



## Sample Board of Directors Evaluation

The purpose of this evaluation is to provide a basis for evaluating the effectiveness of the board and how well it is meeting its objectives. Please consider all questions and mark only one answer for each, adding comments to explain your response as appropriate.

<b>Board Role</b>	<b>Not adequately</b>	<b>Adequately</b>	<b>To a great extent</b>
Are the role and responsibilities of the board clearly defined and understood?			
Does the board monitor corporate planning, budgeting and operations?			
Does the board ensure adequate strategic plan development and implementation?			
Does the board ensure succession plans are in place at a senior management level?			
<b>Shareholder relations</b>	<b>Not adequately</b>	<b>Adequately</b>	<b>To a great extent</b>
How well have the shareholders' objectives and expectations been communicated to the board?			
Is there full and accurate reporting on Company affairs to the shareholders?			
Do independent board members have an adequate opportunity to develop a relationship with shareholders?			
<b>Company strategy and direction</b>	<b>Not adequately</b>	<b>Adequately</b>	<b>To a great extent</b>
Is the level of strategic planning carried out of sufficient quality and content to provide clear strategic direction for the Company?			
Does the board dedicate adequate time to identifying, analyzing, and discussing strategic issues?			
Does the board review the Company's performance against the strategic plan?			
<b>Risk management</b>	<b>Not adequately</b>	<b>Adequately</b>	<b>To a great extent</b>
Does the board adequately identify risks facing the company?			
Does the board have a plan to address risks faced by the business?			
<b>CEO support and oversight</b>	<b>Not adequately</b>	<b>Adequately</b>	<b>To a great extent</b>
How clearly is the CEO's job description defined?			
Is the CEO satisfactorily supported by appropriate counsel from the board?			
Is the CEO's performance monitored and appraised satisfactorily?			
Does the board have adequate access to key management?			

<b>Board meetings</b>	<b>Not adequately</b>	<b>Adequately</b>	<b>To a great extent</b>
Does the board receive the appropriate information to fulfill its governance responsibilities?			
Are the frequency and style of board meetings appropriate?			
Is the duration of board meetings appropriate?			
Does the board agenda accurately reflect the key strategic issues facing the business?			
<b>Board culture</b>	<b>Not adequately</b>	<b>Adequately</b>	<b>To a great extent</b>
Does the board debate topics effectively, with all directors expressing their opinions?			
Is balanced participation encouraged across all directors?			
Is there recognition and use of individual board members' particular skills?			
Are issues raised in the boardroom adequately captured, addressed, and resolved?			
<b>Board composition and structure</b>	<b>Not adequately</b>	<b>Adequately</b>	<b>To a great extent</b>
Is the size of the board appropriate?			
Does the board have the appropriate mix of shareholders, management, and independent directors?			
Does the committee structure support board decision making?			
Is there a clear process for identifying needs on the board and finding directors to fill those needs?			

What have been the board's greatest contributions over the past year?

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What areas could the board improve upon in the coming year?

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What should the board's priorities be over the next year?

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Exerpt from: Jennifer M. Pendergast, John L. Ward, and Stephanie Brun De Pontet. "Appendix 6"  
*Building a Successful Family Business Board: A Guide for Leaders, Directors, and Families.*  
 New York: Palgrave Macmillan, 2011. 233-35.