

Number of responses: 18

Question	Perform Consistently Well	Area for Improvement	Suggestion for Improvement/Comments
The board sets the strategic direction for the council; it determines and approves strategic priorities.	18	0	<ul style="list-style-type: none"> • I always appreciate the way that our board ensures every voice is heard when planning and implementing new strategies.
In partnership with the CEO, the board establishes a desired future that aligns with the Girl Scout mission.	18	0	<ul style="list-style-type: none"> • Roni works well with the Board, ensuring that we understand the direction that she wants to take the organization.
The board looks internally to determine if the council has the resources (human, technological, financial, etc.) to support desired outcomes.	16	2	<ul style="list-style-type: none"> • We are entirely dependent on Roni to let us know if resources are sufficient and being effectively deployed. We do react well when she tells of a need. • Recently I believe we have been making efforts to isolate required resources that will progress the organization.
The board looks externally and scans the environment for factors impacting the council.	15	3	<ul style="list-style-type: none"> • Board sharing of external needs does not happen systematically. • We are very dependent on parent volunteers. We need to make it easier for parents to administer a troop. Cookie order system can be made easier. Need to create some more online training for girls to complete as their time allows. Develop and use more SMS communications about events that go across troops. Parents have less time to volunteer and transport girls to events. We need to be sensitive to this. Single parent and working parent homes are growing in number.

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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.	8	9	<ul style="list-style-type: none"> • The need to implement additional donor focused programs like marketing to past alumni of GSUSA and corporate sponsorship needs refined. Having a strong fund development committee is crucial along with a succession plan for those committee members as they cycle off will ensure a successful program. • I believe that the current staff are working in this direction. Previously, several of us have volunteered to talk to potential donors, but nothing was set up. • I would like to see our board members consider giving at a higher rate. I would like to see all board members at the 100% level in the “ToGetHerThere” Circle. • Board does demonstrate commitment to philanthropy and we have developed good support system for this. We are still shy about identifying and cultivating donors. • I feel this is an area in which we could be better. I know there is work underway to help us make more connections and I look forward to hearing of our progress. • We’ve made significant progress in this area and I know we will continue to do so as board engagement increases. • It would be helpful to have an information sheet on this role and how to fill it. And then have the sheet posted on the website or given to them in their orientation. • It would help to have some brochures, etc. for use in this area to cultivate more donor interest from our community.
Board giving is at 100%.	13	5	<ul style="list-style-type: none"> • Did we get the last board member to give? It should be 100% every year! • I think we still have one outstanding contribution. • I am under the impression we are not yet at 100%. • If we aren’t and this is the expectation of all board members then negligent board member(s) should be replaced.
Board members work well together.	18	0	<ul style="list-style-type: none"> • I am new to the board this year, but I think the ideas that being infused into meetings is helping to encourage this.

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Key board leadership works with the board development committee on board assessment, board evaluation, and the orientation of new members.	17	1	<ul style="list-style-type: none"> • I believe I could improve my interaction with the Board Development Committee. I think there is an opportunity to get the Board Development Committee more involved with board development. • I have felt very prepared throughout this experience and I believe the board has done a great job at preparing new members.
The board benefits from the skills and talents of members.	17	1	<ul style="list-style-type: none"> • Do we have an understanding of the skills and talents of each member? If not, is there a way to establish that and match to projects or subject matters within GSWO.
The board embraces change as a potential opportunity rather than as a potential threat.	18	0	
The work of the board is action oriented and results driven.	18	0	
The board is flexible and adaptive to change.	18	0	
Board decisions are well informed, timely, and driven by knowledge and insight.	18	0	
Board decisions are confidential until it is determined that information should be released or shared. Board members own and support decisions.	18	0	
Board meetings are open to questions, challenges, and a diversity of options.	18	0	<ul style="list-style-type: none"> • I believe we are improving in this area. There has been a lot of participation in the last meetings.
The board assesses its climate by conducting an annual assessment of itself.	18	0	
Board meetings are well organized and focused.	18	0	
Board materials arrive or are posted on a board website in advance, along with supporting documentation.	18	0	

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Board meetings have written agendas that focus on strategic issues and priorities, not on operational activities.	18	0	
The board actively engages in dialogue and avoids rubber stamping decisions.	18	0	
The board monitors organizational performance via meaningful metrics. Information is accurate, easy to understand, and timely.	18	0	
Board meetings begin and end on time.	18	0	
Board minutes accurately reflect deliberations and actions taken.	17	0	
The board has an attendance policy.	13	5	<ul style="list-style-type: none"> • I believe it is too easy to have board members call in to meetings. We should reevaluate our meetings. Possibly more frequent conference calls with two face-to-face meetings – annual meeting and the fall retreat. • We need to work harder on attendance in person. • If physical attendance at meetings is a requirement then board members shouldn't be considered who can't fulfill this. • This has been challenging for members having to travel several hours for board meetings. Not sure what can be done to help other than trying to commit to the dates of meetings.
The board maintains an annual calendar of meetings.	17	0	
The board actively seeks to strengthen the democratic process to ensure that the membership has the opportunity to influence major decisions.	18	0	
The board develops and provides effective responses and rationales to the membership for major policy decisions.	18	0	

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The board values the participatory involvement of older girls in governance.	17	0	<ul style="list-style-type: none"> • I am glad to see our girl board members actively engage in the board discussions.
A description exists of the board and board committee responsibilities.	18	0	
The board assesses its overall effectiveness and considers board size, composition, and committee structure	17	1	
The board sees that the articles of incorporation and bylaws conform to state statute and have been reviewed by legal counsel.	17	0	<ul style="list-style-type: none"> • Not sure when the last time was that we did this. • Done in past, I have not seen it done year, but our policy is clear regarding expectation of well written documents and policies.
The board reviews policies periodically.	18	0	<ul style="list-style-type: none"> • I like how the board makes sure to update and improve the various policies.
Board members and non-board committee members display the highest standards of ethical conduct.	18	0	
A conflict of interest statement is signed by each member annually.	18	0	
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.	18	0	<ul style="list-style-type: none"> • One area that I think could be helpful for transitioning new members is for current members to mentor a new member to help get up to speed and functioning more quickly.
Board members act in the best interests of the organization without regard to their own personal interests.	18	0	
All board members receive ongoing training and information about their responsibilities.	12	5	<ul style="list-style-type: none"> • Perhaps a check in to see if members are comfortable with their roles and responsibilities.
The board uses the mission as a basis for decision-making.	18	0	
The board reviews the mission regularly.	18	0	

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The board acts in accordance with state and federal laws and regulations applicable to non-profits.	18	0	
The CEO is recruited, selected, and employed by a board that provides clearly written expectations and qualifications for the position.	18	0	
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.	18	0	<ul style="list-style-type: none"> <li data-bbox="1129 459 1717 492">• Totally agree with governance standards.
The board has an established policy that clearly states a process for the CEO performance review.	18	0	

