



TO: Board of Directors, AACRAO  
 RE: American Association of Collegiate Registrars and  
 Admissions Board Assessment 2008 Report  
 DATE: May, 2008

BoardSource congratulates AACRAO for taking the time to review its own board performance. The results of how your board views itself will provide information to help support and strengthen commitment to your mission.

Of the 10 questionnaires distributed to your board, 10 were completed. The surveys addressed various member responsibilities with statements to measure the respondent's satisfaction with how well the board is discharging those duties from 1 (low level of satisfaction) to 4 (high level of satisfaction). It also included opportunities for written responses. The following table provides the average score for each responsibility:

Responsibility	Average Score
Page 2 of 18: Determine the Association's Mission and Purpose	3.08
Page 3 of 18: Engage in Strategic Thinking and Planning	2.72
Page 4 of 18: Approve and Monitor the Association's Work	2.74
Page 5 of 18: Ensure Effective Fiscal Management	3.31
Page 6 of 18: Ensure Sound Risk Management Policies	2.66
Page 7 of 18: Select and Support the Chief Executive and Review His or Her Performance	2.79
Page 8 of 18: Understand the Relationship between Board and Staff	2.89
Page 9 of 18: Enhance the Association's Government Relations and Advocacy Programs	3.02
Page 10 of 18: Carefully Select and Orient New Board Members and Board Leaders	2.78
Page 11 of 18: Maintain Board Structure and Operations	2.69
Page 12 of 18: Organize Board Committees and Task Forces	2.81
Page 13 of 18: Maintain Relationships with Affiliated Organizations or Member Organizations	2.79
Page 14 of 18: Ensure Adequate Financial Resources	2.16
Page 16 of 18: Individual Board Member Self-Evaluation (Part 1 of 2)	3.27
Page 17 of 18: Individual Board Member Self-Evaluation (Part 2 of 2)	3.29



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**Page 2 of 18: Determine the Association's Mission and Purpose (Average Score: 3.08)**

One of the board's fundamental responsibilities is to establish the mission of the association. In addition, the board should review the mission periodically and revise it if necessary. The mission statement should be clear and concise, and each member of the board should understand and support it.

How satisfied are you that:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
1.1 all board members are familiar with the current mission statement?	3.00	0%	30%	40%	30%	0%	0%
1.2 all board members support the current mission statement?	3.33	0%	10%	40%	40%	10%	0%
1.3 the current mission statement is appropriate for the association's role in the next two to four years?	2.78	0%	20%	70%	0%	10%	0%
1.4 the board's policy decisions reflect the mission?	3.00	0%	10%	80%	10%	0%	0%
1.5 the association's programs and services reflect the mission?	3.30	0%	0%	70%	30%	0%	0%

**How can the board do better in this area? (Optional)**

*Please note that all comments will be included in the summary report as they were entered.*

- review the mission statement at each meeting
- The mission has not been adequately discussed except in very general terms. Hence my concern that not all board members are focused on the mission. One further thought is that there has been no attempt to establish measures of how well we are achieving our mission.
- I checked "satisfied" in all areas because I am not "dissatisfied" overall with the BOD performance in this area. I do believe that each BOD member was elected into a VP position because of their abilities in that area, and each board member has an image of where they want to take that role, how far they want to "run" with it, and in what direction. Often, the Board does not discuss these roles or directions collectively. Indeed, sometimes Board members are not aware of what other projects are being planned.
- I think it would be helpful to look at the mission statement periodically both to inform ourselves and to ensure that it is current. For example, with real intention, we have taken a more active role in legislative advocacy, yet this is not reflected in the current mission statement.
- Depending on the program or activity related to mission, some members of the BOD may not look at the BOD as representative of the membership and vice versa
- The mission statement needs to be revised to be more concise. I feel the Board does have a general idea of the missions but it needs to permeate all decision making and long-range planning.



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**Page 3 of 18: Engage in Strategic Thinking and Planning (Average Score: 2.72)**

One of the major contributions that a board can make to the association is to consider what the association needs to accomplish over the next three to five years, and to recommend action to reach those goals. Given the amount of time that the staff has to concentrate on day-to-day operations, the board can much more easily focus on the future. For example, while the staff is appropriately concerned with the mechanics of the annual membership campaign, the board should be considering how the association's member services strategy might improve to reflect changing needs in the profession. At least every three to five years, the board should engage in a formal planning process to better understand the fluctuating environment in which the association is operating. The board should then decide what changes it should make in order to function more effectively in that environment.

How satisfied are you that:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
2.1 the board has a clear understanding of the association's market and whom it is serving?	3.20	0%	10%	60%	30%	0%	0%
2.2 the board has an articulated vision of how the association should be evolving over the next three to five years?	2.50	10%	30%	60%	0%	0%	0%
2.3 the board periodically engages in a strategic thinking and planning process that helps it consider how the association should meet new opportunities and challenges?	2.60	0%	40%	60%	0%	0%	0%
2.4 the board makes strategic decisions based on member needs and environmental changes and trends?	2.80	0%	20%	80%	0%	0%	0%
2.5 the board has identified key indicators for tracking progress toward the association's strategic goals?	2.20	10%	60%	30%	0%	0%	0%
2.6 the board has budgeted enough to conduct an annual planning/leadership retreat?	3.00	0%	20%	50%	20%	10%	0%

<p><b>How can the board do better in this area? (Optional)</b></p> <ul style="list-style-type: none"> <li>● The board should take a more formal and less ad hoc approach to strategic planning. More meeting time should be set aside for strategic thinking and planning.</li> <li>● I think the board could work to better distinguish its strategic mission from its tendency to focus on projects and services. We come to the board out of active engagement in programming, and we do so on our campuses, so it is difficult to leave that work behind (or delegate it) and think strategically.</li> <li>● vice-presidents need to be more involved in the work of the board, and less involved in managing the work of their committees</li> <li>● The reorganization of committees will help us in this area. We need to be more proactive in setting strategic goals.</li> <li>● Currently we participate in strategic planning for the upcoming year. We need to develop a long-range plan as well. We include strategic planning into our regular Board meetings.</li> <li>● 2.1-There exists differences of opinion as to the actual function of the BOD vs. the operational aspect of the service 2.2 - Evolution is occurring and has been deliberate. Depending on individual commitment on the BOD, recognition of the evolution may be myopic. There is no clear vision articulated - dissatisfied is not descriptive of the problem 2.5 vs 3.0 ? 2.3 - Every year, some disagree that it is strategic. What is strategic for some may not be for others. Clarity on goals vs action plus responsibility is often mired in agendas. Typical issues within planning processes. 2.4 Member needs are addressed (perhaps not all members but a good percent based on responses to those programs and activities) Environmental changes based on trends analysis is lacking 2.5 - KPIs are not articulated and when addressed, the BOD has difficulty getting from the BOD umbrella to the measurable needed for KPIs 2.6 - No problem here</li> <li>● We try, but this is an area where we walk along a trail that never seems to lead to a desired result. We seem to lack the tools, skills, approach of HOW to do successful strategic planning. Perhaps a different Board structure and assignment of tasks will assist this. The current VP structure emphasizes Admissions and Records functional areas plus some umbrella areas : Admissions, Records, IT, Diversity, International, Professional Development, Finance. Hum...where is strategic planning in that mix/ Where is governance? Where is crossover</li> </ul>
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to discuss projects from different perspectives of the Board members. The current Board tries to take into account environmental changes and stay on top of current events in the field. I believe we are fairly well versed in that area. We do not seem to have the current structure to take us where we need to go, at times. I think we need a VP for strategic planning with a background in the area that each year can guide us through those very important topics and help us carry on our functions within a better established framework.



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**Page 4 of 18: Approve and Monitor the Association's Work (Average Score: 2.74)**

An association carries out its mission and serves its members by offering specific programs and services. The board is responsible for deciding which programs, among the many that an association could offer, are the most consistent with the mission. In addition, the board is responsible for monitoring the programs and services to ensure that their quality is as high as possible. Monitoring means keeping track of progress toward goals established during strategic and annual planning. Evaluation measures the effectiveness and quality of the association's programs. Monitoring and evaluating can be done, for example, by reviewing performance data, seeing the programs first-hand, conducting a survey of program participants, or retaining a consultant to carry out an evaluation of the association's work.

How satisfied are you that:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
3.1 the board is knowledgeable about the association's work?	3.50	0%	0%	50%	50%	0%	0%
3.2 the board is aware of the effectiveness of the association's work?	2.67	0%	40%	40%	10%	10%	0%
3.3 the board verifies that the work of the association meets current needs of the membership?	2.56	0%	40%	50%	0%	10%	0%
3.4 the board has an effective process for monitoring strategic goals?	2.30	10%	50%	40%	0%	0%	0%
3.5 the board regularly receives adequate information related to the work of the association on which to make strategic program decisions?	2.70	0%	30%	70%	0%	0%	0%



<p><b>How can the board do better in this area? (Optional)</b></p> <ul style="list-style-type: none"> <li>● 3.4,3.5 - Process and procedures for monitoring current strategic goals result in action item done or not done. Trend analysis, blind studies, significance of action etc are not monitored. Change is not determined by strategic planning but rather decisions are based on 'the almost factor'. This is addressed much better than 6 years ago, however, is an area that needs improvement.</li> <li>● The staff hold focus groups on different topics, and it would be helpful to build into the work of the board a better sense of what those topics are (and what they should be), and what the feedback is. The reports show up on the board page, but I don't recall a conversation about focus groups, or even evaluation of events, and I think we would do well to monitor this input more carefully.</li> <li>● Previously, the Board had three committees that focused on the strategic issues. The issues were divided between them and meetings were held prior to Board meetings and reports/minutes of activities/strategies relating to the strategic issues were reported to the Board. The Board received a report from the Executive Director regarding all facets of the association at each Board meeting. The major evaluative piece regards profit/loss ratios. The Board should be more involved in measuring the effectiveness and quality of programs and be more proactive in the discontinuance of programs that are not meeting the standard.</li> <li>● We are fairly knowledgeable about the work, we are not always aware of the effectiveness, we do not verify...or I should say I am not sure we have methods in place to accurately verify, we do attempt to monitor the strategic goals but at times we do not quite understand them ourselves, our relationship to them, or how to make them into action plans. I think we are self serving in some ways...we have our built up style and approach to information and how we interpret and use it. Within each VP area we need to expand out thinking about what our role is on the board and how to contribute in a broader way. The structure of the Board could change to be more effective. Perhaps we need to look at our definitions of VP roles. And what we relay to N/E about the required skill levels of the Board nominees. Or as has recently been suggested, perhaps the Board should be more involved in selecting the new members and perhaps the board terms of office should be reconsidered.</li> <li>● information from management is often late and the board is pressed for hasty decisions.</li> <li>● Again the board lacks measures of effectiveness in this area</li> </ul>
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**Page 5 of 18: Ensure Effective Fiscal Management (Average Score: 3.31)**

Boards of directors are responsible for preserving an association's resources and assets. Ensuring that income is managed wisely is especially important for a tax-exempt association that is operating in the public trust. The board should establish budget guidelines and approve an annual operating budget, and then monitor throughout the year the association's ability to adhere to the budget. In addition, the board should have a written process in place that outlines how to hire an auditor. The board should require a yearly audit by an independent accountant to verify to itself, to its members, and to the professional community and society that the association is reporting accurately the sources and uses of its funds. The board must also ensure that the association's funds are responsibly invested in order to safeguard the association's future.

How satisfied are you that:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
4.1 the board ensures that financial controls are in place?	3.30	0%	10%	50%	40%	0%	0%
4.2 the board understands the annual operating budget of the association before approving it?	3.00	10%	0%	60%	20%	10%	0%
4.3 the board ensures that the budget reflects the priorities established in the strategic plan or annual plan?	2.80	10%	10%	70%	10%	0%	0%
4.4 the board receives financial reports on the association that enable them to make informed and prudent decisions?	3.20	0%	20%	40%	40%	0%	0%
4.5 the board requires an annual audit and considers all recommendations made in the independent auditor's report and management letter?	3.70	0%	0%	30%	70%	0%	0%
4.6 the board has established appropriate financial policies, e.g., reserves policy, investment policy, check signing, etc?	3.44	0%	0%	50%	40%	10%	0%
4.7 the board has carefully considered whether to implement an audit committee or task force?	3.70	0%	0%	30%	70%	0%	0%

<p><b>How can the board do better in this area? (Optional)</b></p> <ul style="list-style-type: none"> <li>• The Board does have an excellent financial reporting system in place. The Board members should spend more time ahead of the meetings reviewing the financial reports.</li> <li>• The board should engage with financial issues more directly and understand fiscal management better. Participation in fiscal oversight is rather fluid, with some board members deferring this responsibility to other board members or to management. The board needs better training in this regard and a culture which encourages more active understanding and probing of these issues.</li> <li>• training in the financial management duties of board members</li> <li>• We do very well in this area, I believe. My only comment is that we do not always ensure that the budget reflects the priorities of the strategic plan. Sometimes discussions take place with VPs and the Executive Director and projects seem to be funded. Maybe that is a good way to proceed. But at times I believe others should/could contribute to the decision.</li> <li>• This is an area in which the vice presidents (other than finance) have not had adequate exposure (either by our own choice, or structurally). I think having more participation in the finance side of the association in the new committee structure may help with this. We understand that we must practice fiduciary oversight, but when we don't see reports of our own (little) budgets, the big picture can get lost as well.</li> <li>• This is a section of BOD governance that has been improving continually since 1999. Is it perfect and do all BOD place the same significance on fiscal responsibility, no, but the over-arching fiscal responsibility of the BOD is greatly improved and continues to improve each year. Processes and procedures are in place as is accountability, check and balances, and sharing of financial documents to make informed decisions.</li> </ul>
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- Board members need a better understanding of financial statements and how to use them. In general key measures of financial oversight are missing and not well understood. Some areas that require (IMHO) more effective oversight: 1. Break even point for each meeting or activity engaged in. 2. Inventory turns 3. Margins 4. Cash flow 5. Growth of fixed costs Each of these (and perhaps others) focus on particular risk areas of the association. Until the board has a better handle on these, there will be significant risk that the associate could run into problems.



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**Page 6 of 18: Ensure Sound Risk Management Policies (Average Score: 2.66)**

Boards of directors need to reduce to a tolerable level the myriad risks that can severely endanger an association. No association is immune from the possibility of a lawsuit from, for example, a recently dismissed employee or an individual who slips while walking in your hallway. Obtaining proper policies and levels of insurance can offer some protection to the board and the association; more importantly, appropriate action by the board and staff can reduce the likelihood of accidents, negligent actions, and conflicts of interest.

How satisfied are you that:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
5.1 the board has approved policies that enable the association to manage and reduce risks to a tolerable level?	2.70	0%	30%	70%	0%	0%	0%
5.2 the board has in place an effective conflict-of-interest policy for itself and the staff?	3.13	0%	10%	50%	20%	20%	0%
5.3 the board has an adequate amount of liability insurance in the event of lawsuits filed against the association as a whole or against board members and staff as individuals?	2.67	0%	20%	40%	0%	40%	0%
5.4 the board periodically reviews or causes to be reviewed all of the insurance carried by the association (e.g., directors' and officers', general liability, workers' compensation) to ensure that it is adequate and competitively priced?	2.43	10%	20%	40%	0%	30%	0%
5.5 the board has in place plans that address disaster preparedness and recovery, and crisis management?	2.38	0%	50%	30%	0%	20%	0%

**How can the board do better in this area? (Optional)**

- Plans for disaster preparedness and recovery, and crisis management need to be finalized and formalized.
- This is an important area and we need to remain on top of current issues and always scan our temperature on this topic.
- The Board needs to have a better understanding of insurance and liability aspects of the association.
- I believe we've made a good first step in the conflict-of-interest policy area, but it bears further discussion, in light of the conversation we had in December. I confess I'm not sure about the liability insurance, and expect we're covered, but I'm not certain. I don't know whether administration and finance have typically reviewed the insurance carried, so I need more information there.
- have more knowledge of risks and the techniques to avoid them more knowledge of insurance coverages and their ability to mitigate against loss we need a better preparedness and recovery plan for each of the various disasters that could impact the internal structure or the ability for the organization to weather a financial storm.
- We've talked about preparedness but nothing happened.
- 5.5 - In progress Improvement could be made in all areas questioned
- For 5.1, see response to 4



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**Page 7 of 18: Select and Support the Chief Executive and Review His or Her Performance (Average Score: 2.79)**

One of the most significant decisions a board makes is who to select as chief executive. An effective board will draft a clear job description that outlines the duties of the executive, and will undertake a carefully planned search process whenever the position is vacant. In addition, the board will support its chief executive by providing him or her with frequent and constructive feedback, and by periodically conducting an evaluation to help the chief executive strengthen his or her performance.

How satisfied are you that:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
6.1 a written job description clearly spells out the responsibilities of the chief executive?	3.00	0%	20%	60%	20%	0%	0%
6.2 the decision-making responsibilities between the board and the chief executive are well delineated?	2.70	0%	30%	70%	0%	0%	0%
6.3 the board assesses the chief executive's performance in a systematic and fair way on a regular basis?	2.70	0%	40%	50%	10%	0%	0%
6.4 the process of determining the compensation of the chief executive is objective and adequate?	3.33	0%	0%	60%	30%	10%	0%
6.5 the board conducted its last search for a chief executive in a professional and competent manner?	3.00	0%	0%	50%	0%	20%	30%
6.6 an adequate procedure is in place to select a new chief executive and provide leadership transition if needed?	2.00	10%	40%	10%	0%	40%	0%

<p><b>How can the board do better in this area? (Optional)</b></p> <ul style="list-style-type: none"> <li>I think there is an inevitable and natural tension between the board and the executive director in terms of decision-making responsibilities. That said, I believe this exercise of looking at what the board should do and what the office should do and how those responsibilities differ will be helpful. The board has evolved over the years, and as the office has grown over that time, there is some role confusion. I believe the board tries to be fair in the evaluation of the executive director, but until we develop a consistent, systematic process that is followed every year, it's not the most helpful performance review. Given the time frame of the most recent contract, I believe we need to start planning now for the selection of a new chief executive and to develop a leadership transition plan.</li> <li>need to begin work on a succession plan for executive and senior leadership positions.</li> <li>6.3,6.6 Succession plan needs to created for all the executive positions.</li> <li>We need to complete the compensation review and evaluation in a timely manner and we should begin to look at procedures to select a new chief executive, since we have not done so in a while..... have a basic structure but much needs to be filled in.</li> <li>The Board should develop a more comprehensive job description for the Executive Director and develop a plan for leadership transition.</li> </ul>
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**Page 8 of 18: Understand the Relationship between Board and Staff (Average Score: 2.89)**

In order to serve the association well, the board must have a clear understanding of the differences between its role and that of the staff. The board must also be aware that the respective responsibilities of the board and staff may change as the association grows and changes. The old dictum that "a board sets policy and the staff carries it out" is oversimplified, since many important organizational issues require a partnership of board and staff if they are to be addressed effectively. The primary board-staff relationship is that between the board and the chief executive, and the quality of this relationship is of the utmost importance. When other staff members are assigned to work with board committees or task forces, their role should be clearly defined and approved by the chief executive.

How satisfied are you that:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
7.1 the respective roles of the board and chief executive are clearly defined and understood?	2.90	0%	10%	90%	0%	0%	0%
7.2 a climate of mutual trust and respect exists between the board and chief executive?	3.20	0%	0%	80%	20%	0%	0%
7.3 the board gives the chief executive enough authority and responsibility to lead the staff and manage the association successfully?	3.30	0%	0%	70%	30%	0%	0%
7.4 the respective roles of the board and staff are clearly defined and understood?	2.78	0%	20%	70%	0%	10%	0%
7.5 the respective roles of board committees and staff assigned to assist each committee are clearly understood?	2.50	0%	50%	50%	0%	0%	0%
7.6 board members refrain from attempting to direct the work of staff members?	2.80	0%	20%	80%	0%	0%	0%
7.7 the board has adopted adequate and up-to-date human resource policies?	2.78	10%	10%	60%	10%	10%	0%

**How can the board do better in this area? (Optional)**

- Committee restructuring will create some misunderstanding of roles of each but ultimately should assist in understanding roles of committees
- Historically, the Board members (especially the vice presidents) have had direct programmatic responsibilities. New projects/programs develop in the vice president's areas via committees or task forces and it is the responsibility of the vice president to manage these programs. The Board members also have full-time jobs and carry much responsibility at their institutions and at times, the critical Board work may take second place to programmatic work. The role of programmatic responsibilities needs to be reviewed and a clear understanding of the expectations developed.
- Overall, I think we are good in this area, but some improvement could be made.
- Answering 'satisfied' does not address the concerns regarding BOD individual agendas. Healthy balance and decorum of professionalism is absolutely necessary and friendships can still be developed. BOD must understand what can and what is/is not shared with staff members or question them secretly regarding their opinions of interoffice politics. HR policies are being updated as are many concerns of the BOD. 7.5 is not clear to this individual - BOD committees, Asso. committees, etc
- The board has long practiced a "hands off" policy with regard to human resources, and this practice might benefit from further review. It has made inroads toward insuring staff fairness the last couple of years, but more needs to be done.
- It would be helpful in the board's orientation to clarify the relationship between board and executive director and between board and staff. Making the transition from a "member" to a board member is not immediately obvious, and I believe the board can do a better job in defining and explaining that. Progress on human resource policies should be ongoing now that we have a new associate executive director position, but I'm not sure we've been updated on that work.



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**Page 9 of 18: Enhance the Association's Government Relations and Advocacy Programs (Average Score: 3.02)**

Board members coming from various parts of the profession or trade can do much to develop the association's relationships. Accordingly, the board should ensure the development of public policy and general policies of interest to the association and its members. An association's government relations and advocacy program strategy may include written and visual communications pieces such as annual reports, newsletters, fact sheets, press releases, Web pages, and participation in association events.

In addition, board members should periodically seek out key business, media, and other leaders to inform them about the activities and plans of the association, and to learn about the concerns and interests of various groups. While encouraging board members to spread the word about the association they help govern, the board should also have a policy about who should serve as the association's official spokesperson when, for example, a news reporter requests an interview about a possibly controversial issue. Board members must remember that the board speaks with one voice.

How satisfied are you that:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
8.1 the board has an effective process for addressing specific policy issues?	3.00	0%	20%	50%	20%	10%	0%
8.2 the board ensures open dialogue with the association's members related to public policy issues?	3.00	0%	0%	100%	0%	0%	0%
8.3 the board understands who serves as the official spokesperson for the association?	2.89	0%	20%	60%	10%	10%	0%
8.4 board members promote a positive image of the association in the community?	3.30	0%	0%	70%	30%	0%	0%
8.5 board members understand their role in advocacy activities?	2.89	0%	20%	60%	10%	10%	0%

**How can the board do better in this area? (Optional)**

- I believe that AACRAO has taken its role in government relations and advocacy quite seriously. We do tend to rely on one person at the moment, and this leaves us vulnerable in a number of ways. I don't know that we have a stated protocol for who serves as the spokesperson, but if we don't, that would probably be wise to clarify.
- AACRAO has a very strong spokesperson regarding government relations. Oftentimes the Board relies too heavily on this support and does not educate itself fully regarding the current issues. While I think it is clear as to the association's responsibility regarding this area. Individual Board members may not be as clear on their role.
- The board is little involved in governmental relations decisions and statements.
- Much of the burden in this area falls on one individual. We have grown such that may no longer be adequate.
- 8.1 - No policy procedure 8.3 - There is not a procedure, except in the PD of the Executive Director. 8.5 - There is a role of advocacy through the current process and title of the BOD, clearly understood, NO - often referred to, joked about, and misunderstood but not definitive or addressed in AACRAO's current/lack of governance structure regarding advocacy. There are some BOD who feel strongly that we should never 'speak out' as an association or may disagree with the stance, if so, take it to a vote.


**Page 10 of 18: Carefully Select and Orient New Board Members and Board Leaders (Average Score: 2.78)**

A good board is made up of individuals who can contribute critically needed skills, experience, perspective, wisdom, time, and other resources to the association. Because no one person can provide all of these qualities and because the needs of an association continually change, a board should have a well-conceived plan to identify and recruit the most appropriate people to serve on the board. Once new members are selected, a board should orient new members to their responsibilities and to the activities of the association. All members, new and seasoned, should be regularly rotated off the board to ensure that it is infused with new ideas without making the board so large that it becomes unwieldy.

In addition, it is essential for the board to continuously cultivate board leadership. Even the most experienced and appropriate board members will need an effective leader to keep the entire board in check, working as a strong governing body in its entirety.

How satisfied are you that:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
9.1 there is an effective process in place to identify and cultivate potential board members?	2.38	0%	50%	30%	0%	20%	0%
9.2 there is an effective process in place to nominate and select new board members?	2.75	0%	30%	40%	10%	20%	0%
9.3 there is a board officer succession plan in place?	2.88	0%	20%	50%	10%	10%	10%
9.4 the board's composition reflects the diversity of background, expertise, and other resources needed by the association?	3.11	0%	0%	80%	10%	10%	0%
9.5 the association provides new board members with comprehensive training and orientation to board responsibilities and the association's services, programs, and procedures?	2.22	0%	70%	20%	0%	10%	0%
9.6 the board has established policies for length of board service and rotation of board members to ensure a balance between continuity and infusion of new ideas?	3.00	0%	10%	80%	10%	0%	0%
9.7 board members are provided opportunities to enhance their leadership skills?	3.10	0%	0%	90%	10%	0%	0%

<p><b>How can the board do better in this area? (Optional)</b></p> <ul style="list-style-type: none"> <li>● I am not sure that the policies established in 9.6 work to the best advantage of the association, though they do indeed exist.</li> <li>● The Board has no direct involvement with the selection of new board members. Our current process places this responsibility on the Nominations &amp; Elections committee (a non-Board committee) elected by the membership. The Board is eligible to nominate potential candidates via the online nomination system but is not involved in the review/selection of new board members.</li> <li>● We continue to refine and improve orientation. More needs to be done to include continuing orientation even in the second year.</li> <li>● The identification and selection of new board members seems well-intentioned, but perhaps inadequately informed. It is left up to the board and some senior members of AACRAO to identify and cultivate board members, so I suspect we miss some good candidates. The nomination process seems to be in good shape. It's not clear that the N&amp;E has sufficient information to make informed choices, although this part of the process has improved over the years. We can do a better and more consistent job of orienting new members. This, too, has improved in the past three years, but needs ongoing attention.</li> <li>● 9.5 This could be greatly improved and needs addressed when a nominee is nominated so the nominee understands the commitment. It is a giant leap and not well understood.</li> <li>● We all believe in the importance of this area and try to identify potential members. We have an established selection process in place and length of terms are set. We could do a better job on new member orientation. And given the size of AACRAO it may be time to review this whole area.</li> </ul>
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**Page 11 of 18: Maintain Board Structure and Operations (Average Score: 2.69)**

Boards carry out much of their work in meetings. To make board meetings productive, board members need to receive and review agendas and background materials prior to the meetings. Effective boards work with meeting agendas that focus on important issues, allow for discussion, and lead to action. Since boards are required to operate in accordance with their bylaws and other major organizational policies, board members need to know what those important documents say. From time to time, bylaws must be reviewed and, if necessary, revised.

How satisfied are you that:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
10.1 board members receive clear and succinct agendas and supporting written or electronic materials prior to board meetings?	2.80	0%	20%	80%	0%	0%	0%
10.2 board members receive clear and succinct agendas and supporting written or electronic materials prior to committee meetings?	2.70	0%	30%	70%	0%	0%	0%
10.3 board meetings focus attention on long-term strategic issues rather than short-term administrative matters?	2.25	10%	40%	30%	0%	20%	0%
10.4 board members have adequate opportunities to discuss issues and ask questions?	3.00	0%	10%	80%	10%	0%	0%
10.5 the frequency of board meetings is appropriate for the responsible discharge of the board's responsibilities?	3.11	0%	0%	80%	10%	10%	0%
10.6 the size of the board is appropriate for providing effective oversight for the association?	2.56	0%	40%	50%	0%	10%	0%
10.7 most board members are actively engaged in the work of the board?	3.00	0%	10%	80%	10%	0%	0%
10.8 the board periodically reviews its policies, procedures, and bylaws?	2.67	0%	30%	60%	0%	10%	0%
10.9 board members are familiar with the bylaws?	2.33	0%	40%	20%	0%	40%	0%
10.10 although each board member brings a different perspective to the board, all directors primarily represent the interests of the association, the members, and the professional community, not any single or specific constituency?	2.78	0%	20%	70%	0%	10%	0%
10.11 the board has a clearly stated and agreed upon philosophy of governance?	2.43	0%	40%	30%	0%	30%	0%

**How can the board do better in this area? (Optional)**

- We still don't have a handle on strategic issues, but improvement will come now that we've identified that as a concern. Better methods for introducing ideas from the board members is needed as opposed to just identifying strategic issues



- 10.3 - Difficult to explain, both long and short term issues are acted on depending on the agenda. With 4 meetings a year, getting balance between goals and action is at best, difficult. 10.9 - the review should be incorporated in to board activity through out the year. Not done.
- 10.11 - Philosophy of governance? who wrote this question? We represent members of the association, our governance is their governance. If specifically, the way the BOD governs itself, very different question and answer.
- 10.11 Although we have come a long way in this regard, I am still concerned that the progress made has not been fully "institutionalized" -- that is that future boards can undo all the good work we have done.
- The current structure of the Board should be reviewed to make sure it does meet the needs of the association. The Board does follow appropriate rules of order during meetings and all members are free to discuss openly the business of the association. I would like to have a better understanding of the meaning of a "philosophy of governance" for the Board. Because of current programmatic responsibilities, the Board does deal with short-term matters at times rather than focusing on long-term strategic issues.
- We can improve our ratio of long-term strategic issues/short-term administrative matters with some effort. I'm not sure what a "philosophy of governance" means in this context.
- As it is doing, by studying its governance structure in the hope of developing a more effective one.



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**Page 12 of 18: Organize Board Committees and Task Forces (Average Score: 2.81)**

Because meetings of the full board cannot always accommodate in-depth discussion and analysis of key issues, boards often work through committees and task forces. To operate effectively, such groups need a written statement of purpose, a description of their relationship to the board, and capable leadership.

How satisfied are you that:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
11.1 the current committee or task force structure contributes to board productivity?	2.71	10%	10%	40%	10%	30%	0%
11.2 committee and task force assignments reflect the interests, experience, and skills of the board members?	2.63	10%	10%	60%	0%	20%	0%
11.3 whenever possible, the board makes use of short-term task forces for specific projects rather than relying on a static committee structure?	3.20	0%	0%	80%	20%	0%	0%
11.4 each committee and task force has a stated purpose and plan of work?	2.78	0%	20%	70%	0%	10%	0%
11.5 policies regarding committee and task force assignments offer adequate opportunities for leadership development?	2.67	0%	40%	40%	10%	10%	0%
11.6 committees and task forces have adequate staff support in carrying out their work?	2.71	0%	20%	50%	0%	30%	0%
11.7 the board can differentiate between association committees and board committees?	3.00	0%	10%	70%	10%	10%	0%

<p><b>How can the board do better in this area? (Optional)</b></p> <ul style="list-style-type: none"> <li>● We need to look at this .</li> <li>● This is an area in which we could benefit from greater understanding. We each come out of the association's committee structure, and tend to bring that along with us. I think if we do a better job of distinguishing between board and association committees and assignments, we'll develop better leaders outside of the board, and allow the board to focus on strategic issues. I think we should provide all task forces with a charge.</li> <li>● 11.7 The board may have a reasonable handle on this, but I do not believe it is at all clear to the membership.</li> <li>● Reorganization will take some time to make these areas more effective and productive.</li> <li>● With each new president, there is the possibility that the Board committee structure could change and with the term limits of Board members, the composition of the committees is constantly in flux. The Board should establish standard Board committees as part of the by-laws and keep that structure in place to measure effectiveness. The relationship between Board committees and task forces and the national office staff is often unclear. This could be better defined.</li> <li>● board committees could meet electronically more often prior to the actual board meetings.</li> <li>● New committee structure is evolving, but is a step in the right direction.</li> <li>● 11.4 dependent on the creator of the task force. 5 years ago, there was a specific guideline for selecting a task force (after the Diversity Task Force) and it hasn't been followed for each task force appointment.</li> </ul>
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**Page 13 of 18: Maintain Relationships with Affiliated Organizations or Member Organizations (Average Score: 2.79)**

Many associations have formal and informal relationships with closely affiliated organizations that require oversight or careful coordination by the board. Some associations, for example, have established foundations for programmatic and fundraising purposes. Others often serve as the coordinating and policy-making body for a system of independent operating entities, such as state chapters or affiliates. In these cases, one of the board's responsibilities is to establish sound working relationships with the affiliated organizations to assure that the mission and purposes of the respective groups are fulfilled and that their work is complementary.

How satisfied are you that:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
12.1 policy making and planning are coordinated among the respective boards?	2.86	0%	20%	40%	10%	20%	10%
12.2 there is a clear understanding between the board and the affiliated organizations regarding their respective roles?	2.80	0%	10%	40%	0%	40%	10%
12.3 there is a clear understanding of roles between the board and other association entities, i.e., the House of Delegates, association-wide committees, sections, or interest or affinity groups?	2.71	0%	30%	30%	10%	20%	10%

**How can the board do better in this area? (Optional)**

- The AACRAO Board has no direct involvement with policy making and planning of state or regional affiliates. We do try to keep good relations with these groups and attempt to support them in any way but the roles are different. A better clarity of these relationships is needed.
- AACRAO has relationships with affiliated organizations, such as ACE, and the Board members are not often the ones to attend those meetings. It is most often the Executive Director. There is affiliation with the state and regional organizations related to AACRAO and some Board members do attend those meetings. I think we need to look at the schedule for attendance, who attends, how often a board member attends, what to expect when attending, do we report back to the board what was observed, do we have a Board agenda/or list of important concepts to discuss and with whom when attending. It seems that at some State/Regionals a board rep is well received and in very involved and invited to their leadership meeting and other times we are not.
- 12.3 We have made significant progress in this, but I worry that that progress has not been institutionalized.




**Page 14 of 18: Ensure Adequate Financial Resources (Average Score: 2.16)**

The responsibility of fundraising does not apply to most associations; however, if an association relies on raising funds through various forms of solicitations and grant requests, the board must be actively involved. In addition, some associations have formed foundations or supporting organizations. While major responsibility may be delegated to the chief executive or other staff, the board should be involved both in developing the fundraising strategy and in its implementation. Board members should be expected, for example, to make personal contributions to the association or foundation, ask friends and colleagues to support the association, and recommend to the staff particular individuals, corporations, and foundations that might be asked for support and capable leadership.

How satisfied are you that:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
13.1 the board understands the fundraising strategy for the association?	2.50	0%	20%	20%	0%	0%	60%
13.2 all board members provide financial support to the association on an annual basis?	2.00	0%	20%	0%	0%	0%	80%
13.3 board members actively participate in fundraising activities and solicitations?	2.00	0%	20%	0%	0%	0%	80%
13.4 the board has a clear policy on the individual board member's responsibility in the area of fundraising?	1.50	10%	10%	0%	0%	0%	80%
13.5 the board approves policies related to financial resource development?	2.80	0%	10%	40%	0%	20%	30%

**How can the board do better in this area? (Optional)**

- We do plan webinars and regional conferences/special events to provide information to the membership and generate revenue. We do not think in terms of fundraising in the broader sense.
- not sure it wants to



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**Page 15 of 18** General Board Assessment: In addition to the issues covered by the questionnaire, please answer the following questions.

What issues should occupy the board's time and attention during the coming year or two?

**What issues should occupy the board's time and attention during the coming year or two?**

- The board has made significant progress in the quality of its work. However, there are currently few good mechanisms available to make sure that progress gets "institutionalized." Secondly, in order to make additional progress, the board must review its governance structure and perhaps the association's by-laws should be amended.
- 1. The assessment of the role of the board, and from that evaluation, an evaluation of the function of committees. 2. Develop a plan for succession planning for the executive director and the associate executive directors. The contract just signed will come up sooner than we think!
- Board governance structure Nomination process sucession plan for senior staff leadership outreach to community colleges
- Member services Alternative delivery for services Updating internal/external IT Higher Education governance issues and member awareness of those issues These suggestions are directly related to AACRAO's mission. Development of a Vision for the next century
- The Board should review the current governance structure. The Board should review the current policy on Ethics. The Board should develop more focused strategic planning and develop a vision statement.
- Composition of the board, length of terms, committee structures, relationship to N/E, how to change our board to keep up with changing times, our growth, membership needs, reaching the membership in times of budget issues, service delivery methods. Better approach to strategic planning.
- Strategic planning and sound fiscal management.
- Board committee restructuring Improved strategic planning process with more board input Attention to goals put forth by board members that may not be directly related to strategic plan
- Governance Strategic Planning

**How can the board's organization or performance be improved in the next year or two?**

- Through sound leadership, examine our board operation and style, approach to our tasks, our roles within our VP area and across important lines of the board. Move beyond our silo approach to our tasks.
- The Board should spend most of its time on strategic issues rather than programmatic issues.
- Board committee restructuring
- Begin addressing current status quo with regards to committees, caucuses and institutional membership. Provide your expertise to address a new and dynamic web presence Provide a clear expectation of commitment for new BOD nominees through the nomination process You are right, BOD governance isn't sexy so I am not going there.
- Increase the capability of board members to carry out their fiduciary duty and financial oversight role through: 1. Better board committee structure 2. training on financial statements and financial oversight
- more timely reports prior to decision making and board and committee meetings.
- Reaching some agreement about our individual and collective roles.
- It will be interesting to see how the new board committee structure settles in. If this structure works as designed, the board should be able to codify some of its procedures and gain some efficiency, e.g., evaluation of the executive director and review of the strategic plan. Having committees meet after the board should direct that work more effectively. Having shorter board meetings may provide sufficient discipline to help us get through our agendas more effectively. It will be important to ensure that critical issues are vetted sufficiently, but the committee preparation of issues should help with that.
- Better use of formal meeting time to address association issues, rather than micromanaging staff functions.

**What other comments or suggestions would you like to offer related to the board's performance?**

- The Board is a truly dedicated group and is open to suggestions that will help it improve.
- Each year the BOD is different and each year changes happen regardless. Effectiveness, efficiencies, and knowledge of roles of the BOD should be addressed. Planning is necessary, commitment to it more so, and implementing actions plus measuring the KPIs to support the strategies is a good step. Good luck.
- continue to use Spurgis to help run effective meetings





**Page 16 of 18: Individual Board Member Self-Evaluation (Part 1 of 2) (Average Score: 3.27)**

How satisfied are you that you:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
1. understand the association's mission?	3.44	0%	0%	50%	40%	10%	0%
2. support the mission?	3.67	0%	10%	10%	70%	10%	0%
3. are knowledgeable about the association's work?	3.30	0%	0%	70%	30%	0%	0%
4. follow trends and important developments in the association's substantive field of interest?	3.00	0%	10%	80%	10%	0%	0%
5. read the association's financial statements?	3.10	0%	20%	50%	30%	0%	0%
6. understand the association's financial statements?	2.80	0%	40%	40%	20%	0%	0%
7. act knowledgeably and prudently when making recommendations about how the association's funds should be invested or spent?	3.20	0%	0%	80%	20%	0%	0%
8. prepare for and participate at board and committee meetings, as well as other activities of the association?	2.90	0%	30%	50%	20%	0%	0%
9. advise and assist the chief executive when your help is requested?	3.44	0%	0%	50%	40%	0%	10%
10. have a good working relationship with the chief executive?	3.40	0%	0%	60%	40%	0%	0%
11. have a good working relationship with other board members?	3.20	0%	0%	80%	20%	0%	0%
12. recommend qualified individuals with relevant skills and experience as possible nominees for the board?	3.56	0%	0%	40%	50%	0%	10%
13. willingly volunteer and use your special skills to further the association's mission?	3.50	0%	0%	50%	50%	0%	0%







Page 17 of 18: Individual Board Member Self-Evaluation (Part 2 of 2) (Average Score: 3.29)

How satisfied are you that you:							
	Average Score	Very Dissatisfied 1	Dissatisfied 2	Satisfied 3	Very Satisfied 4	Not Sure	Not Applicable
14. complete all assignments in a responsible and timely manner?	2.90	0%	20%	70%	10%	0%	0%
15. take advantage of opportunities to enhance the association's public image by periodically speaking to government leaders or building bridges?	2.67	0%	50%	20%	20%	0%	10%
16. speak for the board or association only when authorized to do so?	3.25	0%	0%	60%	20%	10%	10%
17. respect the confidentiality of the board's executive sessions?	3.70	0%	0%	30%	70%	0%	0%
18. suggest agenda items for future board and committee meetings?	3.00	0%	20%	60%	20%	0%	0%
19. focus your attention on long-term and significant policy issues rather than short-term administrative matters?	2.67	0%	40%	40%	10%	10%	0%
20. avoid burdening the staff with requests for special favors?	3.40	0%	0%	60%	40%	0%	0%
21. ensure that any communication with staff below the chief executive level does not undermine the relationship between the chief executive and his or her staff?	3.50	0%	0%	50%	50%	0%	0%
22. avoid, in fact and in perception, conflicts of interest that might embarrass the board or association, and disclose to the board in a timely manner any possible conflicts?	3.60	0%	0%	40%	60%	0%	0%
23. help the board work toward building consensus on issues?	3.50	0%	0%	50%	50%	0%	0%
24. are heard and considered when you give your opinions?	3.56	0%	0%	40%	50%	10%	0%
25. find serving on the board to be a satisfying and rewarding experience?	3.70	0%	0%	30%	70%	0%	0%