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Key Approaches and Metrics for Assessing Your Board's Outcomes/Impact, Processes, Structure, and Culture

Advanced Practice Webinar
Tuesday November 29, 2022
11:30-1:15 pm ET

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“Exceptional Boards embrace the qualities of a continuous learning organization, evaluating their own performance and assessing the value they add to the organization”. – BoardSource, 2005

Source: Twelve Principles of Governance That Power Exceptional Board
Image: <https://www.lifesize.com/blog/board-meetings/>

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Advanced Practice Webinar Session Outline

1. The Courage for Boards to Evaluate Themselves and Respond
2. Real Life Challenges with Board Evaluation – A Board Discussion – By Participants – Be Prepared (if you choose) to Share Challenges You or Your Board Have Experienced
3. Setting the Goals of the Board Evaluation
4. An Overview of a Series of Possible Dimensions to include in the Board Evaluation and Why
5. Considerations Regarding the Approach or Methodology to Board Evaluation
6. Building a Responsive Action Plan to Board Evaluation Findings
7. Brief Case Vignettes
 - Some typical findings and situations of Board Evaluation and how Boards might choose to respond

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Role of the Governing Board



- **Purpose and Strategic Direction**
 - Creating and being clear about a relevant, impactful purpose and high level critical outcomes
- **Organization Protection**
 - Governance of prudence, ethics, equity, risk
- **Assurance to Careholders**
 - Board accountability to the broader careholders for results within ethical, prudent and equitable means.
- **Connection with Careholders**
 - Understanding the broader careholders values and expectations for input.

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The Courage for Boards to Evaluate Themselves and to Respond to the Learning



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When Thinking Generatively About Board Effectiveness Evaluation...

- Do Boards really have the **courage to lead**?
 - What does this really mean?
- Are Boards responsible for setting the **standard of excellence** and continually striving for better?
 - Where can Boards place their **voice on this at a values level** without being operationally prescriptive?
- Should Boards see themselves as **setting the example for self-reflection/evaluation** on impact and accountability?
 - Living Board values, i.e. **lead by example**
 - How does this relate to Board Effectiveness Evaluation?

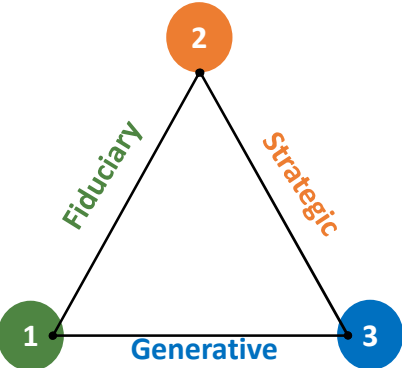
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Chait's Thesis: 3 Modes of Leadership

Generative Governance - reframing the Board around 3 leadership 'modes'

- All 3 are important
- Usually an over emphasis on fiduciary



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Impact of 3 Modes of Board Leadership

It is **not enough** to do the tasks of the Board. Boards need to provide leadership as well.

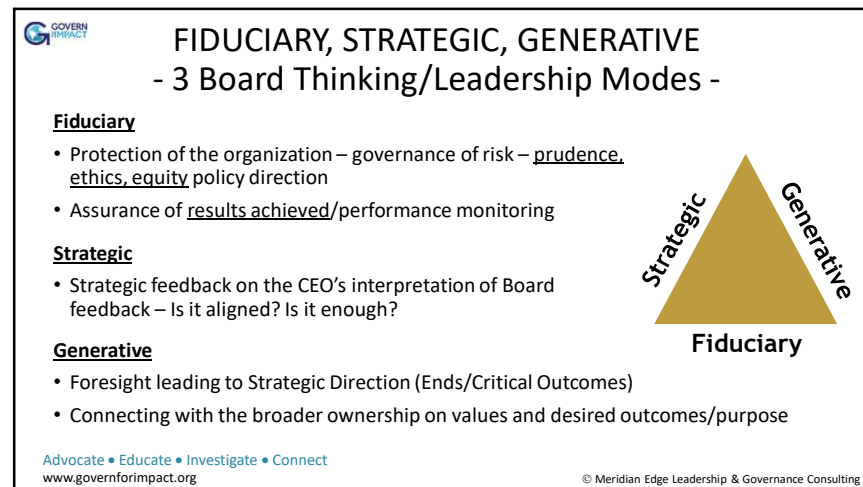
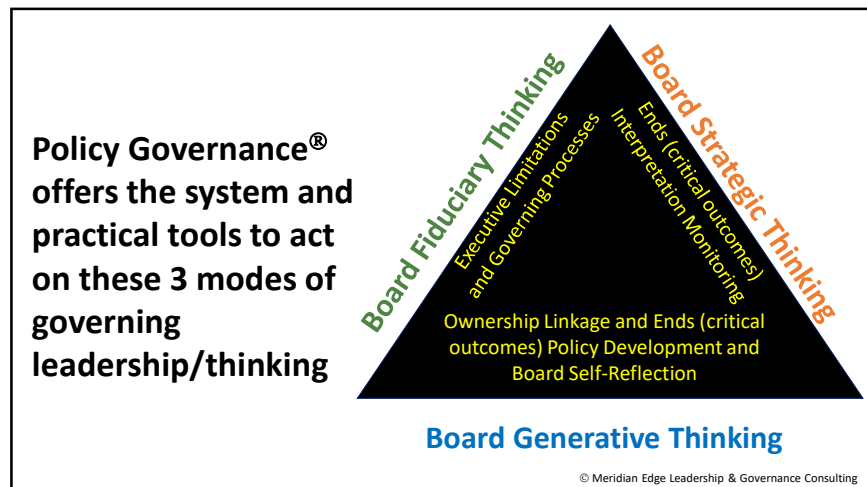
Leadership about:

- Purpose/ Desired Results/Outcomes (Ends)
- Values
- Accountability
- Risk Tolerances – Ethics, Prudence, Equity

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When Thinking Generatively About Board Effectiveness Evaluation...

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Part 2 – Real Life Challenges with Board Evaluation

- Discussion on challenge(s) experienced with Board Evaluation
- What questions to do you have?

Discussion

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How Some Boards Members Think About Board Effectiveness Evaluation

I **do this for fun** and to give back to the community – **no way I want to participate** in Board evaluation – it is too much like work

I **don't want anyone else assessing me...** of all the nerve

I am a volunteer, **don't want to be evaluated**

No need – we **have good policies and processes** so that keeps us on track

I am sort of **afraid to say what I think** about how our Board is doing overall

There is **no need** to evaluate the Board – we are all ethical, **well-intentioned people**

No time for Board Effectiveness Evaluation, we can't even get through our regular Board agenda

... Board Effectiveness Evaluation is Not Needed, Not Appropriate



Part 1

The Courage For Boards to Evaluate Themselves and Respond

Insight can often reside in moments of tension...



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Real Valued Data Needed to Navigate

- Pilots flying an airplane need a framework of relevant information:
 - Fuel
 - Air speed
 - Altitude
 - Heading
 - Destination
- Boards leading and governing equally need real data on their performance versus an individual, subjective sense of doing good.



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Part 2 – Real Life Challenges with Board Evaluation

What challenges have you observed, experienced with Board Evaluation?

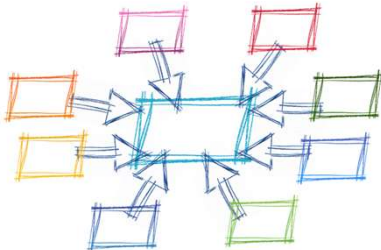
What questions to you have?

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**Part 3 -
Setting the
Goals for Board
Evaluation**



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**Part 3 –
Setting the
Goals of the
Board
Evaluation**

- Focus on the Board as a whole or also individual effectiveness
- Aiming for a quick reflection or tool for Board Continuous Improvement (process of self-renewal)
- Should be uplifting, elevating – should inspire trust, energy, belief in the Board's capacity to improve building the Board's collective ambition to do better

(As the Board gets better, it should feel a sense of growth and accomplishment)

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Board Governance has 3 key dimensions:

1. Board Structure
2. Board Culture/Dynamics – the human side
3. Board Approach, Methodology, System Process

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Board Outcomes
Strategic Direction, Protection, Accountability, Connection



Framework for Board Approach to Governance

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BOARD OUTCOMES	BOARD'S APPROACH, PHILOSOPHY, SYSTEM, PROCESSES (MATTERS, METHODS)	BOARD DIMENSIONS (Culture/Dynamics)												
STRATEGIC DIRECTION Defining the Desired Impact of the Organization (Ends)	Policy Direction • Critical/Impact Strategic Policy Direction • Executive Limitations Policy Direction Advises CEO • Governance Process Policies • Board-Management Delegation Policies Advises Board	BOARD STRUCTURE • Board Size • Board Election / Appointment / Nominations Process • Board Diversity / Inclusion • Board Committees • Structure & Mandate • Board Leadership Process • Chair/Vice Chair • Committee Chairs												
PROTECTION of the Purpose, the Assets, the Impact	• Executive Limitations Policy Risk Boundaries • Risk Register/Heat Map Assessment and Dialogue of Critical Risks • Assessing All Board Decision Through an Opportunity/Risk Lens • Focused accountability reports by CEO on risk managed areas	BOARD DYNAMICS/CULTURE • Board Leader Character <table border="1"> <tr> <td>Transcendence</td> <td>Accountability</td> <td>Humility</td> </tr> <tr> <td>Collaboration</td> <td>Drive</td> <td>Justice</td> </tr> <tr> <td>Integrity</td> <td>Humanity</td> <td>Courage</td> </tr> <tr> <td>Temperance</td> <td></td> <td></td> </tr> </table>	Transcendence	Accountability	Humility	Collaboration	Drive	Justice	Integrity	Humanity	Courage	Temperance		
Transcendence	Accountability	Humility												
Collaboration	Drive	Justice												
Integrity	Humanity	Courage												
Temperance														

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ACCOUNTABILITY
For Results (Metrics) and Prudence & Ethics

CONNECTION
Understanding the Owners Perspectives / Beliefs/Goals to Inform Board Decisions (Scanning the Environment)

Monitoring/Measuring

- Are the critical outcomes being achieved, i.e. is the Superintendent's interpretation/plan reasonable?
- Are the metrics clear and relevant?
- Is enough positive change occurring?
- Is progress occurring ethically and prudently?
- What are the challenges and how are they being tackled?
- Is the Board's process generative, strategic, ethical, and prudent?

Ongoing Engagement

- Ensuring the Board is fully aware of and engaged with understanding community perspective.

Scanning and Synthesizing

- Seeking political, environmental, social, technological trends in the sector and related sectors.

BOARD PROCESS TO ACHIEVE

- Board Ethics and Prudence
- Board Culture
 - Living in the grey zone
 - Making tough choices
 - Forming and performing as a team
- Investing in the Board team's wellness as a team
- Commitment to foresight and impact
- Board Policy Direction
- Board Monitoring/Measuring of Superintendent Results
- Accountability to Owners/Community
- Connecting/Scanning to Inform Board Decisions
- Three Planes of Thinking (generative, strategic, fiduciary)
- Board Effectiveness Evaluation and Continuous Improvement

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Part 3 – Setting the Goals of the Board Evaluation

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Will the Board evaluate all its dimensions?

- Governance Philosophy, Approach, System, Processes
- Board Culture/Leader Characteristics
- Board Structure

↓

- Board Outcomes

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Part 3

In its Board Process Policies Many Boards (including Boards practicing with Policy Governance) will have set out its expectations of itself.

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... measure is the Board achieving its approach, philosophy of governance, its committed system of governance, its committed processes, its outcomes

... measure is the Board's culture/leader character... it can eat your Board approach and process for lunch

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What Board Effectiveness Self-Evaluation is NOT?

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- It **is NOT** a 'report card' or measurement of 'good or bad', 'successful or unsuccessful'... it does identify areas to focus on
- It is **NOT something that needs to be public** (but can be).
- It is **NOT an audit process** of compliance or not.
- It is **NOT about laying blame** or pointing fingers.
- It is **NOT an interrogation** nor seeking to "catch people out".
- It is **NOT about checking whether governance rules** are being followed – it is an evaluation against principles, rather than rules.

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Benefits of Completing Effectiveness Board Evaluations

- Moves the Board from managing CEO/organization work and directs focus on governance (the Board's role).
- Creates an opportunity for Board Members to self-reflect, critically analyze and evaluate improvement areas.
- Stimulates a culture of learning and improving the effectiveness and efficiency of the Board and Board Members.
- Improves the working relationship between the Board and the CEO/organization.



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Benefits of Completing Effectiveness Board Evaluations (con't)

- Identifies action plans to improve the reporting of information for efficient and effective decision-making.
- Improves the working relationship between Board Committees and the Board, including streamlining of report back and eliminating duplication of effort.
- Identifies orientation/training needs of the Board.
- Shows stakeholders/beneficiaries/moral ownership (careholders) that Board Members take their responsibilities seriously.



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Part 3 – Setting the Goals of the Board Evaluation

What Parts of the Board Will be Evaluated?



Board a whole – an entity



Board Committees



Board Directors



Board Chair (Chief Governance Officer – CGO)

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Part 4 – Possible Dimensions to Include in the Board Evaluation and Why

What Dimensions Can the Board Include in Its Evaluation?

- Board Structure
- Board Process
- Board Culture/Leader Character
- Board Outcomes

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Part 4 – Possible Dimensions to Include in the Board Evaluation and Why

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1. Board Roles and Responsibilities
2. Purpose, Ends (Critical Outcomes), Strategic Directions
3. Governance of Risk
4. Board Goals/Priorities
5. Board Culture and Character
6. Board/CEO Relationship
7. Board Process, Organization, Decision-Making and Service
8. Board Orientation and Continuing Education
9. Board Structure
10. Board Chair Effectiveness
11. Board Committee Effectiveness
12. Governing in the Time of a Pandemic
13. Final Comments/Insights

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Types of Questionnaires

A. Basic Tool – Few Basic Questions

B. Traditional Checklist

C. Challenging Self Reflection – Focused Effective Governance

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Example Questions by Dimension

SECTION I: BOARD ROLE AND RESPONSIBILITIES	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
Board Members demonstrate an effective working knowledge of the Board's policies.	☐	☐	☐	☐	☐	☐
The Board has a track record for making decisions in accordance with the organization's values and ethical guidelines (e.g. conflict of interest, confidentiality).	☐	☐	☐	☐	☐	☐

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SECTION I: BOARD ROLE AND RESPONSIBILITIES (con't)

	Not Enough Time/Focus	Appropriate Time/Focus	Too Much Time/Focus	I don't have enough information to comment
The Board has spent appropriate time/focus over the past 12 month on (see below):				
Strategic Thinking and Foresight About the Future	☐	☐	☐	☐
Strategic Directions Policy and Monitoring	☐	☐	☐	☐
Executive (Risk) Limitations Policy Direction Development and Monitoring	☐	☐	☐	☐
Board's Direct Careholdership/Ownership Linkage with the Public	☐	☐	☐	☐
CEO Monitoring/Feedback from the Board to the CEO	☐	☐	☐	☐
Governance of Risk	☐	☐	☐	☐
Board Governance Process Excellence (how the Board works)	☐	☐	☐	☐
Board's Dynamic and Culture as a Team	☐	☐	☐	☐
Equity, Diversity, Inclusion, and Justice	☐	☐	☐	☐

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Example Questions by Dimension (con't)

SECTION II: PURPOSE, ENDS (CRITICAL OUTCOMES), STRATEGIC DIRECTIONS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
All Board Members share a common understanding of the critical outcomes the organization's CEO (and team) is to achieve.	☐	☐	☐	☐	☐	☐
The organization's progress and effectiveness in meeting its critical outcomes (Ends) targets (i.e. achieving results) is effectively evaluated by the Board on, at least, a twice a year basis through Monitoring Reports.	☐	☐	☐	☐	☐	☐

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Example Questions by Dimension (con't)

SECTION III: GOVERNANCE OF RISK	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
The Board is provided with sufficient information to identify <u>emerging risks</u> which could significantly, negatively or positively impact on the ability to achieve the organization Ends. <i>Note: Emerging Risks are defined as new issues which may have a significant impact on the long-term success of the organization.</i>	☐	☐	☐	☐	☐	☐

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Example Questions by Dimension (con't)

SECTION III: GOVERNANCE OF RISK (con't)
What risks do you believe are becoming more significant for the organization? _____ _____ _____

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Example Questions by Dimension (con't)

SECTION IV: BOARD GOALS/PRIORITIES	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
The Board has set measurable goals for itself to focus and guide its own performance for 2022.	☐	☐	☐	☐	☐	☐

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Example Questions by Dimension (con't)

SECTION IV: BOARD GOALS/PRIORITIES (con't)			
I understand these Board goals to include:	What level of progress did Board achieve on each of these goals listed?		
	Strong Progress	Moderate Progress	No Progress
a) To refresh the Board's strategic direction cycle in terms of preparing for the next Ends (Critical Outcomes) Policy refresh (due to be completed by September 2023).	☐	☐	☐

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SECTION IV: BOARD GOALS/PRIORITIES (con't)

I understand these Board goals to include:	What level of progress did Board achieve on each of these goals listed?		
	Strong Progress	Moderate Progress	No Progress
b) To evaluate the CEO Ends (Critical Outcomes) Policy Interpretation for its reasonableness in 2022 and beyond	☐	☐	☐
c) To study, develop, and move to implementation of an action plan for modernization of the governance structure at the organization	☐	☐	☐

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Example Questions by Dimension (con't)

SECTION V: BOARD/CEO RELATIONSHIP	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
The relationship between the CEO and the Board is clearly defined.	☐	☐	☐	☐	☐	☐
In 2022, the Board delegated to the organization's CEO sufficient authority to lead the organization and staff to achieve the organization's Ends (Critical Outcomes).	☐	☐	☐	☐	☐	☐

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Example Questions for Possible Dimension

Board Process, Organization, Decision-Making and Service

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Possible Topics Areas

- Attendance
- Contribution
- Participation
- Preparedness
- Commitment
- Culture

Contribution Example Question

- All members of the Board participate, contributing their "fair share" to the Board's work.

Participation Example Question

- I believe how the Board conducts its work has enabled me to participate to my fullest extent.

Preparedness Example Question

- I believe the Board is provided with useful and comprehensive background information to support its decision-making.

Commitment Example Question

- I have enjoyed serving this past year on the Board.

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Example Questions by Dimension (con't)

SECTION VI: BOARD PROCESS, STRUCTURE, DECISION-MAKING, AND SERVICE	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
I leave most Board meetings feeling my time has been used productively.	☐	☐	☐	☐	☐	☐
All members of the Board participate, contributing their "fair share" to the Board's work.	☐	☐	☐	☐	☐	☐
When information is presented to the Board, the Board asks effective, constructive questions that result in productive discussion and decision-making.	☐	☐	☐	☐	☐	☐

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Evaluating Board Culture and Leader Character



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Have you ever experienced.....?

- Question 1 – Have you experienced or observed a Board where the diverse opinions result in division of the Board, side-talking, or strife at the Board level?
- Question 2 – Have you experienced being on a Board where the Board Chair does not demonstrate leadership that serves the Board and instead acts as a lone ranger dividing the Board team?
- Question 3 – Have you experienced being on a Board where the Board is so focused on monitoring and checking up on the CEO, that the Board neglects to perform its critical function of strategic foresight and purpose and impact direction?
- Question 4 – Have you experienced being on a Board where the Board Chair has favourites and divides the team by sharing information with some Board Members and not others?
- Question 5 – Have you experienced being on a Board where the Board relies solely on its own dataset and neglects to pay attention to its environment and as such makes decisions that are out of step or irrelevant?
- Question 6 – Have you ever experienced a Board that when confronted with poor organizational results or a significant challenge becomes very agitated, discussion loses focus, and the group gets angry or upset?

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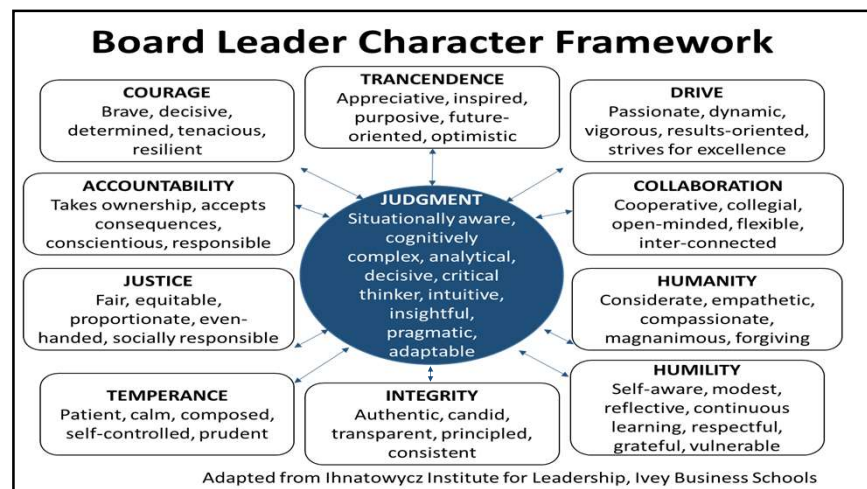
4 Questions to Consider to Shift Board Culture

- Do we have the right people in the boardroom?
- Are we structuring our discussions and assignments to focus on the right issues and activities?
- Do Board and committee leaders model the desired Board culture?
- Do we as individual directors consider how we are contributing to the culture?

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Example Questions by Dimension (con't)

SECTION VII: BOARD CULTURE AND LEADER CHARACTERISTICS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
All members of Board share their perspective regarding Board discussion topics in order to enrich the discussion and provide a full range of perspectives.	☐	☐	☐	☐	☐	☐
During this past year the Board collectively demonstrated the leader characteristic of courage (the Board was brave, decisive, determined, tenacious, and resilient) when needed	☐	☐	☐	☐	☐	☐

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Example Questions by Dimension (con't)

SECTION VIII: BOARD ORIENTATION AND CONTINUING EDUCATION

Please list any topics which you believe should be added or continued in the Board ongoing orientation and continuing education plan.

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Example Questions by Dimension (con't)

SECTION IX: GENERAL QUESTIONS

Do you have any further ideas on what would facilitate improvement in the effectiveness of the Board function and/or results?

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Part 5 – Approach to Methodology for Board Evaluation



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The best approach should be influenced by the Board Evaluation objectives.

Adapted from Source: Maximizing the Value of Board Evaluation Governance Publishing, Oct 19, 2022 Webinar

Interviews • Good for exploring the issues in detail • BUT time-consuming • Consider every few years	Questionnaires • Quick and relatively easy to complete • Facilitates quantitative analysis • Needs follow-up Board discussion permit probing or nuance
Observation • Allows Board dynamics to be reviewed • BUT Board Members may behave differently with an observer in the meeting	Quantitative Analysis • Provides objective data which allows Boards to compare themselves to either their commitments, their past performance, or others • BUT does not necessarily focus on root causes

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Aligning Evaluation Objectives with Approaches

• Compliance with Board Committed Practices • Board qualitative input on what is working and not	• Significantly Enhance Nuance Understanding re: Board Performance	• Maximum Impact to Discuss Key Findings and Understanding of Board Effectiveness
SURVEY 	INTERVIEW 	FOCUS GROUP/FULL BOARD DISCUSSION 

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Evaluation Tools



Most Commonly Used	Other Tools
• Board Questionnaires/Surveys • Committee Questionnaires • Meeting Evaluation Forms	• Assigned Meeting Monitor • Board Agenda/Work Plan Tracking • Monitoring Board Compliance/Achievement of Its Policies • Board Governance and Professional Competencies Profile/Matrix • Governance Scorecard/Dashboard (tracking of indicators)

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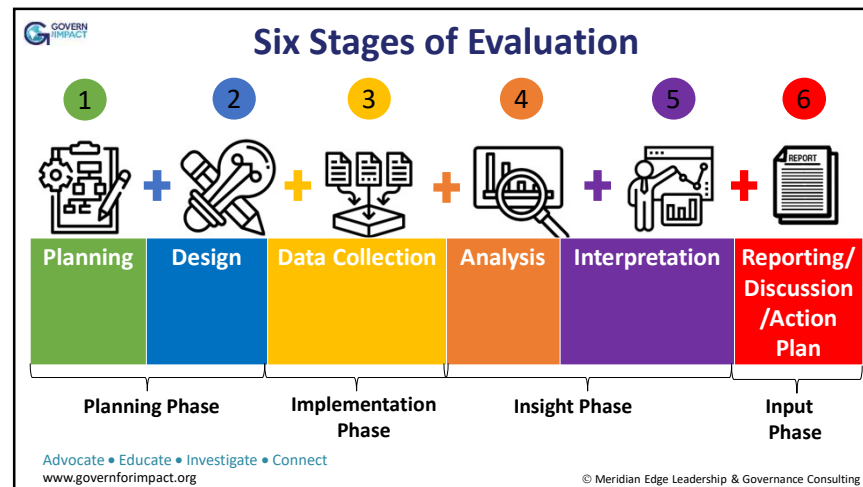
A rough measure of the right thing is better than a perfect measure of the wrong thing.

John Carver



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Stage 1 – Planning

Considerations

- Goals
- Dimensions Included
- Data Collection Process
- Timeline
- External Facilitator (objectively, expertise)




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Good Board member interviews questions:

- Stimulate reflective conversations
- Explore how the future may be different from the past – and the consequences for the Board
- Separate current business problems from underlying governance issues
- Open possibilities for creative ideas (from all parties)
- Build trust, confidence, and enable greater honesty

Source: Maximizing the Value of Board Evaluation
Governance Publishing, Oct 19, 2022 Webinar

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Recommend a Combination of...

Close-Ended Questions (Quantitative)



- Requires the participant to choose an answer from a limited answer options provided with the question. The participant cannot provide answers outside the available options.
- Often dichotomous questions (yes/not or true/false answer options) or multiple-choice questions (checkbox answers).
- Typically used to collect information that can be measured.
- Primarily seeks responses that reveal patterns.

+

Open-Ended Questions (Qualitative)



- Allows the participant to fully explain or express themselves.
- Gives deeper dive and better insights into thoughts, perspectives, and experiences of the Board Member.

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The Power of a Question...

CLOSE-ENDED QUESTION

Our Board has the right composition.

OPEN-ENDED QUESTION

If we were going to add one new Board Member, what background/skill set should that person bring?

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Stage 2 – Design

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Considerations

- Nature of Data
- Sources of Data
- Type of Data Collection
 - Who from Board providing input
 - Other data sources

- Analysis Process
- Milestones/Timing
- Board Discussion/Analysis Plan
- Costs



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Reporting/Discussion/Analysis/Action Plan

What to Do With the Feedback?

4



Analyze It

- Analyze the key themes from the evaluation to determine strengths and areas for potential improvement

Talk About It

- Schedule some real time for the Board to discuss the results of the evaluation
- Develop strategies to effectively address the key areas for improvement

Create an Action Plan

- Develop a “roadmap” for the Board to use over the next 12 months to address the strategies/action plans that the Board identified for its action
- Recheck progress

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Adapted from Source: Maximizing the Value of Board Evaluation
Governance Publishing, Oct 19, 2022 Webinar

Some Observations on Actions Plans

- A review without an Action Plan is a wasted opportunity
- Action Plans need to be treated like any project plan

Making Action Plans valuable

- Allocate time to discuss the Action Plan
- Ensure that Board members are clear about their role in the Action Plan
- Action Plans need to be:
 - SMART
 - Reviewed (and adapted?)
 - Owned and resourced
- Build on action plans/Board goals in subsequent reviews
 - Incorporate them into other Board development/CPD initiatives Board goals

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Priorities



- ①
- ②
- ③

SECTION VI: BOARD PROCESS ORGANIZATION, DECISION-MAKING, AND SERVICE (continued)

	2021	2020	2019	2018
VL3 I leave most Board meetings feeling my time has been used productively.	6	7	10	8
	9	8	4	7
	2		1	

AREAS OF BOARD PERFORMANCE THAT SHOWED SIGNIFICANT IMPROVEMENT OVER PRIOR YEAR

Section VII: Board Processes, Organization, Decision-Making and Service

- Board members indicated progress this year in asking effective, constructive questions in an appreciative manner related to information it receives which resulted in productive discussion and decision-making.
- Board members are in agreement that it is rare that a major policy decision which ought to have been brought to the Board for thoughtful consideration and approval instead is brought forward by the CEO as a "done deal" that the Board is expected to "rubber stamp".

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Board Effectiveness Evaluation Comments / Takeaways Discussion



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Using a Governance Scorecard for Ongoing Data Collection and Board Awareness (does not replace Board Evaluation)

- Provides the Board ongoing objective feedback regarding their achievement of governance best practices and their own governance process commitments.
- Provides the Board a framework for demonstrating their processes and effectiveness to broader audiences in order to ensure governing transparency.

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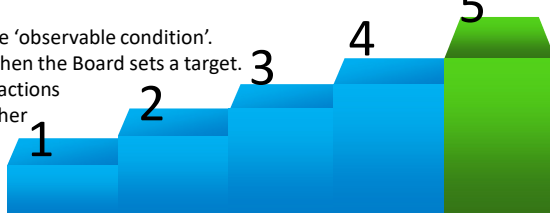
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Designing a Governance Scorecard

Key Steps Before You Choose Your Measures

1. Determine the results, behaviour, process that are key to Board success.
2. Select an 'observable condition' that strongly demonstrates achievement of the above.
3. Select a way to measure the 'observable condition'.
4. Determine a baseline and then the Board sets a target.
5. Measure and look for interactions and trends to examine further or address.



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Possible Governance Scorecard Dimensions

Critical Outcomes	CEO Executive Performance	Governance Process	Board/CEO Relationship
- Board has provided current/relevant strategic direction (purpose, outcomes). - Board evaluates Strategic Directions (CEO planned and actual outcomes/deliverables). - Board ensures long term targets/milestones in place by CEO.	- Decision support information required by the Board. - Achievement of purpose within ethics, prudence, and equity boundaries	- Governance of risk reviewed periodically. - Careholder communication/engagement/input. - Achieving the many governance processes the Board committed to (Board training, Board ethics, Board strategic agenda, Board policy development, showing up).	- All Board Members contribute to performance evaluation of and feedback to CEO. - Relationship is solid and negative occurrences in relationship do not happen

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Governance Scorecard Example Indicators

TOPIC	BOARD COMMITMENT	MEASURE/INDICATOR	TARGET
PUBLIC INTEREST	Board will spend significant time on subjects to advance the public interest.	• Key topics covered by board with director impact/connection to the public interest are listed	Substantive list of topics covered
		• % of board time spent on public interest	50%
	Board will evaluate whether the public interest was discussed for each relevant topic.	• % relevant topics where public interest perspective was discussed and results recorded in minutes	100%

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Governance Scorecard Example Indicators

TOPIC	BOARD COMMITMENT	MEASURE/INDICATOR	TARGET
POLICY DIRECTION CURRENCY	The Board will provide key direction to the organization in four broad areas (outcomes, risk, Board process, Board-CEO relationship) and keep these directions current and relevant.	• % of board policies scheduled for review in quarter that are reviewed and refreshed by board	90% (as some take longer or need to be deferred)

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Governance Scorecard Example Indicators			
TOPIC	BOARD COMMITMENT	MEASURE/INDICATOR	TARGET
BOARD ORIENTATION AND CONTINUING EDUCATION	Board Members will regularly engage in relevant knowledge seeking and learning.	• % board members who completed the Annual Comprehensive Board Orientation	100%
		• New board members	80%
	Board education results on Board knowledge.	• % board members who completed the orientation and who can answer key governance and organizational questions	60%
		• New board members	90%
		• Continuing board members	
		• % of board hours per quarter dedicated to board continuous learning sessions/board development sessions	5-6 hrs

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Governance Scorecard Example Indicators			
TOPIC	BOARD COMMITMENT	MEASURE/INDICATOR	TARGET
BOARD AND COMMITTEE PARTICIPATION/ENGAGEMENT	The Board will attend required meetings and actively engage in its responsibilities.	• % Committees meeting days attended by committee members	95%
		• % Committee Members present	90%
		• % meetings with quorum	100%

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Outcomes of a Good Board Evaluation	
• Measures progress • Identifies areas needing improvement • Establishes goals for the future • Reminds Board Members of their responsibilities • Builds trust and facilitates communication • Enhances Board meetings • Assists with more intentional Board recruitment	

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An active, engaged, and self-reflective Board is an essential part of shaping and executing successful governance. Self-reflection of Board purpose, process, structure, culture, and impact starts with the Board.	
	

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In conclusion, exceptional Boards:

- Are results-oriented (Purpose/Ends Focused)
- Measure their own overall efficiency, effectiveness, Board outcomes
- Keep discovering ways to increase their value
- Stay focused and on track with the Board's goals/strategic agenda/work plan

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Key Takeaways/Discussions

AND

Q&A

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Facilitator/Consultant**

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Upcoming GOVERN Events

See all GOVERN's events online at:
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January 31, 2023 Town Hall from 11:00-1:00 pm EST

- EDIJ Practical Governance Steps that Boards of Directors Can Engage in to Make an Appropriate Difference – Part B

March 3 (10:00-4:00 pm) & March 4, 2023 (10:00-1:30 pm) EST

- Face-to-Face Advanced Practice Forum

June 15-17, 2023 Annual Conference

- Thursday (15th) – Preconference Sessions
- Friday (16th) and Saturday (17th) – Main Conference Sessions



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