



BOARD SELF-EVALUATION QUESTIONNAIRE

(Adapted from Version II, Non-Profit Sector Leadership Program, Dalhousie University)

Guidelines for Use

This tool has been adapted from the Non-Profit Sector Leadership Program, Dalhousie University. It will be used to help the Board answer the question: What are we as a board now doing well and what can we do better?

Questions should be answered by all board members. When completed individually, the results of Sections A, B and C should be compiled, shared and discussed by the whole board to determine an average group answer to each question and an overall section rating. Section D should be answered by board members alone but not shared with the group. Sections A, B and C should also be completed by the Superintendent/CEO. This questionnaire also includes Section E, which provides feedback to the Chair of the Board.

Section D on the Performance of Individual Directors provides an opportunity for board members to personally reflect on their own performance. This portion of the questionnaire, once completed, should be retained by each board member, although board members may feel comfortable sharing their overall rating for this section at the bottom of the page or what one of the criteria identified they most want to improve upon.

Section E seeks to provide Feedback to the Chair of the Board. This page, once completed may be separated from the others, collected, and then passed to the chair.

Section C on the Board's Relationship with the Superintendent/CEO is not intended as an evaluation of the Superintendent/CEO but rather an evaluation of the quality of the board's relationship with the Executive Director as judged both by the board and by the Superintendent/CEO. The items evaluated here should focus on matters that the board can change about its performance.

Board members are to complete the questionnaire at home before bringing it to the meeting.

Cross Reference:	Board Policy #3 – Role of School Board		
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BOARD SELF-EVALUATION QUESTIONNAIRE

A. How Well Has the Board Done Its Job?

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Agree (3); Strongly Agree (4); Don't Know (DK).

- | | | | | | |
|--|---|---|---|---|----|
| 1. Our organization has a three to five-year strategic plan or a set of clear long-range goals and priorities. | 1 | 2 | 3 | 4 | DK |
| 2. The board's meeting agenda clearly reflects our strategic plan or priorities. | 1 | 2 | 3 | 4 | DK |
| 3. The board has ensured that the organization also has a one-year operational and budget plan. | 1 | 2 | 3 | 4 | DK |
| 4. The board gives direction to staff on how to achieve the goals by setting, referring to, or revising policies. | 1 | 2 | 3 | 4 | DK |
| 5. The board ensures proper evaluation of goals and policies. | 1 | 2 | 3 | 4 | DK |
| 6. The board has ensured that the organization's accomplishments and challenges are communicated to key stakeholders. | 1 | 2 | 3 | 4 | DK |
| 7. The board is effective and efficient in communicating with stakeholders on how our organization has used its financial and human resources. | 1 | 2 | 3 | 4 | DK |

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B. How Well Has the Board Conducted Itself?

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Agree (3); Strongly Agree (4); Don't Know (DK).

- | | | | | | |
|--|---|---|---|---|----|
| 1. As board members, we are aware of what is expected of us. | 1 | 2 | 3 | 4 | DK |
| 2. The agenda of board meetings is well planned so that we are able to get through all necessary board business. | 1 | 2 | 3 | 4 | DK |
| 3. It seems like most board members come to meetings prepared. | 1 | 2 | 3 | 4 | DK |
| 4. We receive written reports to the board in advance of our meetings. | 1 | 2 | 3 | 4 | DK |
| 5. All board members participate in important board discussions. | 1 | 2 | 3 | 4 | DK |
| 6. We do a good job encouraging and dealing with different points of view. | 1 | 2 | 3 | 4 | DK |
| 7. We all support the decisions we make. | 1 | 2 | 3 | 4 | DK |
| 8. The board has planned and led the orientation process for new board members. | 1 | 2 | 3 | 4 | DK |
| 9. The board has a plan for Superintendent/CEO education. | 1 | 2 | 3 | 4 | DK |
| 10. The board has a plan for further board development. | 1 | 2 | 3 | 4 | DK |
| 11. Our board meetings are informative. | 1 | 2 | 3 | 4 | DK |

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C. Board's Relationship with Superintendent/CEO

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Agree (3); Strongly Agree (4); Don't Know (DK).

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|---|---|---|---|---|----|
| 1. There is a clear understanding on most matters where the board's role ends and the Superintendent/CEO's begins. | 1 | 2 | 3 | 4 | DK |
| 2. There is good two-way communication between the board and the Superintendent/CEO. | 1 | 2 | 3 | 4 | DK |
| 3. The board trusts the judgment of the Superintendent/CEO. | 1 | 2 | 3 | 4 | DK |
| 4. The board provides direction to the Superintendent/CEO by setting new policies or clarifying existing ones. | 1 | 2 | 3 | 4 | DK |
| 5. The board has discussed and communicated the kinds of information and level of detail it requires from the Superintendent/CEO. | 1 | 2 | 3 | 4 | DK |
| 6. The board has developed formal criteria and a process for evaluating the Superintendent/CEO. | 1 | 2 | 3 | 4 | DK |
| 7. The board has formally evaluated the Superintendent/CEO within the past 12 months. | 1 | 2 | 3 | 4 | DK |
| 8. The board evaluates the Superintendent/CEO primarily on the accomplishment of the organization's strategic goals and priorities and adherence to policy. | 1 | 2 | 3 | 4 | DK |
| 9. The board provides feedback and shows its appreciation to the Superintendent/CEO on a regular basis. | 1 | 2 | 3 | 4 | DK |
| 10. The board ensures that the Superintendent/CEO is able to take advantage of professional development opportunities. | 1 | 2 | 3 | 4 | DK |

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D. My Performance as an Individual Board Member (Not to be shared)

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Agree (3); Strongly Agree (4); Don't Know (DK).

- | | | | | | |
|---|---|---|---|---|----|
| 1. I am aware of what is expected of me as a board member. | 1 | 2 | 3 | 4 | DK |
| 2. I have a good record of meeting attendance. | 1 | 2 | 3 | 4 | DK |
| 3. I read the minutes, reports and other materials in advance of our board meetings. | 1 | 2 | 3 | 4 | DK |
| 4. I am familiar with what is in the organization's by-laws and governing policies. | 1 | 2 | 3 | 4 | DK |
| 5. I frequently encourage other board members to express their opinions at board meetings. | 1 | 2 | 3 | 4 | DK |
| 6. I am encouraged by other board members to express my opinions at board meetings. | 1 | 2 | 3 | 4 | DK |
| 7. I am a good listener at board meetings. | 1 | 2 | 3 | 4 | DK |
| 8. I follow through on things I have said I would do. | 1 | 2 | 3 | 4 | DK |
| 9. I maintain the confidentiality of all board decisions. | 1 | 2 | 3 | 4 | DK |
| 10. When I have a different opinion than the majority, I raise it. | 1 | 2 | 3 | 4 | DK |
| 11. I support board decisions once they are made even if I do not agree with them. | 1 | 2 | 3 | 4 | DK |
| 12. I promote the work of our organization in the community whenever I had a chance to do so. | 1 | 2 | 3 | 4 | DK |
| 13. I stay informed about issues relevant to our mission and bring information to the attention of the board. | 1 | 2 | 3 | 4 | DK |

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E. Feedback to the Chair of the Board (Optional)

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Agree (3); Strongly Agree (4); Don't Know (DK).

- | | | | | | |
|---|---|---|---|---|----|
| 1. The board has discussed the role and responsibilities of the chair. | 1 | 2 | 3 | 4 | DK |
| 2. The chair is well prepared for board meetings. | 1 | 2 | 3 | 4 | DK |
| 3. The chair tries hard to ensure that every board member has an opportunity to be heard. | 1 | 2 | 3 | 4 | DK |
| 4. The chair helps the board stick to the agenda. | 1 | 2 | 3 | 4 | DK |
| 5. The chair is skilled at managing different points of view | 1 | 2 | 3 | 4 | DK |
| 6. The chair can be tough on us as a group when we get out-of-line. | 1 | 2 | 3 | 4 | DK |
| 7. The chair knows how to be direct with an individual board member when their behaviour needs to change. | 1 | 2 | 3 | 4 | DK |
| 8. The chair helps the board work well together. | 1 | 2 | 3 | 4 | DK |
| 9. The chair demonstrates good listening skills. | 1 | 2 | 3 | 4 | DK |
| 10. The board supports the chair. | 1 | 2 | 3 | 4 | DK |
| 11. The chair is effective in delegating responsibility amongst board members. | 1 | 2 | 3 | 4 | DK |
| 12. The chair summarizes the outcome of the discussion. | 1 | 2 | 3 | 4 | DK |

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