

Board/CEO Evaluation

Goals

1. To clarify for the board and the CEO their respective roles, responsibilities and job expectations
2. To ensure strategic alignment between the performance of the CEO and the achievement of strategy and mission for the organization
3. To foster the growth and development of the CEO and the organization

Process

As you know, the board of directors is charged with the evaluation, on an annual basis, of its work and role with respect to governance of the CNE, as well as the work of the CEO. This evaluation will allow the board to identify strengths, accomplishments, weaknesses and concerns that the board and CEO will address in their future work.

The board assessment will capture each board member's awareness of board work and function. The information from this tool will be used for enhancing all board committee work, board orientation and retreats. The CEO assessment will review the CEO's performance in certain core areas critical to success of the organization. The information in this tool will be used to guide the chair in providing insight to the CEO essential to enhancing her overall performance.

Thank you for your participation in the board of directors/CEO assessment. **We would appreciate it if you would return it by email to _____ at _____ by _____.**

Sincerely,

Governance Committee

Board of Directors Assessment - Board

Please rate each statement and **color/highlight** the number that best represents your assessment. You are encouraged to expand on answers with examples, comments and/or questions.

Statement	strongly agree	agree	neutral	disagree	strongly disagree	N/A
Board Development						
Board has full and common understanding of the roles, functions and responsibilities of a board	5	4	3	2	1	0
Board members understand the organization's mission and its products/programs	5	4	3	2	1	0
Board has a packet of materials for new board members and an orientation process						
Structural pattern (board, officers, committees, executive and staff) is clear	5	4	3	2	1	0
Each member of the board feels involved, recognized, interested and prepared to participate in the board's work	5	4	3	2	1	0
Board culture encourages and welcomes open discussion even when members disagree	5	4	3	2	1	0
All necessary skills, stakeholders and diversity are represented on the board	5	4	3	2	1	0
Board meeting materials are sent in advance to prepare for board meetings	5	4	3	2	1	0
Board members receive ongoing education on board work	5	4	3	2	1	0
Board regularly evaluates its own performance	5	4	3	2	1	0
A strategic method is in place for developing the board	5	4	3	2	1	0
Financial Stability	5	4	3	2	1	0
Board receives regular reports on finance/budgets, program performance and other important matters	5	4	3	2	1	0
Board members understand the financial reports	5	4	3	2	1	0
The board reviews the audit report and has the opportunity to ask questions about the findings	5	4	3	2	1	0

Board reviews the IRS 990 prior to filing	5	4	3	2	1	0
Board helps set fundraising goals and is actively involved in fundraising	5	4	3	2	1	0
Board uses strategic plan to inform the budget process	5	4	3	2	1	0
100% of the Board makes a donation to the CNE annually	5	4	3	2	1	0
Board Work						
Board has clear goals and actions resulting from relevant and realistic strategic planning	5	4	3	2	1	0
Board has a concise, up-to-date and comprehensive set of bylaws outlining the procedures and responsibilities of the board	5	4	3	2	1	0
Board meetings facilitate focus and progress on important organizational matters and the strategic plan	5	4	3	2	1	0
Board attends to policy-related decisions that effectively guide operational activities of staff	5	4	3	2	1	0
Board regularly monitors and evaluates progress toward strategic goals	5	4	3	2	1	0
Board effectively represents the organization to the community	5	4	3	2	1	0
Board regularly evaluates and develops yearly goals with the CEO	5	4	3	2	1	0
Board regularly reviews the compensation of the CEO based on comparable nonprofits in the region						
All Board members are on at least one committee	5	4	3	2	1	0
There is adequate communication between CEO and Board	5	4	3	2	1	0
Board receives adequate information to assess the effectiveness of how well programs are meeting the CNE mission	5	4	3	2	1	0
Board discussions anticipate future strategic directions	5	4	3	2	1	0

Comments, examples or questions:

What board activity did you engage in this year that were the most rewarding?

What specifically would help to make you a more engaged board member?

What constraints do you face on greater board engagement?

Please list 3 issues within the strategic plan on which the board should focus in the next year – please be as specific as possible in identifying the issues:

In 10 years, what do you believe is the most important impact that this organization should have on the community it serves?

Signature (electronic or otherwise):

Board of Directors Assessment – CEO

Please rate each statement and **color/highlight** the number that best represents your assessment. You are encouraged to expand on answers with examples, comments and/or questions.

Statement	Exceptional	Exceeds Expectations	Meets Expectations	Fair	Poor	N/A
CEO Evaluation						
How well does the CEO articulate a clear vision for the future of the organization?	5	4	3	2	1	0
How do you rate the CEO's knowledge of the organization's mission and programs?	5	4	3	2	1	0
How do you rate the CEO's relationship with the Board?	5	4	3	2	1	0
How well does the CEO develop and monitor the budget?	5	4	3	2	1	0
How do you rate the CEO as a spokesperson for the organization?	5	4	3	2	1	0
How well does the CEO develop resources for the organization?	5	4	3	2	1	0
How do you rate the CEO's commitment to the organization's mission and values?	5	4	3	2	1	0
How do you rate the CEO's ability to identify problems and create solutions?	5	4	3	2	1	0
How do you rate the CEO's ability to develop staff to achieve organizational goals?						

Comments, examples or questions:

What are the 3 major strengths of the CEO?

What was the most significant achievement of the CEO over the past year?

| How could [] become more effective in her position?

What are the areas where the board could provide better support to the CEO?

Signature (electronic or otherwise):

CEO SELF – EVALUATION

The CEO’s Perceptions of the Organization

As you review your own performance, you should also take the opportunity to gauge your perceptions of the general operations and quality of the organization in the following areas. The responses to these questions may help to focus the board’s and your own attention on specific areas of organizational strength and limitations which will help to guide future organizational development efforts.

How would you rate:	Satisfied		Not satisfied	
	1	2	3	4
Admin & operations				
Program development & delivery				
Financial management				
Marketing & PR				
Long-range & strategic planning				
Fund raising				
Client services				
Overall quality of staff performance				
Other:				

JOB EXPECTATIONS AND OBJECTIVES

1. What have been your major accomplishments of the last year?
2. What difficulties did you have in achieving your job expectations and objectives over the last year? What prevented you from achieving these goals?
3. How has the board been effective in supporting your work? In what ways could the board better support you in your work?