

THE CULTURALLY CONSCIOUS BOARD

BOARD DEPTH SERIES

# Board Annual Review

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A Tool to Help Boards  
Assess Participation.

# Performance Evaluation | Executive Director

Name:

Reviewer:

Date:

**Responsibilities Include:**

- Providing oversight to ensure the organization effectively executes the goals and objectives of mission.
- Supervising and mentoring of paid staff; maintaining and enhancing the infra-structure of the affiliate.
- Serving as the primary communication link among directors, officers, committees and volunteers.
- Representing the affiliate as public representative with community partners, work groups and networks.

Operational Duties	Expectations				Comments
<b>Instructions:</b> <ul style="list-style-type: none"> <li>▪ Review Duties.</li> <li>▪ Select from Expectation choices.</li> <li>▪ Offer comment, as needed.</li> </ul>	Exceeds	Meets	Does Not Meet	In-Progress	
Oversees the organization’s staff and volunteers.					
Supports mutual expectations with board and committee chairs through annual retreat and monthly meetings and reports.					
Upon budget approval, employ, supervise and evaluate staff.					
Oversee orientation, training and evaluation of board and volunteers, ensuring worthwhile contributions to the organization.					
Meet with parent company/corporate supervisors (if relevant), attending trainings and events.					
Manage the business of the organization.					
Ensure that organization’s policies are maintained by the board, committees and staff responsibly.					
Assist the Finance Committee in developing, maintaining, and amending proposed annual budget.					
Communicate with Treasurer and bookkeeper about accounts payable; deposits; signing checks, internal financial controls; etc..					
Maintain Policy and Procedure manual for employees.					
Supervise design, implementation, execution and progress to ensure projects are on time and within budget.					
Oversee management of organization’s office, to ensure: <ul style="list-style-type: none"> <li>▪ <i>Correspondence goes to appropriate committees.</i></li> <li>▪ <i>Records system is maintained.</i></li> <li>▪ <i>Timely donation receipts coordinated.</i></li> <li>▪ <i>Organization, state and federal reports filed.</i></li> <li>▪ <i>Client documents kept in locked file.</i></li> <li>▪ <i>Original legal documents kept in safety deposit.</i></li> <li>▪ <i>Legal accountability in all matters, nondiscrimination &amp; donations.</i></li> </ul>					
Provide leadership for fundraising, marketing and partner relations.					
Coordinate with Fundraising Committee to execute strategies, including appropriate donor and volunteer appreciation and events.					
Develop volunteer, community and donor database for communication & donor management.					

# Performance Evaluation | Board Chair

Name:

Reviewer(s):

Date:

**Responsibilities Include:**

- Ensure board agenda is mission-focused to steward governance, culture, sustainability and strategy.
- Maintain a productive and supportive partnership with the Executive Director and Board Directors
- Ensure significant risks are being identified and mitigated to through accountable processes and reviews.
- Ensure directors continuously update understanding and capacity to best contribute value on the board.

Board Chair Duties	Expectations				Comments
<b>Instructions:</b> <ul style="list-style-type: none"> <li>▪ Review Duties.</li> <li>▪ Select from Expectation choices.</li> <li>▪ Offer comment, as needed.</li> </ul>	Exceeds	Meets	Does Not Meet	In-Progress	
Models and expects accountability to the advancement of the organization’s mission.					
Adopts practices to ensure the Executive Director is resourced, supported and evaluated.					
Ensures organization’s mission is advanced through a strategic plan, balanced budget and governance policy framework.					
Facilitates mission-driven clarity regarding roles and responsibilities of board chair, directors, committees and staff.					
Leads mission-focused, collaborative, group decision-making processes.					
Continuously upgrades abilities to host productive, respectful, safe and mission-advancing stakeholders engagement, especially through board meetings.					
Ensures adequate availability of time and attention to support the Executive Director, Committee Chairs and Directors.					
Models and upholds an aspirational standard of work stakeholder impact.					
Models and upholds an ethical posture of fiduciary responsibility.					
Models and upholds a healthy culture of fairness, inclusion and safety.					

# Performance Evaluation | Board Director/Member

Name:

Reviewer: Chairperson's Review

Date:

**Responsibilities Include:**

- Ensure board agenda is mission-focused to steward governance, culture, sustainability and strategy.
- Maintain a productive and supportive partnership with the Board Chair, Peer Directors and Executive Director.
- Ensure significant risks are being identified and mitigated to through accountable processes and reviews.
- Ensure directors continuously update understanding and capacity to best contribute value on the board.

Board Director/Member Duties	Expectations				Comments
Instructions:	Exceeds	Meets	Does Not Meet	In-Progress	
<ul style="list-style-type: none"> <li>▪ Review Duties &amp; Affirmations</li> <li>▪ Select from Expectation choices.</li> <li>▪ Offer comment, as needed.</li> </ul>					
Determine the aspirational framework, and ensure it remains the focus of the organization's operations.					
Select, Support, Encourage, Evaluate, Replace (as Needed) Executive Director.					
Ensure effective planning					
Monitor and strengthen board development, curricula and programs.					
Ensure adequate resources, including defining board's role in fundraising.					
Protect assets and provide financial oversight.					
Build a healthy board, incorporating culturally conscious practices.					
Ensure legal and ethical integrity.					
Enhance the organization's public standing.					
Determine aspirational framework, ensure it remains focus of organization.					
Board Responsibilities & Affirmations					
I advance the mission with my time, skills and financial support.					
I enthusiastically support the mission and values of the organization.					
I understand role of board and my legal/ethical responsibilities as a member.					
I have attended regular/special board meetings and events requiring board participation (or notified chair or staff early if unable).					
I practice thoughtful decision-making, considering impacts on stakeholders.					
I avoid participation in board issues which are self- serving or may be perceived as conflict of interest.					
I read all the materials I receive before the board meeting and come prepared with questions.					
If I miss a meeting, I reach out to chair or an attendee for an update.					
I make a yearly financial contribution within my means.					
I can explain why mission is important and its financial support needs.					
I assist in cultivating donors I know personally by soliciting contributions, setting up meetings with philanthropically minded contacts and staff/officers.					
If I serve on a committee, I take responsibility to know what we are responsible for and initiate action to fulfill responsibilities.					
I understand the difference between the staff's responsibilities and my own as a member of the board.					

# Board Self-Evaluation | Director, Member

This assessment is designed to help you review your individual board service. Its purpose is to help you assess how effective your role as a board member is in furthering the mission of our organization.

I advance the mission with my time, skills and financial support.	<i>Never</i>	<i>Sometimes</i>	<i>Always</i>
I enthusiastically support the mission and values of the organization.	<i>Never</i>	<i>Sometimes</i>	<i>Always</i>
I understand role of board and my legal/ethical responsibilities as a member.	<i>Never</i>	<i>Sometimes</i>	<i>Always</i>
I have attended regular/special board meetings and events requiring board participation (or notified chair or staff early if unable).	<i>Never</i>	<i>Sometimes</i>	<i>Always</i>
I practice thoughtful decision-making, considering impacts on stakeholders.	<i>Never</i>	<i>Sometimes</i>	<i>Always</i>
I avoid participation in board issues which are self- serving or may be perceived as conflict of interest.	<i>Never</i>	<i>Sometimes</i>	<i>Always</i>
I read all the materials I receive before the board meeting and come prepared with questions.	<i>Never</i>	<i>Sometimes</i>	<i>Always</i>
If I miss a meeting, I reach out to chair or an attendee for an update.	<i>Never</i>	<i>Sometimes</i>	<i>Always</i>
I make a yearly financial contribution within my means.	<i>Never</i>	<i>Sometimes</i>	<i>Always</i>
I can explain why mission is important and its financial support needs.	<i>Never</i>	<i>Sometimes</i>	<i>Always</i>
I assist in cultivating donors I know personally by soliciting contributions, setting up meetings with philanthropically minded contacts and staff/officers.	<i>Never</i>	<i>Sometimes</i>	<i>Always</i>
If I serve on a committee, I take responsibility to know what we are responsible for and initiate action to fulfill responsibilities.	<i>Never</i>	<i>Sometimes</i>	<i>Always</i>
I understand the difference between the staff's responsibilities and my own as a member of the board.	<i>Never</i>	<i>Sometimes</i>	<i>Always</i>

**In light of my [YEAR] Board Member Self-Evaluation, I intend the following [YEAR] commitments:**

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**Name/Date**