

# ***Holland, Blackmon & Associates, Inc.***

## **BOARD SELF-ASSESSMENT QUESTIONNAIRE**

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Name of Organization

**Thank you for participating in this study of non-profit organization boards. The following statements describe a variety of possible actions by boards. Some of the statements may represent your own experiences as a member of your board, while others may not. For each of the items, there are four possible choices. Please mark with a check the choice which most accurately describes your experience as a member of this board. There are no "right" or "wrong" answers; your personal views are what is important. In order to ensure the anonymity of all responses, please do not put your name anywhere on the form. After you have completed all the items, please fold the form, insert it into the envelope provided, and drop it in the mail. Thank you.**

	Strongly Agree	Agree	Disagree	Strongly Disagree
1. This board takes regular steps to keep informed about important trends in the larger environment that might affect the organization.				
2. I have participated in board discussions about what we should do differently as a result of a mistake the board made.				
3. I have had conversations with other members of this board regarding common interests we share outside this organization.				
4. I have been in board meetings where it seemed that the subtleties of the issues we dealt with escaped the awareness of a number of the members.				
5. Our board explicitly examines the "downside" or possible pitfalls of any important decision it is about to make.				
6. Orientation programs for new board members specifically include a segment about the organization's history and traditions.				
7. This board is more involved in trying to put out fires than in preparing for the future.				
8. The board sets clear organizational priorities for the year ahead.				
9. This board communicates its decisions to all those who are affected by them.				
10. At least once every two years, our board has a retreat or special session to examine our performance, how well we are doing as a board.				
11. Many of the issues that this board deals with seem to be separate tasks, unrelated to one another.				
12. In discussing key issues, it is not unusual for someone on the board to talk about what this organization stands for and how that is related to the matter at hand.				

	Strongly Agree	Agree	Disagree	Strongly Disagree
13. Values are seldom discussed explicitly at our board meetings.				
14. If our board thinks that an important group or constituency is likely to disagree with an action we are considering, we will make sure we learn how they feel before we actually make the decision.				
15. Differences of opinion in board decisions are more often settled by vote than by more discussion.				
16. This board delays action until an issue becomes urgent or critical.				
17. This board periodically sets aside time to learn more about important issues facing organizations like the one we govern.				
18. I can recall an occasion when the board acknowledged its responsibility for an ill-advised decision.				
19. This board has formed ad hoc committees or task forces that include staff as well as board members.				
20. This board is as attentive to how it reaches conclusions as it is to what is decided.				
21. Most people on this board tend to rely on observation and informal discussions to learn about their role and responsibilities.				
22. I find it easy to identify the key issues that this board faces.				
23. When faced with an important issue, the board often "brainstorms" and tries to generate a whole list of creative approaches or solutions to the problem.				
24. When a new member joins this board, we make sure that someone serves as a mentor to help this person learn the ropes.				
25. I have been in board meetings where explicit attention was given to the concerns of the community.				
26. I have participated in board discussions about the effectiveness of our performance.				
27. At our board meetings, there is at least as much dialogue among members as there is between members and administrators.				
28. When issues come before our board, they are seldom framed in a way that enables members to see the connections between the matter at hand and the organization's overall strategy.				
29. I have participated in discussions with new members about the roles and responsibilities of a board member.				
30. This board has made a key decision that I believe to be inconsistent with the mission of this organization.				
31. The leadership of this board typically goes out of its way to make sure that all members have the same information on important issues.				
32. This board has adopted some explicit goals for itself, distinct from goals it has for the total organization.				
33. The board periodically requests information on the morale of the professional staff.				
34. I have participated in board discussions about what we can learn from a mistake we have made.				

	Strongly Agree	Agree	Disagree	Strongly Disagree
35. Our board meetings tend to focus more on current concerns than on preparing for the future.				
36. At least once a year, this board asks that the executive director articulate his/her vision for the organization's future and strategies to realize that vision.				
37. I have been present in board meetings where discussions of the history and mission of the organization were key factors in reaching a conclusion on a problem.				
38. I have never received feedback on my performance as a member of this board.				
39. It is apparent from the comments of some of our board members that they do not understand the mission of the organization very well.				
40. This board has on occasion evaded responsibility for some important issue facing the organization.				
41. Before reaching a decision on important issues, this board usually requests input from persons likely to be affected by the decision.				
42. There have been occasions where the board itself has acted in ways inconsistent with the organization's deepest values.				
43. This board relies on the natural emergence of leaders, rather than trying explicitly to cultivate future leaders for the board.				
44. This board often discusses where the organization should be headed five or more years into the future.				
45. New members are provided with a detailed explanation of this organization's mission when they join this board.				
46. This board does not allocate organizational funds for the purpose of board education and development.				
47. Recommendations from the administration are usually accepted with little questioning in board meetings.				
48. At times this board has appeared unaware of the impact its decisions will have within our service community.				
49. Within the past year, this board has reviewed the organization's strategies for attaining its long-term goals.				
50. This board reviews the organization's mission at least once every five years.				
51. This board has conducted an explicit examination of its roles and responsibilities.				
52. I am able to speak my mind on key issues without fear that I will be ostracized by some members of this board.				
53. This board tries to avoid issues that are ambiguous and complicated.				
54. The administration rarely reports to the board on the concerns of those the organization serves.				
55. I have been in board meetings where the discussion focused on identifying or overcoming the organization's weaknesses.				

	Strongly Agree	Agree	Disagree	Strongly Disagree
56. One of the reasons I joined this board was that I believe strongly in the values of this organization				
57. This board does not recognize special events in the lives of its members.				
58. The board discusses events and trends in the larger environment that may present specific opportunities for this organization.				
59. Former members of this board have participated in special events designed to convey to new members the organization's history and values.				
60. This board provides biographical information that helps members get to know one another better.				
61. This board seeks information and advice from leaders of other similar organizations.				
62. This board makes explicit use of the long range priorities of this organization in dealing with current issues.				
63. This board understands the norms of the professions working in this organization.				
64. Members of this board seldom attend social events sponsored by this organization.				
65. More than half of this board's time is spent in discussions of issues of importance to the organization's long-range future.				