

THE BOARD

	<i>Does this describe your organization?</i> 1 = not true 5 = always true	<i>Does this matter right now?</i> 1 = doesn't matter 5 = matters alot	<i>What goals would you set?</i>	<i>Why we ask</i>
1 Board Meeting Preparation Board meetings are well planned. The agenda is agreed upon between the executive director and the Board Chair. The agenda and information for decision-making is sent to members well in advance of the meeting.	1 2 3 4 5	1 2 3 4 5		Good Board meetings happen thanks to advance planning. Board officers <i>and staff</i> must invest their time to have productive meetings.
2 Board Decision-Making The Board's decisions give the organization a solid basis to move forward. The Board decides issues quickly enough, with good information and open discussion among everyone who needs to be there.	1 2 3 4 5	1 2 3 4 5		On key issues, the organization needs direction from the Board. Delayed or conflictive decision-making exhausts energy and misses opportunities.
3 The Board makes decisions through a process which everyone understands and agrees to. The process doesn't get in the way of important discussion.	1 2 3 4 5	1 2 3 4 5		A good process smooths decision-making, limits unnecessary conflicts, and uncovers all the important points of view.

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4 Board Minutes The Board records its decisions and maintains records. Board members refer to the records when necessary.	1 2 3 4 5	1 2 3 4 5		Most boards have a "Secretary" to keep the minutes, which make clear to everyone what the group's positions and decisions are.
5 Composition and Renewal The organization has a Board with members: • who are committed to the mission; • who have the skills and experience the group needs; • and who represent those groups involved in the organization's work.	1 2 3 4 5	1 2 3 4 5		Most groups start with small boards. If they grow, they add members who represent more of the diversity of people they work with, and who bring new capabilities like fundraising or accounting.
6 Board members leave and new members are added regularly. The Board recruits people with needed expertise and commitment who represent the diversity of its community. It orients and prepares them, with written job descriptions for the individual members and the Board as a whole.	1 2 3 4 5	1 2 3 4 5		Steady, planned recruitment of capable Board members builds the broad base and brings new opportunities and support.

7

Board Committees

(For those groups with Board committees:) The Board uses committees to make its work more efficient. It gives them clear job descriptions and goals, and the committees fulfill those.

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1 2 3 4 5 1 2 3 4 5

Why we ask

If the organization grows, the Board's responsibilities do too. Committees can make its work more efficient. Effective committees also increase the Board's capacity and expertise, and test potential new Board members.

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Board Delegation

The Board supports the staff and volunteers who manage programs by giving them clear goals and policies, and then allowing them to work without further interference. (Board members know the difference between their roles as volunteers and as directors.)

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Some boards are very much involved in the day-to-day work. Those in charge of programs may feel they're being micro-managed and don't have clear goals.

9

Over the past year the Board and Executive Director (E.D.) established annual goals for the E.D., and the Board evaluated

1 2 3 4 5 1 2 3 4 5

The Board should see that the E.D. and the organization know what's expected of them and how they'll be evaluated. It should begin the healthy habit of

the E.D. using them.

annual evaluations, even when things are going well.

10

Board Financial Oversight

The Board Treasurer and staff create regular (usually monthly) financial reports, which clearly show the organization's financial position, its income and expenses, what activities relate to, and how they compare to its budget. The Board reviews the reports at its meetings.

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1 2 3 4 5 1 2 3 4 5

Why we ask

Staff manages the finances and reviews them with the Treasurer, who helps present them to the Board. The Board makes sure that the finances are sound and that resources go where they should.

11

Board Outreach

Board members understand the programs and represent the organization's goals and programs to the press and society at large.

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The Board represents the organization to the community, and must know the programs well enough to present them.

12

Board Fundraising

All Board members help raise significant resources for the organization or make a substantial donation themselves.

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If an organization chooses to have staff, Board fundraising is essential. Boards may help open doors to major donors, foundations or corporations.