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| 1. Courageous, Adaptive Leadership | | | | | | |
| 1. As ministry board directors we embrace the responsibility to deliver meaningful, measurable, and financially sustainable results |  |  |  |  |  |  |
| 1. We anticipate potential problems and act before issues become urgent |  |  |  |  |  |  |
| 1. Board has a strong understanding of the ministry context and operational requirements |  |  |  |  |  |  |
| 1. We are strong, proactive, and assertive governors and good stewards of ministry resources |  |  |  |  |  |  |
| 1. We recruit, develop, engage, and retain the talent on the board necessary to deliver excellent results |  |  |  |  |  |  |
| 1. We marshal our external partners and resources to meet the ministry mission and achieve the strategic priorities |  |  |  |  |  |  |
| 1. We passionately push the organization to get continuously improve at meeting its mission and to reduce costs |  |  |  |  |  |  |
| 1. We seek and act on feedback on own performance and that of their organization |  |  |  |  |  |  |
| 1. We discern what the organization should stop doing, with an eye to redirecting scarce resources to the highest opportunity areas |  |  |  |  |  |  |
| 1. The executives and board directors have clearly defined our respective roles |  |  |  |  |  |  |
| 1. Board directors come to meetings prepared to discuss the agenda and make meaningful contributions |  |  |  |  |  |  |
| 1. Board seeks diverse directors representing a wide range of perspectives (e.g. age, gender, racial, ethnic, international, socio-economic, age diversity) |  |  |  |  |  |  |
| 1. Board is innovative, creative, reflective, and visionary |  |  |  |  |  |  |
| 1. Board assess its own performance and the performance of individual directors |  |  |  |  |  |  |
| *Performance Area Score* |  |  |  |  |  |  |

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| **2. Strategic Focus** | | | | | | |
| **Performance Area/ Assessment Item** | score | **0** | **1** | **2** | **3** | **4** |
| 1. We cultivate and concentrate on those processes that sharpen institutional priorities |  |  |  |  |  |  |
| 1. We direct our attention to priorities or decision of strategic or symbolic magnitude to the organization |  |  |  |  |  |  |
| 1. KPIs and budgeting processes align with the ministry strategic priorities |  |  |  |  |  |  |
| 1. Board directors make evidence-based decisions |  |  |  |  |  |  |
| 1. We have a governance information system in place |  |  |  |  |  |  |
| 1. Information, insight and/or inquiry stimulates our examination of issues. |  |  |  |  |  |  |
| 1. Content brought by staff or consultants to meetings is objective and fact based and targeted to the mission achievement |  |  |  |  |  |  |
| 1. The board periodically reviews and reflects on the ministry performance drivers, mission, strategic priorities, and goals |  |  |  |  |  |  |
| ***Performance Area Score*** |  |  |  |  |  |  |

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| **3. Beneficiaries and stakeholders** |  |  |  |  |  |  |
| **Performance Area/ Assessment Item** | **score** | **0** | **1** | **2** | **3** | **4** |
| 1. Board understands the larger ecosystem in which they operate |  |  |  |  |  |  |
| 1. Board is clear on the target beneficiaries and stakeholders they serve |  |  |  |  |  |  |
| 1. Board has sufficient interaction with intended beneficiaries and participants |  |  |  |  |  |  |
| 1. Board is clear on outcomes and impact of programs and strategies |  |  |  |  |  |  |
| 1. Executive scorecard includes outcomes and impact measures that board establishes are relevant |  |  |  |  |  |  |
| 1. Board initiates frequent interactions with beneficiaries (e.g. attendance at organization programs and activities) |  |  |  |  |  |  |
| 1. Board schedule/ calendar provides sufficient opportunities for stakeholder engagement |  |  |  |  |  |  |
| 1. Board consults and communicates directly with key constituencies while respecting integrity of governance process |  |  |  |  |  |  |
| ***Performance Area Score*** |  |  |  |  |  |  |

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| **4. Internal Relationships** |  |  |  |  |  |  |
| **Performance Area/ Assessment Item** | **score** | **0** | **1** | **2** | **3** | **4** |
| 1. Board culture is healthy, respectful, inquisitive, collaborative, and sets high ethical standards |  |  |  |  |  |  |
| 1. The board and Executive have a sense of mutual accountability to each other and key stakeholders |  |  |  |  |  |  |
| 1. We pursue thoughtful, clear, informative, and timely internal and external communications |  |  |  |  |  |  |
| 1. The board has the ability to recruit, develop, engage, and retain the talent necessary (Executive and board) |  |  |  |  |  |  |
| * 1. For Executive |  |  |  |  |  |  |
| * 1. For Board |  |  |  |  |  |  |
| 1. Board establishes accountability systems that provide clarity on standards for success |  |  |  |  |  |  |
| * 1. For Executive |  |  |  |  |  |  |
| * 1. For Board |  |  |  |  |  |  |
| 1. It is clear which person or committee is accountable for CEO relationship |  |  |  |  |  |  |
| * 1. For Executive |  |  |  |  |  |  |
| * 1. For Board |  |  |  |  |  |  |
| 1. Numerous opportunities for training |  |  |  |  |  |  |
| * 1. For Executive |  |  |  |  |  |  |
| * 1. For Board |  |  |  |  |  |  |
| 1. The board creates a sense of inclusiveness |  |  |  |  |  |  |
| 1. The board sets goals for itself |  |  |  |  |  |  |
| 1. Absence of personal agendas on board |  |  |  |  |  |  |
| 1. Board grooms directors and potential directors for leadership positions on board |  |  |  |  |  |  |
| ***Performance Area Score*** |  |  |  |  |  |  |

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| **5. Learning and Growth** |  |  |  |  |  |  |
| **Performance Area/ Assessment Item** | **score** | **0** | **1** | **2** | **3** | **4** |
| 1. Board understands the organization’s mission and desired results and review them periodically |  |  |  |  |  |  |
| 1. Continually seeks to do even better for the people or causes they serve |  |  |  |  |  |  |
| 1. Board has high expectations of themselves |  |  |  |  |  |  |
| 1. Takes on the challenge of collecting and using information |  |  |  |  |  |  |
| 1. Requires organization to benchmark themselves against and learn from peer organizations |  |  |  |  |  |  |
| 1. Members are curious, ask questions, and push each other’s thinking |  |  |  |  |  |  |
| 1. Members feel safe acknowledging when there are problems |  |  |  |  |  |  |
| 1. Board carves out some time to step back, take stock, and reflect |  |  |  |  |  |  |
| 1. Board engages in self-reflection and seeks feedback on performance |  |  |  |  |  |  |
| 1. Numerous opportunities exist for director training |  |  |  |  |  |  |
| 1. Board learns by its mistakes |  |  |  |  |  |  |
| 1. Board is proactive in indicating what measures they will monitor for delivery of mission |  |  |  |  |  |  |
| ***Performance Area Score*** |  |  |  |  |  |  |

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| **6. Financial Health** |  |  |  |  |  |  |
| **Performance Area/ Assessment Item** | **score** | **0** | **1** | **2** | **3** | **4** |
| 1. Board feels organization is in charge of their organization’s financial destiny |  |  |  |  |  |  |
| 1. Board ensures strong systems for financial stewardship and accountability exist |  |  |  |  |  |  |
| 1. Budget is aligned with the strategic objectives of the ministry |  |  |  |  |  |  |
| 1. Budget processes are oriented toward achieving results |  |  |  |  |  |  |
| 1. Budget process directs resources where they need to go to drive the intended results |  |  |  |  |  |  |
| 1. Members nurture the external financing (fund development) relationships in harmony with Executive and staff |  |  |  |  |  |  |
| 1. Margins allow the organization to build their balance sheet |  |  |  |  |  |  |
| 1. Understanding of organization’s cost structure enables strategic discussions |  |  |  |  |  |  |
| 1. Financial models make clear and transparent the organization’s financial condition |  |  |  |  |  |  |
| 1. Discipline of compliance with all regulatory requirements |  |  |  |  |  |  |
| 1. Board has policy on financial transparency |  |  |  |  |  |  |
| ***Performance Area Score*** |  |  |  |  |  |  |
| **TOTAL BSC SCORE** |  |  |  |  |  |  |