2007

San Diego Hunger Coalition Board Development Plan

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San Diego Hunger Coalition:
Where are we now?
Where do we want to be?
How do we get there?
How will we know when we get there?
Part I: Where are we now?

The San Diego Hunger Coalition (SDHC) was founded over 20 years ago. Until recently, the organization had an operating budget of less than $25,000. A small Board of Directors oversaw a part-time, contracted staff person who performed the daily work of the Coalition, which included advocacy and education around food insecurity in the County of San Diego.

Approximately two years ago, the organization's major funder, a foundation named Mazon, provided an ultimatum to the Board of Directors- hire a new, full time contractor to more effectively perform the work of the Coalition or Mazon would pull its funding support. From Mazon's point of view, the organization had been dwindling, and the part-time staff person was not fulfilling her duties adequately. Faced with this proposition, the Board of Directors, assisted by the Mazon staff, developed a job description and hired a new contract staff person in a full time capacity.

In one year's time, this contracted worker reenergized the work of the Coalition, reasserting the organization in the community, establishing new relationships and gaining momentum for the organization through his activities. Through partnerships and grants, he tripled the size of the budget, providing the Board with enough revenue to hire a second part time contracted staff person. Since his focus was on programmatic activities rather than governance, he did not attempt to engage the Board or perform administrative duties. He met with the Board every other month to provide updates on his activities.

When the full time person left the organization in the summer of 2006, the part time person assumed his role and was elevated to a full time capacity. This new individual was much more concerned with governance and began acting in the role of
Executive Director, without the formal title. In addition to her programmatic duties, she worked with a volunteer team of lawyers to get the organization’s paperwork in order, including its IRS tax-exempt status. She recruited new Board members and established a finance committee. She applied for a number of grants in the community. In the absence of strong Board leadership, she led the Board meetings, setting the agenda and facilitating the discussion.

In terms of governance, the San Diego Hunger Coalition is currently at an organizational crossroads. The Board of Directors currently consists of six members. Another young woman and I joined the organization as Board members at approximately the same time that the new staff person was brought on full time. The three of us work closely together in a partnership to enhance the organization’s capacity. We strategize about how to move the organization forward, focusing first and foremost on the organization’s foundation- ensuring accountability around administrative items, such as bylaws, financial policies, Board policies, etc. In addition, we would like to transition the contracted staff person into the role of Executive Director so she can better lead the organization and ensure that the Board performs its fiduciary and governance responsibilities.

At the other end of the spectrum are the four longtime Board members who have been serving the organization for the past 8 plus years. They have not addressed the administrative oversight issues that we are concerned with, mostly because they have always been passionate about the programmatic activities of the organization, not the administrative aspects. They do not see the need for some of the changes that we are suggesting.
Most importantly, they do not feel like they have been a part of the growth process that the organization has experienced. The shift in personnel was mandated by an outside funder. The financial growth occurred without their consultation. They suddenly find themselves in a position they did not create or ask for, and seem overwhelmed by the accelerated growth of the organization.

According to Karl Mathiasen’s article on Board Passages, where we are now is the phase of “an organizing Board that follows its leader” (Mathiasen, 1998). Mathiasen (1998) describes this type of Board as “cheerleaders” who are “quite content to hear reports of the organization’s activities, to advise, and to offer encouragement”. This phase worked well when the organization was small and the fiscal and programmatic oversight minimal. However, as new Board members, in hand with the staff person, have asserted the need for change, there has been a strain that Mathiasen predicts. He notes, “The following board...finds itself being asked to do more than it ever bargained for or agreed to do. With some impatience, the leader presents these new expectations to a board that simply does not want to change its role or its relationships to the leader. A process of serious renegotiation begins, often generating considerable tension and some mutual exasperation as the transition to a new board phase begins” (Mathiasen, 1998).

In addition, Mathiasen (1998) also observes the complex dynamics that occur when new Board members enter an organization in this stage. As has been seen in our experience at the Hunger Coalition, there is a struggle between the old members who have been leading the organization for several years and the new individuals who see the need for improvement. Mathiasen (1998) notes that the new members wonder, “What have these older board members been doing? Why have they wasted their time and not
really built the organization?”. At the same time, the established members feel that “the pace of change seems unnecessarily accelerated”. Finally Mathiasen (1998) emphasizes that “the old board members’ fears may also be heightened because the new people are different.” In our case, the two new board members and the new staff person are much younger (under the age of 30) while most of the older board members are over the age of 50, possibly creating a generational gap and a different perspective on nonprofit governance.

Part II: Where do we want to be?

Mathiasen (1998) believes a new type of leadership needs to emerge from organizing boards- one in which the leadership is shared between the staff and volunteers. Part of this leadership means asserting more governance over the organization and being responsible for the organization’s vision and strategy. He notes that the board chair and the staff leader share power and equally accept responsibility for the work of the board and the staff. Most importantly, Mathiasen emphasizes that boards in this stage develop a sense of “ownership” over the organization.

The Board also needs to evolve to a place where each member understands and accepts the duties of care, loyalty, and obedience. The American Bar Association (2005) notes that the duty of care requires Board members to be informed and act in good faith. This calls for regular attendance at Board meetings, acting with an independent mind, participating in Board discussions, and getting educated on issues before the Board. The duty of loyalty asks Board members to act in the best interest of the organization and to put the organization above their own personal interests. Finally, the duty of obedience ensures that Board members uphold the organization’s mission, policies, and procedures
as well as enforce compliance with any other rules and regulations (American Bar Association, 2005).

In addition, we as a Board also want to be in a place where we understand and are guided by the *Twelve Principles that Power Exceptional Boards* developed by Boardsource (Boardsource, 2005). These principles outline the partnership that should exist between the staff and Board; the way in which the Board should uphold the mission of the organization; the strategic thinking that the Board should engage in; the culture of inquiry that should be established; the independent mindedness of the members; a mode of operating with transparency; compliance with integrity; ensuring the sustenance of resources; expecting results oriented accountability; acting with intention; continuing to learn; and revitalizing the Board through thoughtful and planned transitions.

These *Twelve Principles* are also encompassed within the lenses articulated by Richard Chait (2005) that ensure that a Board governs with leadership and not just management. We want to be a Board that uses the fiduciary lens to provide oversight, accountability, and technical support to the organization. We want to be a Board that uses the strategic lens to provide direction to the organization, to analyze and ensure effectiveness, and to develop a plan to achieve our programmatic goals. We want to be a Board that utilizes the generative lens to constantly question ourselves, to reflect on our progress and challenges, to define the core issues that we need to address, and to reevaluate the best way in which we can achieve our mission and vision.

To summarize, we want to be a Board of Directors that reflects the following qualities:

- Shared leadership between the Board and the staff
- The “governing” stage wherein the Board provides oversight and accountability and helps the organization to plan and execute its work
- Have a sense of “ownership” of the organization
- Understand and exercise the duties of care, loyalty, and obedience
- Commitment to the Twelve Principles that Power Exceptional Boards
- Operate using the fiduciary, strategic and generative lenses

Part III: How do we get there

The San Diego Hunger Coalition Board will achieve these goals by engaging in the following tasks:

a. Structural changes/enhancements
b. Education/training on accountability and expectations
c. Strategic and generative planning
d. Teambuilding and relationship building
e. Strategic selection and orientation of new Board members

a. Structural changes

In Governing Boards, Houle (1997) emphasizes that when organizations have established structures in place, the board can concentrate on governance issues. He writes, “Members usually have only a limited amount of time to give to the Board. This time should be devoted, so far as possible, to the important rather than the trivial, to policy making rather than routine decisions… The best way to achieve these goals is to define functions and relationships very clearly- and in writing...” (p. 62)
A clear structure also provides for stronger accountability. For these reasons, the San Diego Hunger Coalition must develop policies and guidelines for the organization. This will allow us to focus our time and efforts on fiduciary, strategic, and generative issues rather than on form and function.

**Bylaws**

Bylaws are intended to describe the structure of an organization and outline how the Board will govern the organization. The San Diego Hunger Coalition’s bylaws are very old and do not provide specific direction in terms of membership, officers, meeting attendance or a host of other governance issues. The following recommendations, developed from best practice resources including Houle and the Community Toolbox website, are essential for the Board to address through the bylaws for it to carry out its work.

1) Increase the membership to 9 members.

   *This will broaden the organization and add diversity, as well as expand the team to a larger group of people to share wisdom and experience and make collective decisions together.*

2) Set 2-year terms for the Board members.

   *This will provide an upfront expectation for Board members to commit to.*

3) Set term limits to three terms; establish initial terms so they are overlapping.

   *This will provide a mechanism whereby old members cycle off the Board and give the opportunity for new people to participate in the organization and add their energy and expertise. It also provides a break to Board members that have contributed time to the organization.*

4) Establish attendance policies stating that Board members must attend at least 4 out of the 6 bimonthly meetings unless they have an excused absence.

   *This will assist with establishing a duty of care by ensuring that Board members are actively involved in governing the organization.*
5) Include specific language indicating that membership may be revoked if Board members are not fulfilling their duties of care, loyalty, and obedience.

This will set standards for appropriate behavior and adherence to the duties of care, loyalty, and obedience outlined above.

6) Establish procedures for filling and vacating offices.

This will set clear expectations for officers and the proper way in which to fill an empty position.

7) Determine that a quorum will be the majority of the members. Matters before the Board will be decided by a vote of a quorum.

This will make the process clear and ensure accountability for decisions made by the Board.

Board Manual

A Board manual gives members a sense of the organization’s history, policies and procedures, and culture. It also provides clear expectations of Board members in terms of their commitment and behavior and serves as a reference tool when Board members are unsure of the organization’s policies.

There are a number of items that should go into a Board manual. The below recommendations are taken from Shear’s Governing Policy Outline (2002) and are considered the most critical for the San Diego Hunger Coalition to incorporate:

1) Roles and responsibilities of Board members, including: attendance; giving and fundraising expectations; fiduciary, strategic, and generative responsibilities.

2) Description of the Board committees, including their responsibilities and the way in which they report to the Board (see attachments A and B for descriptions of the Hunger Coalition’s two current committees- finance and fundraising).

3) Conflict of interest and confidentiality statements that ensure that Board members exercise a duty of loyalty (see attachments C and D for samples).
4) Orientation materials about the San Diego Hunger Coalition’s history and programmatic activities.

b. Education/training

In getting the San Diego Hunger Coalition to where we want it to be, as described above, it will be necessary to instill in Board members a more firm understanding of the fiduciary, strategic, and generative duties that are expected of them. Since the Board is accustomed to programmatic updates, this will be a huge shift and require more commitment and responsibility. To educate Board members on the new expectations and ensure their ownership of the organization, the following are recommended:

1) Provide regular articles and readings for the Board members to examine and discuss at meetings. A good start would be the articles entitled *10 Basic Responsibilities of a Board* and *12 Principles that Power Exceptional Boards*. This will start to acclimate Board members to their appropriate functions as the governing body of the organization. This type of education and discussion should be a continuous process with the materials getting more complex and thought provoking as the Board progresses. Later topics could include leadership, ethics, and double-looped learning.

2) Provide trainings on topics necessary for Board members to be competent at in order to fulfill their fiduciary, strategic, and generative roles. Libby and Shear (2006) suggest providing Board members with trainings on reading financial statements and engaging in advocacy. Other helpful trainings could include techniques for soliciting funds in the community, employment law, how to conduct program evaluations, and how to work with the media. Bringing in speakers and experts on these topics or reserving funds for Board members to attend trainings/workshops would advance their educational development and result in a more dynamic Board.
c. Strategic Planning and Generative Thinking

Allison & Kaye (1997) define strategic planning as "a systematic process through which an organization agrees on - and builds commitment among key stakeholders to - priorities which are essential to its mission and responsive to the operating environment" (p. 1). Strategic planning and thinking is also one of the Twelve Principles of Governance that Power Exceptional Boards (Boardsource, 2005) as well as one of the core responsibilities of the board as articulated by Renz (n.d.).

The San Diego Hunger Coalition has never engaged in a strategic planning process. As noted earlier, changes in the organization's direction were dictated by outside sources and did not occur through thoughtful planning. In order to continue the productive growth of the organization, the Board needs to engage in a planning process and set goals and directions for the next five years. This process ensures that the collective membership of the Board determines the direction of the organization, rather than a single individual or staff person, and also facilitates Board ownership of the organization. A strategic planning process would include the following activities:

1) Educating the Board and staff on the purpose and process of strategic planning.

2) Ensuring that Board members have a thorough understanding of the organization's mission and vision and current programmatic activities.

3) Collecting data on the organization and the environment to make informed decisions about the organization's future.

4) Holding a planning retreat where the Board members discuss the data, prioritize the organization's goals, and decide a plan to achieve them. This retreat should be facilitated by someone experienced in strategic planning.
5) Overseeing the writing of the strategic plan as well as the monitoring of its progress on a regular basis.

Generative thinking is an ongoing activity that relates to the strategic planning process. Chait considers generative thinking to be “the identification and discernment of organizational challenges, problems, opportunities and questions that underlie important decisions about direction, policy, etc.” (Shear, 2005). Generative governance requires thoughtful reflection on the core issues facing the organization.

Generative governance is at the heart of strategic planning for it requires a meaningful analysis of the organization’s mission and purpose, as well as identification of “What’s the question that we should be asking?” This type of sense making helps develop the plan that will guide the organization. Therefore, before engaging in the strategic planning process the Board must:

1) Learn about the generative lens through reading and discussing Chait (2005) and others.

2) Find a facilitator who will guide the Board through a strategic planning process that focuses on generative thinking.

3) Ensure that generative thinking is present in every Board meeting through the discussion and reflection of core issues and a focus on continuous learning.

d. Teambuilding and relationship building

The *Twelve Principles of Governance that Power Exceptional Boards* (Boardsource, 2005) speak of the partnership that needs to exist between the Board and staff. In addition, Houle (1997) speaks of the collaborative nature of the Board in which a group of diverse individuals collectively govern an organization on behalf of the public.
He emphasizes that the board chair must "create and maintain a spirit of unity among the diverse people on the board... and to foster such unity of purpose and such a loyalty to objectives that each trustee realizes that individual judgment can best be exercised as part of the collective wisdom of the board" (p.12).

As noted previously, the San Diego Hunger Coalition Board is in the midst of a personnel transition. The staff person and two Board members are new and have been trying to change the organization in an environment where the Board members barely know or trust each other. If we are to collectively have ownership over the organization, engage in strategic and generative thinking together, and stand united after decisions have been made, we are going to have to engage in a great deal of team building and relationship building. The following activities are recommended:

1) Social activities where Board members can get to know each other in personal way in a relaxed and trusting environment.

2) Incorporate teambuilding activities into Board meetings. Allow for an adequate amount of team building exercises during the annual planning retreat.

3) Enforce the confidentiality policy so that Board members can speak freely and openly when deliberating in Board meetings.

4) Ensure meetings exude a "culture of inquiry" that includes "mutual respect and constructive debate that leads to sound and shared decision making" (Boardsource, 2005).

5) Provide opportunities for diverse groups of Board members to collaborate on projects and committees together.
6) Create opportunities to honor the Board members who have served the organization for a number of years. Acknowledge the contributions of those stepping off the Board and those that are continuing to remain active.

7) Meet one-on-one with the Board chair to build a relationship with her and solicit her advice regarding the organization's history and future direction (more will be discussed on this in the reflection).

f. Strategic selection and orientation of new Board members

Mathiasen (1998) believes that the transformation from an organizing board to a governing board must include a change in the make-up of the board. He writes, "Usually the transition does not begin in earnest until organizing members begin to leave for one reason or another and new members join the board. New board members- who bring different experiences and new expectations- seem essential to this transition..." (Mathiasen, 1998).

The San Diego Hunger Coalition is currently experiencing this shift. Two longtime Board members have indicated that they would like to step down at the start of the 2007 fiscal year in January. The staff person has already recruited two new individuals to take their place. However, to fully round out the Board, additional volunteers will need to be enlisted. In addition, the Board members should participate in the selection and recruitment process to ensure that individuals are selected who will represent the organization well and participate in a meaningful manner.

The following recommendations are suggested to ensure the effective recruitment and orientation of new Board members:

1) Establish a nominating committee that will work with the staff person on the identification of prospects and solicitation. Given the small size of the
organization, this committee can function on an ad hoc basis when vacancies arise.

2) The committee should assess the current representation of the Board as well as analyze the needs and gaps. This can be done by completing a Board Profile that is specific to the needs of the Hunger Coalition. This committee needs to determine what type of diversity is necessary and appropriate for the organization, including gender, race/ethnicity, age, and client and geographic representation as well as the skill sets and expertise needed to assist the Board in its governance.

3) Once it has determined the type of individuals needed for the Board, the committee should identify and discuss specific names to fill each slot using the grid established.

4) When the names have been agreed upon, the staff person and the Board member with the closest relationship to the prospective member should meet with him/her and conduct an informational interview. Houle (1997) suggests that “The interview should be a clear and concrete presentation of the work of the agency, the major problems it now faces, the general responsibility of a board member, and the particular role the desired person is expected to fulfill” (p.45). The expectations of Board members must be emphasized. The education materials and readings referenced in the section on Education/Training should also be provided and discussed to ensure that the prospective member holds the same view of governance and leadership necessary to join the Board.

5) If the prospective individuals agree to join the Board, an orientation should occur with the staff person and the Board chair. A Board manual should be provided to them so that their roles and responsibilities are clear. An informal meet and greet should also occur to facilitate teambuilding with the other members of the Board.

6) Houle observes that “One of the most effective methods of introducing a new member to a board is to give her a job to do.” (p. 50). New members should be recruited to join one of the committees of the Board that they are interested in or
be sought after to work on special projects as they arise. This will help to immediately include them in the governance of the organization and give them a sense of ownership.

7) The Board chair and other longstanding members of the Board should make a conscious effort to mentor new members, ensure that they feel comfortable and included, and serve as a reference when new members are unsure about Board or organizational policies/procedures.

Part IV: How will we know when we get there

In some ways, this question will be difficult to measure. How will we know when we are a Board that understands and abides by the Twelve Principles of Governance that Power Exceptional Boards? How will we be able to assess if we are governing through the fiduciary, strategic, and generative lenses? How will we ascertain if Board members have ownership of the organization and act with duty, loyalty, and obedience?

Part of the answer will be intangible- Board members will simply know it and feel it. Board meetings will be productive and discussions will display healthy conflict and a culture of inquiry. Board members will act as a team when making and upholding decisions. Board members will demonstrate commitment and fulfill their responsibilities. Additionally, the staff person will feel supported in her work.

In addition to these subtle and perhaps indescribable metrics, a self-reflection tool will also help to demonstrate whether or not we have achieved the goals as stated previously.

Houle (1997) observes that “The capacity for self-criticism is the surest impetus for improving the quality of the board and the work it does” (p. 157). A regular evaluation will assist the Board in assessing whether it has achieved the goals outlined in
this development plan as well as identify areas that need improvement. Also, a self-evaluation will force board members to reflect upon their own performance and contribution and give them an opportunity to participate in the betterment of the Board.

The following activities are recommended to engage in a Board evaluation:

1) A special committee should be formed and charged with the task of designing and administering the Board evaluation. There are a number of effective evaluation tools in existence. The committee should review a variety of examples and select the questions that are the most appropriate for the Hunger Coalition given the previously described overall development goals for the Board. A possible sample complied from several resources is included in Attachment E.

2) Once the tool has been designed, Board members should be asked to assist with its administration, including making sure that every Board member receives a copy in their preferred format (hard copy or electronic) and completes it in a reasonable amount of time.

3) The Board Chair or an outside facilitator should collect the evaluations and summarize them into meaningful information. That individual will then lead a constructive discussion of the results at a special meeting of the Board or a retreat.

4) The committee that designed the survey will be charged with writing up a plan to improve the Board’s performance based on the survey results. The entire Board will assist with helping to monitor the achievement of the plan.

Conclusion

Mathiasen (1998) notes that it should take three years for a Board to transition from the organizing to the governing stage. Similarly, the other qualities surrounding leadership and generative thinking will not happen overnight or even in the next few months. However, it is hoped that by creating a board development plan, those of us with
the vision to elevate the Board of the Hunger Coalition to the next level will be able to strategically lay the necessary groundwork. Thus, this plan can serve to thoughtfully and intentionally guide the Board and its members down a path towards exceptional governance.
References


Attachment A

Finance Committee Description*

The Finance Committee makes recommendations on financial issues to the Board of Directors of the San Diego Hunger Coalition. Recommendations can only be approved through a vote of the Board of Directors.

The Finance Committee of the San Diego Hunger Coalition is composed of a minimum of three members. The Finance Committee meets bimonthly. The Executive Director attends the meetings and serves as staff support.

Responsibilities of the Finance Committee:

- To review budgets initially prepared by staff and ensure a consistency between the budget and the organization's plans.
- To oversee expenditures and monitor the Hunger Coalition’s budget throughout the year.
- To work with staff to design financial reports and ensure that reports are accurate and timely.
- To report to the board any financial irregularities, concerns, opportunities.
- To recommend financial guidelines to the board (such as to establish a reserve fund or to obtain a line of credit for a specified amount).
- To establish financial policies that ensure effective internal controls.
- To obtain adequate insurance for the organization and its members.

*Includes examples developed by Jan Masaoka and found at http://www.communitytoolbox.org/hrddv.htm
Attachment B

Fundraising Committee Description*

The Fundraising Committee assists the San Diego Hunger Coalition with Resource Development to ensure the financial sustainability of the organization. Any recommendations from the Fundraising Committee must be approved through a vote of the Board of Directors.

The Fundraising Committee of the San Diego Hunger Coalition is composed of a minimum of three members. The Fundraising Committee meets bimonthly. The Executive Director attends the meetings and serves as staff support.

Responsibilities of the Fundraising Committee:

- To support the San Diego Hunger Coalition in its effort to raise money.
- To work with the San Diego Hunger Coalition Executive Director to establish a fundraising plan that incorporates a series of appropriate vehicles, such as grants, special events, direct mail, etc.
- To assist with the identification, solicitation, and cultivation of current and prospective donors.
- To take the lead in certain types of outreach efforts, such as meeting with a donor, assisting with a grant, or hosting a fundraising party, etc.
- To be responsible for the involvement of all board members in fundraising, such as having board members make telephone calls to ask for support and personally give to the organization.
- To monitor fundraising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective.
- To oversee the development of necessary marketing and fundraising materials.

*Includes examples developed by Jan Masaoka and found at http://www.communitytoolbox.org/breddv.htm
Attachment C

Conflict of Interest Policy*

This policy applies to all staff personnel and Board members of the San Diego Hunger Coalition (SDHC) and addresses situations where a conflict of interest may be present or apparent. The purpose of the policy is to ensure that no internal or external stakeholders unduly benefit from SDHC or harm the organization.

No member of the San Diego Hunger Coalition Board of Directors or Staff shall derive any personal profit or gain, directly or indirectly, by reason of his or her participation in the San Diego Hunger Coalition. Each individual shall disclose to the SDHC any personal interest that he or she may have in any matter pending before the organization and shall refrain from participation in any decision on such matter.

If an issue is to be decided by the Board that involves potential conflict of interest for a Board Member, it is the responsibility of the Board Member to:

1. Identify the potential conflict of interest.
2. Not participate in discussion of the program or motion being considered.
3. Not vote on the issue.

It is the responsibility of the Board to:

1. Only decide to hire or contract with the Board member if they are the best qualified individuals available and willing to provide the goods or services needed at the best price in response to a competitive bid.
2. Record in the minutes of the Board Meeting the potential conflict of interest and the appropriate use this policy.

In addition to my service for San Diego Hunger Coalition, at this time I am a Board member or an employee of the following organizations:

1.
2.
3.

I agree to abide by and uphold this conflict of interest policy for the duration of my relationship with the San Diego Hunger Coalition.

Signature: ____________________________ Date ______

Printed name: ____________________________

*Adapted from the samples Conflict of Interest policy developed by the Nonprofit Financial Center (www.nonprofitrisk.org) and the New Mexico Arts (www.nmarts.org)
Attachment D

Confidentiality Policy

No board member at this organization shall knowingly disclose confidential information gained by reason of information shared at a board meeting or through volunteering with the San Diego Hunger Coalition. This includes details about:

- Property
- Operations
- Personnel
- Policies
- Affairs of the organization

Board members shall not use information to advance any personal interest, financial or otherwise.

The San Diego Hunger Coalition shall maintain confidentiality of employee records, and no board member shall accept employment or engage in any business or professional activity that might be expected to induce him or her to disclose confidential information acquired by reason of serving this board.

A breach of this policy will be reviewed by the San Diego Hunger Coalition Board of Directors and may result in dismissal from the board.

Board Member’s Signature ____________________________ Date ____________________________

Every year, the San Diego Hunger Coalition conducts a Board self-assessment to determine if the Board is effectively leading and managing the organization. This process will allow Board members to reflect on the work of the Board over the past year and identify areas of strengths and weaknesses. The collective results of this evaluation will be used to help the Board improve over the coming year.

Please rate your assessment of the Board of Directors’ *effectiveness* on a scale of 1-3, with 1 = high, 2 = adequate, 3 = needs improvement.

*Mission & Vision*

___ 1. The mission statement is reviewed and approved regularly by the board.

___ 2. The board understands the mission of the San Diego Hunger Coalition.

___ 3. The board participates in setting an organizational strategic plan.

___ 4. The board understands how the programs and activities of the San Diego Hunger Coalition further its mission.

*Board of Directors*

___ 5. The board understands its purpose, structure, and role.

___ 6. The board has bylaws and internal operating procedures and uses them and reviews them regularly.

___ 7. The board has clearly defined roles and responsibilities for members, officers, and committees.

___ 8. The board has an orientation, continuing education and recognition process.

___ 9. The Board contains an appropriate diversity of expertise to make it an effective governing body.

___ 10. The board operates in a thoughtful and organized manner.

___ 11. The board sets and reviews governing policies and procedures.

___ 12. The board regularly assesses its own work and effectiveness.
Staff

13. The Executive Director has a board approved job description that is regularly reviewed.

14. The board monitors and evaluates the Executive Director on a regular basis.

Program

15. The board defines the general parameters of organizational programs.

16. The board evaluates program performance on a regular basis.

17. The board is adequately knowledgeable about the organization's programs.

Resource Development

18. The board has a clear policy on the responsibilities of members in fundraising.

19. The board has an annual resource development plan to ensure adequate revenue.

20. The board participates in achieving annual and long-range resource development goals.

Financial Management and Regulation

21. The board monitors financial performance and projections on a regular basis.

22. The board determines the fiscal year, budget formats, budgeting process and monitoring process.

23. The board ensures legal compliance with federal, state, and local regulations.

24. The board ensures that funding contract obligations are fulfilled.