

Six responses received.

GOVERNANCE	We perform consistently well in this area	This is an area for improvement	Reference	Notes and Ideas for Improvement
Strategic Focus				
1. The board sets the strategic direction for the council; it determines and approves strategic priorities.	3	2	GSWO Policy Manual: 1.0, 3.4 GSUSA annual health dashboard: 5.5	<ul style="list-style-type: none"> • Global Ends • Need elevator speech • Board – “The Ends” • Formalize strategic process • Communicate clearly the strategy and priorities • How it ties back to specific strategy • Clarification around the Carver model of governance
2. The board looks internally to determine if the council has the resources (human, technological, financial, etc.) to support desired outcomes.	3		GSUSA annual health dashboard: 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 5.3, 5.4	<ul style="list-style-type: none"> • Clear communication and discussion on finances and fund development • We discuss internal resourcing when needed • Example – PR in Dayton for Sky’s the Limit event; raise the profile of Girl Scouting • What else is out there? • Marketing dollars following Boy Scout PR/advertising • Marketing inspection – direct • Membership inspection – direct • Generate possibilities

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3. The board looks externally and scans the environment for factors impacting the council. Does the organization have a competitive advantage? What does it do well? What does it need to stop doing?	1	4	<ul style="list-style-type: none"> No guidelines – should there be a policy? 	<ul style="list-style-type: none"> Boy Scouts – reactive and proactive Need to be proactive Board engagement on a local level Proactive external looks How have we done this in the past – comp from BSA – Board financial resources appropriated Change fatigue – GSUSA React opposed to being proactive
4. Board members understand and demonstrate a commitment to philanthropy. They actively identify and cultivate charitable donors or resources. There is a structure and appropriate support for members to fulfill this responsibility.	4		<p>GSWO policy manual: 3.2.4, 3.9, 3.3.8</p> <p>GSUSA annual health dashboard: 5.1, 5.2</p>	<ul style="list-style-type: none"> Give/get policy – great example 100% participation from board Identify prospects among board member’s network (ie. Dayton) Good progress over past few years
5. Board giving is at 100% and 100% of board members meet the “give/get” policy.	3		<p>GSWO policy manual: 3.2.4, 3.9, 3.3.8</p> <p>GSUSA annual health dashboard: 5.1, 5.2</p>	<ul style="list-style-type: none"> See #4
6. Board members actively advocate for Girl Scouts in the community by using their relationships to enhance our work.	1		<p>GSWO policy manual: 3.2.5</p> <p>GSUSA annual health dashboard: 5.2, 5.4</p>	
7. Key board leadership works on board assessment, board evaluation, and the orientation of new members.	2		<p>GSWO policy manual: 3.1.4, 3.1.6</p>	

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Board Culture				
8. Board members work well together.	4		GSWO policy manual: 3.1	<ul style="list-style-type: none"> • Board (wisdom, work, wealth) • Local task force to address issues • Leverage ideas of ambassadors • Memberships • Little too polite, feel free to speak out – Carver model limit this? • Good here... • All get along: is that a good thing?
9. The board benefits from the skills and talents of members.	3	1	GSWO policy manual: 3.1	<ul style="list-style-type: none"> • Geography limiting, miss face-to-face for discussion; committee task work as a solution. • Using board members to lead The Sky's the Limit committee • Need to continue to expand opportunities for board to engage (special events, etc. This will matter as we explore philanthropic efforts; help us expand our reach; increase how we leverage board members in external community • Bill (pension); Cassie & Jenny (Sky's the Limit); Carole (could be used externally more; Cassie (board diversity on talent)
10. The board embraces change as a potential opportunity rather than as a potential threat.	2		GSWO policy manual: 3.1	<ul style="list-style-type: none"> • Regional meetings with board members – task • Capital campaign good experience
11. The work of the board is action oriented and results driven.	2		GSWO policy manual: 3.1	<ul style="list-style-type: none"> • Review and tie back to process • Campaign is good example; use of asset fund
12. The board is flexible and adaptive to change.	2		GSWO policy manual: 3.1	

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13. Board decisions are well informed, timely and driven by knowledge and insight.	1		GSWO policy manual: 3.1, 3.3.7	
14. Board decisions are confidential until it is determined that information should be released or shared. Board members own and support decisions.	1		GSWO policy manual: 3.3.3, 3.3.4, 3.3.6	
15. Board meetings are open to questions, challenges, and a diversity of opinions.	2		GSWO policy manual: 3.3.3, 3.3.4, 3.3.9	
16. Board members believe that they receive fair and equal treatment from the board chair and other board members.	2			
17. Board members feel that their contributions on the board are recognized and appreciated.	2			
18. The board assesses its climate by conducting an annual assessment of itself and its committees.			GSWO policy manual: 3.1.4, 3.1.6	<ul style="list-style-type: none"> Annual survey – online perhaps more in person regularly
Board Meetings				
19. Board meetings are well organized and focused.	4		GSWO policy manual: 3.4	<ul style="list-style-type: none"> 2 minute grace to start meeting
20. Board members attend 100% of board meetings (or occasionally have to miss one meeting).	2		GSUSA annual health dashboard: 5.4	<ul style="list-style-type: none"> Seating chart Recognize/engage call-ins Score card board members' individual expectations Video conferencing at regional service centers (preferred) or video conferencing individually

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21. Board materials arrive or are posted on a board website, along with supporting documentation.	4			
22. Board meetings have written agendas that focus on strategic issues and priorities, not on operational activities.	3		GSWO policy manual: 3.4	
23. The board actively engages in dialogue and avoids rubber stamping decisions. All voices are heard and opinions shared.	2		GSWO policy manual: 3.1, 3.5.1	
24. The board monitors organizational performance via meaningful metrics. Information is accurate, easy to understand, and timely.	1	1	GSUSA annual health dashboard:5.5	<ul style="list-style-type: none"> • “Council” speak need expertise applied to Carver model • If you don’t understand the Ends it’s hard to • Every other year reminder on what it’s about
25. Board meetings begin and end on time.	4		GSWO policy manual: 3.5	
26. Board minutes accurately reflect deliberations and actions taken.	4			
27. The board maintains an annual calendar of meetings. The board has an attendance policy.	4		GSWO policy manual: 3.4 GSUSA annual health dashboard: 5.4	
Culture of Trust				
28. The board actively seeks to strengthen the democratic process to ensure that the membership has the opportunity to influence major decisions.	2		GSWO policy manual: 3.2	

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29. The board develops and provides effective responses and rationales to the membership for major policy decisions.	2			
30. The board values the participatory involvement of older girls in governance.	4			
Board Structure				
31. A description exists of the board and board committee responsibilities.	2		GSWO policy manual: 3.2, 3.6, 3.7	
32. The board assesses its overall effectiveness and considers board size, composition, and committee structure. Adjustments are made to the bylaws.	2	(checked in between)	GSWO policy manual: 3.1.6 GSWO bylaws: Article XVII	<ul style="list-style-type: none"> Task force and ad hoc committees are good, but should be monitored
33. The board sees that the articles of incorporation and bylaws conform to state statute and have been reviewed by legal counsel.	3		GSWO policy manual: 3.2 Bylaws: Article XVII	
34. The board reviews policies periodically.	1	(checked in between)	GSWO policy manual: 3.2	
Duty of Loyalty				
35. Board members and non-board committee members display the highest standards of ethical conduct. A conflict of interest statement is signed by each member annually.	2		GSWO policy manual: 3.3 GSWO Bylaws: Article XII Section 12	

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Duty of Care				
36. New board members receive an orientation about their roles and responsibilities as well as an introduction to Girl Scouts that includes the mission, bylaws, policies, and program.	1	(checked in between)	GSWO policy manual: 3.1	
37. Board members come to meetings prepared for discussion and decisions.	2		GSWO policy manual: 3.3.7	
38. Board members act in the best interest of the organization without regard to their own personal interests.	2		GSWO policy manual: 3.3 GSWO Bylaws: Article XII Section 12	
39. All board members receive ongoing training and information about their responsibilities.	1	(checked in between)	GSWO policy manual: 3.1	
Duty of Obedience				
40. The board uses the mission as a basis of decision-making.	2		GSWO policy manual: 3.1, 3.2	
41. The board reviews the strategic goals regularly.	1	1	GSWO policy manual: 3.1	<ul style="list-style-type: none"> Ends
42. The board acts in accordance with state and federal laws and regulations applicable to non-profits.	2		GSUSA annual health dashboard: 5.3	

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Management Oversight				
43. The CEO is recruited, selected, and employed by a board that provides clearly written expectations and qualifications for the position.	2		GSWO policy manual: 4.2, 4.3	
44. The roles of the board and the CEO are defined. The CEO serves as the chief staff leader of the council's operations, and the board is focused on policy and planning.	2		GSWO policy manual: 4.2, 3.1	
45. There is a good balance of staff reports and board deliberation at board meetings. The CEO does not use the board meetings as a forum for staff reports.	2			
46. The board has an established policy that clearly states a process for the CEO performance review.	2		GSWO policy manual: 4.4	

