**High Performing Board Performance Assessment©**

*A Resource of The Osborne Group, Inc.*

*High Performing Boards are the result of a strategic recruitment, orientation, and engagement; productive, interactive meetings focused are mission critical issues; outstanding leadership and excellent staff support. Use this tool to assess the performance of your overall board. Use The Osborne Group’s 340 Board Performance Assessment tool to examine the individual performance of each board member. Consider administering a self-assessment by board member.*

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| **Score** | **Criteria** |
| 5 | Excellent, always & consistently well above expectations |
| 4 | Very good, frequently above expectations |
| 3 | Good, consistently meeting expectations |
| 2 | Fair, sometimes fails to meet expectations |
| 1 | Poor, usually well below expectations |

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| **Recruitment** | **Score** |
| 1. The identification, engagement, and vetting of potential candidates is conducted by a committee on board development
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| 1. The committee on board development has clear guidelines, based on the mission, vision, and strategic plan, for the qualities, competencies, behaviors, experiences, and expertise needed on the board
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| 1. We have a healthy “pipeline” of prospective board members. We routinely and strategically engage these individuals in the work of the organization prior to recruitment
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| 1. Our criteria for board members include some that 100% of the board members must meet, no matter what else they bring to the board.
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| 1. Among the criteria that 100% of board candidates must have is: passion for the mission, vision and work or the organization; generosity of time, treasure and talent; ethical and honest; willing to make time and actively participate; willing to make the organization a top philanthropic and volunteer priority
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| 1. The vast majority (75% or more) of potential board members are already generous annual donors prior to inviting them on the board
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| 1. We approach board recruitment with dignity and serious of purpose. We recognize that it is an honor and privilege to serve
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| 1. We have a defined and written board recruitment process that we consistently follow
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| 1. The CEO is actively involved in the process and his or her opinions about potential candidates is always given maximum weight
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| 1. We have written commitment or expectations that is given to all candidates prior to final acceptance
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| 1. The focus of board work includes governance, service beyond board meetings, fiscal oversight, accountability and transparency, generous giving, fundraising, providing expertise, wisdom and strategic thinking
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| 1. The chair of the committee on board development is a passionate advocate for our cause, a generous donor according to his or her means, and an active, thoughtful participant meeting the highest ethical standards
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| **Orientation** |  |
| 1. We have a written, three to 12 month orientation program for new board members ensuring their understanding of our mission, vision, strategic plan, work, challenges and opportunities
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| 1. We assign a “buddy” to all new board members helping them prepare for their first meeting, introducing them to their peers, checking in on them during the first year of service
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| 1. We have a written “job description” for orientation buddies
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| **Board and Committee Meeting Preparation** |  |
| 1. Meeting dates are set at least 12 months in advance ensuring maximum ability to attend
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| 1. Materials for meetings are sent at least a week in advance, giving everyone adequate time for preparation
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| 1. Materials are available electronically as well as in print in order to meet the needs of individual board members
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| 1. All materials are accessible for those with either hearing or sight disabilities if applicable
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| 1. There is a clear expectation that each board member will come to the meetings prepared to discuss the issues
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| 1. Committee meetings have been held prior to the each board meeting
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| **Board and Committee Meetings** |  |
| 1. Ideas, opinions and expertise from each board member are sought and valued at board meetings
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| 1. We meet at least three times a year
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| 1. There is enough time for meaningful discussion at board meetings
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| 1. There is enough time for meaningful discussion at committee meetings
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| 1. We use a consent agenda in order to cover routine business and thus ensure adequate time for discussion of important topics
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| 1. The chair of the board runs the board meetings (rather than the CEO or a staff member)
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| 1. The chair of the committee runs the committee meetings (rather than a staff member)
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| 1. All meetings have a timed agenda
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| 1. There is adequate time for review and discussion before important decisions are made
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| 1. All board members have an opportunity to weigh in on important decisions; we don’t rubber stamp executive committee or other committee recommendations on critical issues
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| 1. Follow-up from meetings is timely and well done (minutes, action items, etc.)
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| **Board Member Engagement** |  |
| 1. We have a variety of ways and opportunities to connect board members directly with the work of the organization and the people we serve
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| 1. Every board member serves on at least one committee
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| 1. We expect board members to attend a minimum of 75% of the board and committee meetings
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| 1. We actively engage each board member in between board and committee meetings
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| 1. We use board members expertise, wisdom, strategic thinking, connections and affiliations to help further our mission, vision and work
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| 1. We solicit annual and special gifts from each board member in a personal, effective manner early in the fiscal year (and if applicable, early in the campaign)
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| 1. We demonstrate to each board member in a personal manner that his or her time, talent and treasure are making a difference
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| 1. Board members are actively involved in identifying, engaging, and soliciting donors and potential donors
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| 1. Board members are actively involved in providing stewardship to donors, influencers and advocates (thanking, recognizing, sharing the impact, and connecting them with the impact of their investments)
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| 1. We provide opportunities for board members to get to know each other well, respect and appreciate differences, and establish good working relationships
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| 1. Giving is not considered “dues” for service with most members just meeting the minimum requirements; instead giving is generous according to means
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| 1. We provide regular training and support for board members, helping them achieve the highest levels of performance
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| 1. Every board member knows who on staff is assigned to support his or her various responsibilities
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| 1. We adequately support the work of the board
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| **Governance and Fiscal Responsibility** |  |
| 1. We have up to date bylaws which are regularly reviewed
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| 1. We have a conflict of interest policy and it is rigorously enforced
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| 1. We have term limits and a clear method for rotating board members off
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| 1. We have an excellent post service plan to keep former board members engaged in the mission, vision, and work of the organization
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| 1. We see our highest priority as hiring, supporting, evaluating, compensating, and investing in a high performing CEO
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| 1. We have a succession plan for the CEO
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| 1. We have a succession plan for the chair of the board
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| 1. We have a succession plan for the chairs of the committee on board development, the fund development committee, and finance and investment committee (s)
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| 1. We have a three to five year strategic plan that is regularly reviewed and updated
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| 1. We are confident that all board members understand and support the vision and strategic direction of the organization
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| 1. We are confident that all board members are informed and active ambassadors of the organization
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| 1. We are confident all board members place the organization on the top of his or her philanthropy and volunteer priorities (number one, two or three on his or her list)
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| 1. At least once every two years we have a board retreat where we focus on the strategic direction of the organization
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| 1. Attendance at the retreat is almost 100%
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| 1. The committee on board development (or the executive committee) is responsible for developing a strategically composed and highly engaged board
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| 1. We ensure diversity and inclusion both on the board and staff
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| 1. We know the senior staff of the organization and have regular but appropriate contact
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| 1. We understand the difference between governance and administrating – we are governors who do not interfere with the administration of the organization
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| 1. The finance and investment committee(s) chair (s) are highly skilled, experienced and of the highest moral character
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| 1. We ensure regular audits and report on fiscal matters in a clear and comprehensive manner
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| 1. We insist upon transparency and accountability in of our fiscal dealings
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| 1. We insist upon transparency and accountability to our donors and grantors
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| 1. We are conservative investors of the organization’s fund; exercise fiscal prudence
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| 1. We have and act upon best practice policies for reserve funds and endowment if applicable
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| 1. We have a fiscal plan for long-term sustainability
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| 1. We actively participate in determining the vision, values and strategic plan of the organization
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| 1. We defend the organization when under duress
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| 1. We know and understand what our constituents consider value
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| 1. We know and understand our constituents’ and community’s needs, challenges and opportunities
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| 1. During financially challenging times, we think about how to increase revenue before thinking about cutting needed services
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| 1. We ensure a balanced portfolio of revenue, not allowing any one source to dominate
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| 1. We ensure that the organization is adequately resourced; we approve the annual budget and resource development plans
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| 1. We have compensation policies and practices based on best practice and the current market
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| 1. We have a values and ethics statement articulated and known by all board and staff members
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**Scoring**

**Look over your scores and highlight all of the items in which you scored 3 or less. Make a plan for improvement. Now look at those with a 4. Is there something you easily could do to turn that 4 into five. Develop a three-year strategic plan for board improvement.**

*Need help with board development or transformation? Does your board need training? Do you have a retreat coming up? We can help. The Osborne Group is a full service, international management, consulting and training firm specializing in philanthropy, opinion research, and organizational management. Contact us at 914 428 7777,* *mail@theosbornegroup.com* *or visit* [*www.theosbornegroup.com*](http://www.theosbornegroup.com)*.*