

Appendix L

PRODUCTIVITY OBSERVER SHEET: BOARD OF DIRECTORS

Instructions:

Place a ✓ by the phrase that describes what you observe.

Place a ✗ where the opposite of the phrase would describe what you observe.

1. Members are clear on role and functions of board (i.e., distinguish clearly between board policy functions and staff management functions).
2. Board has a real sense of responsibility for getting the job done.
3. Board's work is related to the organization's goals and objectives.
4. Continuity in board's work is evident; they build on previous work in efficient ways.
5. Climate is one of mutual trust and openness. Atmosphere is friendly and relaxed.
6. Creativity and individuality of board members are encouraged and respected.
7. Leadership is shared among board members.
8. Staff preparation is lacking. Board caught without adequate information, facts and documentation.
9. Agenda items represent important issues that merit consideration of the board.
10. Committees and task forces provide input and recommendations for board consideration.
11. Decision making is superficial. The board is a "rubber stamp."
12. Board stays on target with little topic jumping or going off on tangents.
13. Silent members are bid into the discussions and deliberations.
14. Members listen to each other and try hard to understand one another's ideas and suggestions.
15. Members openly express feelings (i.e., irritation, anger, frustration, warmth, affection, excitement, boredom, etc.).

What did you think about the meeting?

1 2 3 4 5 6 7

A Waste of Time

Much Was Accomplished

Appendix L

What were the strong points or most productive elements of the meeting?

What were the weak points or dysfunctional elements of the meeting?

What suggestions or ideas do you have for increasing the future effectiveness of board meetings?

Other comments?

Appendix M

POST MEETING REACTION FORM: BOARD MEMBERS

What did you think about the meeting? Please be frank? Your comments will be used to improve future meetings of the board.

1. How did you feel about the meeting generally? (Check one)

Poor

_____ *So-so*

_____ *Average*

_____ *Good*

_____ *Tops*

2. What did you like *best* about the meeting?

3. What did you like *least* about the meeting?

4. What improvements would you suggest for making our next meeting better?

5. Please rate the following aspects of the meeting:

	<i>Poor</i>	<i>So-So</i>	<i>Average</i>	<i>Good</i>	<i>Tops</i>
YOUR INTEREST					
YOUR ENJOYMENT					
WORTH OF MEETING					
WAY IT WAS CONDUCTED					
PARTICIPIATION I					

6. Other comments?

Appendix N

Exhibit II

DESIGN ELEMENTS: BOARD OF DIRECTORS' ORIENTATION

Purpose:

To provide information and assist in developing insight and understanding essential to performance as a member of the agency's board of directors.

Objectives:

To assist participants in ...

1. Understanding the basic purpose and underlying philosophy of the agency.
2. Becoming better informed about the goals, programs, organizations, financing and operation of the agency.
3. Clarifying the role, functions, responsibilities and relationships of the board of directors.
4. Clarifying the responsibilities of each individual as a member of the board of directors.

Preparatory Materials:

Each participant should receive in advance for review and study a Board of Directors' Manual, loose-leaf with index dividers so that items can be added.

Equipment

Newsprint pad and easel (flip chart), felt marking pens (one for each group of six persons), projector and screen.

Materials:

Exercise: Looking at the Agency; Exercise: Who Does What?; Reference handout: Board of Directors' Role. Functions and Responsibilities.

Time:

Three hours with a ten minute break (without options).

Major Elements of Session:

- 5 min. 1. OPENING SESSION
.....Chair
--Welcome
-- Objectives and flow
- 25 min 2. INTRODUCTORY EXERCISE
..... Facilitator
- 30 min 3. PRESENTATION: AGENCY'S PURPOSE. PHILOSOPHY AND FUNCTIONINGAudioNisual

Appendix 0

EVALUATE YOUR BOARD OF DIRECTORS

ACTIVITY	Check One		SUGGESTIONS FOR IMPROVEMENT
	VPC.:	NO	
1. Board operates under a clear and up-to-date set of by-laws with which all members are familiar.			
2. Board has an elected executive committee which reports fully to the board on all actions taken.			
3. Board has standing committees which meet regularly and report back.			
4. Eighty percent of board members attend meetings.			
5. Every board member serves on at least one committee.			
6. Board has diversity of experience, skills, ethnic, racial, gender and age groups.			
7. Nominating committee uses established criteria to recruit board members based on the needs of the board.			
8. Newly elected board members are fully oriented to what is expected.			
9. Board includes in each meeting some educational or interpretation time.			
10. Board members are elected for a specific term.			
11. Board has completed both long range and short-term planning.			
12. Board meets at least 9 times yearly.			

Appendix 0

Exhibit IV (Cont'd)

ACTIVITY	Check One		SUGGESTIONS FOR IMPROVEMENT	
	YES	NO		
13. Board receives their agenda in advance.				
14. Staff participates in committee and board meetings as appropriate.				
15. There is an orderly procedure for decision making at board meetings.				
16. Board conducts an annual review of its work and operating procedures.				
17. Board reviews, approves and monitors the budget. Members understand the reports.				
18. Board has formal executive appraisal method.				
19. There is a trustful and hannonious relationship between board and staff.				
20. B'oard members receive all appropriate infonnation (positive and negative) necessary to make policy decisions.				
21. Board discussions are free with full participation and respect for divergent opinions.				
22. All board members provide some leadership to the annual campaign.				
23. All board members contribute annually to the fund raising campaign.				
24. Board works with other organizations in the community and is familiar with their goals and activities.				

NAME: (optional) _____

ORGANIZATION: _____

DATE: _____

Source of Standards: Public Management Institute

- Questions and response
- 20 min. 4. EXERCISE: LOOKING AT THE AGENCY
-Facilitator
- Individual completion
- Sharing of responses and discussions
- 20 min. 5. MAJOR FUNCTIONS OF THE BOARD OF DIRECTORS
-Facilitator
- Table group task
- Report-outs
- Additions and summary
- 20 min. 6. RESPONSIBILITIES OF INDIVIDUAL BOARD MEMBERS
-Facilitator
- Table group task
- Report-outs
- Additions and summary
- Comment on principles of reasonable prudence and good faith
- 30 min. 7. BOARD/STAFF RELATIONSHIPS
-Facilitator
- Exercise: Who Does What? (individual completion)
- Group sharing and discussion
- Input: Board/Staff Responsibilities and Relationships
- 10 min. 8. SUMMARY INPUT
-Facilitator
- Role of board
- Dysfunctions in board and staff relationships
- Board/staff partnership
- Handout: Board of Directors' Role, Functions and Responsibilities
- 10 min. 9. CLOSING SESSION
-Chair
- Board calendar of meetings and activities
- Appreciation
- OPTIONS: Installation service; Tour of facilities

Exhibit III (Cont'd)

8. <i>Freedom of persons</i> is stifled. Conformity is explicitly or implicitly fostered. Persons do not feel free to express their individuality. They are manipulated.	2	3	4	5	6	7	<i>Freedom of persons</i> is enhanced and encouraged. The creativity and individuality of persons is respected.
9. <i>Climate of relationship</i> is one of hostility, suspicion, indulgent politeness, fear, anxiety or superficiality.	2	3	4	5	6	7	<i>Climate of relationship</i> is one of mutual trust and genuineness. The atmosphere is friendly and relaxed.
10. <i>Decision making</i> is superficial. We are really a "rubber stamp" for those on the "inside." Decisions are crammed down our throats.	2	3	4	5	6	7	<i>Decision making</i> is participative. All data are available and all opinions aired, with resultant "ownership" of decisions that are made.
11. <i>Action agreements</i> are not reached. We never set target dates or plan for follow-through.	2	3	4	5	6	7	<i>Action agreements</i> are reached. We agree on next steps to be taken and set target dates for review.
12. <i>Continuity</i> is lacking. At each meeting we seem to "start from scratch."	2	3	4	5	6	7	<i>Continuity</i> is present. We build on previous work in an efficient way.
13. <i>Productivity</i> is low. We are proud, fat and happy-just coasting along. Our meetings are a waste of time and money.	2	3	4	5	6	7	<i>Productivity</i> is high. We are digging hard and earnestly at work on important tasks. We create and achieve at each meeting.

Finally ...

Based on the above evaluation, what suggestions or ideas do you have for increasing the effectiveness of your organization's board? (**NOTE:** Give particular attention to ways of strengthening the items which you rated 4 or below).

Appendix P

Mini Board Self-Assessment Survey

Review the list of basic board responsibilities. Indicate whether, in your opinion, the board currently does a good job in an area or whether the board needs to improve its performance.

	Does Well	Needs Work
Organization's Mission		
Strategic Planning		
Program Evaluation		
Fund-Raising		
Fiscal Oversight and Risk Management		
Relationship with Chief Executive		
Board-Staff Relationship		
Public Relations and Advocacy		
Board Selection and Orientation		
Board Organization		

When a formal board self-assessment takes place, board members should compare their responses, identify areas of consensus, and develop a plan of action for strengthening the board. The National Center for Nonprofit Boards publishes a formal board self-assessment tool to be administered every three to five years. See Suggest Resources on page 47.

Appendix Q

Individual Board Member Self-Evaluation

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

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