



Who does what? *Board, Staff or Both*

- _____ Develop annual plans
- _____ Develop fiscal policies and procedures
- _____ Ensure appropriate internal controls
- _____ Produce and distribute financial reports
- _____ Review quarterly reports for compliance with investment guidelines
- _____ Manage any outsourcing of services
- _____ Develop personnel policies and procedures
- _____ Hire staff
- _____ Fire staff
- _____ Conduct periodic salary and benefit analysis
- _____ Manage training and professional development
- _____ Ensure effective communications
- _____ Set annual employee objectives
- _____ Recognize employee contributions and accomplishments
- _____ Set the agenda for meetings
- _____ Develop supplemental materials for meetings
- _____ Provide inspiration and opportunities for engagement
- _____ Recognize contributions and accomplishments of board members
- _____ Identify skills needed and potential board members
- _____ Prepare board manual
- _____ Conduct assessment of board members
- _____ Monitor individual member participation and engagement
- _____ Build strong community presence
- _____ Liaison to community
- _____ Public Speaking
- _____ Study and research industry trends
- _____ Develop and maintain relationships with governmental agencies
- _____ Purchase office furniture

- _____ Solicit bids for goods and services
- _____ Review and modify liability insurance as needed
- _____ Approve transportation expenditures, mileage reimbursement, schedules
- _____ Develop and update personnel policies and procedures
- _____ Job descriptions
- _____ Wage and salary analysis and plan
- _____ Plan for professional development for all staff
- _____ Monitor the budget – income and expense
- _____ Prepare financial reports
- _____ Take minutes at meetings
- _____ Distribute meeting minutes
- _____ Arrange for audit bids
- _____ Ensure compliance with all contracts
- _____ Oversee risk management
- _____ Facility and space planning
- _____ Landlord negotiation
- _____ Develop the comprehensive fundraising plan
- _____ Develop and maintain relationships with grant sources
- _____ Research potential grants
- _____ Manage events
- _____ Ensure every board member makes an annual personal contribution
- _____ Ensure every board member is involved in fundraising
- _____ Develop the comprehensive marketing plan
- _____ Develop marketing materials
- _____ Develop public relations materials
- _____ Develop and maintain relationships with the media
- _____ Communicate with community stakeholders
- _____ Speak on behalf of organization
- _____ Attend community events and functions
- _____ Evaluations and measurements of public awareness
- _____ Produce and distribute the annual report
- _____ Program planning
- _____ Set program goals and objectives
- _____ Measurements, evaluation and outcomes of programs
- _____ Manage contracts

Board of Directors - Annual Self Evaluation

The purpose of this form is to increase each Director's awareness of his or her own level of performance. Your evaluation is personal and need not be shared with anyone else. If you want to discuss your self evaluation with the board president or executive director, the option is available.

Rate your performance on a scale of 1 to 5:
1 means very satisfactory and 5 is not satisfactory.

	Always	Never	1	2	3	4	5
I. COMMITMENT							
A. I review the board information prior to each meeting.	1	2	3	4	5	1	2
B. Attendance at board meetings is a high priority for me.	1	2	3	4	5	1	2
C. I do my best to avoid interruptions from other business or personal matters during board meetings.	1	2	3	4	5	1	2
II. UNDERSTANDING MY ROLE							
A. Once a decision has been reached, I support the board.	1	2	3	4	5	1	2
B. I respect confidential information	1	2	3	4	5	1	2
C. I am willing to express my own views at board meetings.	1	2	3	4	5	1	2
D. I show respect for opinions expressed by others.	1	2	3	4	5	1	2
E. I listen thoughtfully to board discussions and presentations and avoid distracting side-bar conversations.	1	2	3	4	5	1	2
III. DECISION-MAKING							
A. I seek necessary information prior to decision making.	1	2	3	4	5	1	2
B. I am willing to make appropriate risk-taking decisions.	1	2	3	4	5	1	2
C. My individual viewpoint is given due consideration.	1	2	3	4	5	1	2
D. I can state my viewpoints clearly and concisely.	1	2	3	4	5	1	2
E. My decisions are based on the best interest of organization.	1	2	3	4	5	1	2
IV. PERSONAL CHARACTERISTICS							
A. I follow through on commitments that I make.	1	2	3	4	5	1	2
B. I am tactful in my board relationships.	1	2	3	4	5	1	2
C. I am sensitive to the feelings of other board members.	1	2	3	4	5	1	2
D. My participation as a Director is important to me.	1	2	3	4	5	1	2

V. GOALS

My goals for improving my own performance as a member of the Board over the next 12 months are as follows:

Thank you for taking the time to think about your service as a member of the Board of Directors.

Date: _____ Name (optional): _____

Your Role as a Chamber Director

The **Chamber Board** determines policies and sets goals aimed at improving the socio-economic well-being of the community and strengthening of the organization.

As the policy-forming branch of the chamber, the Board:

- authorizes the organization's program of work;
- approves the organization's budget;
- hears and acts on committee recommendations;
- directs the organization's general operations (Executive Committee);
- determines the course of action and sets the long term agenda for the organization.

As an **individual member** of the Board, you are responsible for considering the needs of the entire community. You must work with other directors in developing a program of work that gives the community the greatest opportunity for growth and prosperity (no personal agendas).

You should not only recognize the democratic character of the organization but also believe strongly in voluntary, cooperative effort in solving community problems (be united when you walk out of the board room!).

Encourage participation of members (attendance and committees).

Understand that the staff reports to the President (support the President).

Understand the organization and fiduciary responsibility.

Attend (events and meetings).

Defend!