TOOLS for BOARD RECRUITMENT & ORIENTATION

IDENTIFY: Board Profile

RECRUIT: Prospective Board Members

ORIENT: Chart, Checklist, Manual, Mentoring & Evaluating Orientation

ENGAGE: Engagement Survey

EVALUATE: Self, Board & Meetings
IDENTIFY: BOARD PROFILE
# Board Profile Worksheet

## Expertise/Skills/Personal Data

This worksheet can be adapted by organizations to assess their current board composition and plan for the future. The governance committee can develop an appropriate grid for the organization and then present its findings to the full board.

In considering board building, an organization is legally obligated to follow its bylaws, which may include specific criteria on board size, structure, and composition. Or the bylaws may need to be updated to incorporate and acknowledge changes in the environment and community that have made changes in the board structure necessary or desirable.

Remember, an organization will look for different skills and strengths from its board members depending on its stage of development and other circumstances.

<table>
<thead>
<tr>
<th>Members</th>
<th>Current Members</th>
<th>Prospective</th>
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<tbody>
<tr>
<td>Age</td>
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<td>Under 18</td>
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<td>35 – 50</td>
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<td>51 – 65</td>
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<td>Over 65</td>
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<td>Gender</td>
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<td>Female</td>
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<td>Race/Ethnicity/Disability</td>
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<td>African American/Black</td>
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<td>Asian/Pacific Islander</td>
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<td>Caucasian</td>
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<td>Hispanic/Latino</td>
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<td>Native American/Indian</td>
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<td>Other</td>
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<td>Disability</td>
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<td>Resources</td>
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<td>Money to give</td>
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<td>Access to money</td>
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<td>Access to other resources (foundations, corporate support)</td>
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<td>Availability for active participation (solicitation visits, grant writing)</td>
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<tr>
<td>Community Connections</td>
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<tr>
<td>Religious organizations</td>
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<td>Corporate</td>
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<td>Education</td>
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<td>Media</td>
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<td>Political</td>
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<td>Philanthropy</td>
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<td>Small business</td>
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<td>Social services</td>
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<tr>
<td>Other</td>
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<tr>
<td><strong>Qualities</strong></td>
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<td>Leadership skills</td>
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<td>Willingness to work</td>
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<td>Personal connection with the organization's mission</td>
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<td><strong>Personal Style</strong></td>
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<tr>
<td>Consensus builder</td>
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<td>Good communicator</td>
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<tr>
<td>Strategist</td>
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<tr>
<td>Visionary</td>
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<tr>
<td><strong>Areas of Expertise</strong></td>
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<tr>
<td>Administration/Management</td>
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<td>Entrepreneurship</td>
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<td>Financial Management</td>
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<td>Accounting</td>
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<td>Banking and trusts</td>
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<td>Investments</td>
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<td>Fundraising</td>
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<td>Government</td>
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<td>International affairs</td>
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<td>Law</td>
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<td>Marketing, Public relations</td>
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<td>Human resources</td>
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<td>Strategic planning</td>
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<td>Physical plant (architect, engineer)</td>
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<td>Real Estate</td>
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<td>Representative of clients</td>
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<td>Special program focus (education, health, public policy, social services)</td>
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<td>Technology</td>
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<tr>
<td>Other</td>
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<tr>
<td>Number of years (or terms) on the board</td>
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Adapted from *The Board Building Cycle* by Hughes, Lakey & Bobowick, 2003
RECRUIT:
PROSPECTIVE BOARD MEMBERS
Northern Illinois University Foundation

Leadership Committee
Board Member Recruitment Guidelines

1. Recruiting the “right” board members:
   • present a compelling story as to how board members can and do make a difference
   • outline a strong statement of needs and indicate how a given prospect can help the Foundation address those needs
   • underscore the fundamental approach of mission
   • share the collegial nature of the board, i.e. work hard but have fun as well
   • explain the opportunity to have “special” knowledge and insights regarding the state of the Foundation and the University
   • portray the benefit of access to senior leadership and to student/faculty/staff programs and activities

2. Some characteristics of “qualified” board prospects (unranked)
   • strong commitment to mission
   • candid and forthright
   • trusting, trustworthy and respected
   • influential (i.e., “connected” in ways that can be helpful to NIU and the Foundation)
   • able to build sustainable relationships with board members, staff, faculty, and other constituents
   • able to passionately and succinctly describe the mission of the Foundation and the University
   • able and willing to make the necessary commitment of time and money and to assist in fundraising and fund development
   • able to represent a key and different constituency

3. Recruitment rules
   • be quite clear about expectations of board membership
   • identify and pursue diverse major prospects in terms of geography, gender, ethnicity, field of interest, etc.
   • target and cultivate major trustee prospects 3-5 years in advance
   • ensure adequate board leadership succession planning by always having in the major prospect pool 2-3 potential board chairs
   • include individuals with strong links to the broader Chicago area community, noteworthy corporations/organizations, and the alumni network

Bob Bovinette: 3/18/04
Prospective Board Member Information Sheet

Name of prospective board member: ________________________________
Title: ____________________________________________
Organization: ________________________________________
Address: ____________________________________________
City, State, Zip: ________________________________________
Telephone: Day: ___________________ Evening: ____________
E-mail: _____________________________________________
Source of referral/information: ________________________________

Special skills
- □ Fundraising
- □ Personnel/Human Resources
- □ Finances
- □ Business
- □ Marketing/Public Relations
- □ Technology
- □ Legal
- □ Other: __________________________

Professional background
- □ For-profit business
- □ Government
- □ Nonprofit organization
- □ Other: __________________________

Education
- □ Some high school
- □ High school graduate
- □ Some college
- □ Other: __________________________
- □ Undergraduate college degree
- □ Some graduate coursework
- □ Graduate degree or higher

Other affiliations: ________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

Other board service: ________________________________________
__________________________________________________________________________
__________________________________________________________________________

Known levels of giving: ________________________________________
__________________________________________________________________________

Other pertinent information: ________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

Adapted from The Board Building Cycle by Hughes, Lakey & Bobowick, 2003
BOARD CANDIDATE RATING FORM

Name of Candidate: 

Name of Rater: 

Interviewed by: 

Date of Interview: 

On a scale of 1 - 5 (1 = not acceptable, 5 = great), please rate the candidate on each item listed below. Please circle relevant attributes where more than one is listed.

**SKILLS & INTERESTS**

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<tbody>
<tr>
<td>1.</td>
<td>Proven interest in our mission</td>
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<td>2.</td>
<td>Knowledge and understanding of our work</td>
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<td>3.</td>
<td>Professional knowledge and skills needed by the board (technology, statistics, health policy)</td>
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<td>4.</td>
<td>Connections in the community (media, politics, health care)</td>
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<td>5.</td>
<td>Fundraising experience and willingness to participate</td>
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<td>6.</td>
<td>Ability to make a personally meaningful financial contribution</td>
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<td>7.</td>
<td>Previous board experience or board training</td>
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**PERSONALITY & LEADERSHIP**

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<tbody>
<tr>
<td>1.</td>
<td>Ability to listen well</td>
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<td>2.</td>
<td>Ability to express ideas and opinions clearly</td>
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<td>3.</td>
<td>Ability to participate effectively in a conversation (neither monopolizing nor refraining)</td>
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<td>4.</td>
<td>Sense of humor, positive presence</td>
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<td>5.</td>
<td>Ability to ask appropriate questions</td>
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<td>6.</td>
<td>Ability to participate on a regular basis in the board’s work</td>
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**TOTAL**

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</table>

**OTHER STRONG POINTS (INCLUDING DIVERSITY OR DEMOGRAPHICS):**

**POTENTIAL CONCERNS:**
Creating A World Class Fundraising Board

Adapted from The Board Building Cycle by Hughes, Lakey & Bobowick, 2003

Example
Board Member Expectation Statement

General Expectations
1) Support the Foundation's mission, purposes, goals, policies, and programs, while knowing its strengths and needs.
2) Suggest possible nominees to the board who are men or women of achievement who can make significant contributions to the work of the board and the progress of the Foundation.
3) Serve actively on committees as requested by the President.
4) Provide input and feedback to the President on the performance of staff members.
5) Attend activities and events sponsored by the Foundation whenever possible.

Meetings
1) Prepare for and participate in board and committee meetings, including appropriate organizational activities.
2) Ask timely and substantive questions at board and committee meetings consistent with personal conscience and convictions, while supporting the majority decision on issues decided by the board.
3) Maintain confidentiality of the board's executive sessions, and speak for the board or the Foundation only when authorized to do so.
4) Suggest agenda items periodically for board and committee meetings to ensure that significant policy-related matters are addressed.

Avoiding Conflicts
1) Serve the Foundation as a whole rather than any special interest group or constituency.
2) Avoid even the appearance of a conflict of interest that might embarrass the board or the Foundation, and disclose any possible conflicts to the board in a timely fashion.
3) Never accept (or offer) favors or gifts from (or to) anyone who does business with the Foundation.

Fiduciary Responsibility
1) Exercise prudence with the board in the control and transfer of funds.
2) Faithfully read and understand the Foundation's financial statements and otherwise help the board fulfill its fiduciary responsibility.

Fund Raising
1) Make an annual gift to the Foundation according to personal means, but no less than the minimum amount established by the board for its members, and with the realization of the-leadership role the board must play in fund development.
Checklist: Information for Prospective Board Members

This checklist can form the first page of your organization's Orientation and Development file that is kept for each board member. The board Chair or Board Development Committee uses this information to plan for the future.

Make sure that all prospective board members receive the following:

1. Information about your organization, programs, and staff
   This might include:
   □ Fact sheet: a short overview of your organization that includes the organization's mission and purpose, whom the organization serves, the organization's history, its programs and services, and its funding sources
   □ Brochure: lists the highlights of your organization
   □ Annual report: includes highlights of the organization's work and its financial statements
   □ Newsletters: include any back issues that you believe are relevant to the prospective board member
   □ Programs and services summary: include only if it is not contained in the other documents
   □ Staff organization chart: shows the names, positions, and levels in your organization
   □ List and biographies of senior staff members: include the executive director and other members who hold senior positions in your organization
   □ Summary of major funding sources: lists the major funding sources and describes in detail how your organization obtains and allocates funds

2. Summary of strategic plan or a similar document: outlines your organization's strategic direction for the next three to ten years

3. Samples of publicity generated by your organization: include newspaper articles and media releases

4. Other

   □ Board member job description
   □ Information about the role of the board and how it operates including board member code of conduct
   □ Board and committee structure chart
   □ List and biographies of current board members
   □ Worksheet for estimating resources required from board members
   □ Orientation and development opportunities for board members
   □ Board manual table of contents
   □ Other
ORIENT: Chart, Checklist, Manual, Mentoring & Evaluation Orientation
# Board Orientation Chart

The following is an overview of the information that needs to be conveyed to new board members at their orientation. The materials can be presented in person and in writing at an orientation meeting.

<table>
<thead>
<tr>
<th>Information</th>
<th>Issues</th>
<th>Presentation Options</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>About the Organization</strong></td>
<td></td>
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</tbody>
</table>
| Program                      | Offer new board members a feel for the work of the organization – what it does, whom it serves, what difference it makes – to get them emotionally and intellectually connected and motivated. | • Tour of facilities  
• Observation of/participation in program activities  
• Presentation by client, member, or program participant  
• Video, slides, film presentation  
• Verbal presentations  
• Written materials |
| Finances                     | Help new board members become informed about where money comes from, how it is spent, and the state of the organization’s financial health, including their role in fundraising. | • Presentation by chief executive, chief financial officer, or treasurer  
• Background materials (most recent audit, budget, financials), graphically presented, if possible  
• Presentation of the fundraising strategy |
| History                      | Provide sufficient knowledge about the past so that the present makes sense. Also, help new board members see their own participation as part of the organization’s ongoing story. | • Stories told by “old timers”  
• Pictures  
• Written materials |
| Strategic Direction          | Present a framework for new members to participate effectively. Clarify the mission, vision, organizational values, and goals that inform organizational actions. | • Presentation/discussion by the chief executive or board chair  
• Copy of strategic plan (or other documents, especially mission statement, if no plan is available) |
| Organizational Structure     | Help new board members understand who does what and lines of accountability. | • Copy of the bylaws, IRS determination letter  
• Organizational chart  
• Introductions to key staff members |
| Board Roles                  | Ensure that new board members understand the roles of the board. | • Presentation/discussion, preferably with the whole board involved  
• Written materials |
| Board Member Responsibilities | Ensure that new board members understand their own responsibilities as board members. | • Presentation/discussion  
• Signed agreement (job description), including conflict of interest and ethics statements |
| Board Operations             | Help new board members understand how the board operates so that they may participate effectively. | • Board manual  
• Board mentors  
• Committee charges and member lists  
• Meeting schedule |
| Board Members                | Facilitate new board member integration with other members. | • List of board members and biographical data  
• Time set aside for social interaction |
| Skills                       | Instruct new members on how to read a financial statement. | • Written materials  
• Presentation by the treasurer or finance committee |

Adapted from *The Board Building Cycle* by Hughes, Lakey & Bobowick, 2003
2) Assist the Foundation by implementing fund raising strategies through personal influence with others.
3) Participate actively in all Foundation fund raising special events, programs, and activities.
## Checklist: Orientation of New Board Members

<table>
<thead>
<tr>
<th>Information</th>
<th>Time</th>
<th>Place</th>
<th>Resource Person</th>
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</thead>
<tbody>
<tr>
<td>1. Values Discussion</td>
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<td>Board Chairperson</td>
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<tr>
<td>• Discuss the beliefs and values of the organization</td>
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<td>Full Board Discussion</td>
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<tr>
<td>• Relate to the programs and services of the organization</td>
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<tr>
<td>2. Board manual, structure and governance</td>
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<td>Chairperson (with assistance from designated board members and senior staff)</td>
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<tr>
<td>• Review contents of manual and discuss board responsibilities</td>
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<td></td>
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<tr>
<td>• opportunity for discussion</td>
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<td></td>
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<tr>
<td>3. Committee Orientation</td>
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<td></td>
<td>Committee Chairperson</td>
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<tr>
<td>• Committee orientation</td>
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<tr>
<td>• Task assignments</td>
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<tr>
<td>• Review of committee terms of reference &amp; minutes</td>
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<tr>
<td>4. Facility and Program Visit(s)</td>
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<td>Executive Director (with assistance from other staff and/or volunteers)</td>
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<tr>
<td>• Familiarize new member with facilities, activities and individuals (paid and volunteer) involved in the organization.</td>
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<td></td>
<td>Chairperson (if there is no paid senior staff)</td>
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</tbody>
</table>
## Contents of a Board Orientation Manual

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
</table>
| 1. Table of Contents | - Contents of manual  
- All pages should be numbered and dated |
| 2. Mission Statement | - Include information about the organization's values and beliefs |
| 3. History/Background | - Fact sheet  
- Organization's history  
- Minutes and annual report/audit of the previous year  
- Pocket containing brochures/other promotional materials |
| 4. Board Structure/Operations | - Meeting and special event information for current year (days, dates, location)  
- Board and committee structure chart  
- Board agenda format  
- Board member job description |
| 5. Bylaws | - Constitution  
- Bylaws |
| 6. Policy Manual | - Framework policies and long-term strategies  
- Board self-governance policies  
- Operational policies  
- Advocacy policies |
| 7. Financial Summary | - Annual budget  
- Annual audit  
- Investments  
- Property  
- Insurance  
- Fiscal calendar  
- Summary of funding sources |
| 8. Board Committees | For each committee include:  
- Committee terms of reference  
- Committee year-end reports, goals and objectives for current year |
| 9. Board List | - Name, position, length of service  
- Addresses and phone numbers  
- Biographies |
DIRECTOR ORIENTATION
Thursday, October 3, 2013
Dress: Business Casual

AGENDA/SCHEDULE

9:00 a.m. Arrival/Welcome – Mileti Alumni Center – Cheek Conference
9:30 a.m. Mileti Alumni Center Tour
10:00 a.m. Campus Tour (golf cart with student guides)
11:45 a.m. Lunch – Black Swamp Pub – Bowen-Thompson Student Union
1:15-1:30 p.m. BREAK – travel time to get back to Mileti

Orientation – Cheek Conference Room

1:30 p.m. Welcome/Foundation Overview
Orientation Resources: Board Chair
Director Roles/Responsibilities: Nominating & Governance Chair

Standing Committee Round Table with Committee Chairs,
- Audit Committee
- Development Committee
- Finance Committee
- Investment Committee
- Nominating & Governance Committee
- Stewardship Committee

Financial Statements & Deductibility of Volunteer Expenses —
Foundation Controller, Foundation Treasurer

Closing remarks
Vice President for University Advancement/
Foundation President & CEO

Q & A and Evaluation

3:45-4:00 p.m. Adjournment
Suggested Contents for
Board of Directors Handbook

A. The board
1. Board member listing
2. Board member bios
3. Board member terms
4. Board statement of responsibilities
5. Board member responsibilities
6. Committee and task force job descriptions

B. Historical references for the organization
1. Brief written history and/or fact sheet
2. Articles of Incorporation
3. IRS determination letter
4. Listing of past board members

C. Bylaws

D. Strategic framework
1. Mission and vision statement
2. Strategic framework or plan
3. Current annual operating plan

E. Minutes from some recent board meetings

F. Finance
1. Prior year annual report
2. Prior year audit report
3. Chart of financial growth (sales, membership, programs, etc. – for the past 5 to 10 years)
4. Current annual budget
5. Form 990
6. Banking resolutions
7. Investment policy

G. Policies pertaining to the board
1. Policy on potential conflicts of interest
2. Insurance policy coverage
3. Legal liability policy
4. Travel/meeting expense reimbursements
5. Accreditation documents (if applicable)
6. Others

H. Staff
1. Staff listing
2. Organization/team chart

I. Resource development
1. Case statement
2. Current funder list
3. Sample grant proposal
4. Sponsorship policy

J. Information
1. Annual calendar
2. Programs list
3. Current brochures(s)
4. Website information

K. Procedures to update board handbook

Adapted from The Board Building Cycle
by Hughes, Lakey & Bobowick, 2003
Bowling Green State University Foundation, Inc.

Board Buddy Program
2013-14 Calendar/Suggested Activities

May-August – Identify Buddy volunteers from current Board Membership.

August-September – Determine Buddy pairings and communicate information to new Directors and respective Buddies.

Prior to Friday, October 4 – Contact your Buddy by phone and/or email to welcome him/her, answer questions, share personal Board experience, etc. If geographically feasible and schedules permit, meet with your Buddy in person.

Suggested Activities - Homecoming Weekend

- Accompany your Buddy to the Academy of Distinguished Alumni dinner (or meet him/her there) on Thursday, October 3 (6:00 pm at the Bowen Thompson Student Union). Initiate as many Board member and staff introductions as possible.

- Attend Afterglow and continue introductions. (Hampton Inn lobby 9-11 pm)

- Sit with your Buddy at the Board luncheon on Friday, October 4.

- Invite your Buddy to attend other Homecoming weekend activities.

1-2 weeks post October 4 – Check in (phone/email). Solicit feedback on fall meeting.

November/December – Check in (phone/email). Discuss upcoming winter board meeting (Saturday, February 8, 2014). Answer questions, provide guidance on logistics, etc.

February 2014 – Invite your Buddy to attend any related events that are scheduled in FL and sit with him/her at the Board luncheon on Saturday, February 8, 2014.

1-2 weeks post February 8 – Check in (phone/email). Solicit feedback on winter meeting.

March/April - Check in. Discuss upcoming spring meeting (May 16, 2014 – Bowling Green)

May 16, 2014 – Sit with your Buddy at the Board luncheon.

1-2 weeks post May 16 – Check in (phone/email). Solicit feedback on spring meeting.

Ongoing – encourage your Buddy to contact you regarding any Board related matters/questions.

revised 05/2013
BGSU FOUNDATION, INC.
DIRECTOR ORIENTATION EVALUATION
October 3, 2013

Your candid responses, comments, feedback and suggestions are extremely important and will help improve the orientation program for future Directors.

Please rate each item based on the following scale:

5-EXCELLENT
4-VERY GOOD
3-GOOD
2-ADEQUATE
1-POOR
N/A-NOT APPLICABLE

In addition, there is space at the end of this form for you to provide additional comments/suggestions/feedback. Please utilize the reverse if you require more space.

Your name is optional. Results will not be compiled with specific comments/responses attributable to a specific individual. Results will be shared with the Nominating & Governance Committee, presenters, student guides, and appropriate staff.

<table>
<thead>
<tr>
<th>OVERALL</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td>✅ Pre-orientation communication</td>
<td></td>
</tr>
<tr>
<td>✅ Overall effectiveness of the agenda/schedule</td>
<td></td>
</tr>
<tr>
<td>✅ Binder contents</td>
<td></td>
</tr>
</tbody>
</table>

| TOURS | |
|-------||
| ✅ Mileti Alumni Center Tour |
| ✅ Campus Tour |

<p>| PRESENTATIONS | |
|---------------||
| ✅ Foundation Overview &amp; Orientation Resources |
| ✅ Director Roles/Responsibilities |
| ✅ Audit Committee |
| ✅ Development Committee |
| ✅ Finance Committee |
| ✅ Investment Committee |
| ✅ Nominating &amp; Governance Committee |
| ✅ Stewardship Committee |
| ✅ Financial Statements |
| ✅ Deductibility of Volunteer Expenses |
| ✅ VP Advancement/President &amp; CEO remarks |
| ✅ Overall effectiveness of the information presented |</p>
<table>
<thead>
<tr>
<th>Logistics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking</td>
<td></td>
</tr>
<tr>
<td>Lunch at the Black Swamp Pub</td>
<td></td>
</tr>
<tr>
<td>Breaks</td>
<td></td>
</tr>
<tr>
<td>Cheek Conference Room</td>
<td></td>
</tr>
<tr>
<td>Handouts</td>
<td></td>
</tr>
</tbody>
</table>

Did you find the communication from your committee chair helpful?  
COMMENTS:  
Yes □ No □

Did you find the communication from your Buddy helpful?  
COMMENTS:  
Yes □ No □

Was the full day format a good use of your time?  
COMMENTS:  
Yes □ No □
<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>What did you like best about the Orientation program?</td>
<td></td>
</tr>
<tr>
<td>What did you like least about the Orientation program?</td>
<td></td>
</tr>
<tr>
<td>Please indicate any topics which you feel should be included in future orientation programs that were not part of today's sessions:</td>
<td></td>
</tr>
</tbody>
</table>
General comments/suggestions/feedback:

Please place in the envelope provided and return no later than October 17, 2013.

THANK YOU!
Bowling Green State University Foundation, Inc. Board of Directors
2013 Engagement Survey

1. I would like the opportunity to get more involved at BGSU.
   - Strongly Agree
   - Agree
   - Neutral/Uncertain
   - Disagree
   - Strongly Disagree

2. I would like the BGSU Foundation to provide me with an annual directory of current and former Foundation Directors.
   - Strongly Agree
   - Agree
   - Neutral/Uncertain
   - Disagree
   - Strongly Disagree

3. I would like a development officer to contact me throughout the year with updates about the University.
   - Strongly Agree
   - Agree
   - Neutral/Uncertain
   - Disagree
   - Strongly Disagree

4. I would like to participate in a mentorship program for BGSU students.
   - Strongly Agree
   - Agree
   - Neutral/Uncertain
   - Disagree
   - Strongly Disagree

5. I would like to be invited to an annual "State of the Foundation" event.
   - Strongly Agree
   - Agree
   - Neutral/Uncertain
   - Disagree
   - Strongly Disagree

6. I would appreciate invitations to important University events.
   - Strongly Agree
   - Agree
   - Neutral/Uncertain
   - Disagree
   - Strongly Disagree

7. I believe the BGSU Foundation should issue "Sustaining Board Member" status to directors who have satisfied their leadership duties on the board at the end of their term.
   - Strongly Agree
   - Agree
   - Neutral/Uncertain
   - Disagree
   - Strongly Disagree

8. I would attend one committee or Board meeting on an annual basis if my service was needed and requested.
   - Strongly Agree
   - Agree
   - Neutral/Uncertain
   - Disagree
   - Strongly Disagree
9. If asked, I would serve on an Ad Hoc or standing committee.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

10. I would like to provide names of alumni for suggested contact by the Foundation.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

11. I would like my contact information and area of expertise to be shared with college and unit leadership (e.g. Deans, Vice Presidents) to be called upon for advice and guest speaking opportunities.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

12. I would like to accompany development officers on visits with prospects that I recommend.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

13. I would like to volunteer my time at the Alumni Center during Homecoming or other events.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

14. I would like to assist the Foundation Board and Alumni Board as they make decisions regarding prospective Board members.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

15. I would like to volunteer my time to recruit high-quality students for BGSU.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

16. I would like to volunteer with college Deans and unit Vice Presidents as they design their fundraising and scholarship plans.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

17. I would like to host presidential “meet and greet” events in my hometown.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>
18. I would like to serve on a planning committee for special donor appreciation events.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

19. I would like to serve as a volunteer in the next comprehensive campaign.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral/Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

20. We value your comments regarding former BGSU Foundation Board Director engagement. Please tell us how you would like to be involved at BGSU. Do you have any ideas for activities that would encourage your participation with BGSU?

posted to Survey Monkey/March 2013
Individual Board Member Self-Evaluation

Use the following questions for individual board member evaluation. For board members answering yes to these questions, they are likely to be fulfilling their responsibilities as board members.

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do I understand and support the mission of the organization?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Am I knowledgeable about the organization’s programs and services?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Do I follow trends and important developments related to this organization?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Do I assist with fundraising and/or give a significant annual gift to the organization?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Do I read and understand the organization’s financial statements?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>6. Do I have a good working relationship with the chief executive?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>7. Do I recommend individuals for service to this board?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Do I prepare for and participate in board meetings and committee meetings?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Do I act as a good-will ambassador to the organization?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Do I find serving on the board to be a satisfying and rewarding experience?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Adapted from *The Board Building Cycle* by Hughes, Lakey & Bobowick, 2003
Bowling Green State University Foundation, Inc.
2011 Director Self-Assessment

The purpose of this self-assessment survey is to provoke thoughtful evaluation of your obligations and responsibilities as a member of the BGSU Foundation (BGSUF), Inc. Board of Directors. Your responses will be kept confidential and compiled with the other director’s responses to help the Nominating and Governance Committee continually improve board effectiveness.

Responsibilities:

1. Do you have a clear understanding of your responsibility relative to:

   **Preparation for meetings**
   - Very clear: 4
   - Clear: 3
   - Somewhat clear: 2
   - Not clear: 1

   **Meeting attendance**
   - Very clear: 4
   - Clear: 3
   - Somewhat clear: 2
   - Not clear: 1

   **Annual financial gift to BGSU**
   - Very clear: 4
   - Clear: 3
   - Somewhat clear: 2
   - Not clear: 1

2. Do you have a clear understanding of the BGSUF’s:

   a. **Mission**
      - Very clear: 4
      - Clear: 3
      - Somewhat clear: 2
      - Not clear: 1

   b. **Strategic plan**
      - Very clear: 4
      - Clear: 3
      - Somewhat clear: 2
      - Not clear: 1

3. Do you have a clear understanding of your standing committee’s responsibilities?
   - Very clear: 4
   - Clear: 3
   - Somewhat clear: 2
   - Not clear: 1

Orientation and Buddy Program:

1. Did the New-Director Orientation program meet your expectations?
   - Exceeded expectations: 4
   - Met expectations: 3
   - Somewhat met expectations: 2
   - Did not meet expectations: 1
   - Not applicable/Did not attend

2. Was the Buddy Program helpful during your first year as a director?
   - Very helpful: 4
   - Helpful: 3
   - Somewhat helpful: 2
   - Not helpful: 1
   - Not applicable
3. Are you willing to be a mentor through the Buddy Program?
   □ Yes    □ Yes, at a later time    □ No

4. What did you like best about Orientation and the Buddy Program?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
_________________________________________________________

Please suggest ways to improve both the Orientation and Buddy Programs.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Knowledge of the Institution:

1. Are you familiar with BGSU's:

   a. History?
      □ Very familiar □ Familiar □ Somewhat familiar □ Not familiar
         4       3       2       1

   b. Centers of Excellence?
      □ Very familiar □ Familiar □ Somewhat familiar □ Not familiar
         4       3       2       1

   c. Mission statement?
      □ Very familiar □ Familiar □ Somewhat familiar □ Not familiar
         4       3       2       1

   d. Core values?
      □ Very familiar □ Familiar □ Somewhat familiar □ Not familiar
         4       3       2       1
e. **Student and faculty statistical data?** (student population, student to faculty ratio, average ACT/GPA for entering freshman, ethnic and racial balance, number of full time faculty, percentage of faculty who hold terminal degrees in their field)?
   - Very familiar: 4
   - Familiar: 3
   - Somewhat familiar: 2
   - Not familiar: 1

f. **Student life** (housing, organizations, service learning opportunities, cultural and special events and recreation opportunities)?
   - Very familiar: 4
   - Familiar: 3
   - Somewhat familiar: 2
   - Not familiar: 1

g. **Degree programs and learning resources?**
   - Very familiar: 4
   - Familiar: 3
   - Somewhat familiar: 2
   - Not familiar: 1

h. **Financial aid opportunities?**
   - Very familiar: 4
   - Familiar: 3
   - Somewhat familiar: 2
   - Not familiar: 1

2. Are you familiar with what makes BGSU distinctively different from its peer institutions?
   - Very familiar: 4
   - Familiar: 3
   - Somewhat familiar: 2
   - Not familiar: 1

**Board and Committee Meetings:**

1. Are you satisfied with your:

   a. **Attendance record at board meetings?**
      - Very satisfied: 4
      - Satisfied: 3
      - Somewhat satisfied: 2
      - Not satisfied: 1

   b. **Level of participation at board meetings?**
      - Very satisfied: 4
      - Satisfied: 3
      - Somewhat satisfied: 2
      - Not satisfied: 1

   c. **Attendance record at committee meetings?**
      - Very satisfied: 4
      - Satisfied: 3
      - Somewhat satisfied: 2
      - Not satisfied: 1

   d. **Level of participation at committee meetings?**
      - Very satisfied: 4
      - Satisfied: 3
      - Somewhat satisfied: 2
      - Not satisfied: 1

2. Do you feel the meetings are an appropriate length of time to sufficiently address agenda items?

   a. **Standing committee meeting?**
      - Yes:
      - No, should be longer:
      - No, should be shorter:
b. Full board meeting?

☐ Yes          ☐ No, should be longer          ☐ No, should be shorter

3. Do you feel you are given adequate time to prepare for meetings (review of materials sent prior to meeting)?

☐ Yes          ☐ No, would like materials sooner

For Executive Committee Members only:

1. Are you satisfied with your:

a. Attendance record at Executive Committee meetings?
☐ Very satisfied  ☐ Satisfied  ☐ Somewhat satisfied  ☐ Not satisfied

4 3 2 1

b. Level of participation at Executive Committee meetings?
☐ Very satisfied  ☐ Satisfied  ☐ Somewhat satisfied  ☐ Not satisfied

4 3 2 1

2. Do you feel Executive Committee meetings are an appropriate length of time?

☐ Yes          ☐ No, should be longer          ☐ No, should be shorter

3. Please mark with an “x” (1) those committees you presently serve on, (2) your areas of expertise, and (3) areas of future interest.

Audit

☐ ☐ ☐

Development

☐ ☐ ☐

Finance

☐ ☐ ☐

Investment

☐ ☐ ☐

Nominating & Governance

☐ ☐ ☐

Stewardship

☐ ☐ ☐

4. Please comment on any aspect of your background and experience that might be of assistance to the Board or one or more of its committees.
General Comments and Concerns:

1. Have you made financial contributions this fiscal year according to your means?
   - Yes  - No

2. Do you have a clear understanding of the Foundation's need for personal philanthropy from each Director?
   - Very clear  - Clear  - Somewhat clear  - Not clear
   4      3      2      1

3. Have you found Directorship to be stimulating/rewarding thus far?
   - Very stimulating/rewarding  - Stimulating/rewarding  - Somewhat stimulating/rewarding  - Not stimulating/rewarding
   4      3      2      1

4. Have you found it difficult to arrange your time commitments so as to include effective work as a Director?
   - Very difficult  - Difficult  - Somewhat difficult  - Not difficult
   1      2      3      4

5. Please comment on any ways that the board's effectiveness might be enhanced and, where appropriate, how you might contribute to that effectiveness/enhancement.

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

Name and date (optional):_________________________________________________
BOARD MEMBER SELF-ASSESSMENT

Encourage each individual to assess their effectiveness as a board member several times throughout their term by completing this checklist:

☐ I support the mission and values of this organization
☐ I am willing to further the work of this organization with my time, skills, and financial support
☐ I understand the role of the board and my legal and ethical responsibilities as a board member
☐ I have attended the majority of regular and special board meetings and other events requiring board participation.
☐ I prepare for meeting by reading background materials and researching issues for discussion
☐ I actively participate in board meetings by listening, discussing, and presenting complete information as required
☐ I carry out my other board responsibilities (e.g. committee member, fundraising, advocacy and/or education in an effective and timely manner).

☐ I am willing to support and help other board members in their development
☐ I am interested and willing to participate in development opportunities including workshops, information sessions, conferences, and taking on new roles.
☐ I try to be an objective decision maker, considering the effect of issues on individuals, the organization, and the community.
☐ I avoid participation in board issues that are self-serving or may be perceived as conflict of interest
☐ I recognize the board must “speak with one voice” and I avoid taking action on issues unless instructed by the board.
☐ I enjoy my service as a board member in this organization. If not, I am actively working to change the issues and/or activities which are a barrier, or I am reconsidering my commitment to this organization.

Date: ____________________________

Signature: ____________________________
Board Member Self-Assessment: End of Term Review

- May be used mid-term, at end of a term in preparation for second term, or as a retirement/exit interview tool.
- The individual board member completes the self-assessment to prepare for a discussion with the Board Chair or the Board Development Committee.

End-of-Term Review

My greatest satisfaction from serving on the board this term is:

My board service, this term, improved the organization's services, finances or image in the community by:

________________________________________________________

________________________________________________________

________________________________________________________

My strengths as a board member are:

________________________________________________________

________________________________________________________

________________________________________________________

My weaknesses as a board member are:

________________________________________________________

________________________________________________________

________________________________________________________

I am interested in serving an additional term:
☐ Yes  ☐ No

If yes, I would be interested in serving as:
☐ Chair  ☐ Vice-Chair  ☐ Secretary  ☐ Treasurer

Standing Committee Chair:
Which Committee?

__________________________

Ad hoc Committee Chair:
Which Committee?

__________________________

Other:

__________________________

I have attended _____ of _____ regular board meetings

I have attended _____ of _____ special board meetings

I prepare for board meetings by reading background materials and research issues decision:

☐ Always  ☐ Often  ☐ Sometimes  ☐ Seldom  ☐ Never

I am an active participant in board meetings, feel comfortable discussing issues, and recognize the roles and responsibilities of the board:

☐ Always  ☐ Often  ☐ Sometimes  ☐ Seldom  ☐ Never
I would like to further develop myself as a board member by:

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

If I do not continue to serve on the board, I would like to contribute to the organization by:

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

Name: ____________________________

Date: ____________________________

Chair: ____________________________

Concerns and/or Issues:

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
<table>
<thead>
<tr>
<th><strong>Board Evaluation</strong></th>
<th>Comments on strengths or ideas for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board operates with clearly defined:</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
<tr>
<td>• Mission and Goals</td>
<td></td>
</tr>
<tr>
<td>• Bylaws</td>
<td></td>
</tr>
<tr>
<td>Board members understand their own and each other's role and duties</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
<tr>
<td>Job descriptions have been developed and are used for:</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
<tr>
<td>• Individual board members</td>
<td></td>
</tr>
<tr>
<td>• Executive positions</td>
<td></td>
</tr>
<tr>
<td>• Committee Chairpersons</td>
<td></td>
</tr>
<tr>
<td>The board uses committees and/or work groups to divide board work fairly or delegates appropriately to staff</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
<tr>
<td>Committees have a Terms of Reference statement which defines their roles and responsibilities</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
<tr>
<td>Board members follow through on plans and commitments</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
<tr>
<td>Board members understand their legal/fiduciary obligations and ensure they are being met</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
</tbody>
</table>
## Board Evaluation continued

<table>
<thead>
<tr>
<th></th>
<th>Comments on strengths or ideas for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board composition reflects our community diversity</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
<tr>
<td>The board represents the interests of the organizations’ membership</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
<tr>
<td>Board members are elected for a specific / limited term</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
<tr>
<td>Recruitment of effective board member nominees is a year round activity</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
<tr>
<td>Trusting and respectful relationships exist between board members and other individuals within the organization</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
<tr>
<td>Individual board members are evaluated annually to assess and recognize the skills and time they have contributed and to identify the role they will play in the future</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
<tr>
<td>The board evaluates its work annually in relationship to the goals and plans they have made</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
<tr>
<td>The board communicates clearly and regularly with appropriate staff, volunteers, funders, and the wider community</td>
<td>□ Yes □ No □ Don't Know</td>
</tr>
</tbody>
</table>
## Board Evaluation continued

<table>
<thead>
<tr>
<th>Written policies to guide decision making exist and are organized in a policy manual</th>
<th>Comments on strengths or ideas for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Yes</td>
<td>☐ No</td>
</tr>
<tr>
<td>☐ Don't Know</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Policies exist in the areas of:</th>
<th>Comments on strengths or ideas for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Yes</td>
<td>☐ No</td>
</tr>
<tr>
<td>☐ Don't Know</td>
<td></td>
</tr>
</tbody>
</table>
- Personnel (paid and volunteer) |
- Finances |
- Programs and Services |
- Policy Development |

<table>
<thead>
<tr>
<th>Board meetings deal primarily with developing policy, planning, developing financial resources, advocacy, and evaluating the organization’s work</th>
<th>Comments on strengths or ideas for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Yes</td>
<td>☐ No</td>
</tr>
<tr>
<td>☐ Don't Know</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The board has a written plan that is used to monitor and evaluate the organization’s direction</th>
<th>Comments on strengths or ideas for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Yes</td>
<td>☐ No</td>
</tr>
<tr>
<td>☐ Don't Know</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>All board members are encouraged to participate in discussions</th>
<th>Comments on strengths or ideas for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Yes</td>
<td>☐ No</td>
</tr>
<tr>
<td>☐ Don't Know</td>
<td></td>
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<thead>
<tr>
<th>Conflict is dealt with openly, respectfully and effectively</th>
<th>Comments on strengths or ideas for improvement</th>
</tr>
</thead>
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<td>☐ Yes</td>
<td>☐ No</td>
</tr>
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<td>☐ Don't Know</td>
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<tr>
<th>The board makes sure adequate resources are available to undertake the work of the organization</th>
<th>Comments on strengths or ideas for improvement</th>
</tr>
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<td>☐ No</td>
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<tr>
<td>☐ Don't Know</td>
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</table>
Board Evaluation continued

The board is operating effectively by:

Areas which could be made more effective are:
Board Meeting Review

Please complete the following questions to assist in making our board meetings more productive and enjoyable.

Meeting Date:

What was the most valuable thing accomplished by this meeting?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

What did you like least about the meeting?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Topics were:

☐ Excellent  ☐ Good  ☐ Average  ☐ Below Average  ☐ Poor

Topics were related to the purpose of our organization:

☐ Excellent  ☐ Good  ☐ Average  ☐ Below Average  ☐ Poor

Effective use of time:

☐ Excellent  ☐ Good  ☐ Average  ☐ Below Average  ☐ Poor

Participation of Members

☐ Excellent  ☐ Good  ☐ Average  ☐ Below Average  ☐ Poor

Enjoyable/Interesting

☐ Excellent  ☐ Good  ☐ Average  ☐ Below Average  ☐ Poor

Other Comments:

Please provide examples where possible.

Name:

(Optional)