



Board Self Evaluation—Summary Sheet Date: _____

Circle One			
<i>U</i>	<i>B/E</i>	<i>P</i>	<i>D</i>
<i>U</i>	<i>B/E</i>	<i>P</i>	<i>D</i>
<i>U</i>	<i>B/E</i>	<i>P</i>	<i>D</i>
<i>U</i>	<i>B/E</i>	<i>P</i>	<i>D</i>
<i>U</i>	<i>B/E</i>	<i>P</i>	<i>D</i>
<i>U</i>	<i>B/E</i>	<i>P</i>	<i>D</i>
<i>U</i>	<i>B/E</i>	<i>P</i>	<i>D</i>
<i>U</i>	<i>B/E</i>	<i>P</i>	<i>D</i>
<i>U</i>	<i>B/E</i>	<i>P</i>	<i>D</i>
<i>U</i>	<i>B/E</i>	<i>P</i>	<i>D</i>

1. Leadership and Governance
2. Organizational Planning
3. Process Improvement/Transformation/Innovation
4.
 - a. Personal Integrity/Objectivity/No Conflicts of interest
 - b. Honesty, ethical behavior and respect
5. Executive Support
6. Resource Management
7. Education “Industry” Knowledge
8. Personal Dedication:
 - a. actively and effectively participates in Board meetings
 - b. Assesses Own Performance

Summary Comments: _____

NCESD Board Appraisal Tool



1. LEADERSHIP & GOVERNANCE

a. Demonstrates commitment to the NCESD mission, vision, values & ethical responsibilities to the community served: *“to provide leadership & quality service in advocating innovative educational programs for children & community.”*

Self-Appraisal: Unsatisfactory Basic/Emerging Proficient Distinguished
Board Appraisal: Unsatisfactory Basic/Emerging Proficient Distinguished

Unsatisfactory	Basic/Emerging	Proficient	Distinguished
<p>Demonstrates dishonest, unethical, illicit, or illegal behaviors or activities.</p> <p>Has required reminding to support the mission by others on several occasions.</p> <p>Fails to follow or develop organizational or Board policies & protocols.</p> <p>Takes inappropriate or unilateral position on initiatives without clearance.</p> <p>Represents him/herself as speaking for the Board or organization without authorization to do so.</p>	<p>Articulates, at a basic level, the organization mission, vision, values, purpose, strategies & plans in discussion & decisions.</p> <p>Striving & working towards a positive personal effort to demonstrate the mission.</p> <p>Demonstrates enthusiasm toward Board participation & the organization.</p> <p>Enhances the organizations reputation & standing through exemplary personal & professional behaviors.</p> <p>Models behavior supporting the mission in meetings & discussions.</p>	<p>Uses/references the NCESD mission, vision, values, purpose, strategies & plans as a basis for discussion, decision-making & priority-setting.</p> <p>Periodically reviews the mission statement adequacy, accuracy & viability.</p> <p>Provides a positive personal effort to demonstrate the mission in all Board work & interactions.</p> <p>Is satisfied that everyone connected directly or indirectly with NCESD understands its reasons for existing.</p>	<p>Involved in mission, vision, values development; assures that the organization’s mission is appropriate & relevant.</p> <p>Inspires & guides others to demonstrate agency mission.</p> <p>Recognized as a leader in many roles outside the agency.</p> <p>Dedicated to service longevity.</p> <p>Serves as authorized organizational or Board spokesperson for civic & community groups.</p>

Comments / Reflections / Goals:

2. ORGANIZATIONAL PLANNING

a. Demonstrates commitment to Board development & organizational support.

Self-Appraisal:
Board Appraisal:

Unsatisfactory
 Unsatisfactory

Basic/Emerging
 Basic/Emerging

Proficient
 Proficient

Distinguished
 Distinguished

Unsatisfactory	Basic/Emerging	Proficient	Distinguished
<p>Actions &/or communications fail to demonstrate willingness &/or ability to devote necessary time to Board development & organizational support.</p>	<p>Actively participates in & completes the Board orientation program.</p> <p>Actively participates in organizational plan development.</p> <p>Seeks out new learning experiences.</p> <p>Promotes interest in lifelong learning.</p> <p>Recognizes role & responsibility differences between Board and paid professional staff.</p> <p>Actively participates in self and Board appraisals.</p>	<p>Knowledgeable of ESD Board functions & responsibilities; serves on other community Boards.</p> <p>Conducts Board orientation.</p> <p>Cultivates potential Board members.</p> <p>Assigned as mentor to new & current Board members.</p> <p>Conducts education sessions at Board meetings.</p> <p>Actively participates at annual Board retreat.</p> <p>Helps implement plan goals & objectives.</p> <p>Engages new members; involves new members in Board tasks, seeks feedback & opinions; encourages new members to ask questions.</p>	<p>Serves in leadership role on other community Boards in addition to NCESD.</p> <p>Assigns mentor to new members.</p> <p>Planning includes membership development, membership composition, membership selection processes, & retention strategies.</p> <p>Planning considers competency gaps of Board; actively pursues potential Board members based on competency gaps.</p> <p>Planning is comprehensive, long range, strategic.</p> <p>Extensive involvement in organizational planning process. Assumes ownership of the plan.</p> <p>Formal & enthusiastic plan approval following extended period of consultation & opportunity for revision.</p>

Comments / Reflections / Goals:

3. PROCESS IMPROVEMENT/TRANSFORMATION/INNOVATION

- a. Demonstrates ability to exercise teamwork, consensus building, decisiveness, critical thinking, sound judgment & innovative thinking on difficult & complex matters that come before the Board.

Self-Appraisal:
Board Appraisal:

O Unsatisfactory
O Unsatisfactory

O Basic/Emerging
O Basic/Emerging

O Proficient
O Proficient

O Distinguished
O Distinguished

Unsatisfactory	Basic/Emerging	Proficient	Distinguished
<p>Actions &/or communications fail to demonstrate required skills or behaviors:</p> <ul style="list-style-type: none"> • “Know it all” attitude • Argumentative • Controlling • Negative • Unreliable • Manipulative • Apathetic • Uncooperative • Complains • Causes friction • Analysis paralysis 	<p>Demonstrates a positive, cooperative team attitude toward Board assignments & activities.</p> <p>Asks questions; is eager to learn & is clearly working toward building relationships.</p> <p>Takes time to fully understand all options before making or promoting a decision.</p> <p>Makes decisions that are consistent with the mission, priorities and core values of the NCESD.</p> <p>Contributes original, resourceful ideas in brainstorming sessions.</p>	<p>Follows principles of effective teamwork.</p> <p>Encourages all Board members & work groups to be positive & work together.</p> <p>Consistently asks, “How can I help?” or volunteers to assist without being asked.</p> <p>Engages all Board members.</p> <p>Works together as an effective corporate unit.</p> <p>Works in partnership with Executive and staff.</p> <p>Makes decisions in a timely manner.</p> <p>Logically identifies how different possible approaches are strong or weak.</p>	<p>Makes a significant contribution to the positive work environment & interpersonal relationships of the Board.</p> <p>Critically considers issues from multiple angles before decisions.</p> <p>Holds all members accountable.</p> <p>Thanks, recognizes & encourages others to come up with innovative solutions.</p> <p>Research oriented. Reads and talks to others in related fields to find novel approaches.</p> <p>Considers long-term consequences of decisions.</p> <p>Explores opportunities for the growth & development of NCESD on continuous basis.</p>

Comments / Reflections / Goals:

4. INTEGRITY

a. Demonstrates personal integrity & objectivity, including no conflicts of interest that would prevent a Board member from discharging his or her responsibilities.

Self-Appraisal:
Board Appraisal:

O Unsatisfactory
O Unsatisfactory

O Basic/Emerging
O Basic/Emerging

O Proficient
O Proficient

O Distinguished
O Distinguished

Unsatisfactory	Basic/Emerging	Proficient	Distinguished
<p>Actions &/or communications demonstrate lack of integrity or conflict of interest that may impact performance of duties:</p> <ul style="list-style-type: none"> • Serves on the Board of a competing organization • Is a vendor of a competing organization • Holds other interests that could be misconstrued as unethical. • Participates in Board actions while knowing a family member, relative or friend could be directly affected by Board decisions. • Yields to pressure • Shows bias • Manipulates others • Misrepresent self; uses position or authority for personal gain 	<p>Places the interests & future of the organization ahead of any other personal or professional interests when making decisions.</p> <p>Keeps promises and commitments.</p> <p>Does the right thing, even when it is difficult. Does not yield to pressure to show bias or manipulate others.</p>	<p>Strives to enhance the organization's public image, public standing & public relations.</p> <p>Supports staff creativity in initiating & conducting programs while ensuring cost-effective & high quality programs & services.</p> <p>Channels Board member enthusiasm & commitment into appropriate behaviors.</p>	<p>Disciplines itself appropriately in regards to organizational representation.</p> <p>Clearly defines authorization of spokespersons.</p>

Comments / Reflections / Goals:

b. Demonstrates honesty, ethical behavior & respect for other Board members.

Self-Appraisal: Unsatisfactory Basic/Emerging Proficient Distinguished
Board Appraisal: Unsatisfactory Basic/Emerging Proficient Distinguished

Unsatisfactory	Basic/Emerging	Proficient	Distinguished
<p>Actions &/or communications fail to demonstrate honesty, ethical behavior, & respect for other Board members as evidenced by:</p> <ul style="list-style-type: none"> • Bullying • Discrimination • Extortion • Fraud • Interpersonal violence • Lying • Plagiarism • Sabotage • Sexual harassment • Theft • Violations of confidentiality 	<p>Discusses issues honestly. Respects and maintains confidentiality. Builds relationships that foster trust & alliances. Demonstrates awareness & sensitivity to Board member family situations & needs. Supports Board decisions when in a minority position.</p>	<p>Advises other Board members when a potential conflict of interest issue is identified.</p>	<p>Adheres to the highest ethical & moral standards of organizational behavior.</p>

Comments / Reflections / Goals:

5. EXECUTIVE SUPPORT

a. Demonstrates ability & willingness to support & motivate management while holding management fully accountable for results.

Self-Appraisal:
Board Appraisal:

Unsatisfactory
 Unsatisfactory

Basic/Emerging
 Basic/Emerging

Proficient
 Proficient

Distinguished
 Distinguished

Unsatisfactory	Basic/Emerging	Proficient	Distinguished
<p>Demonstrates minimal compliance or disregard of Executive leadership or organizational decisions &/or directions.</p> <p>Demonstrates disrespect or lack of concern for Executive leadership &/or the organization.</p>	<p>Provides feedback, participates in Executive leader interview process.</p> <p>Provides feedback; participates in annual goals & objectives development.</p> <p>Complements Executive leadership on exceptional initiatives.</p> <p>Understands & follows the division of responsibility between the Board & management.</p> <p>Clarifies Board members roles and functions as distinct from the Executive.</p> <p>Participates in informal & formal performance reviews based on mutually agreed on goals & objectives.</p>	<p>Recognizes its duty to provide the type of working environment that will enable Executive leader to succeed.</p> <p>Prior to a search process:</p> <ul style="list-style-type: none"> • Reviews the organizations major strengths & needs. • Establishes specific priorities for the next period of Executive leadership. • Establishes clear objectives for at least the first year of new Executive service. • Articulates the skills, style, & characteristics sought in the Board's new Executive. • Provides an adequate compensation package & other employment terms. <p>Prepares a comprehensive job description that clearly delineates the roles of Chief Executive vs. top elected volunteer officer.</p>	<p>Participates in Executive leadership search process.</p> <p>Candidly provides Executive leadership with frequent & constructive feedback.</p> <p>Encourages Executive leadership to take professional & personal leave for renewal.</p> <p>Assesses Executive leadership in relation to the Board's performance.</p> <p>Assists Executive leadership when members overstep prerogatives or misunderstand their roles.</p>

Comments / Reflections / Goals:

6. RESOURCE MANAGEMENT

a. Demonstrates understanding of legal & fiduciary Board member accountability & responsibilities.

Self-Appraisal:
Board Appraisal:

O Unsatisfactory
O Unsatisfactory

O Basic/Emerging
O Basic/Emerging

O Proficient
O Proficient

O Distinguished
O Distinguished

Unsatisfactory	Basic/Emerging	Proficient	Distinguished
<p>Actions &/or communications demonstrate a lack of knowledge of basic legal & fiduciary parameters which could expose the Board, & individual Board members or the NCESD, to legal challenge.</p>	<p>Recognizes the Board's legal & fiduciary responsibility to the organization & its constituents.</p> <p>Provides feedback; participates in annual budget development & approval.</p> <p>Reviews balance sheets & financial reports at least monthly.</p> <p>Helps develop & approve the annual budget.</p> <p>Financially contributes to the organization or supports group according to personal means.</p>	<p>Demonstrates good stewardship of assets:</p> <ul style="list-style-type: none"> • knows the amount of assets available • verifies that the use of assets is consistent with the mission of the organization, regulatory requirements, & accepted accounting principles • minimizes the possibility of fraud or conflict of interest • ensures income is managed properly • deploys resources wisely <p>Able to set priorities among competing demands.</p> <p>Knowledgeable about current national & regional finance policies & trends. Suggests improvements to formats or presentation of financial reports.</p> <p>Inventories his/her connections of potential contributors.</p>	<p>Assures that the organization secures, uses & protects its assets to carry out its mission & maximize the benefits to its constituencies.</p> <p>Plans, manages, & takes step to reduce risk to the organization, its personnel, & its constituents.</p> <p>Maintains a financially sustainable organization.</p> <p>Maintains financial assets in compliance with local, state & federal laws & regulations.</p> <p>Influences potentially large contributors.</p>

Comments / Reflections / Goals:

7. EDUCATION “INDUSTRY” KNOWLEDGE

a. Knowledgeable of the K – 12 education system and the environment in which educators and administrators function.

Self-Appraisal: Unsatisfactory Basic/Emerging Proficient Distinguished
Board Appraisal: Unsatisfactory Basic/Emerging Proficient Distinguished

Unsatisfactory	Basic/Emerging	Proficient	Distinguished
<p>Actions &/or communications fail to demonstrate current knowledge of education issues.</p>	<p>Attends various educational sessions & annual state & national AESA conferences.</p> <p>Actively seeks out new education issues; brings to Board for discussion.</p>	<p>Develops, plans & implements Board development activities:</p> <ul style="list-style-type: none"> • Special Board training workshops. • Presentations by outside consultants or experts on trends in NCEESD mission areas. • Board member orientation. <p>Stays current on local, state & national education issues.</p>	<p>Serves as agency spokesperson; represents organization at local, state & national level on educational issues.</p> <p>Develops relationships with Executive and Legislative branch leaders, Washington Association of School Administrators (WASA), Washington State School Directors' Association (WSSDA), & Washington State Office of Superintendent of Public Instruction (OSPIC).</p> <p>Develops partnerships with a wide variety of stakeholders.</p> <p>Actively follows education advancements, trends & research (e.g., frameworks, technology, & assessments).</p>

Comments / Reflections / Goals:

8. PERSONAL DEDICATION

a. Actively & effectively participates during Board meetings.

Self-Appraisal:
Board Appraisal:

O Unsatisfactory
O Unsatisfactory

O Basic/Emerging
O Basic/Emerging

O Proficient
O Proficient

O Distinguished
O Distinguished

Unsatisfactory	Basic/Emerging	Proficient	Distinguished
<p>Demonstrates unacceptable meeting behaviors:</p> <ul style="list-style-type: none"> ● Refuses to participate ● Starts side conversations ● Interrupts or distracts others ● Interrupted by non-emergent calls/texts/emails ● Argues with leader or other Board members ● Loses control of emotions ● Performs non-Board related work ● Dominates discussion ● Over- or under-processes during deliberations <p>Fails to prepare for Board meetings; fails to preview Board agenda & materials.</p> <p>Fails to attend a minimum of regular Board meetings.</p> <p>Fails to demonstrate personal dedication to Board & NCESD.</p>	<p>Previews agenda & materials. Is prepared for Board discussion on agenda topics.</p> <p>Demonstrates courtesy:</p> <ul style="list-style-type: none"> ● Respects divergent views ● Open to ideas from others ● Stays on subject ● Contributes ideas to the discussion ● Offers facts & opinions where appropriate ● Arrives promptly ● Avoids becoming emotional ● Thinks before responding ● Maintains confidences & avoids gossip <p>Meeting management follows a system of parliamentary procedures.</p> <p>Contributes to orderly meeting conduct.</p> <p>Meetings stick to agenda, are businesslike; start & end on time.</p> <p>Attends minimum of 72 % of regular Board meetings (unless excused).</p>	<p>Seeks clarification prior to meeting of any questions regarding planned agenda items or other information.</p> <p>Supports the Board culture, including written & unwritten rules of engagement.</p> <p>Helps others develop views & ideas.</p> <p>Asks good & timely questions.</p> <p>Maintains objective attitude.</p> <p>Avoids groupthink.</p> <p>Maintains dissenting view in the face of opposition without becoming closed-minded or obnoxious.</p> <p>Suggests agenda topics.</p> <p>If unable to attend, attempts to participate via electronic/other media.</p> <p>Attends ≥90% of regular Board meetings (unless excused).</p>	<p>Conducts/leads key Board discussions.</p> <p>Ensures that meeting time is put to good use; maximizes discussion, minimizes waste.</p> <p>Encourages reflection, dialogue, deliberation & discussion by the Board.</p> <p>Encourages high-level thinking.</p> <p>Supports discussion of multiple alternatives, testing of assumptions, dissent & debate.</p> <p>Supports conflict management when exploring complex issues.</p>

Comments / Reflections / Goals:

b. Assesses own performance.

Board Appraisal: Unsatisfactory Basic/Emerging Proficient Distinguished

Proficient

Conducts a Board profile to identify current membership & ideal member characteristics, considering age, gender, diversity & areas of expertise.

Maintains an up-to-date list of potential Board member candidates, including experience, particular skill sets & resources they would bring to the Board & organization.

Reflects at least annually on how the Board is meeting its responsibilities, including an evaluation of how well it's meeting its membership composition expectation, its membership selection process, its organization or structure, and overall performance.

Comments / Reflections / Goals:

References:

Competency-Based Governance: A Foundation for Board and Organizational Effectiveness. (February, 2009). The American Hospital Association's Center for Healthcare Governance. Chicago, IL.

Improving Board and Organizational Effectiveness. Module 8: Board and Organizational Assessment: Tools for Measuring Development and Self-Improvement (2002). Southern Rural Development Center. South Carolina Association of Nonprofit Organizations and Clemson University Extension.