

ORGANIZATIONAL ASSESSMENT©

BOARD GOVERNANCE QUESTIONNAIRE

To be completed separately by:

- each board member

Composition/Recruitment

1. Is the composition of the board representative of the organization's constituency with respect to each of the following:

race Yes _____ No _____

ethnicity Yes _____ No _____

gender Yes _____ No _____

age Yes _____ No _____

and is it diverse in terms of length of tenure on the board?

Yes _____ No _____

If no, what's missing? _____

2. Does the composition of the board reflect an adequate range of talents, skills, experience and knowledge?

Yes _____ No _____

If not, what's missing? _____

3. Are procedures for board recruitment clear?

Yes _____ No _____

and do they reflect a broad understanding of board roles and needs?

Yes _____ No _____

BOARD GOVERNANCE QUESTIONNAIRE (continued)

4. Are potential board members fully informed about the organization and what is expected of them prior to being offered a board position?

Yes _____

No _____

5. Do new board members receive an orientation and a board manual that includes at a minimum the by-laws, budget, most recent strategic plan, list of board members and list of current programs?

Yes _____

No _____

6. Is there a statement of roles and responsibilities that all board members sign upon joining?

Yes _____

No _____

7. Does the organization have a pool of potential board members identified for the future?

Yes _____

No _____

Officers/Committees:

8. Does the board have officers and an executive committee to coordinate the work of the board, provide leadership and handle matters between board meetings? A governance committee to oversee the work of the board?

Yes _____

No _____

9. Has the board established standing committees, each guided by a charge issued by the board?

Yes _____

No _____

10. Does each board member serve on at least one committee?

Yes _____

No _____

11. Do board committees meet regularly and report to the board?

Yes _____

No _____

12. Does the organization develop future board members by including non-board members on its committees?

Yes _____

No _____

BOARD GOVERNANCE QUESTIONNAIRE (continued)

Meetings:

13. Has a quorum been present at 90% of board meetings over the past 12 months?

Yes _____ No _____

14. Are board meetings held on a schedule that conforms to the by-laws, well-planned and conducted, with materials available prior to meetings and minutes available shortly thereafter?

Yes _____ No _____

15. Do board meetings begin and end on time? Do they stimulate rather than bore participants?

Yes _____ No _____ Yes _____ No _____

16. Do board meetings deal primarily with policy formulation, financial oversight, resource development, and planning and evaluating the work of the organization?

Yes _____ No _____

Key Responsibilities:

17. Is training available for board members to increase their skills and knowledge in areas related to their board service?

Yes _____ No _____

18. Is there a succession plan in place for future board leadership?

Yes _____ No _____

19. Does the board have a good grasp of issues and matters of concern to the organization, such as community needs, government policies, external trends and best practices within the organization's field?

Yes _____ No _____

20. Has the board established financial management procedures and does the board monitor and review the organization's finances and ensure that necessary taxes are paid on time?

Yes _____ No _____

21. Are all board members involved in some way with raising funds for the organization?

Yes _____ No _____

BOARD GOVERNANCE QUESTIONNAIRE (continued)

22. Does each board member make a financial contribution annually?

Yes _____ No _____

23. Does the board assess its own performance annually?

Yes _____ No _____

24. Does the board hire, and regularly assess, the executive director according to a clear written understanding of that individual's responsibilities and standards for performance?

Yes _____ No _____

25. Does the board delegate to the executive director sufficient authority to reflect the respective organizational roles of board and staff and facilitate the effective day-to-day administration and management of the organization?

Yes _____ No _____

26. Do the by-laws specify terms of office for directors and for officers, with term limits and a provision for rotation of membership on the board and for officers?

Yes _____ No _____

By-laws/Legal Matters:

27. Does the board have, and observe, a formally adopted set of by-laws that sets forth the duties of board members and officers and the procedures by which the board conducts its business?

Yes _____ No _____

28. Have the by-laws been reviewed within the past two years by an attorney who is knowledgeable about not-for-profit law and, if necessary, revised according to the attorney's advice?

Yes _____ No _____

29. Are all board members familiar with the by-laws?

Yes _____ No _____

30. Does the board understand and comply with its legal obligations including making sure that the organization is operating in accordance with its Certificate of Incorporation?

Yes _____ No _____

BOARD GOVERNANCE QUESTIONNAIRE (continued)

31. Does the board observe a formal set of ethical guidelines and policies covering conflict of interest situations?

Yes _____ No _____

32. Does the organization strictly avoid making any loans to directors or officers?

Yes _____ No _____

33. If any compensation is provided to officers and/or directors, is that compensation within legal guidelines for “reasonable” compensation?

Yes _____ No _____

34. Does the board provide for the organization to have ongoing access to legal counsel knowledgeable about not-for-profit law and applicable regulations?

Yes _____ No _____

*(A “no” answer to any of these questions indicates the item should be given attention.
Some of these items may have serious legal implications.)*