



## Nonprofit Board Evaluation Form

### Description

This free assessment tool can be used to get a reasonable impression of the quality of the most important practices in your nonprofit Board of Directors. It should be completed by all of your Board members and your CEO / Executive Director.

You could use results of this assessment tool to: 1) do an internal analysis as part of an overall strategic planning activity, 2) assess how well your Board compares to various best practices and 3) develop a common understanding among members regarding what needs to be done to improve your Board.

(A separate tool should be used to evaluate other aspects of the organization and should be completed by the employees and CEO. That tool is at <https://managementhelp.org/misc/nonprofit-noboard-eval-fml.pdf> . )

### Directions for Completion

Next to each practice are the choices: Met, Needs Work, Not Applicable and Don't Know. After reading each practice, place a check mark under one choice to rate how well your Board does that practice today. New members should do the assessment, as well. Do not skip any questions. It is most valid, by far, if each member does it alone and anonymously.

### Analyzing Your Results

1. Collect everyone's completed tool and also print one uncompleted copy of the tool.
2. On the uncompleted copy, next to each practice, write the total of the Needs Work's and Don't Know's for that practice, e.g., 4 Needs Work's and 2 Don't Know's = a total of 6 for that practice.
3. Any practice with a total of more than half of the respondents should be implemented in the Board over the next year or so. For example if there were 9 respondents who did the tool, then any practice with a total of 5 or more should be implemented. If there were 10 respondents, then a practice with a total of 6 or more should be implemented.

You are encouraged to form a Board Governance Committee to ensure the necessary practices are included in a Board Development Plan and that that Plan is implemented during the year.

(This tool is provided by Authenticity Consulting, LLC ([www.authenticityconsulting.com](http://www.authenticityconsulting.com)) and has been adapted from a tool used with permission from the Greater Twin Cities United Way.)

*Information in this assessment is not to be taken as legal advice.*

	Best Practice on a nonprofit governing Board.	Met	Needs Work	N/A	Don't Know
<b>Board roles and responsibilities:</b>					
1.	a. New Board members are trained about the fiduciary/legal roles and responsibilities of a nonprofit governing Board, including that, in their current Board's activities and deliberations, members are to exercise the duties of care and loyalty only to that Board's nonprofit, rather than to themselves or others.				
2.	b. Roles of a Board member, each committee (if used) and the CEO (if used) are clearly defined and communicated among members.				
3.	c. Board members understand the mission (and vision and values, if applicable) of the organization.				
4.	d. Board members understand each of the nonprofit's programs/services, including the desired results from each.				
<b>Staffing and equipping Board members – Board members ensure:</b>					
5.	a. Potential new Board members are identified during the year as part of the Board's succession planning.				
6.	b. New Board members are selected by a quorum of Board members, and the official list of Board members is updated.				
7.	c. New Board members are oriented to the unique aspects of the nonprofit, e.g., its history, employees staffing (if applicable), successes, plans, etc.				
8.	d. New Board members are organized into appropriate committees or task forces.				
9.	e. Each Board member has a manual that contains sufficient information for members to conduct their roles, e.g., Bylaws, Board policies, fiscal policies, personnel policies, meeting minutes, resolutions, etc.				
<b>Board committees (or task forces) – Board members ensure:</b>					
10.	a. Each committee or task force has a written description/charter about its overall purpose and its goals for the current year.				
11.	b. Each committee member fully understands the charter of each committee or task force that he/she is on.				
12.	c. Each committee or task force has a work plan that specifies specific goals to be achieved during the year, whether by hands-on work and/or guiding appropriate management to do that work.				
<b>Board meetings – Board members ensure:</b>					
13.	a. All Board meetings are scheduled and announced per terms for Board meetings in the bylaws.				
14.	b. Meeting materials are provided before meetings, in time for members to sufficiently review materials in preparation for the upcoming meeting.				
15.	c. Board meetings are facilitated to a useful agenda that lists topics, timing to address each topic, and the type of action needed for each topic (e.g., approval, resolution, etc.).				

16.	d. Each topic on the agenda receives sufficient attention. If more time is needed for a topic, Board members decide to extend the time or delegate the topic for additional research.				
17.	e. Board receives regular, accurate reports on finances, taxes, program performance and other important matters.				
18.	f. Board attends to policy-related decisions, which guide the activities of members and senior staff.				
19.	g. Each meeting is evaluated, near the end of the meeting, to ensure continuous improvements of meetings.				
20.	h. Members have a process for handling urgent matters between meetings, e.g., the Executive Committee handles these matters and promptly reports them to the Board.				
21.	i. The Board has an annual calendar of meetings, which specify when important duties are to occur, e.g., Board retreats, planning, evaluating the CEO, updating Bylaws, etc.				
<b>Board policies – Board members ensure:</b>					
22.	a. Board bylaws are reviewed annually and the Board operates according to terms in the Bylaws.				
23.	b. Board has up-to-date, approved and implemented conflict-of-interest policy, of which all members are aware.				
24.	c. Board has up-to-date, approved and implemented Board attendance policy, of which all members are aware.				
25.	d. Board policies are reviewed and updated as necessary.				
<b>Board's oversight of legal matters – Board members ensure:</b>					
26.	a. Members ensure all legal filings are current, e.g., evidence of IRS granting tax-exempt status, filing annual income taxes, filing payroll taxes, etc.				
27.	b. Members ensure nonprofit has registered in each state in which it does fundraising.				
28.	c. Board-approved meeting minutes result from each Board meeting.				
29.	d. Members serve without payment unless the nonprofit has a policy for reimbursing members for out-of-pocket expenses.				
30.	e. Members ensure compliance with licensing requirements of all software packages.				
<b>Strategic planning – Board members ensure:</b>					
31.	a. All Board members participate in relevant and realistic strategic planning, at least annually.				
32.	b. Planning process includes research to identify the needs, wants and opinions of relevant stakeholders, such as clients, collaborators, community leaders, etc.				
33.	c. Planning process analyzes the opportunities and threats facing the organization, as identified from analyses of political, economic, social and technical influences affecting the organization.				
34.	d. Planning process includes analyses of the strengths and weaknesses of the organization, as identified from objective assessment of the organization.				

35.	e. Planning process identifies suitable strategies and/or goals to address the opportunities, threat, strengths and weaknesses.				
36.	f. Plan includes action plans to address each strategies and/or goal, and specify who will do what and by when to address each priority in the strategic plan.				
37.	g. Strategic plan is communicated to all relevant stakeholders.				
38.	h. Members regularly monitor status of implementation of the strategic plan.				
39.	i. The plan is changed, as needed, in a systematic manner and then communicated to all necessary stakeholders.				
<b>Board's oversight of programs – Board members ensure:</b>					
40.	a. Planning of each program is based on meeting the verified needs and wants of certain groups of clients.				
41.	b. All programs are aligned with the organization's mission.				
42.	c. Desired outcomes are specified for each program (outcomes are changes to be accomplished in participants in programs).				
43.	d. Programs are sufficiently staffed and resourced to provide high-quality services to clients.				
44.	e. Evaluations are conducted of each program to ensure high-quality program processes and achievement of desired results.				
45.	f. Program processes are documented to ensure maximize efficiencies and reliability of each program.				
46.	g. Board regularly monitors and evaluates progress toward strategic goals and each program's performance.				
47.	h. Programs and the organization are effectively promoted to each of the major stakeholders, and in a manner that each stakeholder prefers (e.g., social media vs. print vs. radio, etc.)				
<b>Board's oversight of personnel management – Board members ensure: (NOTE: The CEO position is a staff/personnel position. Volunteers are staff/personnel positions.)</b>					
48.	a. The organization has a written personnel handbook/policy that is regularly reviewed, updated and approved by Board: a) to describe the recruitment, hiring, termination and standard work rules for all staff (including volunteers) and b) to maintain compliance with government employment laws and regulations.				
49.	b. The organization has job descriptions for paid staff and volunteers, including qualifications, duties, reporting relationships and key indicators.				
50.	c. Paid staff and volunteers receive adequate training and resources to effectively perform their roles and jobs.				
51.	d. Executive and management positions have annual performance goals that are aligned with goals from the strategic plan and with associated job descriptions.				
52.	e. CEO is formally evaluated annually by the Board with reference to the job description and performance goals, and includes input from all Board members, and results in a written performance evaluation.				

53.	f. The organization has a compensation plan for paid staff, and a periodic review of salary ranges and benefits is conducted. Volunteers are sufficiently rewarded for their services.				
54.	g. The organization does succession planning for key roles, including a timely process for filling vacant positions to prevent an interruption of program services or disruption to organization operations.				
55.	h. The organization maintains contemporaneous records documenting volunteer time in program allocations. Financial records can be maintained for the volunteer time spent on programs and recorded as in-kind contributions.				
56.	i. Staff morale is high and stress levels are manageable, resulting in work that is satisfying for all staff positions.				
<b>Board's oversight of financial activities – Board members ensure:</b>					
57.	a. Nonprofit has approved up-to-date fiscal policies and procedures that are followed, and ensure compliance to relevant rules and regulations, and safety of all assets.				
58.	b. Board approves an annual operating budget, based on funds needed to obtain and develop resources needed to implement the strategic plan and operate the organization.				
59.	c. Board receives accurate and timely reports on status of finances, including as compared to plans and conformance to relevant rules and regulations.				
60.	d. If organization has more than one program, budget organizes expected revenues and expenses on a per-program basis.				
61.	e. Nonprofit has adequate risk management arrangements, including suitable insurance and review of insurance.				
62.	f. Nonprofit has annual audit, if total revenues are > \$25,000.				
63.	g. Board members are trained to analyze and make decisions on financial reports and information.				
<b>Board's oversight of fundraising activities – Board members ensure:</b>					
64.	a. Board sets fundraising goals based on the difference between expected revenues and expenses.				
65.	b. Board approves Fundraising Plan that includes fundraising goals, sources of funding, how each will be approached, who will approach each source and how, along with how donations will be documented and reports.				
66.	c. Board members are actively involved in raising funds.				
67.	d. All Board members contribute financially or in-kind.				
<b>Board participation and morale:</b>					
68.	a. All members actively participate in Board activities (and committees, if applicable).				
69.	b. Board members value and trust each other, and feel they can rely on each other to effectively perform their roles.				
70.	c. Overall, Board operates in a planful, proactive manner, rather than reactive, crisis-driven manner.				