Hello,

What follows is an item-by-item report of the responses from all those who completed the Board Performance Self-Assessment Questionnaire. You should also by now have obtained the Dashboard Report-- a broader summary analysis of these results that is generated automatically when you click on the Dashboard button after you log in to our website. Let us know if you have not successfully obtained it.

Now that you have completed the full board self-assessment process with us, it's over to you to decide how best to use these results. We have suggestions at the end of the Dashboard Report.

At a later date we would like to contact you again to ask about the nature and extent of any changes you make as a result of using these reports. In the meantime, we would very much appreciate any immediate feedback you might be willing to provide on your experience with this project to date. You can also comment on the project by clicking on the "Add a testimonial" button in the yellow box to the right of this page.

One of the major benefits of the Boardcheckup.com system is that it allows organizations to retake the self-assessment survey three times on a year-to-year basis so you can track improvements in board governance. To do this, it is necessary to become a member of Boardcheckup.com. Membership is free and you can sign up by clicking [here] .

All the best,

Profs Yvonne Harrison ([yharrison@albany.edu])

and Vic Murray ([vmurray@uvic.ca])

BOARD PERFORMANCE SELF-ASSESSMENT

QUESTIONNAIRE
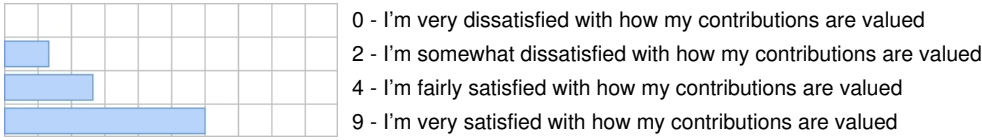
SUMMARY OF RESPONSES

The following is a summary of all responses to the BPSAQ questionnaire. Scan this report for the following purposes:

**   - To find specific issues that a significant number of respondents indicated as being potential problems.**

**   - Note any items where there is a wide diversity of responses. These might be worth discussing as to why people differ so widely in their perceptions of the situation in your board.**

**   - Look for items where there are one or two "outliers", that is, where most are in agreement about how things are but a small minority see things differently. When results are discussed, these items can be pointed out and those who differ can be given the opportunity to make their feelings known if they wish.**

How clearly are the expectations of your role communicated to you?

2 - Very unclear

4 - Somewhat unclear

8 - Fairly clear

1 - Crystal clear
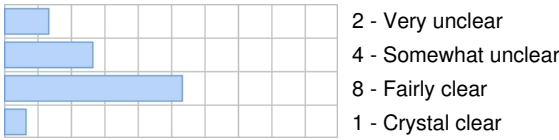
How do you feel about how well your contributions to the organization's mission are valued?

0 - I'm very dissatisfied with how my contributions are valued

2 - I'm somewhat dissatisfied with how my contributions are valued

4 - I'm fairly satisfied with how my contributions are valued

9 - I'm very satisfied with how my contributions are valued

Issues Related to the Board's Overall Role and Responsibilities

Basic�board responsibilities�

To what extent do you agree or disagree with the following�statements as they�relate to your board?�

The board seems to be unclear about what its role ought to be.

0 - Agree strongly

5 - Agree Somewhat

1 - Disagree Somewhat
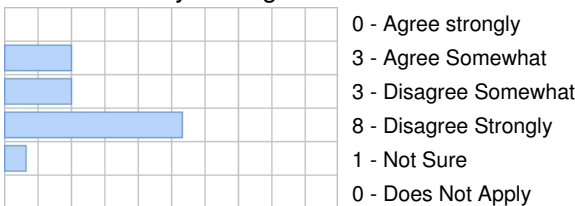
9 - Disagree Strongly

0 - Not Sure

0 - Does Not Apply
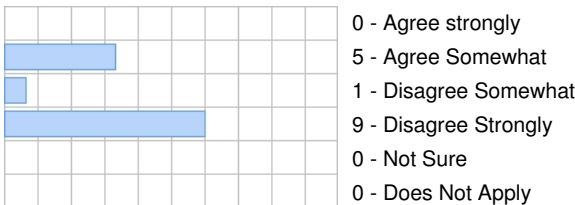
The Board and the Chief Executive Officer (CEO or Executive Director) sometimes seem to have different ideas about the authority each should have.
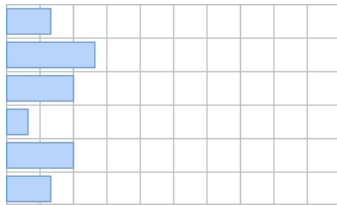
0 - Agree strongly

1 - Agree Somewhat

4 - Disagree Somewhat

10 - Disagree Strongly

0 - Not Sure

0 - Does Not Apply
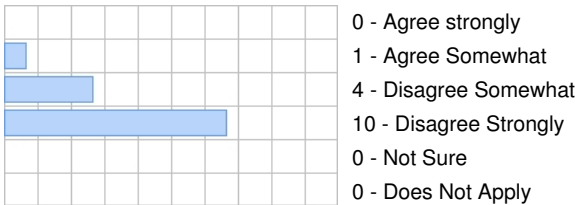
The board tends to act too much as a "rubber stamp" for decisions made by the organization's top management.

0 - Agree strongly

0 - Agree Somewhat

6 - Disagree Somewhat

8 - Disagree Strongly

1 - Not Sure

0 - Does Not Apply
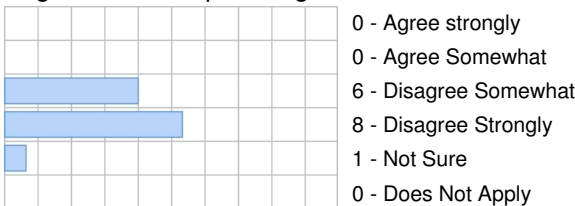
The board gets too involved in making decisions about operational details that ought to be made by management.

0 - Agree strongly

3 - Agree Somewhat

3 - Disagree Somewhat

8 - Disagree Strongly

1 - Not Sure

0 - Does Not Apply

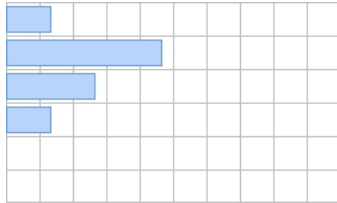Board members are unclear about their legal liabilities and what protection they have against them.

2 - Agree strongly
4 - Agree Somewhat
3 - Disagree Somewhat
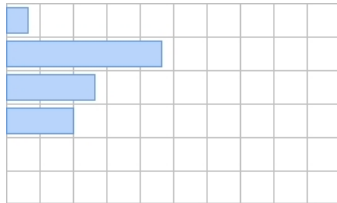1 - Disagree Strongly
3 - Not Sure
2 - Does Not Apply

Board responsibilities for planning

The board has not spent enough time establishing a clear mission and vision for the organization.

2 - Agree strongly
7 - Agree Somewhat
4 - Disagree Somewhat
2 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

The board never seems to have time to explore external challenges and opportunities that the organization might face.

1 - Agree strongly
7 - Agree Somewhat
4 - Disagree Somewhat
3 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

The board does not do a very good job of learning about the concerns of external stakeholders who can influence the organization.
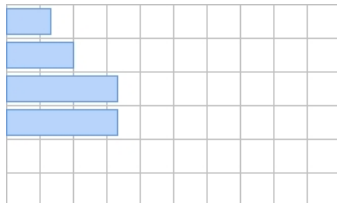
2 - Agree strongly
3 - Agree Somewhat
5 - Disagree Somewhat
5 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

The board does not do a very good job of learning about the concerns of the communities that the organization serves.
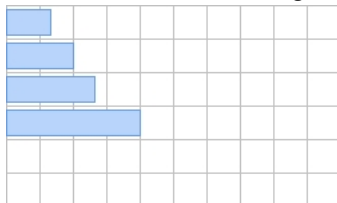
2 - Agree strongly
3 - Agree Somewhat
4 - Disagree Somewhat
6 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

The board rarely holds "creative thinking" sessions aimed at trying to find new ways the organization could develop.
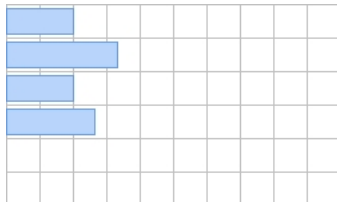
3 - Agree strongly
5 - Agree Somewhat
3 - Disagree Somewhat
4 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

The board does little to learn about innovations tried by others that might help the organization.
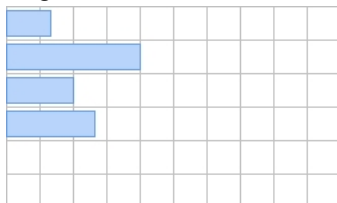
2 - Agree strongly
6 - Agree Somewhat
3 - Disagree Somewhat
4 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

The board is not provided with a clear enough picture of the organization's internal strengths and limitations in dealing with its external environment.
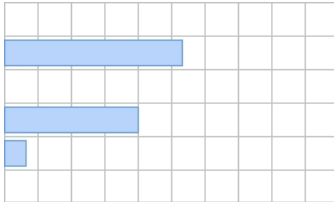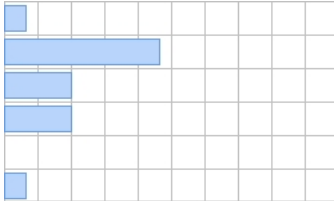
| | 1 - Agree strongly |
| 6 - Agree Somewhat |
| 5 - Disagree Somewhat |
| 3 - Disagree Strongly |
| 0 - Not Sure |
| 0 - Does Not Apply |

The board has not developed a clear, well-researched, strategic plan that sets out broad goals and establishes priorities for the organization.
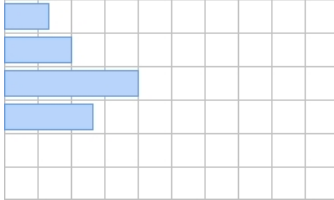
| 2 - Agree strongly |
| 3 - Agree Somewhat |
| 6 - Disagree Somewhat |
| 4 - Disagree Strongly |
| 0 - Not Sure |
| 0 - Does Not Apply |

Plans exist on paper but they don't get implemented at the operational level, i.e. other concerns drive what actually gets done.

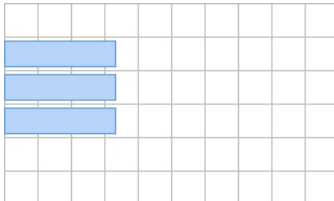| 0 - Agree strongly |
| 8 - Agree Somewhat |
| 0 - Disagree Somewhat |
| 6 - Disagree Strongly |
| 1 - Not Sure |
| 0 - Does Not Apply |

The board's role in performance assessment

The board does not do a satisfactory job of assessing how well the organization is achieving its mission.

| 1 - Agree strongly |
| 7 - Agree Somewhat |
| 3 - Disagree Somewhat |
| 3 - Disagree Strongly |
| 0 - Not Sure |
| 1 - Does Not Apply |

The board does not get enough of the right kind of information to give it a clear picture of how well the organization is doing.
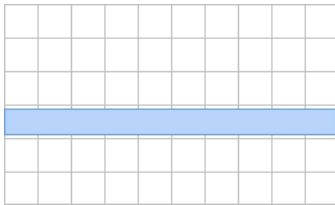
| 0 - Agree strongly |
| 5 - Agree Somewhat |
| 5 - Disagree Somewhat |
| 5 - Disagree Strongly |
| 0 - Not Sure |
| 0 - Does Not Apply |

The board does not ensure that an analysis is done of serious risks that the organization might face.
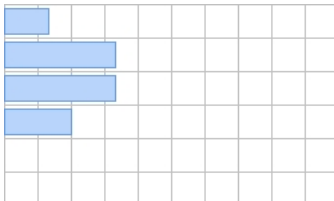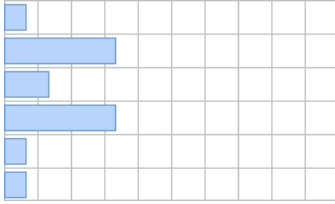
| 2 - Agree strongly |
| 5 - Agree Somewhat |
| 5 - Disagree Somewhat |
| 3 - Disagree Strongly |
| 0 - Not Sure |
| 0 - Does Not Apply |

The board does not do a very good job of ensuring that the organization's finances are being managed soundly.

|	
	0 - Agree strongly
	0 - Agree Somewhat
	0 - Disagree Somewhat
	15 - Disagree Strongly
	0 - Not Sure
	0 - Does Not Apply

The board does not regularly and systematically carry out assessments of the CEO's performance (e.g. Executive Director, President, etc.).

	1 - Agree strongly
	5 - Agree Somewhat
	2 - Disagree Somewhat
	5 - Disagree Strongly
	1 - Not Sure
	1 - Does Not Apply

The board's role in fund raising

The board seems confused about its role in fund raising for the organization.
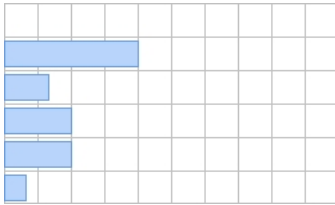
	0 - Agree strongly
	6 - Agree Somewhat
	2 - Disagree Somewhat
	3 - Disagree Strongly
	3 - Not Sure
	1 - Does Not Apply

The board has not approved an overall strategy for fundraising.
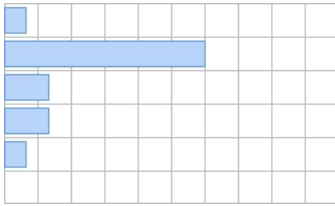
	1 - Agree strongly
	9 - Agree Somewhat
	2 - Disagree Somewhat
	2 - Disagree Strongly
	1 - Not Sure
	0 - Does Not Apply

The board has problems engaging in actual fundraising activities.
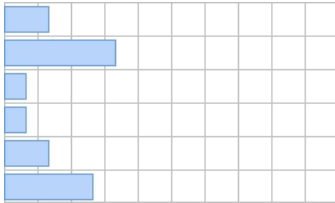
	2 - Agree strongly
	5 - Agree Somewhat
	1 - Disagree Somewhat
	1 - Disagree Strongly
	2 - Not Sure
	4 - Does Not Apply

Issues Related to the Board's Formal Structures and Operating Processes

The formal structure of the board

The by-laws that provide the rules within which the board operates are in need of a thorough review.

|	
	0 - Agree strongly
	1 - Agree Somewhat
	2 - Disagree Somewhat
	12 - Disagree Strongly
	0 - Not Sure
	0 - Does Not Apply

We don't have a board policy manual or we have one which is badly in need of revision.
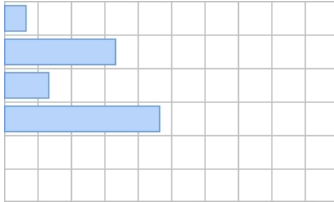
1 - Agree strongly
5 - Agree Somewhat
2 - Disagree Somewhat
7 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

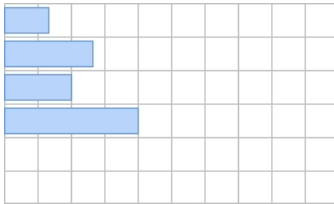The board seems too large and cumbersome to enable it to act as an effective decision-making body.
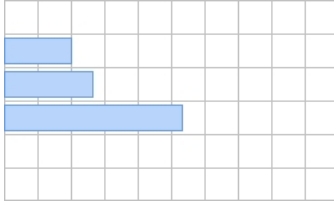
0 - Agree strongly
3 - Agree Somewhat
4 - Disagree Somewhat
8 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

Job descriptions for the positions of board members and board officers (e.g., Chair, Vice-Chair, Treasurer, Secretary, etc.) are nonexistent or not well understood.

2 - Agree strongly
4 - Agree Somewhat
3 - Disagree Somewhat
6 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

Administrative support for the board (secretarial assistance, record keeping, assistance in arranging meetings, etc.) is inadequate.
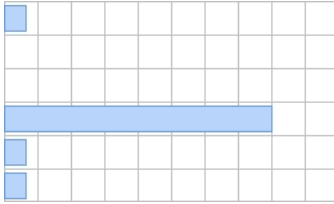
1 - Agree strongly
0 - Agree Somewhat
0 - Disagree Somewhat
12 - Disagree Strongly
1 - Not Sure
1 - Does Not Apply

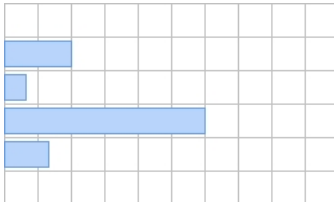The board lacks access to potentially useful information and communications technology (e.g. computers, software, internet and the web)
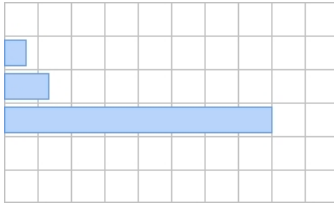
0 - Agree strongly
1 - Agree Somewhat
2 - Disagree Somewhat
12 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

Most board members don't make much use of the information and communications technology made available to them

0 - Agree strongly
3 - Agree Somewhat
1 - Disagree Somewhat
9 - Disagree Strongly
2 - Not Sure
0 - Does Not Apply

Some board committees are not all that useful.

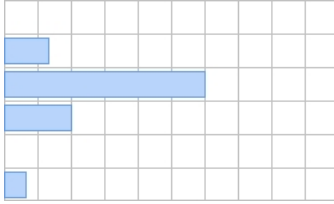1 - Agree strongly
3 - Agree Somewhat
4 - Disagree Somewhat
7 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

Some board committees are unclear about their responsibilities and/or authority.
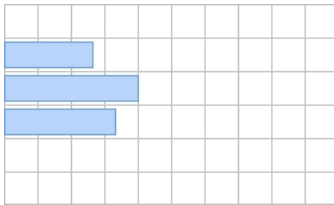
		Response
		0 - Agree strongly
		4 - Agree Somewhat
		6 - Disagree Somewhat
		5 - Disagree Strongly
		0 - Not Sure
		0 - Does Not Apply

Some board officers and chairs of committees lack the training or experience needed to meet the demands of their position.

	0 - Agree strongly
	2 - Agree Somewhat
	9 - Disagree Somewhat
	3 - Disagree Strongly
	0 - Not Sure
	1 - Does Not Apply

Some committees have members who contribute very little or don't have enough experience to be of much help.
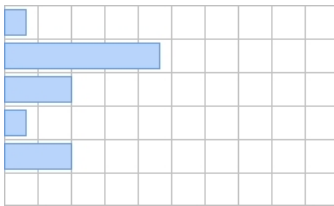
	1 - Agree strongly
	7 - Agree Somewhat
	3 - Disagree Somewhat
	1 - Disagree Strongly
	3 - Not Sure
	0 - Does Not Apply

Board meetings

The agenda for board meetings does not get into the hands of board members in time for them to familiarize themselves with the issues before the meeting.
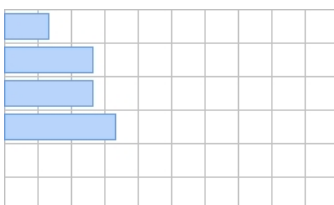
	0 - Agree strongly
	1 - Agree Somewhat
	3 - Disagree Somewhat
	11 - Disagree Strongly
	0 - Not Sure
	0 - Does Not Apply

When the agenda does come, there is too much information to digest or not enough to adequately familiarize board members about the issues.
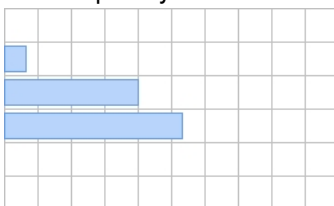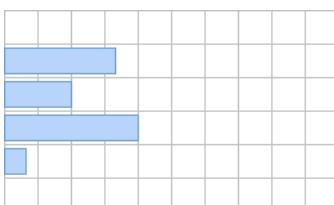
	0 - Agree strongly
	1 - Agree Somewhat
	6 - Disagree Somewhat
	8 - Disagree Strongly
	0 - Not Sure
	0 - Does Not Apply

The agenda for meetings is too full of "routine" motions or items "for information only" so there isn't time to discuss more important matters.

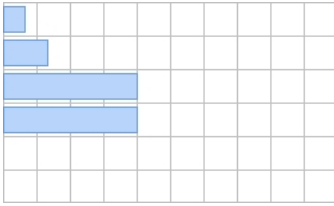|	
	2 - Agree strongly
	4 - Agree Somewhat
	4 - Disagree Somewhat
	5 - Disagree Strongly
	0 - Not Sure
	0 - Does Not Apply

The agenda items of greatest importance often come up too late in the meeting when board members are too tired to concentrate on them.

	0 - Agree strongly
	5 - Agree Somewhat
	3 - Disagree Somewhat
	6 - Disagree Strongly
	1 - Not Sure

0 - Does Not Apply

We have problems when it comes to attendance at board meetings; too many members miss too many meetings.

1 - Agree strongly
2 - Agree Somewhat
6 - Disagree Somewhat
6 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply
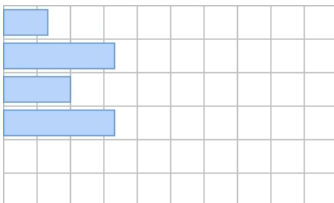
Board meetings often go on too long.

3 - Agree strongly
1 - Agree Somewhat
6 - Disagree Somewhat
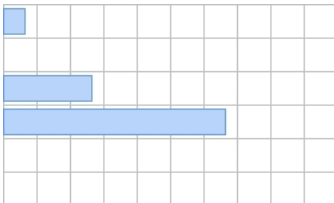5 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

Once the board has finished discussing something, it is not clear who is going to do what and when.

2 - Agree strongly
5 - Agree Somewhat
3 - Disagree Somewhat
5 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

There is too much unconstructive arguing among some members during meetings.

1 - Agree strongly
0 - Agree Somewhat
4 - Disagree Somewhat
10 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

Meetings are run too informally, for example with more than one person talking at once, no time limits on discussions, etc.
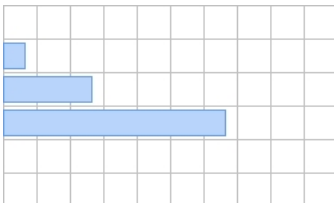
0 - Agree strongly
1 - Agree Somewhat
4 - Disagree Somewhat
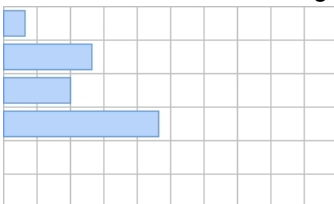10 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

Meetings stick too much to formal "rules of order" so that thorough, probing discussions are discouraged.
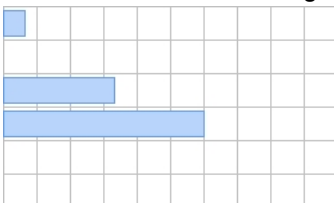
1 - Agree strongly
0 - Agree Somewhat
5 - Disagree Somewhat
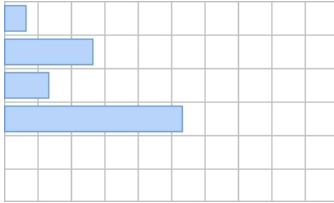9 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

A few members seem to dominate discussions and this discourages quieter board members from contributing.

1 - Agree strongly
4 - Agree Somewhat
3 - Disagree Somewhat
7 - Disagree Strongly
0 - Not Sure
0 - Does Not Apply

Issues Related to the Composition of the Board and Development of Board Members

Looking at the board as a whole, there is not enough "new blood" coming on to it to bring fresh energy and ideas.
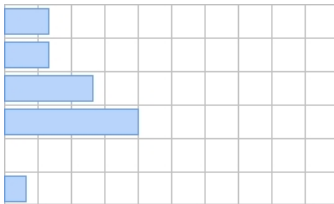
- 1 - Agree strongly
- 4 - Agree Somewhat
- 2 - Disagree Somewhat
- 8 - Disagree Strongly
- 0 - Not Sure
- 0 - Does Not Apply

Finding high quality new board members is a problem for us.
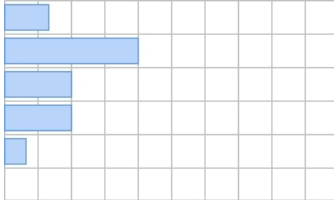
- 2 - Agree strongly
- 6 - Agree Somewhat
- 3 - Disagree Somewhat
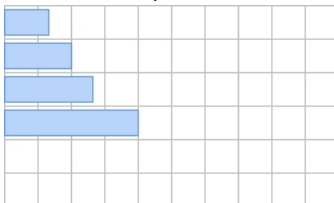- 3 - Disagree Strongly
- 1 - Not Sure
- 0 - Does Not Apply

We do not pay enough attention to making sure we get the mix of skills and backgrounds we need in the new board members we recruit.

- 2 - Agree strongly
- 2 - Agree Somewhat
- 4 - Disagree Somewhat
- 6 - Disagree Strongly
- 0 - Not Sure
- 1 - Does Not Apply

The diversity of publics with an interest in this organization is not well represented in the make-up of the board.
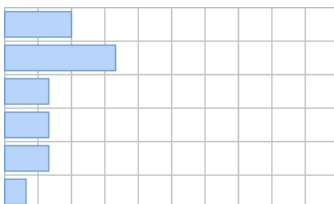
- 2 - Agree strongly
- 3 - Agree Somewhat
- 4 - Disagree Somewhat
- 6 - Disagree Strongly
- 0 - Not Sure
- 0 - Does Not Apply

We don't do a very good job of orienting and training new board members.

- 4 - Agree strongly
- 7 - Agree Somewhat
- 4 - Disagree Somewhat
- 0 - Disagree Strongly
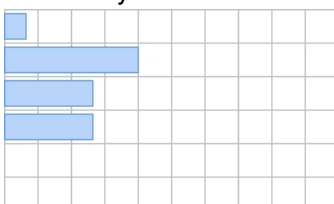- 0 - Not Sure
- 0 - Does Not Apply

There is not enough ongoing development and training for regular board members.

- 3 - Agree strongly
- 5 - Agree Somewhat
- 2 - Disagree Somewhat
- 2 - Disagree Strongly
- 2 - Not Sure
- 1 - Does Not Apply

Issues Related to the Informal Culture of the Board

Too many board members seem unwilling to devote much time or effort to the work of the board.

- 1 - Agree strongly
- 6 - Agree Somewhat
- 4 - Disagree Somewhat
- 4 - Disagree Strongly
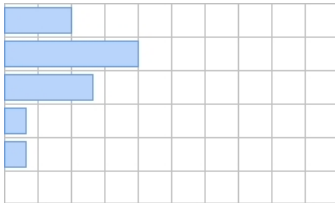- 0 - Not Sure
- 0 - Does Not Apply

There are many differences of opinion among board members that never get

resolved. The board doesn't handle conflict very well.
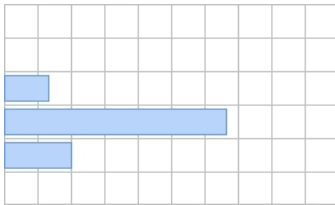
	0 - Agree strongly
	0 - Agree Somewhat
	2 - Disagree Somewhat
	10 - Disagree Strongly
	3 - Not Sure
	0 - Does Not Apply

The board does not regularly and systematically assess its own performance and change itself if it thinks it can improve.
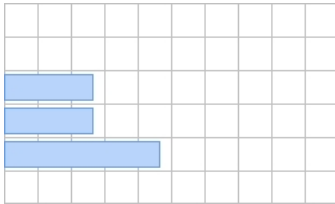
	3 - Agree strongly
	6 - Agree Somewhat
	4 - Disagree Somewhat
	1 - Disagree Strongly
	1 - Not Sure
	0 - Does Not Apply

Board members tend not to be involved in representing the organization to the outside community or bringing the concerns of that community into the organization.
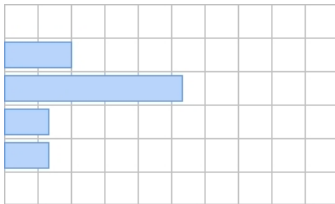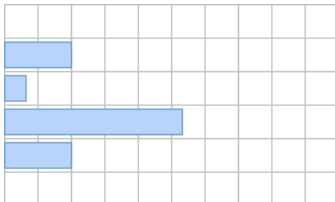
	0 - Agree strongly
	3 - Agree Somewhat
	8 - Disagree Somewhat
	2 - Disagree Strongly
	2 - Not Sure
	0 - Does Not Apply

As far as I know, many board members have contacts among people who might help the organization but they are not encouraged, or given the opportunity, to make use of them.
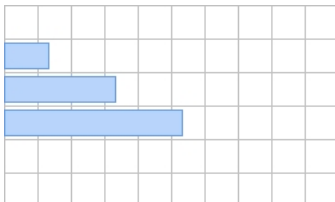
	0 - Agree strongly
	0 - Agree Somewhat
	4 - Disagree Somewhat
	4 - Disagree Strongly
	7 - Not Sure
	0 - Does Not Apply

Individual board members with skills and knowledge that might be of use to the organization are rarely approached informally for their assistance.

	0 - Agree strongly
	3 - Agree Somewhat
	1 - Disagree Somewhat
	8 - Disagree Strongly
	3 - Not Sure
	0 - Does Not Apply

Little effort is made to help board members get to know one another and develop "team spirit" as a group.

|	
	0 - Agree strongly
	2 - Agree Somewhat
	5 - Disagree Somewhat
	8 - Disagree Strongly
	0 - Not Sure
	0 - Does Not Apply

Board Leadership Issues

There is a kind of "inner group" that seems to run things on the board and those who are not part of it sometimes feel left out.
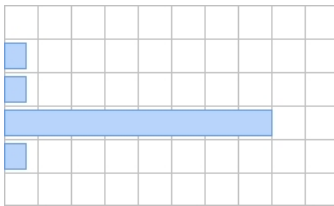
4 - Agree strongly
8 - Agree Somewhat
1 - Disagree Somewhat
2 - Disagree Strongly
0 - Not Sure
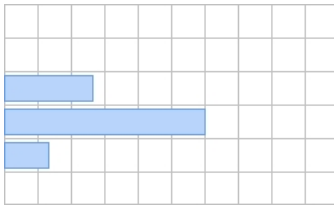0 - Does Not Apply

The board chair tends to be overly controlling.
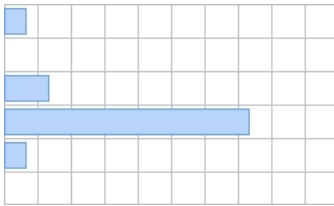
1 - Agree strongly
0 - Agree Somewhat
2 - Disagree Somewhat
11 - Disagree Strongly
1 - Not Sure
0 - Does Not Apply

The board chair seems to have her/his own "agenda" which is not always shared by others.

0 - Agree strongly
1 - Agree Somewhat
1 - Disagree Somewhat
12 - Disagree Strongly
1 - Not Sure
0 - Does Not Apply

The board chair is a bit too passive and disorganized in her/his leadership style.

0 - Agree strongly
0 - Agree Somewhat
4 - Disagree Somewhat
9 - Disagree Strongly
2 - Not Sure
0 - Does Not Apply

The board chair's meeting leadership skills are not as strong as they could be.
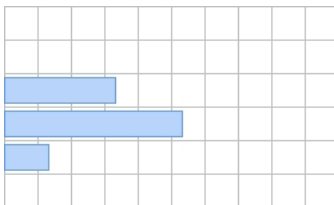
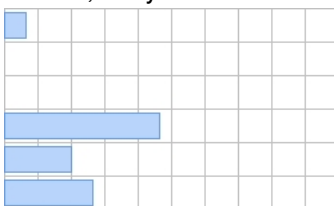0 - Agree strongly
0 - Agree Somewhat
5 - Disagree Somewhat
8 - Disagree Strongly
2 - Not Sure
0 - Does Not Apply

As far as I know, the board chair is reluctant to speak to board members who don't carry out their responsibilities properly.
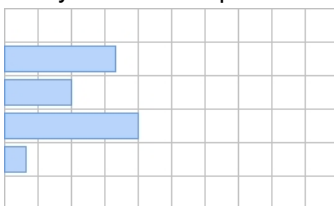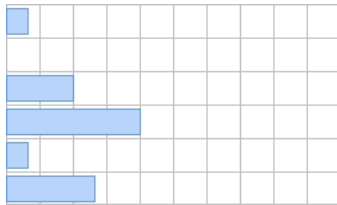
0 - Agree strongly
5 - Agree Somewhat
3 - Disagree Somewhat
6 - Disagree Strongly
1 - Not Sure
0 - Does Not Apply

As far as I know, the relationship between the CEO and the board chair is quite formal; they don't talk much "off the record".
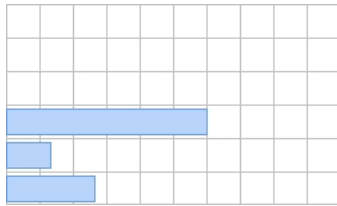
1 - Agree strongly
0 - Agree Somewhat
0 - Disagree Somewhat
7 - Disagree Strongly
3 - Not Sure
4 - Does Not Apply

As far as I know the CEO rarely consults individual board members for informal advice or assistance.

1 - Agree strongly

0 - Agree Somewhat

3 - Disagree Somewhat

6 - Disagree Strongly

1 - Not Sure

4 - Does Not Apply

There seems to be a lack of trust between the CEO and the board.

0 - Agree strongly

0 - Agree Somewhat

0 - Disagree Somewhat

9 - Disagree Strongly

2 - Not Sure

4 - Does Not Apply

The information that the CEO provides the board to help it make decisions is sometimes inadequate or too slanted.
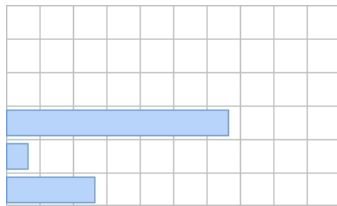
0 - Agree strongly

0 - Agree Somewhat

0 - Disagree Somewhat
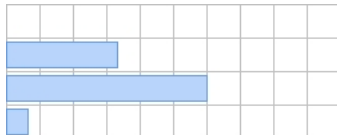
10 - Disagree Strongly

1 - Not Sure

4 - Does Not Apply

The CEO seems to be trying to dominate or control the board too much.
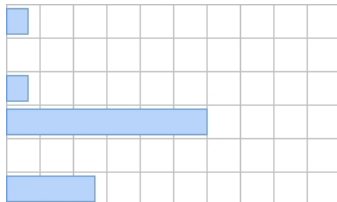
1 - Agree strongly

0 - Agree Somewhat

1 - Disagree Somewhat

9 - Disagree Strongly

0 - Not Sure

4 - Does Not Apply
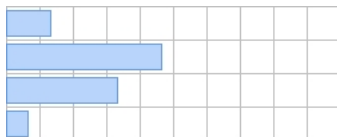
About the Organization's Overall Effectiveness

All in all, how good a job do you think the board does?

0 - Poor

5 - Fair

9 - Good

1 - Excellent

How effective is the organization in achieving its mission?

2 - Poor

7 - Fair

5 - Good

1 - Excellent
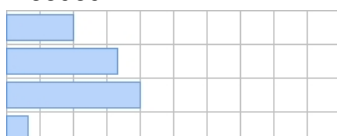
What is the current state of the organization's finances?

0 - Poor

0 - Fair

9 - Good

6 - Excellent

How efficiently run is the organization in terms of not wasting money?
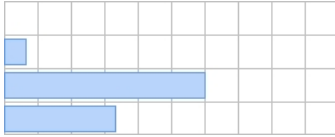
0 - Poor

1 - Fair

5 - Good

9 - Excellent

How strong is the organization's ability to learn and innovate when change is needed?

3 - Poor

5 - Fair

6 - Good

1 - Excellent

What is the state of morale among those who work and/or volunteer for this organization?
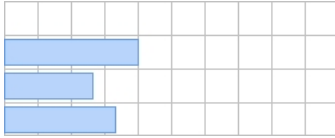

0 - Poor
1 - Fair
9 - Good
5 - Excellent

As far as you know, what is the reputation of the organization among concerned stakeholders in the community?

0 - Poor
6 - Fair
4 - Good
5 - Excellent