



Jenkins Consulting Group (JCG) Board Assessment Process Outline

Project Objective

The objective of this project is for JCG's Client to improve its effectiveness through development and implementation of a best practice model for its governance. The best practice model will be based primarily on resources from BoardSource. BoardSource is a 501(c)3 nonprofit organization that is "dedicated to advancing the public good by building exceptional nonprofit boards and inspiring board service" (<http://www.boardsource.org/>). Linda Jenkins, owner of JCG is a BoardSource member and a BoardSource Certified Governance Trainer (CGT). As a CGT, she offers governance training using BoardSource-approved curriculum in the following areas: roles and responsibilities of nonprofit boards, board-staff partnership, board structure, board's role in fundraising, the board-building cycle, and board performance assessment.

Project Summary

Part I: Governance Assessment

1. JCG Client will provide the following documents to JCG:
 1. Certificate of Incorporation
 2. IRS Determination Letter
 3. Current Bylaws
 4. Board Meeting Minutes for the past three years
 5. Current Board Roster with Terms & Committee Assignments
 6. Board Manual including conflict of interest, document retention, whistleblower and executive compensation policies, and fundraising plan
 7. Annual Plans for the past three years
 8. Most recently filed Form 990
 9. Approved Year-To-Date Budget
 10. Most recent audit
 11. Current strategic plan and any progress reports related to the plan
 12. Reports prepared by oversight organizations (affiliates, membership, accreditation, etc.)
 13. Agency Profile & History including:
 - o Major Milestones
 - Changes in Mission, Vision & Core Values
 - o Funding, Staff & Facilities
 - o Clients, Program Descriptions & Results
2. JCG will meet with Client representatives to discuss Client status and needs and confirm assessment & development activities and objectives including tentative schedule.
3. JCG will prepare materials for interactive board governance workshop.
4. JCG will conduct board governance workshop with Client board members and executive staff. Following are the workshop objectives:
 - a. Review the following ten responsibilities of nonprofit boards:
 - i. Establish mission, vision & core values



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- ii. Ensure legal and ethical integrity and accountability
- iii. Provide financial oversight
- iv. Determine the agency’s programs and services and ensure they are evaluated and strengthened
- v. Ensure adequate financial resources
- vi. Ensure the agency has appropriate operating policies including human resources practices and policies
- vii. Recruit and orient new board members, support and educate board members, and assess board performance
- viii. Select, support and assess the executive director
- ix. Ensure effective organizational strategic planning
- x. Enhance the agency’s position in the community
- b. Review twenty principles for effective and ethical boards
- c. Review purpose and process for completing board self-assessment survey
- d. Review retreat objectives and the importance of completing the surveys to achieve the retreat objectives
- 5. JCG will prepare a Board Self-Assessment Survey and distribute it electronically for completion.
 - a. Sample Board Assessment Questions:

Volunteers	Yes	No	Don't Know
1. Do we have a vision for volunteer involvement and standards in line with our organization vision?			
1. Do we ask for and analyze volunteer involvement data?			
1. Do we participate in volunteer recruitment?			
1. Do we participate in volunteer recognition events?			
1. Do we make volunteers and their contributions to our organization as visible as possible in our public relations materials?			
1. Do we have a board committee responsible for volunteerism?			
Comments:			

- 6. Client board members will individually complete the Board Self-Assessment Survey and submit it to JCG (Note: Although Client executive staff members will not complete the Survey, they will receive a copy of it for review).
- 7. JCG will prepare materials for the board retreat including a summary of the board assessment results (sample attached) and opportunities for board development (sample attached)
- 8. JCG will facilitate the board retreat with Client board members and executive staff. Following are the retreat objectives:



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- a. Review board self-assessment results;
- b. Identify opportunities for board development;
- c. Prioritize board development opportunities; and
- d. Set goals and objectives to complete development priorities