OLTA Board Evaluation Tool

**Board Responsibilities**

The first section of the evaluation asks Governors to assess how well the OLTA Board has set out its major duties. The responsibilities include: advancing the OLTA mission; engaging in strategic planning; exercising fiduciary obligations, monitoring programs, guiding services; being an advocate for the OLTA and its membership; and, building the staff/board partnership.

 *(Three choices for scoring performance are: Y= Yes, N=No and N/S= Not Sure)*

**1. Corporate Mission**The Board is accountable for its mission. A mission has impact when OLTA's members embrace it, are aligned in purpose and people are promoting it.

|  |  |  |  |
| --- | --- | --- | --- |
| A-1 The Board understands and embraces the mission | Y | N | N/S |
| A-2 The Board uses the mission as the standard against which decisions are made | Y | N | N/S |
| A-3 Governors assist the membership to understand and embrace the OLTA mission | Y | N | N/S |
| A-4 Strategic and policy decisions by the Board support advancement of the mission | Y | N | N/S |

**2. Strategic Planning**The Board is responsible for engaging in a planning process which enhances understanding of the changing environment in which it operates, and decisions which will help the OLTA to function more effectively in that environment.

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| --- | --- | --- | --- |
| B-1 The Board ensures an appropriate and effective strategic planning process is in place | Y | N | N/S |
| B-2 The Board focuses its attention on "results”-related policy rather than "means"-related issues | Y | N | N/S |
| B-3 The Board makes strategic decisions which are responsive to trends, membership needs and other changes in the business environment | Y | N | N/S |
| B-4 The Board devotes time to planning and evaluation of short and long term needs for sustainability | Y | N | N/S |

**3. Fiscal Management**The Board of Governors is responsible for maintaining sound fiscal policy, budget control, accounting practices and financial records.

|  |  |  |  |
| --- | --- | --- | --- |
| C-1 The Board understands its fiduciary responsibility | Y | N | N/S |
| C-2 The Board receives sufficient information to keep current on OLTA's financial performance and to make informed and prudent fiscal decisions | Y | N | N/S |
| C-3 The Board makes resource allocation decisions which enable OLTA to progressively advance the mission and achieve its strategic goals | Y | N | N/S |
| C-4 The Board approves an annual operating budget derived from the organization's plans | Y | N | N/S |

**4. Programs and Services**The Board of Governors is responsible for determining programs and services that are offered to advance OLTA's goals and to meet member needs.

|  |  |  |  |
| --- | --- | --- | --- |
| D-1 The Board receives adequate and timely information on members' needs, expectations and satisfaction to make decisions about programs and services | Y | N | N/S |
| D-2 The Board monitors programs and services, using objective data, to ensure they are consistently of high quality and of good value to the members | Y | N | N/S |
| D-3 The Board reviews programs and services to be certain they support the mission and priorities | Y | N | N/S |

**5. Advocacy and Promotion**The Board of Governors is accountable and responsible for enhancing OLTA's image and fostering a clear understanding of OLTA, its strategic directions and leadership decisions among the membership and its stakeholders.

|  |  |  |  |
| --- | --- | --- | --- |
| E-1 The Board has a communications strategy for OLTA | Y | N | N/S |
| E-2 The Board fosters effective and open communications between OLTA's leadership and its membership | Y | N | N/S |

**6. Board/Staff Partnership**The Board of Governors is responsible for building and nurturing an effective working partnership with OLTA staff and with the OLTA members.

|  |  |  |  |
| --- | --- | --- | --- |
| F-1 The Board ensures a climate of mutual trust and respect exists between the Board and the Chair | Y | N | N/S |
| F-2 The Chair has defined authority and responsibility to lead, direct and manage OLTA and the ED successfully | Y | N | N/S |
| F-3 The Board and Chair have agreed upon criteria to evaluate success for OLTA, and to direct, manage, monitor and assess ED performance in a systematic way | Y | N | N/S |
| F-4 The Board seeks the professional advice and respects the valued recommendations of the ED and staff | Y | N | N/S |

 **Board Effectiveness**

The second section of the evaluation asks Governors to assess how effective and efficient the Board is in doing its work. Contributing to effective governance are the following factors: clearly defined roles and responsibilities; an effective governance structure; well-developed group decision process and well-informed governors; meaningful, organized meetings and real productivity.

**1. Board Responsibilities**

|  |  |  |  |
| --- | --- | --- | --- |
| A-1 The Board has defined a role for the OLTA Board | Y | N | N/S |
| A-2 The Board has developed a job description and work agreement for OLTA Governors | Y | N | N/S |
| A-3 Governors execute their fiduciary responsibilities  | Y | N | N/S |

**2. Governance Structure**

|  |  |  |  |
| --- | --- | --- | --- |
| B-1 The structure of the Board, Officers and Committees contributes to OLTA ability to function effectively | Y | N | N/S |
| B-2 Each Committee and ad hoc task force has a specific mandate and performance is reviewed annually | Y | N | N/S |

**3. Board Dynamics**For the Board to function as a team, and speak with one voice, Governors must demonstrate a willingness to work together in a spirit of shared purpose and cooperation that relies on unified consensus from majority decisions.

|  |  |  |  |
| --- | --- | --- | --- |
| C-1 There is a climate of mutual respect and trust among Governors, and between Governors and staff | Y | N | N/S |
| C-2 Governors fully participate in Board discussions | Y | N | N/S |
| C-3 Governors have sufficient opportunity to express themselves on issues during Board discussions | Y | N | N/S |
| C-4 There is strong commitment to building consensus | Y | N | N/S |
| C-5 The Board makes decisions based upon its mission, reliable information and data about members' needs | Y | N | N/S |
| C-6 There is appropriate and timely communication between the Board and its Committee Chairs | Y | N | N/S |
| C-7 There is effective and appropriate communication between the Board and the Executive Director | Y | N | N/S |

**4. Organized Meetings**

Board meetings with organized agendas, reports, time-lines and materials circulated well in advance are more effective and productive for all.

|  |  |  |  |
| --- | --- | --- | --- |
| D-1 Governors receive agendas and briefing documents for review well in advance of the Board meetings | Y | N | N/S |
| D-2 Board meetings make effective and productive use of the role of Governors by focusing agendas and decisions on policies, practices, programs & priorities at a strategic level and not mired into the operational details  | Y | N | N/S |
| D-3 Sufficient meeting time is allowed for reaching Board consensus on complex issues as may be needed | Y | N | N/S |
| D-4 Board members are familiar with agency by-laws and policy documents (e.g. plans and budgets) | Y | N | N/S |

**Board Development**

The third section of the evaluation asks Governors to assess how committed the Board of Governors is to preparing new Governors for their responsibilities and to improving the effectiveness and efficiency of the Board. The key challenges are: identification and orientation of Governors and ongoing Board learning.

**1. Governance Capacity**

|  |  |  |  |
| --- | --- | --- | --- |
| A-1 The Board currently contains a sufficient range of experience to make it an effective governing body | Y | N | N/S |
| A-2 The Board is representative of the membership | Y | N | N/S |
| A-3 Governors help identify candidates for roles as OLTA volunteers, Committee or Task members and leaders  | Y | N | N/S |
| A-4 Board Policy Manual and systematic orientation program for Governors and Committees is in place | Y | N | N/S |

**2. Board Development**

|  |  |  |  |
| --- | --- | --- | --- |
| B-1 The Board commits time for annual group learning experiences at meetings and retreats designed to improve the Board's effectiveness as a governing body and its understanding of good governance and emerging issues facing OLTA and the community it represents | Y | N | N/S |
| B-2 Governors are encouraged to enhance their skills in NFP and charity governance and leadership | Y | N | N/S |

**General Assessment**

Use this section to contribute and discuss any other ideas or thoughts that from your perspective could make the Board of Governors more efficient, effective, engaged, contributing, relevant and/or productive in building, leading, governing, funding, managing and promoting OLTA and Ontario land trusts.

1. What issues or priorities may require the Board's special attention during the next one to three years?
2. How can the Board's organization or performance be improved in the next 6 - 12 months?
3. What change would you make to OLTA to bring more immediate value to our members?
4. What other comments, ideas or suggestions would you like to offer related to the Board's performance?

**Name of the Participant:**

**Date of the Evaluation:**

**Received & Discussed:**