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Board Assessment

CONFIDENTIAL

Thinking of your experiences during the past year, rate each of the following statements on a scale of 1 to 5, **1 being disagree strongly/never and 5 agree strongly/always**. Circle the appropriate number. If you can't decide or if you have no opinion or experience, circle N.

I. Mission, Vision, and Strategic Planning

1. The board has been actively involved in articulating a mission statement that serves as a guide for board, staff, and volunteer activities.	N	1	2	3	4	5
2. Board members know and support the museum's mission.	N	1	2	3	4	5
3. The museum's mission and values are discussed regularly at board meetings and serve as a touchstone for board decisions.	N	1	2	3	4	5
4. The board reviews the mission statement every 3 to 5 years to ensure that it accurately reflects the museum's current and future goals.	N	1	2	3	4	5
5. The board understands the interests and concerns of the museum's members, its visitors, and the communities it serves.	N	1	2	3	4	5
6. The board has a vision of how the museum must develop in order to respond to changes in the community.	N	1	2	3	4	5
7. The board keeps abreast of significant trends in the larger environment and makes decisions with an eye to the future.	N	1	2	3	4	5
8. Immediate issues do not distract the board from focusing on its vision for the future of the museum.	N	1	2	3	4	5
9. The board seeks objective, external opinions regarding issues when needed.	N	1	2	3	4	5
10. The board has worked with the director and staff to develop a strategic plan that outlines specific goals and measurable objectives for the next 3 to 5 years.	N	1	2	3	4	5
11. The board has established a mechanism for regularly monitoring progress on the strategic plan, reviewing and revising the plan as needed.	N	1	2	3	4	5
12. The board and the director work together to establish institutional priorities that support the mission and advance the strategic plan.	N	1	2	3	4	5
13. The board ensures that plans for museum exhibitions, programs, and services are consistent with the values articulated in the mission statement and the priorities outlined in the strategic plan.	N	1	2	3	4	5
14. The board ensures that plans for the museum's building, grounds, and outreach facilities maximize the potential of each and support the mission statement and strategic plan.	N	1	2	3	4	5
15. The board has established contingency plans to implement in the event of emergencies affecting the physical plant, collections, staff, or financial health of the museum.	N	1	2	3	4	5

II. Board Membership and Development

16. The composition of the board reflects the mission and values of the museum.	N	1	2	3	4	5
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17. The size of the board is appropriate for the work that must be done to meet the museum's needs.	N	1	2	3	4	5
18. The board reflects the diversity of the communities the museum aims to serve in terms of characteristics such as age, interests, points of view, and ethnic background.	N	1	2	3	4	5
19. The board has a balanced mix of personality styles that contribute to positive group dynamics.	N	1	2	3	4	5
20. The structure of committees and task forces reflects the board's strategic priorities.	N	1	2	3	4	5
21. Board committees involve staff and community representatives as needed to incorporate broad perspectives.	N	1	2	3	4	5
22. Board term limits maximize the potential of each board member and encourage turnover to introduce new perspectives and capabilities to the board.	N	1	2	3	4	5
23. The recruitment and nomination process identifies and attracts new members with the perspectives and experience needed on the board.	N	1	2	3	4	5
24. The procedure for election of board officers identifies individuals with the experience, perspectives, and leadership skills needed to guide the board.	N	1	2	3	4	5
25. An orientation process introduces new board members to the history and traditions of the museum as well as plans for its future.	N	1	2	3	4	5
26. Continuing education of existing board members is an on going priority for the board.	N	1	2	3	4	5
27. The board allocates resources for board development opportunities, such as, special speakers, retreats, visits with other boards, and attendance at board conferences.	N	1	2	3	4	5
28. A board manual including all the information trustees need to function effectively is distributed to all trustees and updated regularly.	N	1	2	3	4	5
29. The board identifies and cultivates new leadership with an eye toward the future, providing opportunities to develop leadership skills.	N	1	2	3	4	5
30. The board creates formal and informal opportunities for members get to know one another.	N	1	2	3	4	5
31. Board alumni continue to participate actively by serving on committees, attending special events, and making financial contributions.	N	1	2	3	4	5
III. Board Operations						
32. The frequency of board meetings is appropriate for accomplishing the work that needs to be done.	N	1	2	3	4	5
33. Board meetings generally begin and end promptly.	N	1	2	3	4	5
34. Board meetings are well attended.	N	1	2	3	4	5
35. Most trustees are well prepared for meetings and participate actively in board discussions.	N	1	2	3	4	5

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36. Board discussions focus primarily on issues of policy and strategy rather than administration and management.	N	1	2	3	4	5
37. Board packets containing agenda and information trustees need to make well-informed decisions are sent at least one week in advance of board meetings.	N	1	2	3	4	5
38. Board reports are clear and concise, telling trustees what they need to know to make well-informed decisions.	N	1	2	3	4	5
39. Board meeting agendas are generally adhered to.	N	1	2	3	4	5
40. The amount of time spent discussing issues is in keeping with board and institutional priorities.	N	1	2	3	4	5
41. There is an appropriate balance of time between staff presentations and board discussion.	N	1	2	3	4	5
42. There is sufficient opportunity to meet without staff present to enable the board to address issues with candor and openness.	N	1	2	3	4	5
43. There is enough rapport and respect on the board to raise difficult questions and explore various options for resolution.	N	1	2	3	4	5
44. Individual board members work together effectively as a team.	N	1	2	3	4	5
45. The board has a formal means of monitoring its own accomplishments and progress on a regular basis.	N	1	2	3	4	5
46. The board focuses on its decision-making process as well as its decisions, discussing how the process might be improved.	N	1	2	3	4	5
47. The Executive Committee acts on behalf of the board to improve efficiency without sacrificing the active participation of all board members.	N	1	2	3	4	5
48. The board chair encourages collective leadership, acting as a facilitator rather than an authority figure.	N	1	2	3	4	5
IV. Board-Director Partnership						
49. The board has established effective policies and procedures for the selection of the director.	N	1	2	3	4	5
50. A search committee gathers input from the board, staff, and key stakeholders to identify the skills, experience, and personal qualities needed in a director.	N	1	2	3	4	5
51. The board has defined the roles and responsibilities of the director in a written job description.	N	1	2	3	4	5
52. The board has developed an executive compensation package.	N	1	2	3	4	5
53. The board has carefully reviewed the director's employment agreement, updating it as needed.	N	1	2	3	4	5
54. The board, or a board committee, conducts an annual assessment of the director and monitors progress from year to year.	N	1	2	3	4	5
55. The board has given the director the authority and support needed to manage and lead the museum effectively.	N	1	2	3	4	5

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56. The board has a professional relationship with the director built on mutual respect and support.	N	1	2	3	4	5
57. The board chair and the director operate as partners, each complementing the strengths of the other.	N	1	2	3	4	5
58. The board and director have developed effective methods for working together, including information sharing, issues clarification, and problem solving.	N	1	2	3	4	5

V. Board-Staff Relationship

59. Board members understand the distinct and complementary roles of board and staff.	N	1	2	3	4	5
60. Board and staff work together effectively without arbitrary distinctions between governance and administration.	N	1	2	3	4	5
61. The board focuses its attention on policy issues, allowing staff to determine the most effective ways of implementing policy.	N	1	2	3	4	5
62. The board demonstrates respect for staff expertise and professionalism, carefully considering their advice on such issues as finance, development, collections, and education.	N	1	2	3	4	5
63. The board understands the roles that volunteers play and recognizes their contributions to the museum.	N	1	2	3	4	5
64. The board, or a board committee, has established personnel policies, including compensation and benefits packages.	N	1	2	3	4	5
65. The board has established policies for handling staff grievances but does not intervene in the resolution of these issues.	N	1	2	3	4	5

VI. Board Oversight

66. The board has created statements of purpose and bylaws as required by law and refers to them regularly, updating as needed.	N	1	2	3	4	5
67. The board has crafted a code of ethics tailored to the museum that governs individual and institutional activities of trustees, staff, and volunteers.	N	1	2	3	4	5
68. Board members steadfastly adhere to the code of ethics, protecting confidential information, avoiding conflicts of interest, and providing for annual disclosure.	N	1	2	3	4	5
69. The board maintains all necessary official records, including organizing documents, minutes of meetings, and tax documents.	N	1	2	3	4	5
70. The board or its officers keep abreast of legal, legislative, and regulatory requirements and ensure the museum's compliance.	N	1	2	3	4	5
71. The board has established a process that allows trustees to monitor operations and finances effectively without interfering with staff responsibilities or accountability.	N	1	2	3	4	5
72. The board has established criteria for measuring the effectiveness of programs and services in light of the mission and strategic plan.	N	1	2	3	4	5

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VII. Financial Stewardship and Fund Raising

73. The board ensures that the current and projected financial resources will enable the museum to fulfill its mission and carry out its strategic plan.	N	1	2	3	4	5
74. The board oversees the museum's fiscal resources, approving and reviewing the annual operating budget.	N	1	2	3	4	5
75. The board receives regular financial reports that are complete, accurate, timely, and understandable.	N	1	2	3	4	5
76. The board, or a board committee, establishes policy on fiscal controls and auditing processes.	N	1	2	3	4	5
77. The board regularly obtains an outside audit that is complete and intelligible from a reputable outside source.	N	1	2	3	4	5
78. The board, or a board committee, sets policy on the management of the museum's financial resources including endowment funds and investments.	N	1	2	3	4	5
79. The board, or a board committee, identifies fund-raising strategies and monitors their effectiveness.	N	1	2	3	4	5
80. The board participates actively in fund-raising events and activities, leading by example.	N	1	2	3	4	5
81. The board and its committees work in concert with the director and development staff to identify and target resources and coordinate a continuous fund-raising program.	N	1	2	3	4	5
82. The board has developed a clear policy on individual trustees' responsibilities to make personal contributions and to encourage other individuals and organizations to contribute to the museum.	N	1	2	3	4	5

VIII. Collections Stewardship

83. The board views the collection as an important means of advancing the museum's mission and serving the public.	N	1	2	3	4	5
84. The board, or a board committee, has clearly defined the range, scope, and quality of the collection.	N	1	2	3	4	5
85. The board, or a board committee, has approved a collections management policy that provides guidelines for accessioning, deaccessioning, and lending of objects.	N	1	2	3	4	5
86. The board, or a board committee, ensures that the museum meets professional standards for the storage, documentation, and conservation of objects.	N	1	2	3	4	5
87. The board has established appropriate policies and procedures to ensure that the physical plant meets all standards necessary to safeguard the permanent collection and temporary exhibitions.	N	1	2	3	4	5
88. Assuming responsibility for the intellectual control of the collection as well as its physical care, the board supports uses of the collection that are in keeping with the museum's mission.	N	1	2	3	4	5

IX. Facilities Management

Thinking of your experiences during the past year, rate each of the following statements on a scale of 1 to 5, **1 being disagree strongly/never and 5 agree strongly/always**. Circle the appropriate number. If you can't decide or if you have no opinion or experience, circle N.

89. The board provides oversight for the operations and management of the building and grounds, ensuring a safe and secure environment for staff, visitors, and the collection.	N	1	2	3	4	5
90. The board is familiar with all museum facilities, both on-site and outreach, and understands the resources that are required to maintain the physical plant.	N	1	2	3	4	5
91. The board approves all major changes and improvements in the physical plant to ensure that they are consistent with the mission and strategic plan.	N	1	2	3	4	5
92. The board has taken adequate steps to guard against liability of a public facility.	N	1	2	3	4	5

X. External Liaison

93. The board speaks publicly with one voice through its leadership.	N	1	2	3	4	5
94. The board acts as a liaison to key groups and individuals in the community, gathering information on constituent needs and soliciting input from the various communities the museum serves.	N	1	2	3	4	5
95. The board acts as an advocate for the museum, actively promoting its mission and programs to individuals and groups in the community.	N	1	2	3	4	5
96. Initial contacts between board members and business or community leaders are coordinated with the director.	N	1	2	3	4	5
97. Board members attend exhibitions and public programs with an interest in better understanding the perspective of museum visitors.	N	1	2	3	4	5

Open-Ended Questions

98. What have been the board's three greatest achievements during the past year?

- (1) _____
- (2) _____
- (3) _____

99. What have been the board's three greatest challenges during the past year?

- (1) _____
- (2) _____
- (3) _____

100. Given the museum's mission and strategic goals, what do you see as the board's three highest priorities for the coming year?

- (1) _____
- (2) _____
- (3) _____