported board development, especially recruitment, in conjunction with board leadership.	4.67
5	Leadership Skills	A strong sense of moral and ethical integrity.	4.67
6	Strategic Thinking and Planning	Oversaw the development of appropriate goals and objectives to advance the mission.	4.33
7	Administration	Ensured compliance with all legal and regulatory requirements.	4.33
8	Staff Leadership and Management	Maintained an effective working relationship with the staff, characterized by open communication, respect, and trust.	4.33
9	Financial Management	Implemented appropriate internal controls to protect the association from fraud and abuse.	4.33
10	Financial Management	Ensured sound financial stewardship of the association's contributions and organizational assets (excluding investments in the endowment).	4.33

# CEO Evaluation Report

Report Date: January 27, 2025

## Lowest scores

Rank	Category	Item	Score
1	Board Relations	Maintained an effective working relationship with the board, characterized by open communication, respect, and trust.	2.33
2	Interpersonal Skills	Effective communication skills.	2.33
3	Strategic Thinking and Planning	Used the mission of the association as a guide in making decisions.	2.67
4	Financial Management	Allocated financial and human resources appropriately to achieve the association's goals and objectives.	2.67
5	Leadership Skills	A willingness to ask difficult questions and challenge organizational assumptions.	2.67
6	Strategic Thinking and Planning	Engaged the board and staff in a meaningful process to set priorities and develop a written strategic plan.	3.00
7	Board Relations	Working with the board chair, focused board meetings on topics of highest priority that need board attention and involvement.	3.00
8	Staff Leadership and Management	Supported the professional development of staff.	3.00
9	Financial Management	Made sound financial decisions and recommendations based on a thorough understanding of the association's overall financial picture.	3.00
10	Financial Management	Oversaw the association's annual budgeting process, regularly tracked financial performance against budget, and presented financial statements in a timely and accurate manner for review and action.	3.00

## Section Two: Core Competencies for Chief Executives

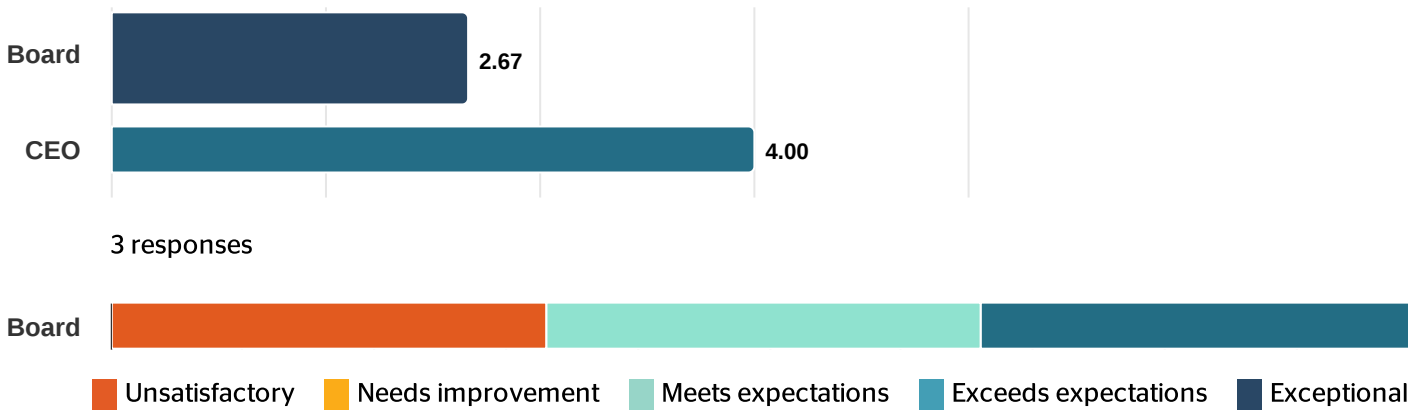
While there is no single model for effective nonprofit leaders, core areas of responsibility are essential for success. These competencies -- planning, administration, board relations, financial management, and advocacy and communications -- will be covered in this section.

### Strategic Thinking and Planning

Section Average: 3.79

Preparing for the future is one of the most critical leadership responsibilities of the chief executive. Working with the board, the chief executive must develop a shared vision for the future of the association, build understanding around the mission, and develop appropriate goals and strategies to advance that mission.

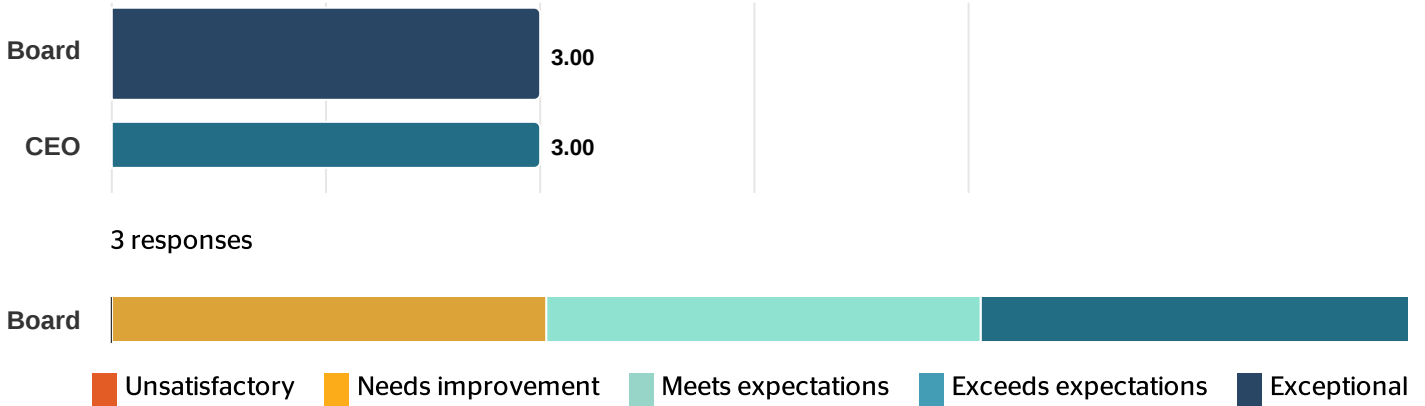
**Used the mission of the association as a guide in making decisions.**



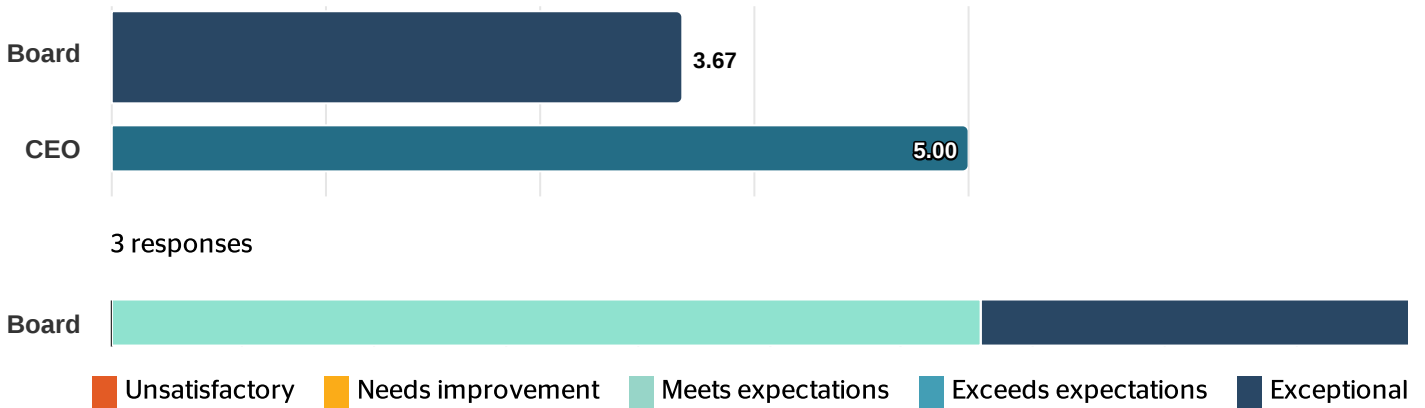
# CEO Evaluation Report

Report Date: January 27, 2025

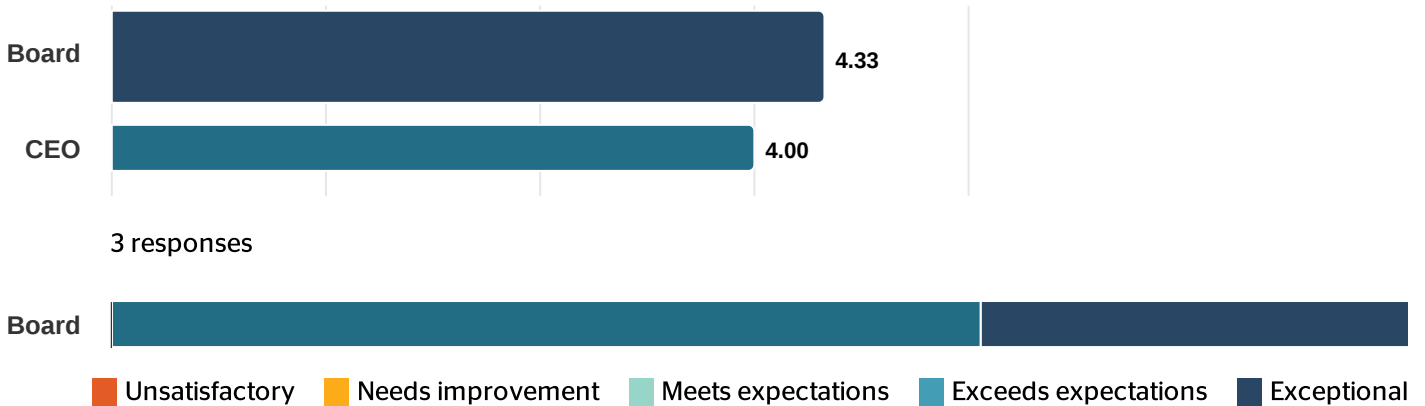
**Engaged the board and staff in a meaningful process to set priorities and develop a written strategic plan.**



**Effectively led the organization in assessing and responding to changes in the association's environment.**



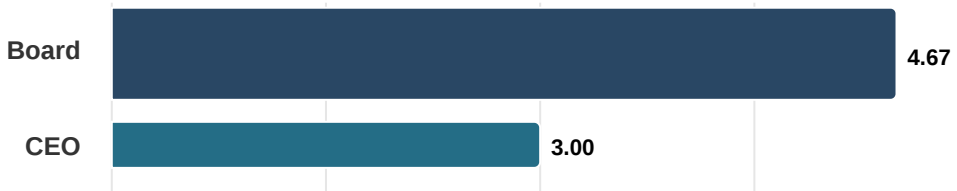
**Oversaw the development of appropriate goals and objectives to advance the mission.**



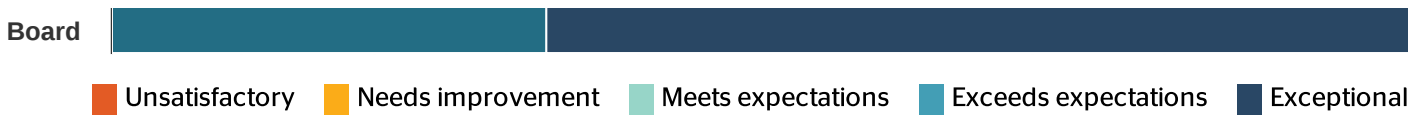
# CEO Evaluation Report

Report Date: January 27, 2025

## Effectively led the staff in implementing the strategic plan and annual goals.



3 responses



## Engaged board members, collectively and individually, to think strategically and adapt to changing needs.



3 responses



### ADDITIONAL COMMENTS (Strategic Thinking and Planning)

Do you have any specific comments about the chief executive's performance on this core competency?

Specific comments are recorded here

# CEO Evaluation Report

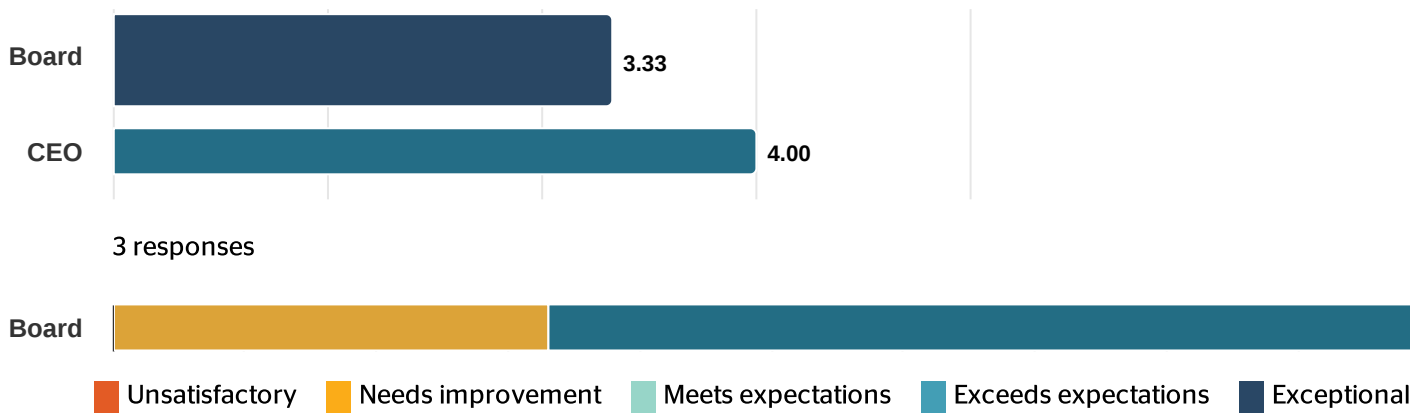
Report Date: January 27, 2025

## Administration

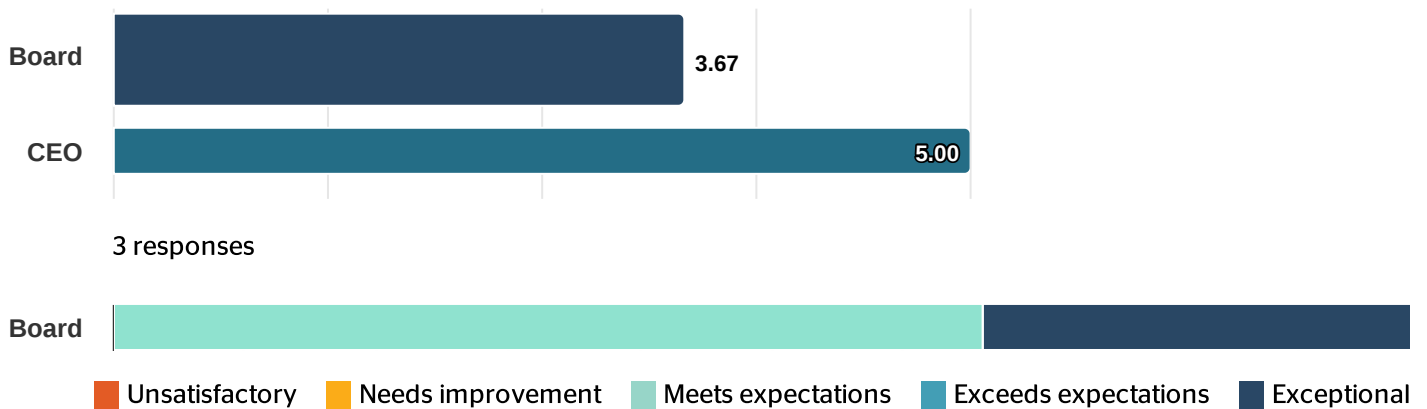
Section Average: 3.83

The chief executive has overall responsibility for the day-to-day operations of the association. The chief executive works with staff to develop, maintain, and use systems and resources that facilitate the effective operation of the association. The chief executive relies on the board for input and feedback on programmatic direction. The board, in turn, ensures that the chief executive is managing the association efficiently and effectively.

### Displayed a thorough knowledge of the association's mission and programs.



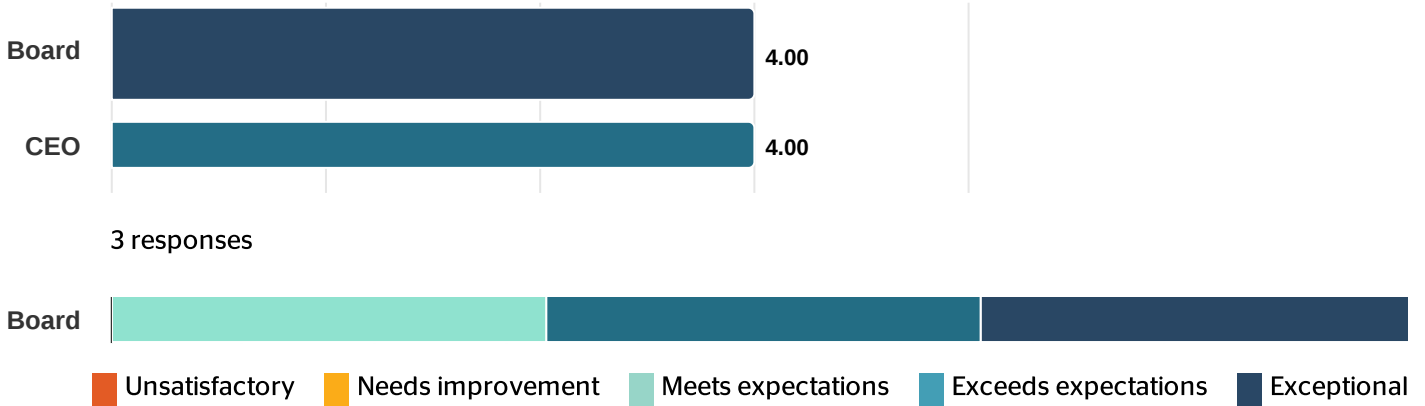
### Oversaw the effective and efficient operation of the association.



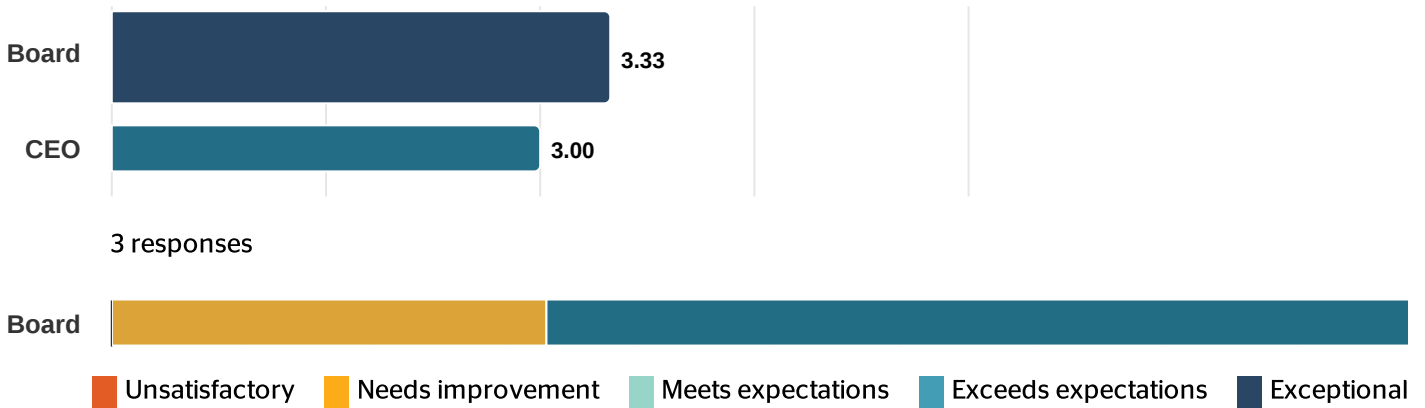
# CEO Evaluation Report

Report Date: January 27, 2025

## Managed the successful delivery of programs and services to members.



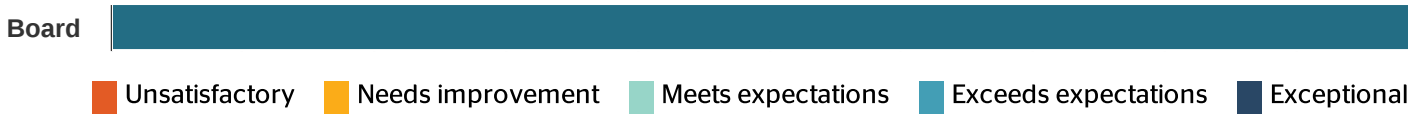
## Recruited, developed, and retained the staff needed to implement the annual work plan.



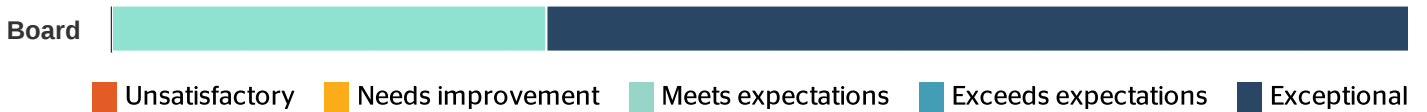
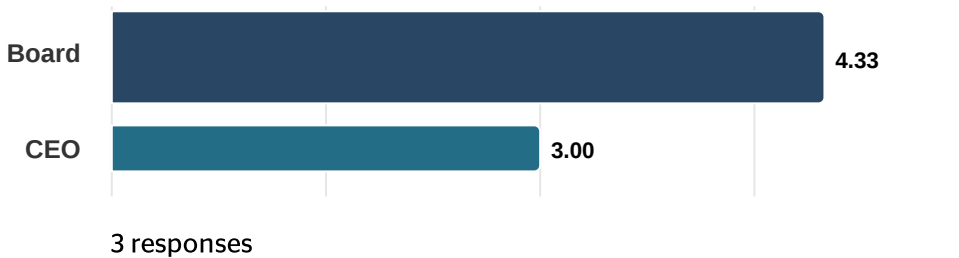
# CEO Evaluation Report

Report Date: January 27, 2025

**Minimized risk by ensuring that appropriate and up-to-date organizational systems, policies, and procedures are in place.**



**Ensured compliance with all legal and regulatory requirements.**



## ADDITIONAL COMMENTS (Administration)

Do you have any specific comments about the chief executive's performance on this core competency?

Specific comments are recorded here



# CEO Evaluation Report

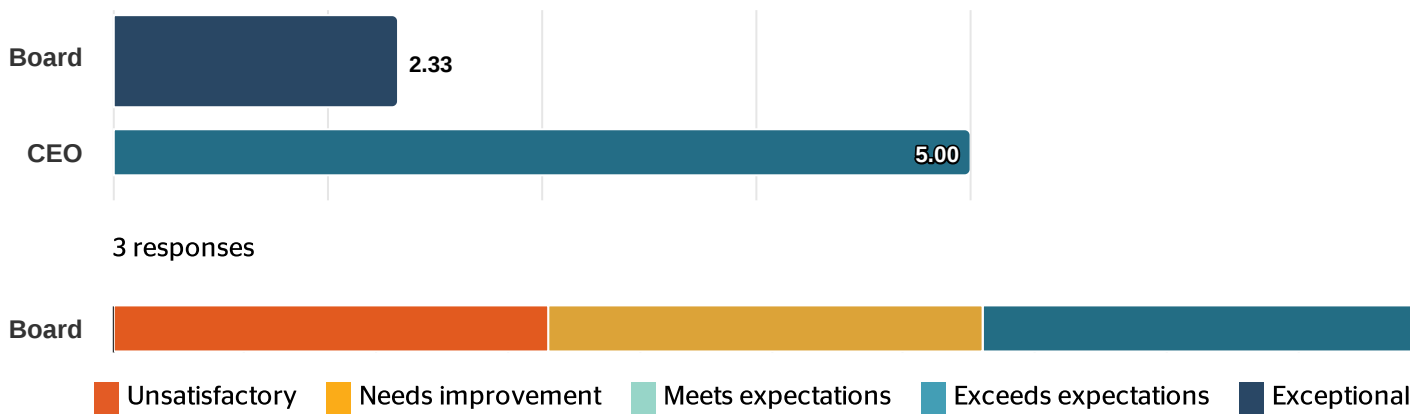
Report Date: January 27, 2025

## Governance and Board Relations

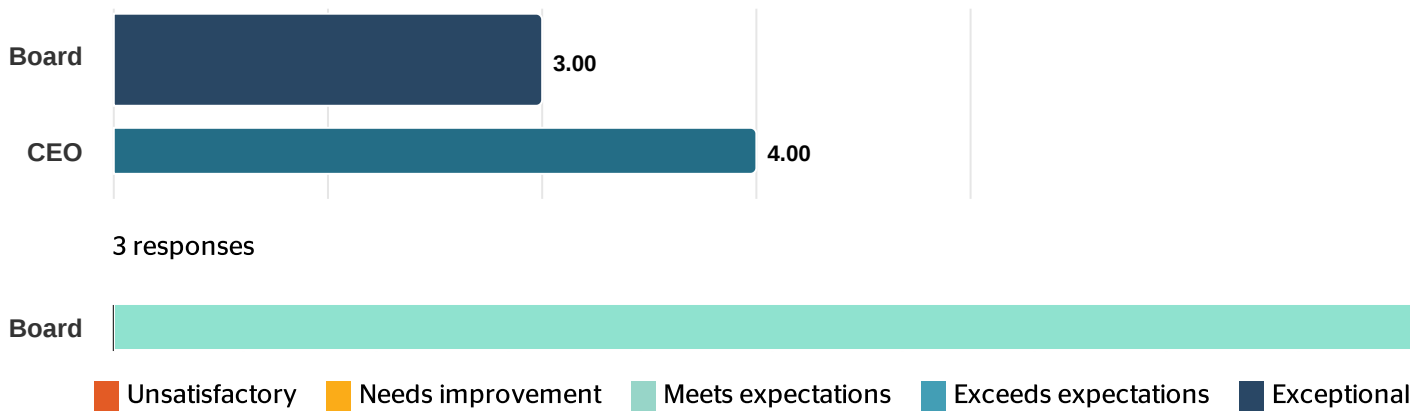
Section Average: 3.92

Together, the chief executive and the board form the leadership team of the association. Each arm of the team draws upon its own unique strengths and abilities. The chief executive and board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information that enables the board to effectively carry out its governance role.

**Maintained an effective working relationship with the board, characterized by open communication, respect, and trust.**



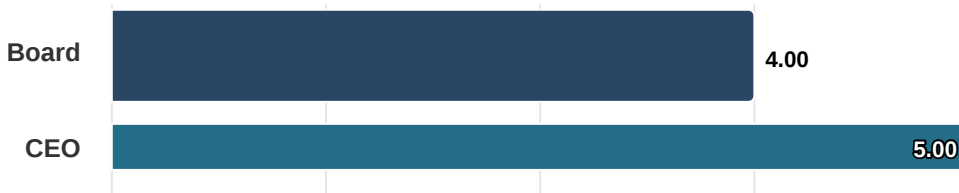
**Working with the board chair, focused board meetings on topics of highest priority that need board attention and involvement.**



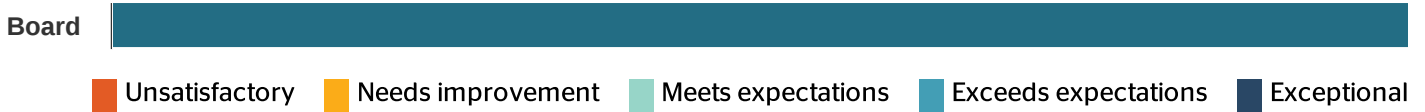
# CEO Evaluation Report

Report Date: January 27, 2025

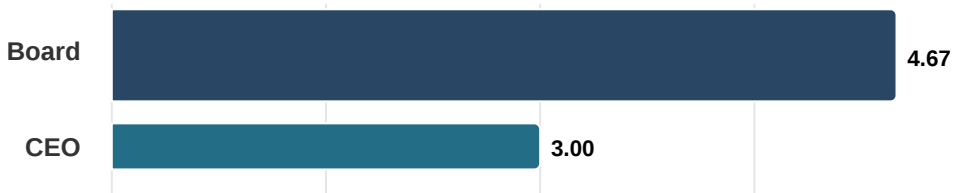
**Provided board members with the appropriate information needed to support informed decision making and effective governance.**



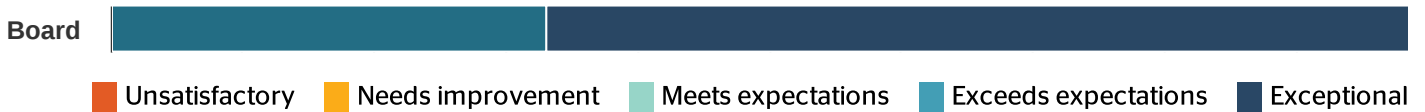
3 responses



**Served as an effective liaison between board members and staff.**



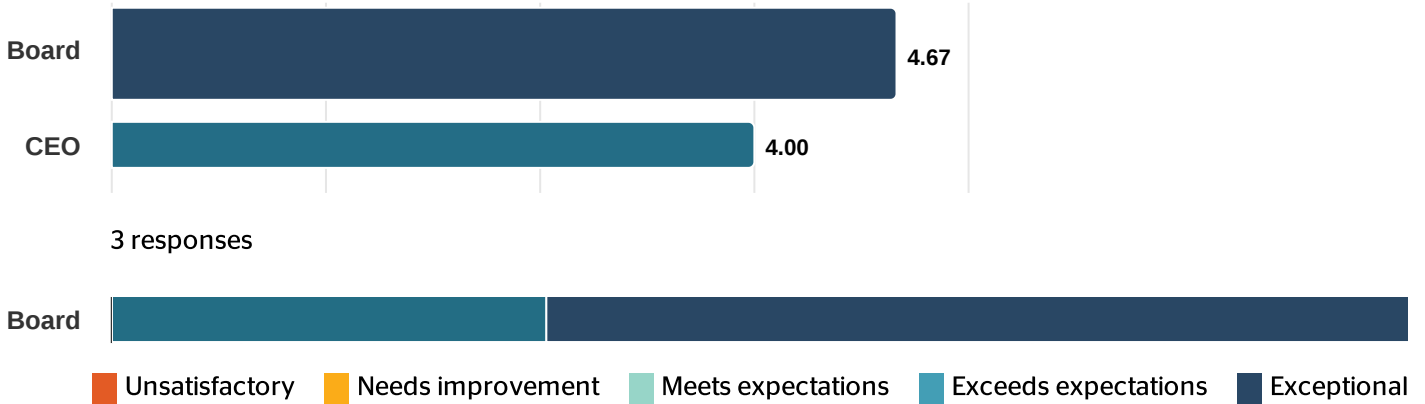
3 responses



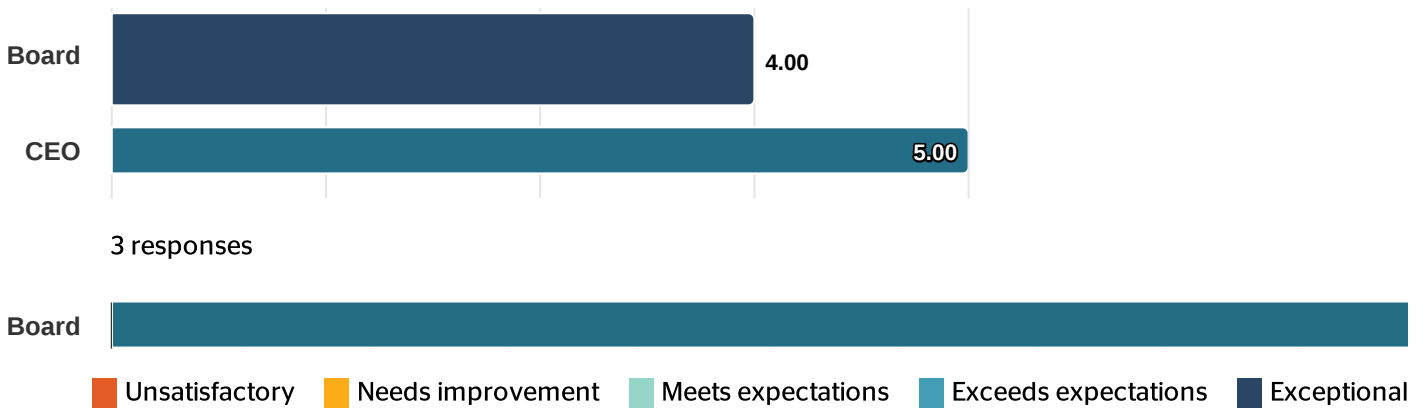
# CEO Evaluation Report

Report Date: January 27, 2025

**Supported board development, especially recruitment, in conjunction with board leadership.**



**Worked to leverage the talent and expertise of individual board members.**



## ADDITIONAL COMMENTS (Governance and Board Relations)

Do you have any specific comments about the chief executive's performance on this core competency?

Specific comments are recorded here

# CEO Evaluation Report

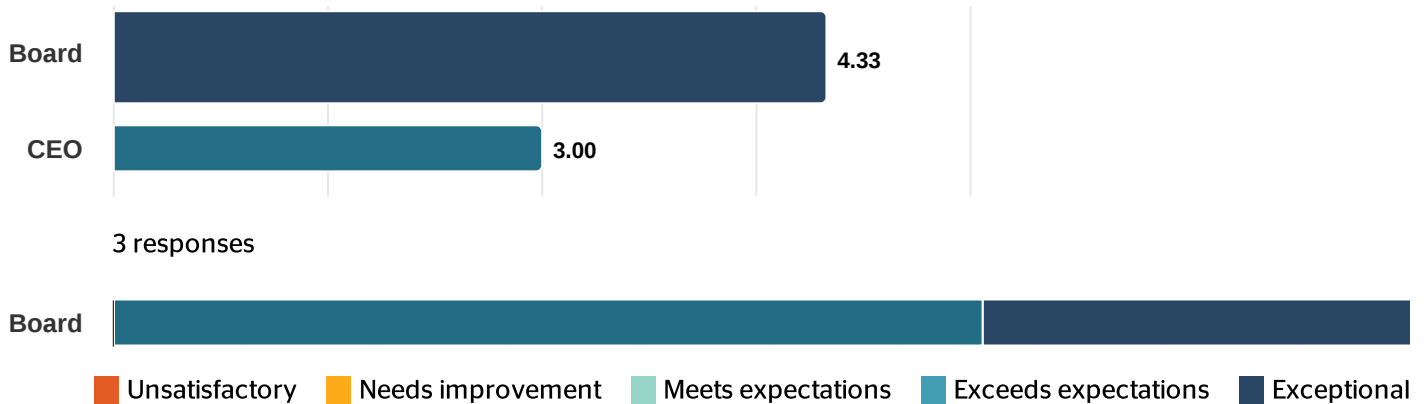
Report Date: January 27, 2025

## Staff Leadership and Management

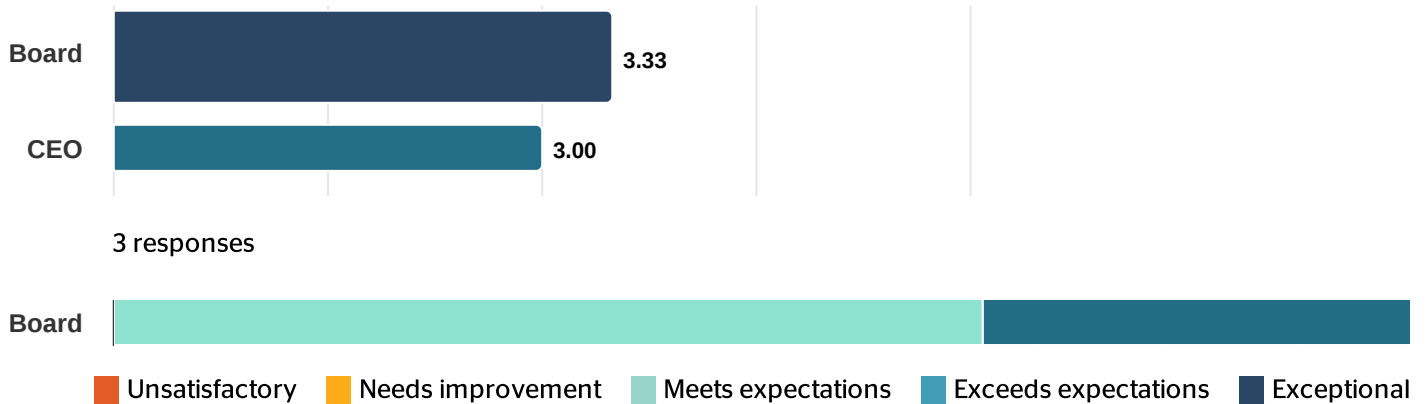
Section Average: 3.65

The chief executive provides leadership and support to staff. This includes supervising individual employees and coordinating the collective effort of the staff to carry out the association's work. The chief executive must establish open lines of communication, share information, and empower staff to take appropriate action. For their part, staff members need to understand their responsibilities and the association's priorities, as well as have adequate resources to carry out their jobs.

**Maintained an effective working relationship with the staff, characterized by open communication, respect, and trust.**



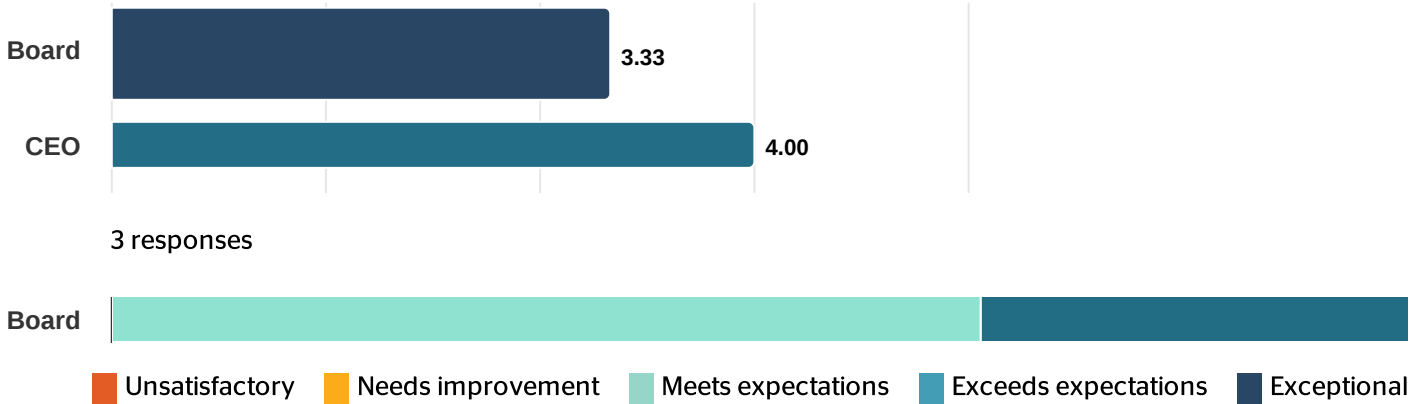
**Focused staff attention on issues of highest priority to the association.**



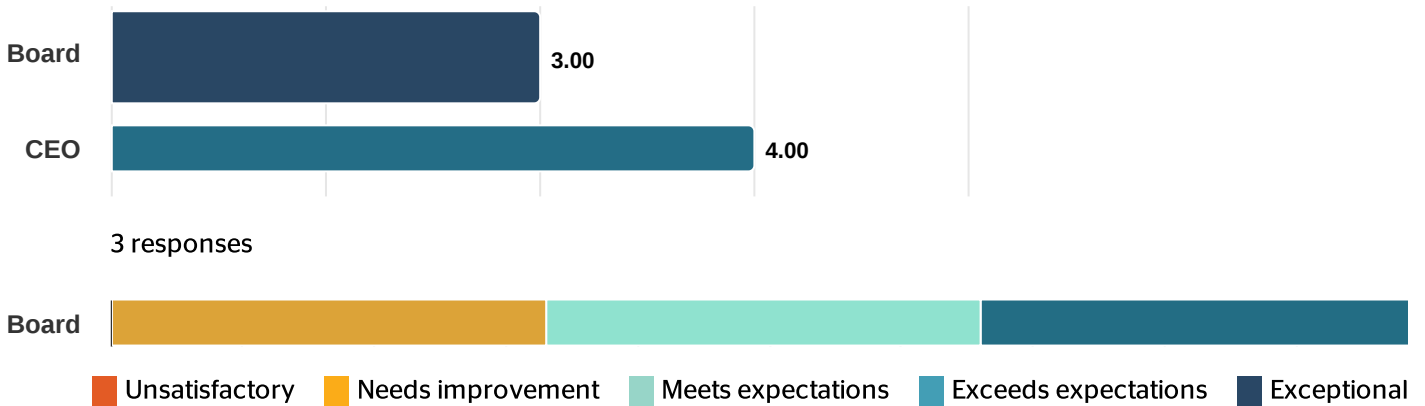
# CEO Evaluation Report

Report Date: January 27, 2025

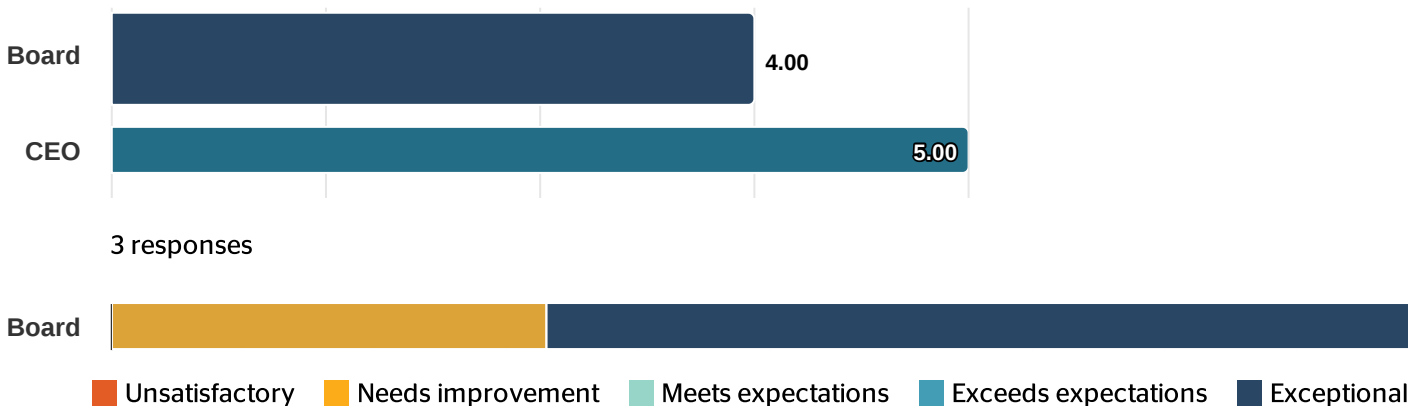
## Served as an effective liaison between the board and staff.



## Supported the professional development of staff.



## Ensured the association has adequate infrastructure, such as staff, facilities, volunteers, and technologies.



# CEO Evaluation Report

Report Date: January 27, 2025

## **ADDITIONAL COMMENTS (Staff Leadership and Management)**

Do you have any specific comments about the chief executive's performance on this core competency?

Specific comments are recorded here

# CEO Evaluation Report

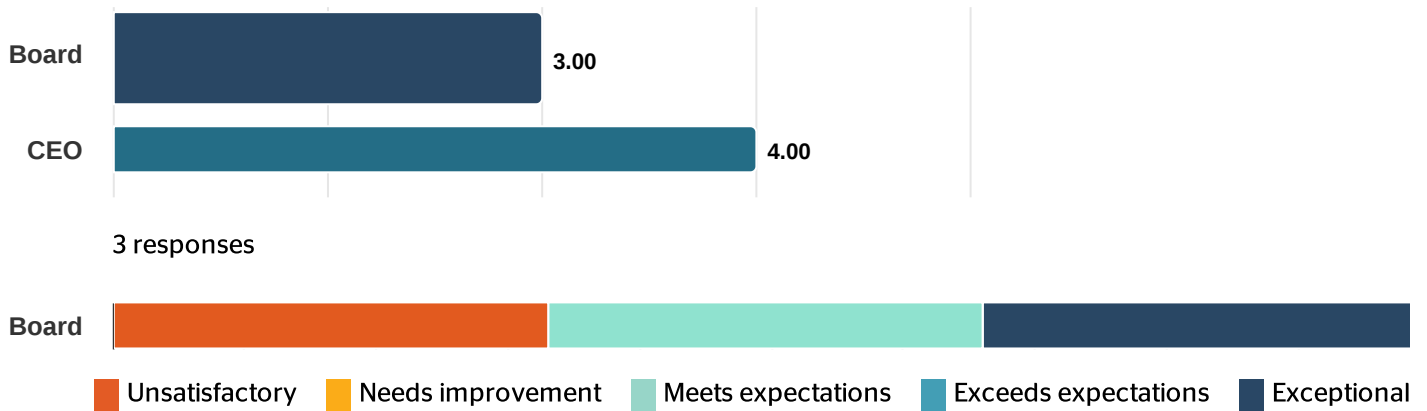
Report Date: January 27, 2025

## Financial Management

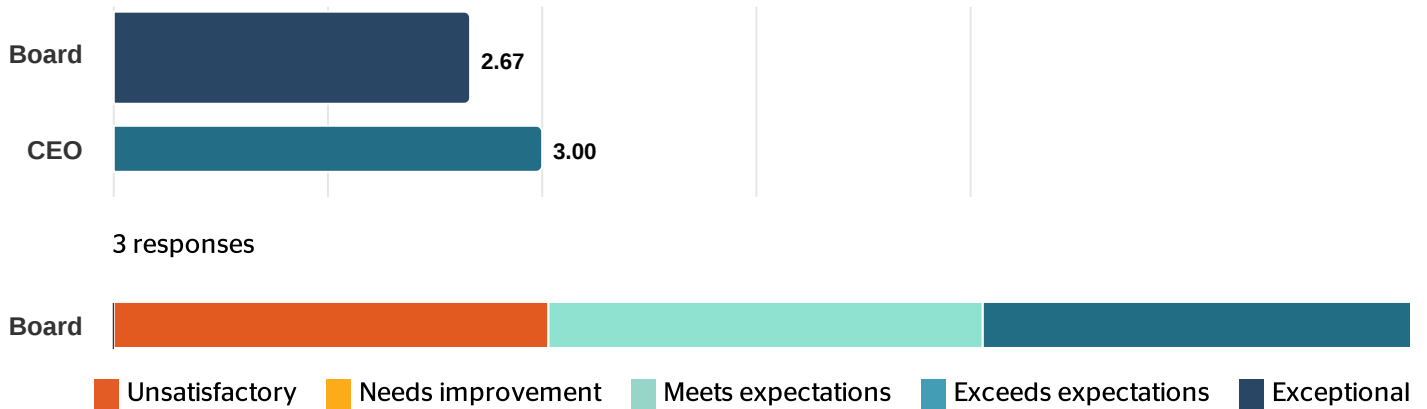
Section Average: 3.55

Ensuring that resources are managed wisely is important. The chief executive's role is to see that the association's goals and strategic plan serve as the basis for sound financial management, that solid budgeting and accounting systems are in place, and that appropriate financial controls and risk-management strategies protect the association's assets.

**Made sound financial decisions and recommendations based on a thorough understanding of the association's overall financial picture.**



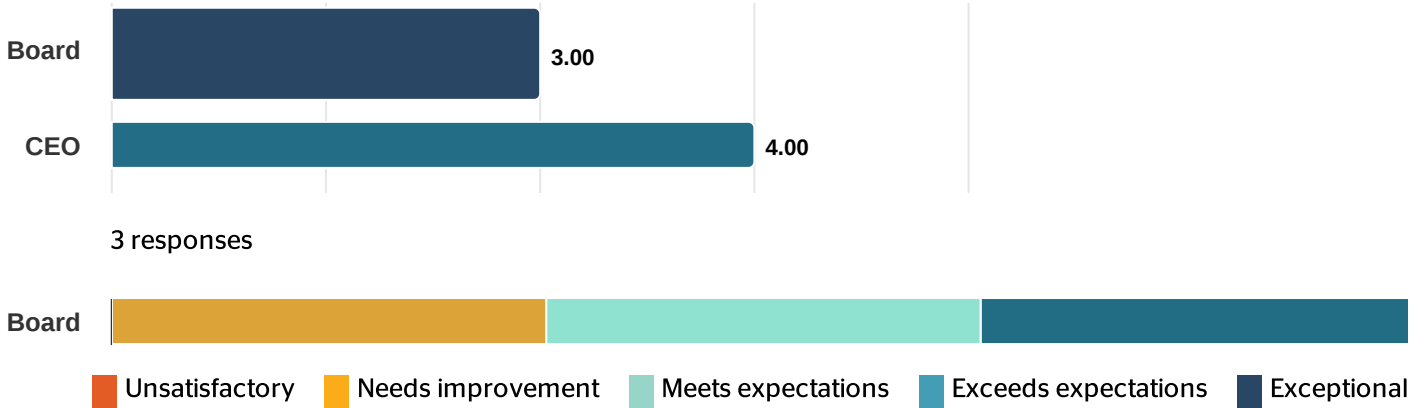
**Allocated financial and human resources appropriately to achieve the association's goals and objectives.**



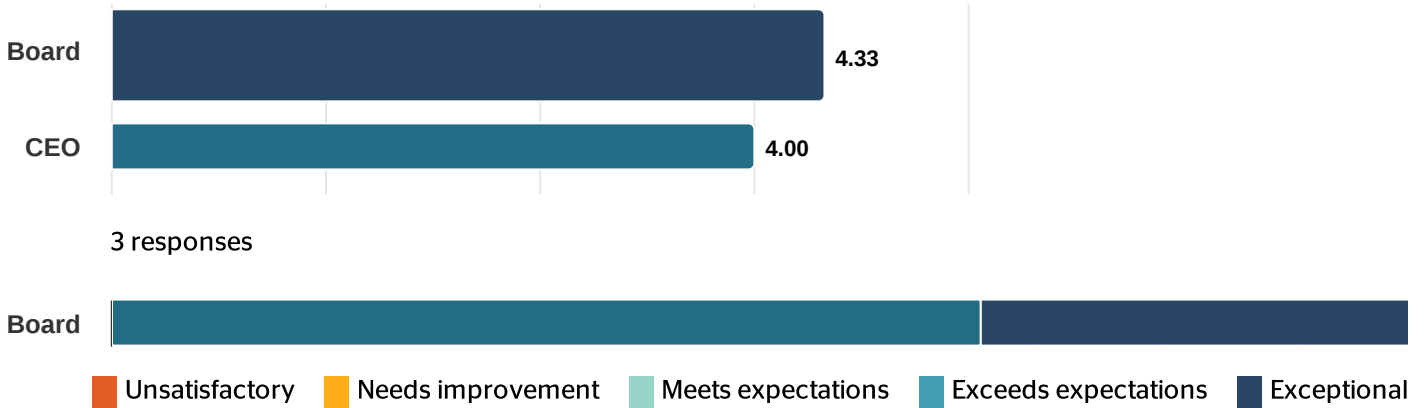
# CEO Evaluation Report

Report Date: January 27, 2025

Oversaw the association's annual budgeting process, regularly tracked financial performance against budget, and presented financial statements in a timely and accurate manner for review and action.



Implemented appropriate internal controls to protect the association from fraud and abuse.

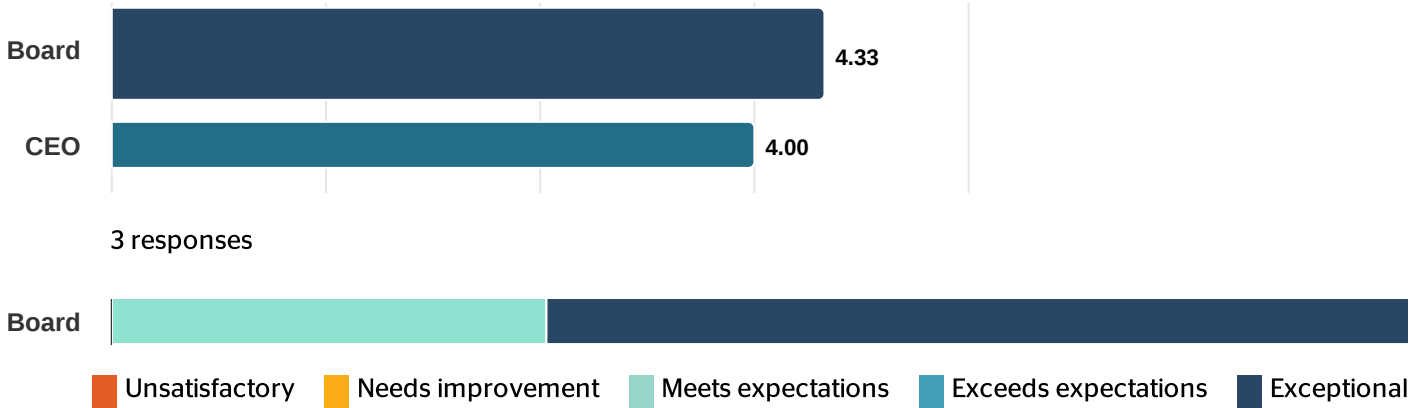




# CEO Evaluation Report

Report Date: January 27, 2025

Ensured sound financial stewardship of the association's contributions and organizational assets (excluding investments in the endowment).



## ADDITIONAL COMMENTS (Financial Management)

Do you have any specific comments about the chief executive's performance on this core competency?

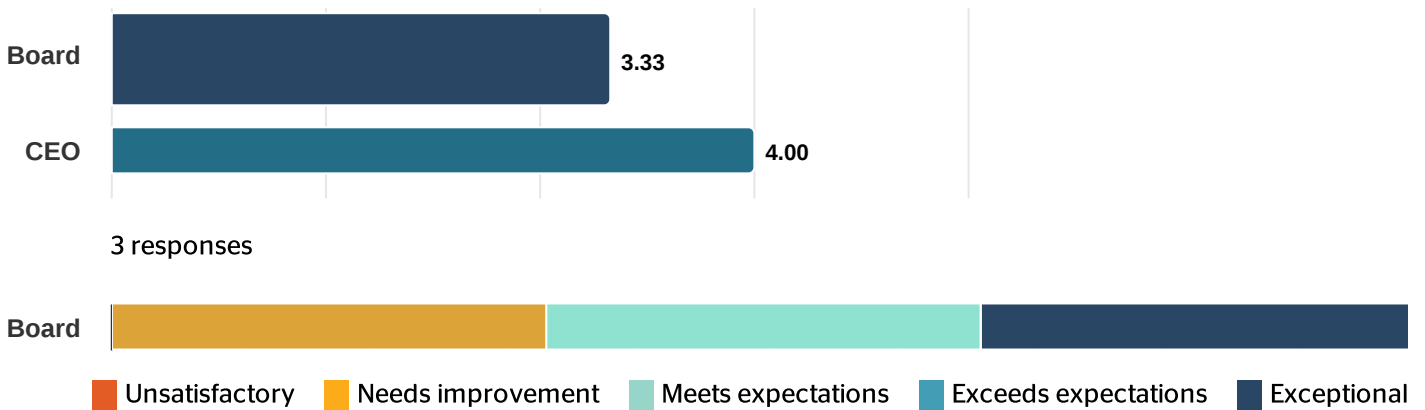
Specific comments are recorded here

## Advocacy and Communications

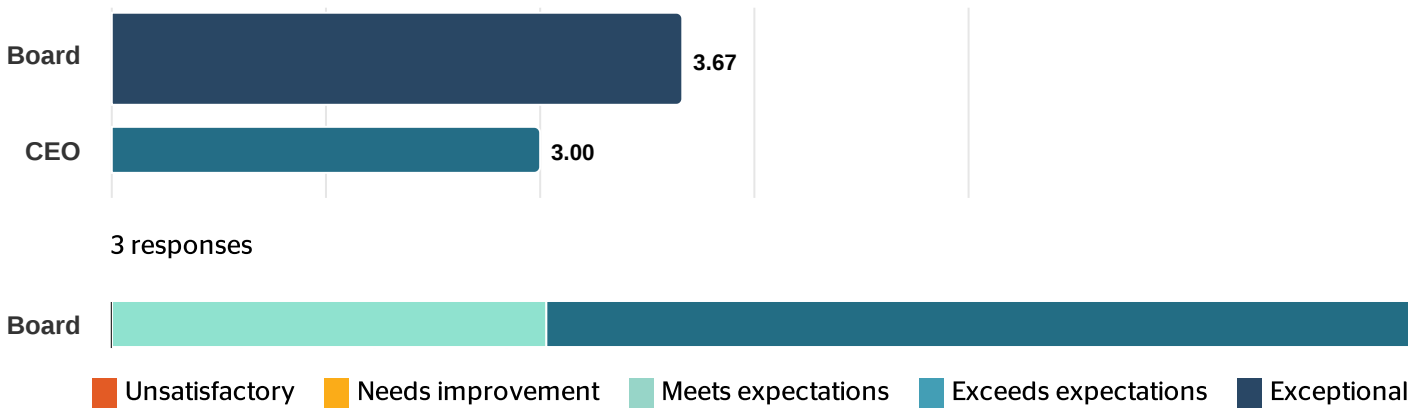
Section Average: 3.75

The chief executive, whether in the role of primary spokesperson or otherwise, often serves as the "public face" for the association. This role has three major components: effectively promoting the association, advocating for the mission and work of the association, and building relationships with constituent or stakeholder groups critical to the success of the association. It includes communications activities related to positioning the association and advocacy efforts aimed at advancing the association's industry or profession.

### Served as an articulate and effective spokesperson for the industry or profession.



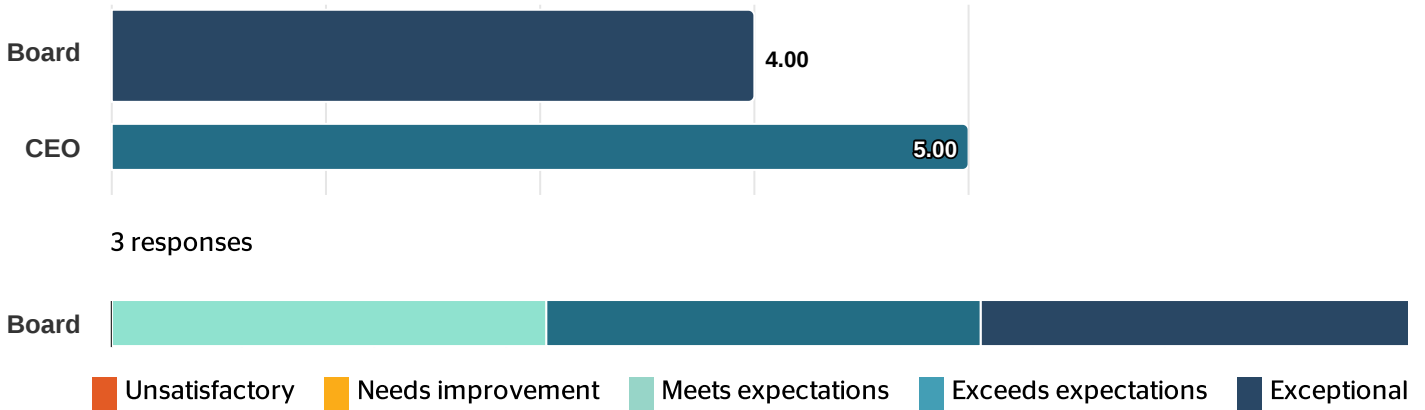
### Maintained an open dialogue with the association's members .



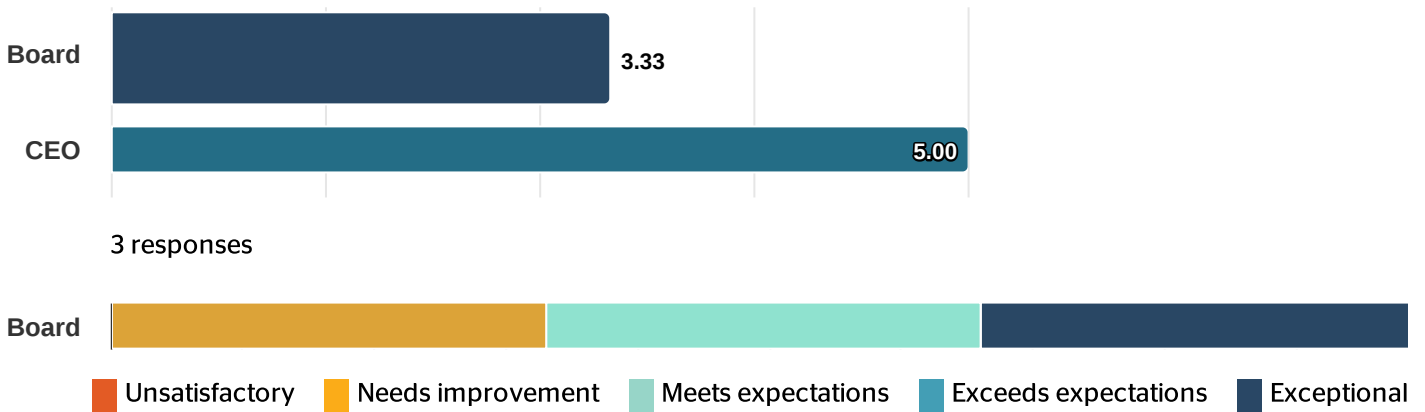
# CEO Evaluation Report

Report Date: January 27, 2025

**Established and maintained positive relationships with individuals and groups that impact the success of the association, including thought leaders in the field, educators, policy makers, and donors.**



**Exercised sound judgment and appropriately involved the board in advocacy and communication issues related to the industry or profession.**



## ADDITIONAL COMMENTS (Advocacy and Communications)

Do you have any specific comments about the chief executive's performance on this core competency?

Specific comments are recorded here

## Section Three: Personal Leadership Qualities

Beyond the core competencies required of the chief executive, it is important to reflect on the softer leadership skills they possess. The chief executive's intangible qualities may have an invaluable impact on the success of the association and the ecosystem they are connected within the nonprofit sector. Please be mindful, when reflecting on your own chief executive's characteristics, of any biases that may occur. The individuals that fill these leadership roles can vary in personality and skills based on their own experiences.

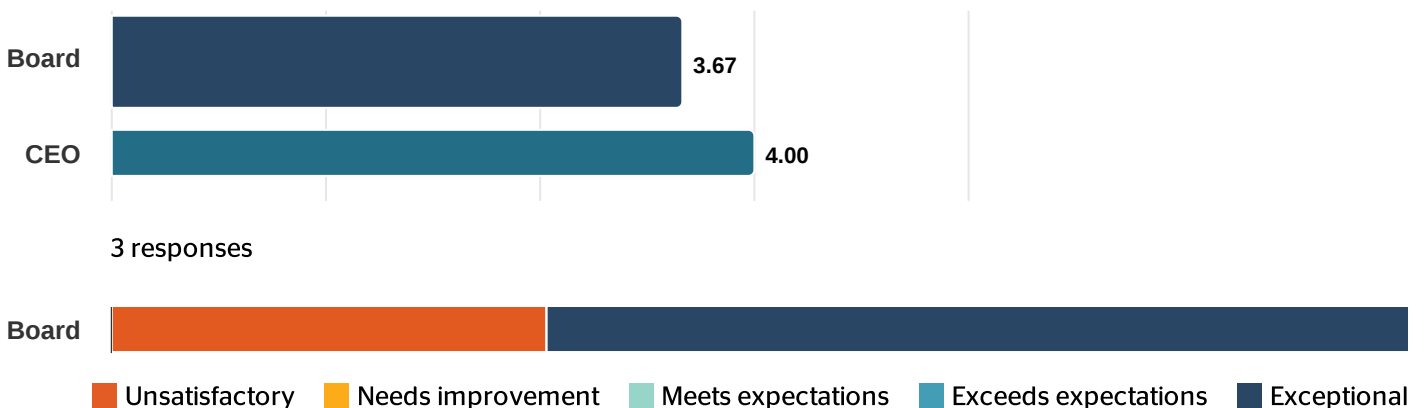
Additionally, the role of the chief executive can shift over time based on shared history and trust, changing skills and personalities on the board, the growth and professional development of the chief executive, and other factors. Chief executives and their partners on the board who recognize that the role of the chief executive is not static and who embrace and plan for inevitable changes within this role are more likely to be successful.

### Leadership Skills

Section Average: 3.56

Leading a nonprofit association involves a variety of tasks and responsibilities that can change over time. The chief executive must work in partnership with the board and staff to provide strong leadership, vision, and direction for the association. Reflection on your chief executive's leadership skills is an important piece of this partnership that helps galvanize growth and provide access to higher levels of leadership potential.

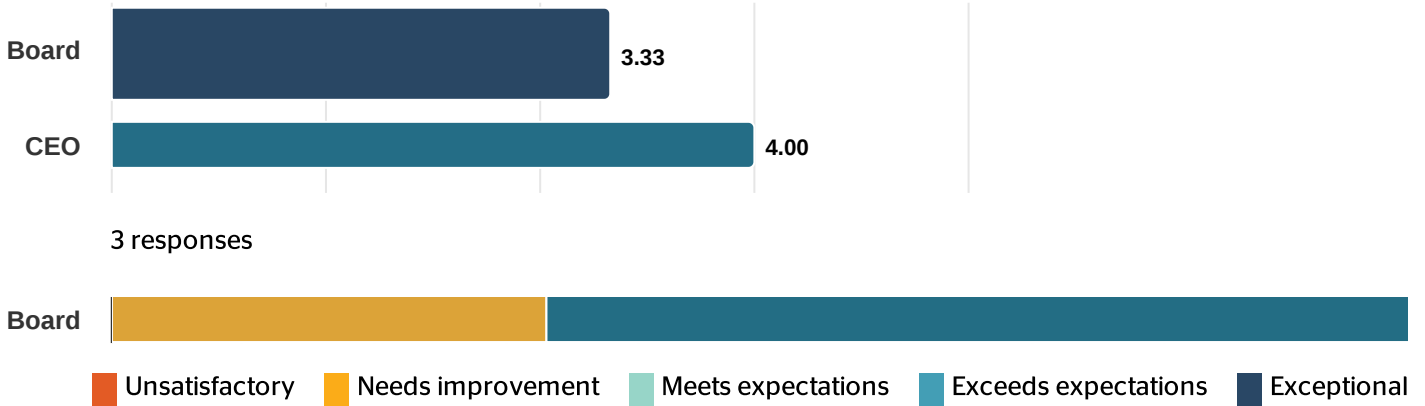
#### A clear commitment to the association's mission and values.



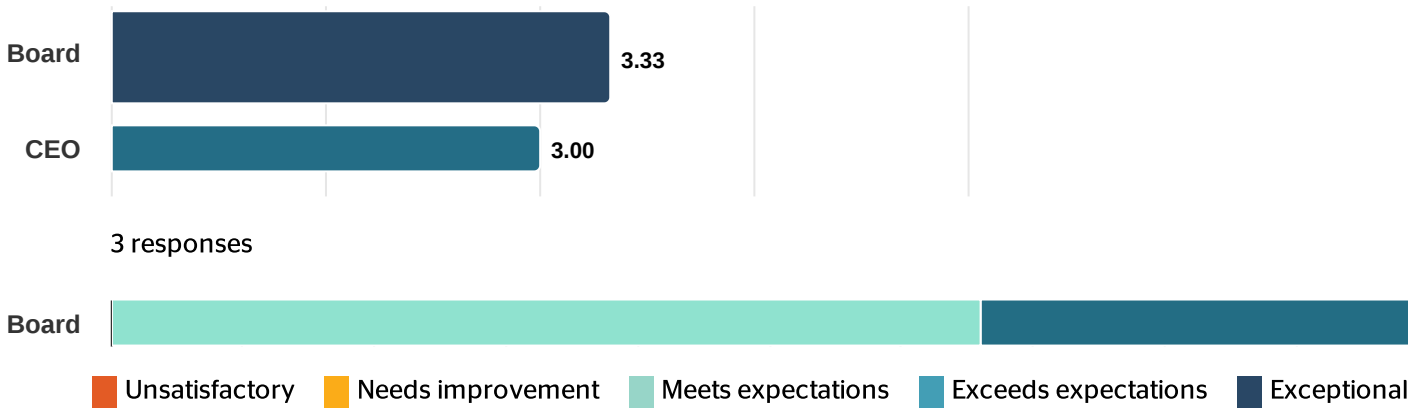
# CEO Evaluation Report

Report Date: January 27, 2025

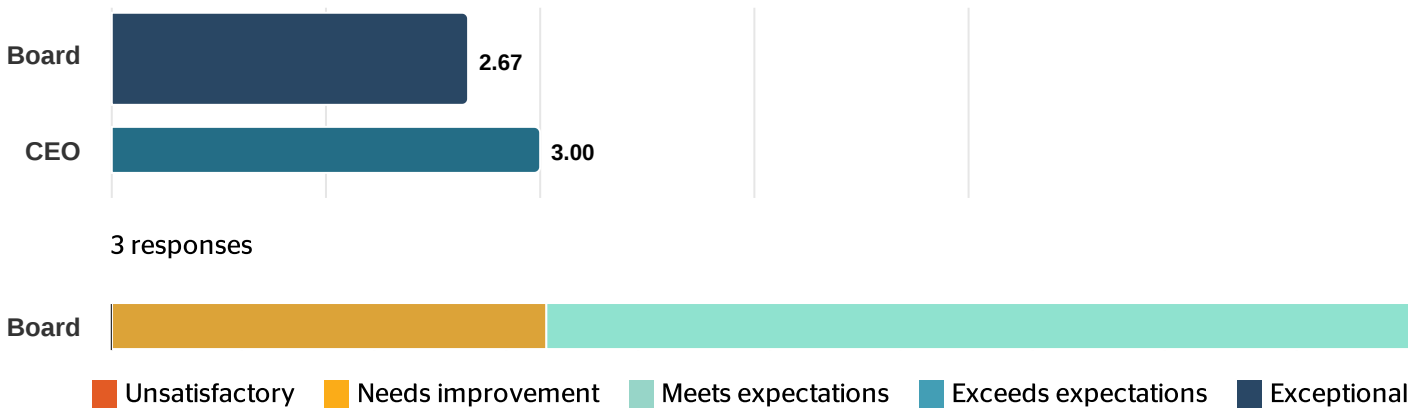
**An ability to motivate and engage others in advancing the mission of the association.**



**An ability to learn from the successes and failures of the past in planning for the future.**



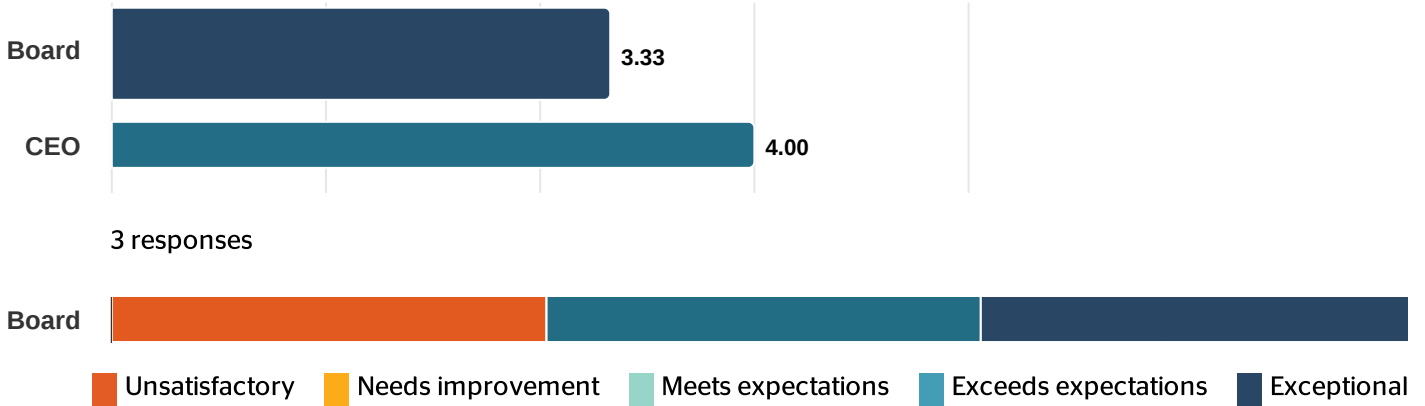
**A willingness to ask difficult questions and challenge organizational assumptions.**



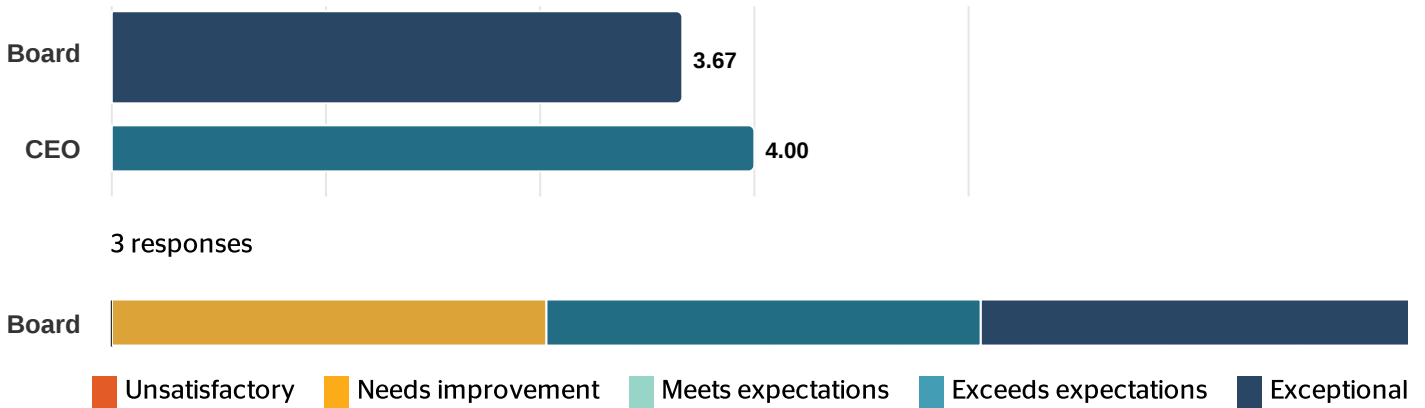
# CEO Evaluation Report

Report Date: January 27, 2025

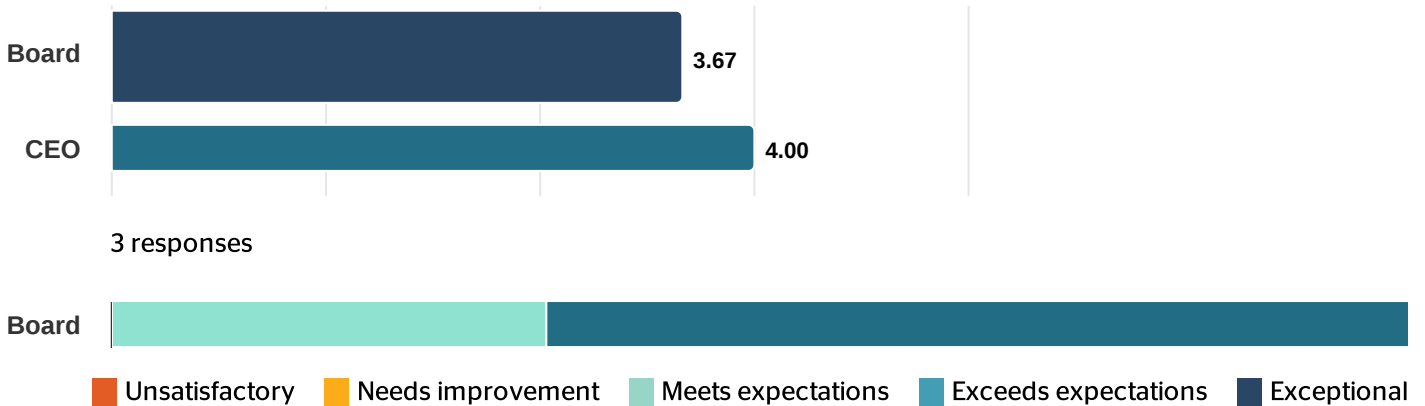
**An awareness of trends and information in the external environment that may impact the association.**



**A broker of ideas with the ability to facilitate visionary thinking throughout the organization.**



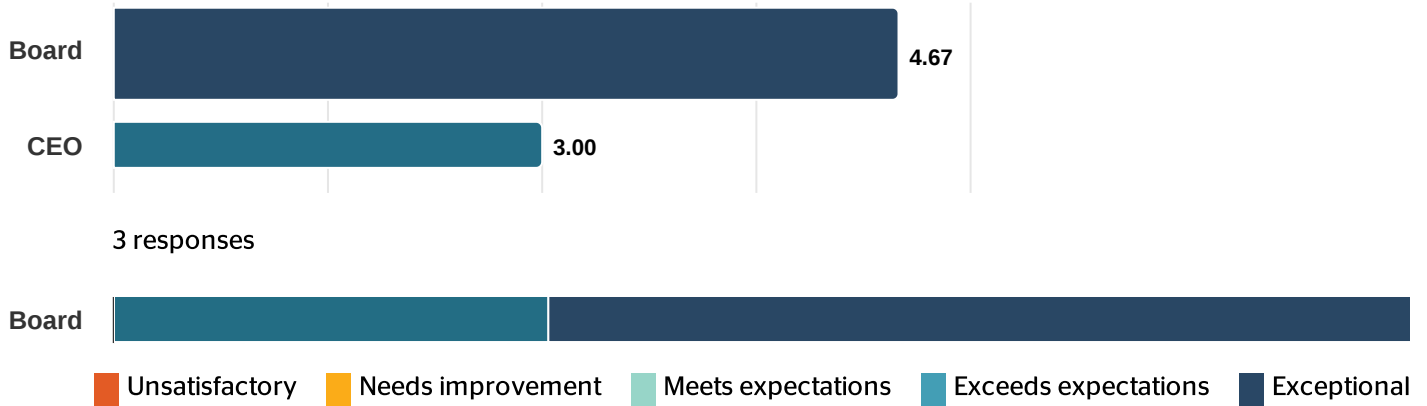
**Courage and flexibility in leading during times of change.**



# CEO Evaluation Report

Report Date: January 27, 2025

## A strong sense of moral and ethical integrity.



## ADDITIONAL COMMENTS (Leadership Skills)

Do you have any specific comments about the chief executive's performance on this core competency?

Specific comments are recorded here

# CEO Evaluation Report

Report Date: January 27, 2025

## Interpersonal Skills

Section Average: 3.58

Although the way that we interact in today's society varies, having the skills to do so effectively can be beneficial as the leader of an association. More than any other individual leader, the chief executive serves as the public face of their association. Chief executives can and should act as a representative of their association and help build relationships within their ecosystem. Chief executives who fail to engage with their ecosystem will often let the work go undone and the association's visibility or reputation may suffer.

### Effective problem-solving skills.



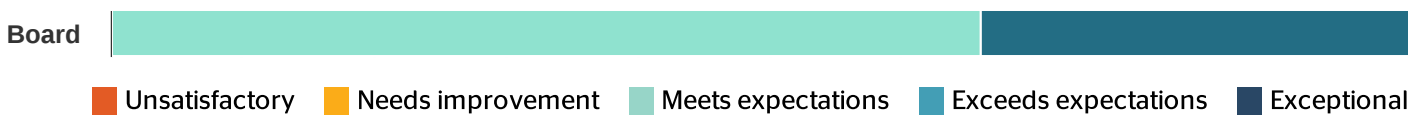
3 responses



### Good judgment in decision making.



3 responses

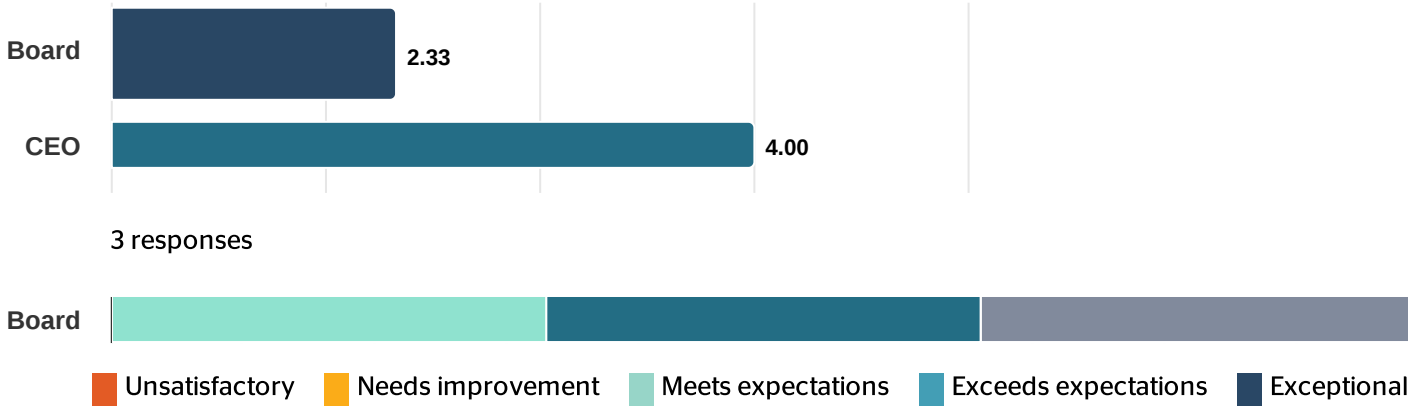




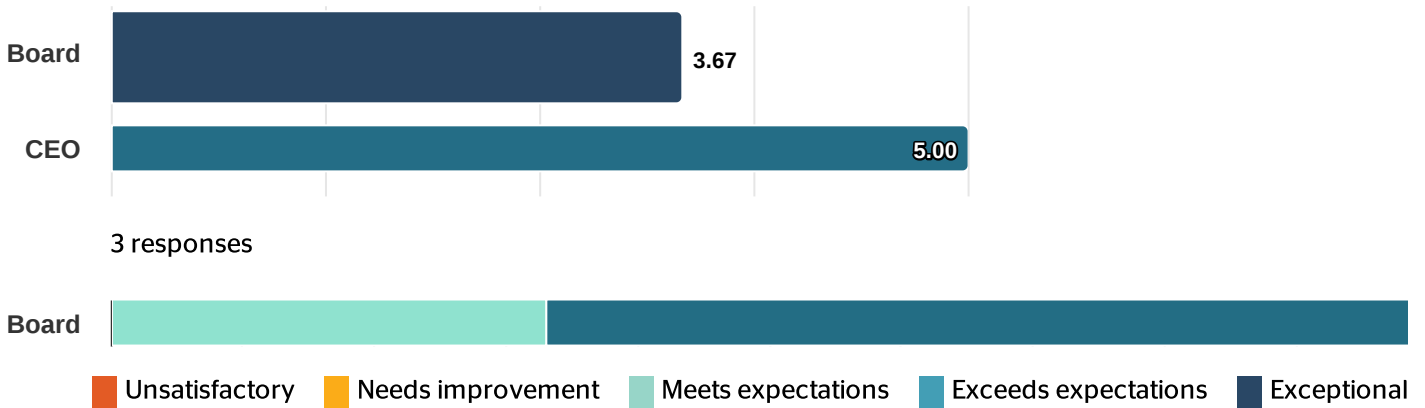
# CEO Evaluation Report

Report Date: January 27, 2025

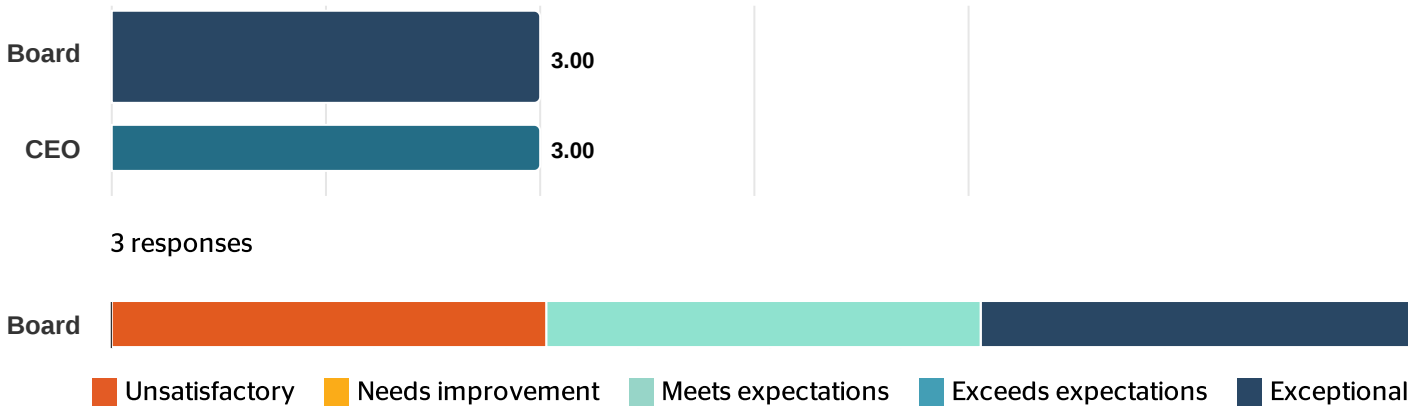
## Effective communication skills.



## The ability to build trusting relationships.



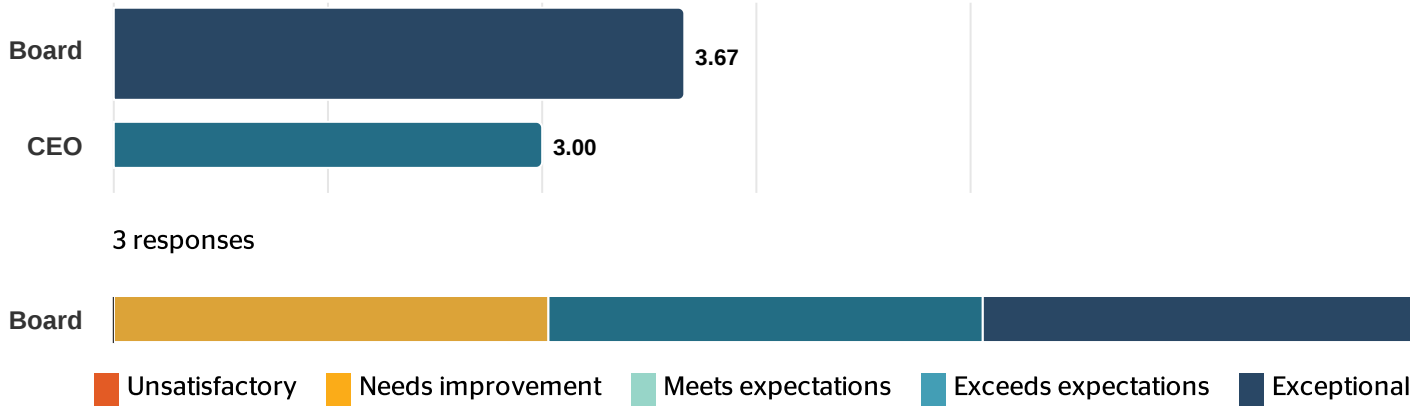
## The ability to balance diverging and competing points of view.



# CEO Evaluation Report

Report Date: January 27, 2025

## The ability to accept constructive criticism.



## ADDITIONAL COMMENTS (Interpersonal Skills)

Do you have any specific comments about the chief executive's performance on this core competency?

Specific comments are recorded here

## Section Four: Accomplishments and Challenges

While the quantitative ratings in the previous sections provide an important snapshot of the board's assessment of the chief executive in key areas of responsibility and performance, this section of the survey provides an opportunity to view thoughts and insights about the chief executive that cannot be captured in numeric scores.

### Assessing the past

What were the most significant achievements of the chief executive in the past year?

Specific comments are recorded here

During the past year, what difficult issues did the association face, and how did the chief executive address them?

Specific comments are recorded here

Do you have any suggestions about areas of improvement for the chief executive?

Specific comments are recorded here

### Planning for the future

What are the two most important organizational priorities for the chief executive?

Specific comments are recorded here

What are the two most important leadership tasks for the chief executive?

Specific comments are recorded here

What are the two most important professional development goals for the chief executive?

Specific comments are recorded here