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January 25, 2024

Participation Summary

Self-assessment	Done
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Evaluator Participation Statistics

Evaluator Group	Completed responses	% complete
Board Member	2/2	100%
Staff	1/1	100%

Introduction

This survey tool was designed to provide a window into how well the chief executive of your nonprofit organization is performing in several key areas: *annual performance goals, core competencies, leadership qualities, and accomplishments & challenges*. Failure to assess your chief executive on a regular basis can lead to mistrust, strained working relationships, ongoing poor performance, and even turnover, so we are excited that your organization has decided to take this step to support the chief executive of your organization.

As you progress through the report, try visualizing ways your organization can begin using the feedback provided to foster future growth and development.

Below are tips for viewing your results and determining future action:

Do:

- Look at feedback holistically
- Identify themes in strengths and opportunities for improvement
- Prioritize a few focus areas to add to your development plan
- Understand that everyone has opportunities for improvement

Don't:

- Try to figure out who said what
- Focus on one positive or negative score/comment
- Create a development plan around every item
- Be discouraged that you have opportunities for improvement

Keep in Mind...

The survey uses a 5-point rating scale based on the following definitions:

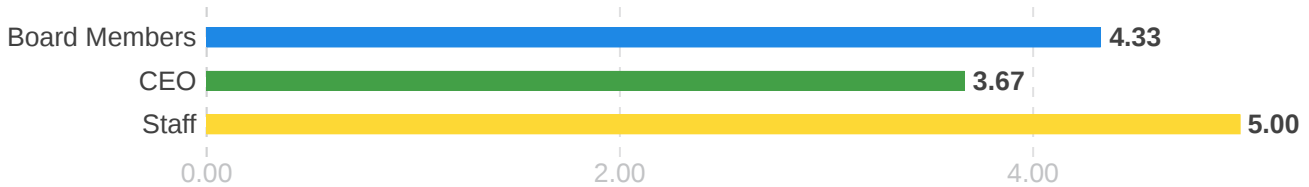
- 1 - Unsatisfactory
- 2 - Needs Improvement
- 3 - Meets Expectations
- 4 - Exceeds Expectations
- 5 - Exceptional
- *Excluded from Analysis - NA / Don't Know*

You will see responses broken into groups based on an individual's relationship with the organization. The chief executive's responses will be shown separately from all other responses so comparisons can be made. All comments shown in the open-ended sections appear exactly as they were written with the exclusion of personally identifiable information. NA/Don't Know Responses will be excluded from data analysis and will cause the total respondent count to be lower on some charts in the report.

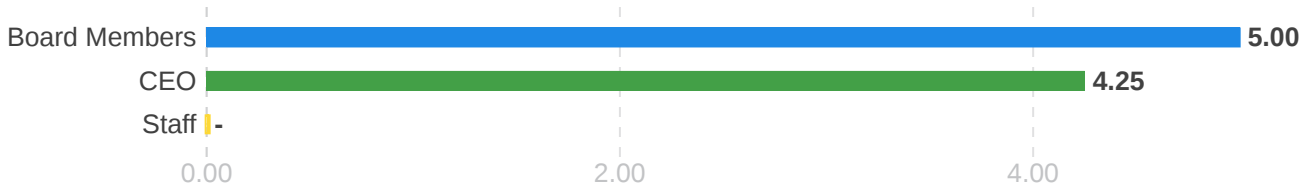
Scoring Averages For Each Section

The chart below displays the overall average score for each section of the survey. The scores shown for each section have been broken down into groups based on an individual's relationship with the organization.

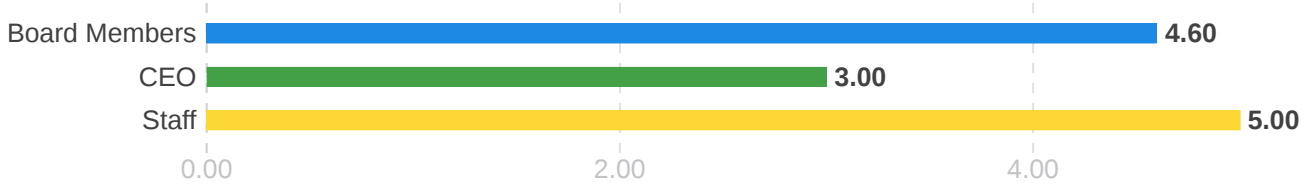
Administration



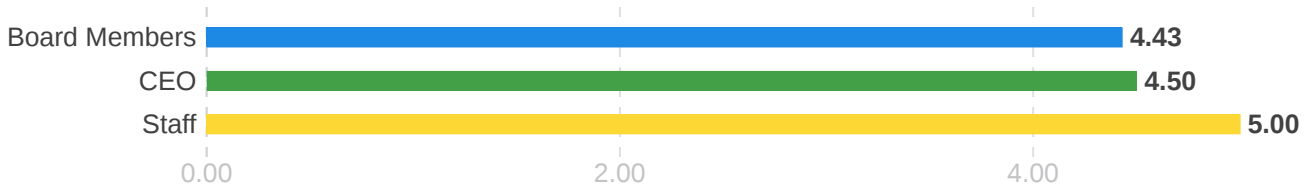
Board Relations



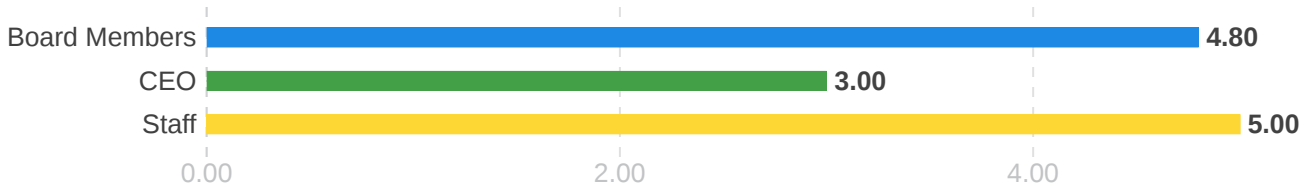
Communications/Public Relations



Financial Management

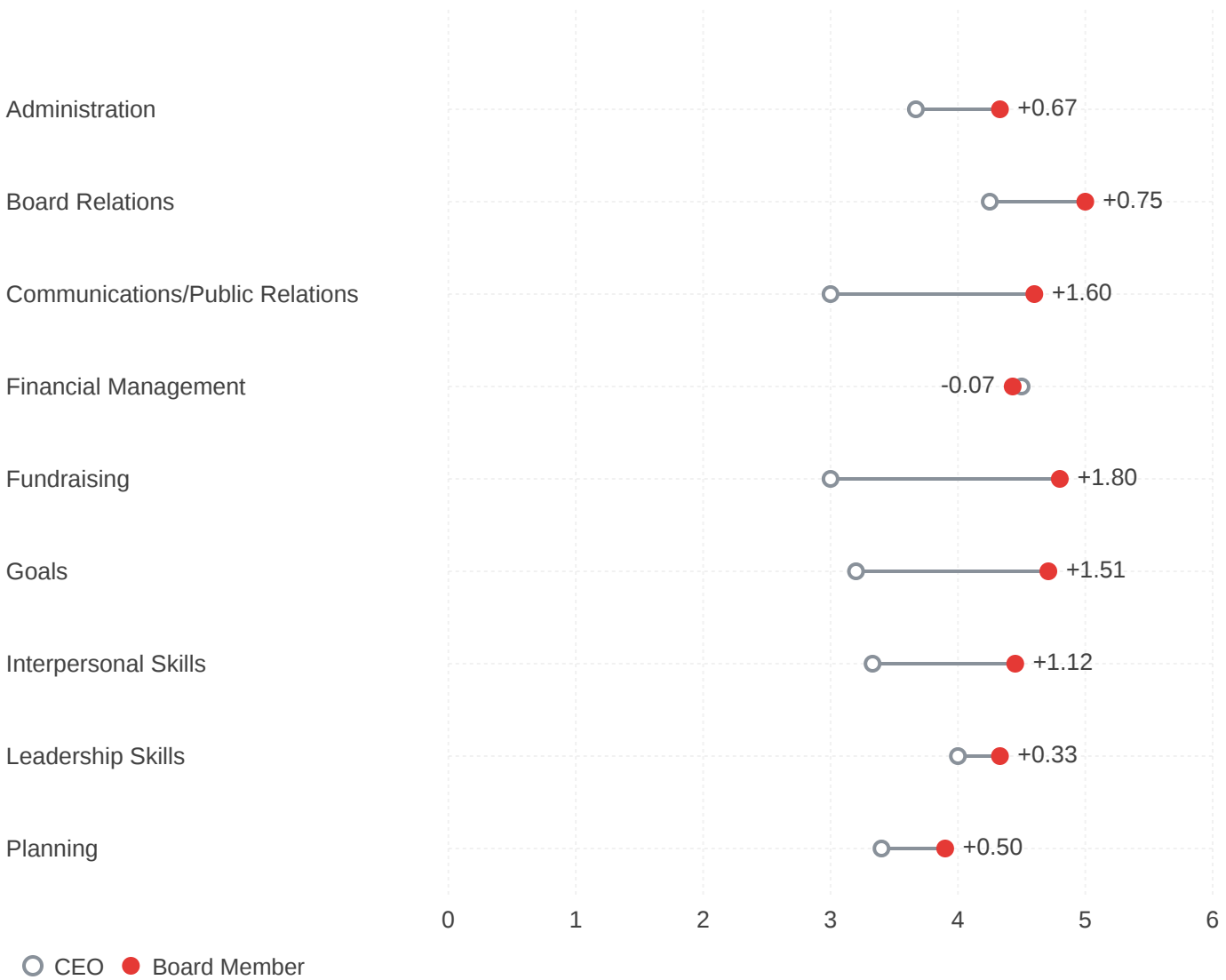


Fundraising



Gap Chart: Board Member Responses

The chart below displays the +/- difference found between the Board Member's and CEO's scores for each section. A positive(+) gap means Board Members rated the CEO higher than the CEO rated themselves. A negative(-) gap means Board Members rated the CEO lower than the CEO rated themselves.



High and low scores: Board Responses

The high/low chart displays items based on the areas where Board Members rated the CEO highest and lowest. The "Rank" number in the left column may be duplicated due to tied scores.

Highest scores

Rank	Scoring category	Item	Average
1	Goals	2. World Peace	5.00
1	Interpersonal Skills	3.2f The ability to accept constructive criticism	5.00
1	Interpersonal Skills	3.2e The ability to balance diverging and competing points of view	5.00
1	Interpersonal Skills	3.2d The ability to build trusting relationships	5.00
1	Leadership Skills	3.1a A clear commitment to the organization's mission and values	5.00
1	Fundraising	2.6c Effectively involved the board in implementing the organization's fundraising program	5.00
1	Fundraising	2.6b Ensured that the organization developed appropriate fundraising strategies and policies for securing donated funds	5.00
1	Fundraising	2.6a Served as an effective fundraiser in the procurement of donated funds (includes individual, private, corporate, foundations, and other donations).	5.00
1	Communications/Public Relations	2.5c Established and maintained positive relationships with individuals and groups that impact the success of the organization	5.00
1	Financial Management	2.4d Implemented appropriate internal controls to protect the organization from fraud and abuse	5.00
1	Financial Management	2.4c Presented the annual budget and financial statements in a timely and accurate manner for review and action by the board	5.00
1	Board Relations	2.3d Engaged board members, collectively and individually, in understanding and making sense of the organization's environment, challenges, and potential	5.00

Section Two: Core Competencies for Nonprofit Chief Executives

While there is no single model for effective nonprofit leaders, a number of core areas of responsibility are essential for success. These competencies -- planning, administration, board relations (*board-only questions*), financial management, communications and public relations, and fundraising -- will be covered in this section.

2.1 Planning

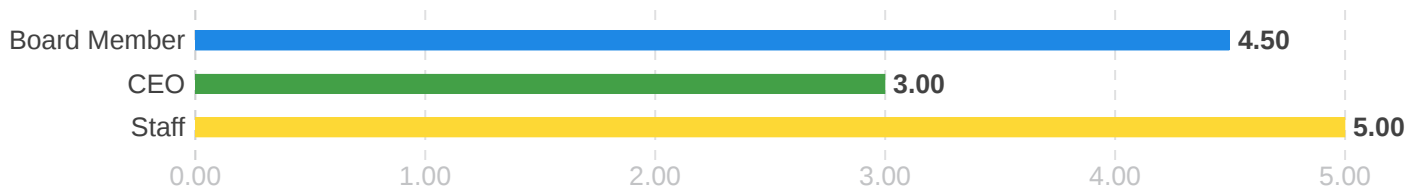
(Average Section Score: 4.05)

Preparing for the future is one of the most critical leadership responsibilities of the chief executive. Working with the board, the chief executive must develop a shared vision for the future of the organization, build understanding around the mission, and develop appropriate goals and strategies to advance that mission.

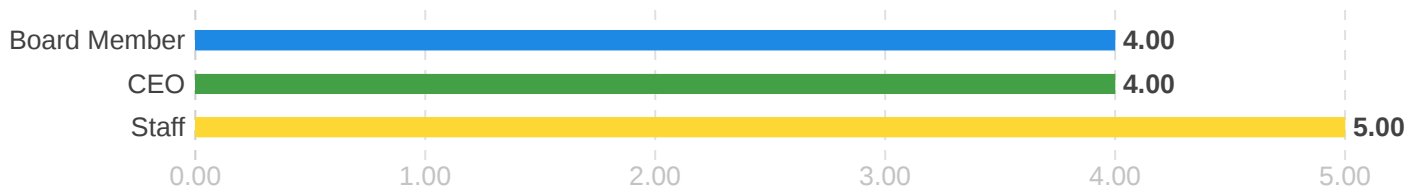
Scoring Overview

Chart below shows the average score per group for each question within this section:

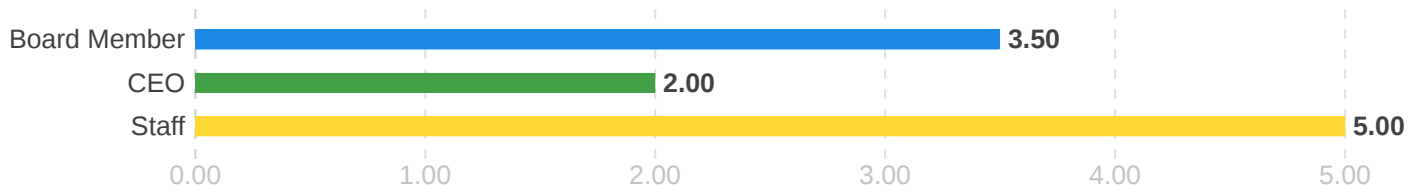
2.1a In collaboration with the board, articulated a clear vision for the future of the organization



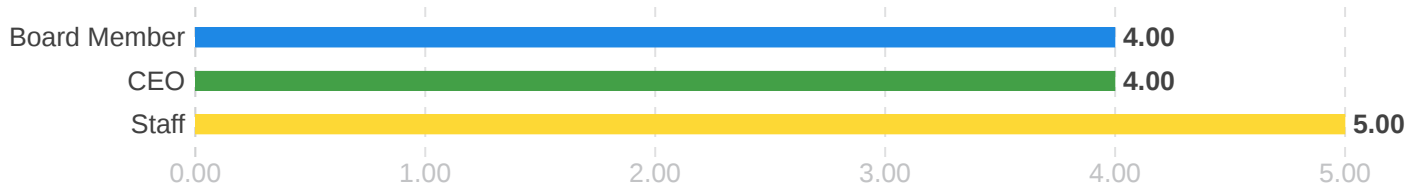
2.1b Used the mission of the organization as a guide in making decisions



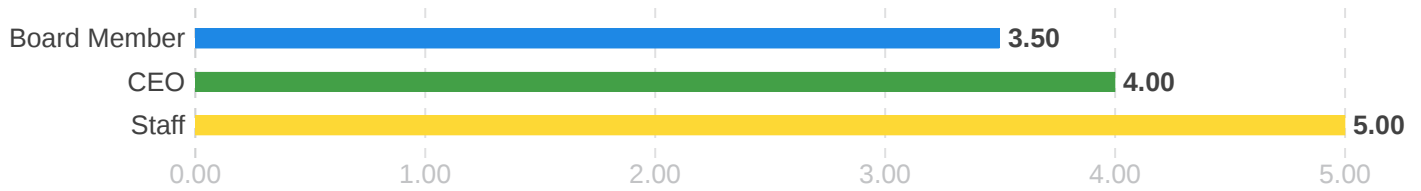
2.1c Engaged the board in meaningful strategic thinking about the organization



2.1d Developed appropriate goals and objectives to advance the mission



2.1e Effectively led the staff in implementing strategic objectives and annual goals



Question Breakdown

Tables below display the total percent each rating was selected for a question by participants:

Board Members:

Field	2 Responses					Total
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	
2.1a In collaboration with the board, articulated a clear vision for the future of the organization	0.00%	0.00%	0.00%	50.00%	50.00%	
2.1b Used the mission of the organization as a guide in making decisions	0.00%	0.00%	50.00%	0.00%	50.00%	
2.1c Engaged the board in meaningful strategic thinking about the organization	0.00%	50.00%	0.00%	0.00%	50.00%	

Section Four: Accomplishments and Challenges

While the quantitative ratings in the previous sections provide an important snapshot of the chief executive in key areas of responsibility and performance, this section of the survey provides an opportunity to view thoughts and insights about the chief executive that cannot be captured in numeric scores.

Assessing the Past

The following questions consider the overall achievements of the chief executive over the past year and will serve as the foundation for discussion between the board and chief executive.

4.1 What were the most significant achievements of the chief executive in the past year?

Board Member

Raised public awareness

CEO

Done a lot of work and been very active

4.2 In the past year, what difficult issues did the organization face, and how did the chief executive address them?

Board Member

Next Steps

The partnership between the board and chief executive is critically important to the success of an organization. A strong and healthy board-staff partnership provides flexible and resilient leadership that contributes positively to the organization's overall impact.

To get the most out of your assessment results, BoardSource recommends taking the following steps:

1. Review and Analyze the Assessment Results: [Using the Assessment of the Chief Executive Results](#)
2. Discuss the Results with the Board: [Executive Sessions](#)
3. Review the Results with the Chief Executive and Develop an Action Plan: [Giving & Receiving Criticism](#)
4. Support the Chief Executive's Future Development: [Setting Goals](#) & [Performance Goals](#) (*members only*)

Additional Resources

[Board Chair and Chief Executive Partnership](#)

[Trouble at the Top: The Nonprofit Board's Guide to Managing an Imperfect Chief Executive](#) (*available for purchase*)

[The Nonprofit Chief Executive's Ten Basic Responsibilities](#) (*available for purchase*)

Deeper Support

Looking to go deeper? Consider investing in the Board Support Program, or reaching out to a consultant from our network.

Board Support Program

BoardSource's [Board Support Program](#) provides year-round governance guidance, resources, and leadership development to you, your board, and your organization. Key benefits include:

- Complimentary Assessment Product
- Access to the [BoardSource Exchange](#)
- On-demand [Certificate of Nonprofit Board Education](#)
- Ask-an-Expert Email Service
- Members-Only Downloadable & Written Resources

Consultant Directory

BoardSource knows that – many times – there is no replacement for direct support and guidance from a [knowledgeable board consultant](#). That's why BoardSource has built relationships with a broad network of consultants from across the country who bring a wide range of strengths and experiences working with nonprofit boards.

New to selecting a consultant, or need a little help getting started? Check out this resource page: [Choosing a Consultant FAQ](#)

Contact Us


Assessments Questions: assessments@boardsource.org

Membership or General Inquiries: members@boardsource.org

Nonprofit CEO Evaluations: 5 Best Practices

 Blog

Nonprofit CEO Evaluations: 5 Best Practices for Your Team

 The Team at Boardable

BLOGS Board Roles & Responsibilities

8 minutes

Share this article



also use this as an opportunity to find out how they can better support the executive director or Chief Executive Officer in their role.

In short, there is so much valuable information to be learned and shared from a nonprofit CEO assessment, when done well.

Here are the topics we cover here on nonprofit CEO evaluations. Feel free to skip to the section you need or read straight through:

[Why Do a Nonprofit CEO Assessment?](#)

[The CEO Evaluation Process](#)

[What to Include in the Evaluation](#)

[Nonprofit CEO Evaluation Best Practices](#)

[A Tool for Long-Term Success](#)

[Conclusion](#)

Why Do a Nonprofit CEO Assessment?

The reality is that everyone needs feedback and review to continue growing in their field. Often, the more responsibility you hold in an organization, the more public that evaluation process becomes.

This is the case with [evaluations and performance assessments](#) for nonprofit leaders. Many within the nonprofit system may undergo a highly private review process. Conversely, the CEO is typically engaged in an evaluation by the entire executive board.

When you have a group of any size considering professional performance, it's important to have a predetermined set of parameters and shared language. The goal



The CEO Evaluation Process

Nonprofit CEO evaluations must follow a predetermined set of guidelines, which was included in the employee contract. Ideally, there is no disparity between expectations. These guidelines should outline how and when the performance evaluation will be completed, what criteria the performance will evaluate, and how the findings will be utilized for professional growth. This should all take into consideration the needs of the nonprofit organization as well as the individual.

Most corporate structures conduct nonprofit CEO evaluations annually. Sometimes there is more frequent evaluation for those who need additional support or who have not been in the field very long. It is also up to the board how the evaluation will take place.

This may include:

A self-evaluation process

Most CEOs are ambitious, energized self-starters. Chances are that he or she will have a list of expectations for themselves that is more extensive than anything an external party could draw up. The self-evaluation process allows the executive director time to review the goals he or she set the previous year and think about how more progress could be made.

Reflection reports on personal performance and growth plans

After or in addition to a self-evaluation process, it may be beneficial for a CEO to bounce his or her insights to the board. What areas surprised the CEO? Where could



You may have heard of this called a “360-degree evaluation.” The efficacy of this method on its own is under some scrutiny, but the perspective of those who work with the CEO can certainly be beneficial to some degree. The crucial point of these nonprofit CEO assessments is to make sure they are productive, and not just an airing of unspoken grievances.

[Start Free Trial](#)

Intermittent observations conducted by the board members

Regular doses of smaller feedback can also be helpful to nonprofit leadership. This could be similar to the “plus/delta” method we talked about in board assessments. For example, board members could weigh in on what is working and what could improve in their observation. It’s important that this doesn’t become personal or nitpicky, but always has the growth and success of the whole organization in focus.

What to Include in the Evaluation

Once the parameters of the nonprofit CEO evaluation are set, it is important to predetermine what factors are going to be assessed. These attributes should remain consistent across the evaluations of all company personnel. (RELATED: [How and When to Hire Nonprofit Consultants](#))



Fundraising Goal Completion: Did we meet our development goals set for the year? Did we meet our goals of donor retention, average donation amount, and specific campaign goals? While this is a yes or no question, of course, it is important to remember that there are often factors outside anyone's control.

Increase in donors, gift size, constituents served, or projects completed: Are trend lines moving in the right direction? Are we building a good story to tell the community and possible funders? If not, why not, and what can the board do to help turn the tide?

Growth of organization metrics: Executive directors will most likely have a goal of increasing the scope or depth of services provided. Whatever the desired measurement of the mission is, a periodic evaluation of progress needs to be recorded.

Qualitative Evaluation Metrics

Unlike the numerical quantitative metrics that can be a simple yes or no answer, qualitative factors are more subtle. These types of nonprofit CEO assessment areas may require a scale of measurement, verbal feedback, and the input of several different parties.

Leadership skills: Is the CEO able to inspire the staff and volunteers to do their best work? What is turnover like under this executive, and what do people say at their exit interviews? Where does the CEO want to build more leadership skills? This is an especially important area that affects almost everything else the executive director does.

Relationship-building skills: One major responsibility of a CEO is to foster beneficial relationships with a number of stakeholders. Depending on the type of



and follow an action plan? These considerations not only affect the effectiveness and growth of operations, but they also affect how your nonprofit is represented to the public. If your CEO makes questionable decisions in the public spotlight, it can adversely affect your organization for years to come.

Nonprofit CEO Evaluation Best Practices

The CEO of a nonprofit organization is responsible for so many different factors of day-to-day management, that it can be overwhelming to consider what aspects of the individual's performance should be in the assessment. This is something that the board needs to decide on prior to the beginning of the observation cycle. Here are a few tips for how to do nonprofit CEO evaluations well.

Keep things fair, objective, and open.

As with any evaluation, clear expectations and agreed-upon measurements at the beginning of the term are crucial. By making goals clear, it is much easier to assess results in a fair and objective manner. There should be no surprises to anyone during the review!

Keep written records of evaluations from each year

Recording the nonprofit CEO evaluation is important for several reasons. Not only does it make it easy to see trends over time, but keeping written records also protects the nonprofit. If there are any public discrepancies about compensation amounts or termination, the record of nonprofit CEO assessments can help set the record straight.

Set SMART goals at the end of each year



Use external salary benchmarks for your executive team

Again, this is an important measure for your nonprofit's protection but also makes sure the CEO is treated fairly. By using external salary averages, your board doesn't have to worry about justifying a wildly out-of-line salary (high or low). This practice can also guide discussions on bonuses and raises.

Include representatives from all levels.

If you decide to do a 360-degree evaluation, this is a good rule. A [Bridgespan article](#) on the 360-degree CEO review process at Citi Performing Arts Center vice-chair Jeff McCormick said,

“A board’s responsibility is to the overall enterprise, not just the leader. It is important to think about what you are trying to learn, framing the right questions, and strategically gathering input from a variety of sources. Ultimately, the results should help identify where the CEO should focus and where he or she actually is focusing.”

Evaluations: A Tool for Long-Term Success

The goal of a performance assessment is not to trap the employee into being “found out” for any present poor habits. Instead, it should address current skills and identify areas for growth. Obviously, we want the individual and the company to benefit as a result. Consistent and regular assessment of all members of the nonprofit team is the only way to ensure that the organization is managed as efficiently as possible.

Using performance evaluations as a means to continue conversations about company goals and growth is a great way to develop action plans and ensure that your nonprofit is working in the best interest of those you hope to serve.

Board Matrix Worksheet
Expertise / Skills / Personal Data

	Current Members												Prospective Members				
	A	B	C	D	E	F	G	H	I	J	K	L	A	B	C	D	E
Age																	
Under 18																	
19 - 34																	
35 - 50																	
51 - 65																	
Over 65																	
Gender Identity																	
Male																	
Female																	
Trans																	
Non-binary																	
Other																	
Sexual Orientation																	
Straight																	
Lesbian																	
Gay																	
Bisexual																	
Queer																	
Other																	
Prefer not to answer																	
Race/Ethnicity (check all that apply)																	
African American/Black																	
Asian/Pacific Islander																	
Caucasian																	
Hispanic American/Indian																	
Native American/Indian																	
Other																	
Resources																	
Our orgs is one of their top 3 gifts																	

Strategic planning																		
Real estate - Residential, Commercial																		
Special program focus																		
Technology																		
Other (please describe)																		

Current Members

A -
B -
C -
D -
E -
F -
G -
H -
I -
J -
K -
L -

Prospective Members

A -
B -
C -
D -
E -
F -
G -
H -
I -
J -
K -
L -



Board Self-Assessment Questionnaire

Board Self-Assessment Questionnaire

Questions should be answered by all board members. When completed individually the results of sections A, B and C should be compiled, shared and discussed by the whole board to determine an average group answer to each question and an overall section rating. Section D should be answered by board members alone, but not shared with the group. Sections A, B and C should also be completed by the CEO/ED. This questionnaire also includes Section E, which provides feedback to the Chair of the Board.

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

Section A: How Well Has the Board Done Its Job?

- | | | | | | |
|--|---|---|---|---|---|
| 1. Our organization operates with a strategic plan or set of goals and priorities | 1 | 2 | 3 | 4 | 5 |
| 2. The board's regular meeting agenda items reflect our strategic priorities and leave time for generative discussion | 1 | 2 | 3 | 4 | 5 |
| 3. The board has recently created or reviewed key governance job descriptions (e.g. board chair, directors and committees) | 1 | 2 | 3 | 4 | 5 |
| 4. The board gives direction to the CEO/ED on how to achieve the goals by setting, referring to, or revising policies | 1 | 2 | 3 | 4 | 5 |
| 5. The board understands and prioritizes the organization's relationship with its community | 1 | 2 | 3 | 4 | 5 |
| 6. The board has ensured that stakeholders have received reports on how our organization has used its financial and human resources to advance the mission | 1 | 2 | 3 | 4 | 5 |
| 7. The board actively discusses structural racism and the board's role in promoting diversity, equity and inclusion within the organization | 1 | 2 | 3 | 4 | 5 |

Board Self-Assessment Questionnaire

Section B: How Is the Board Doing?

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- | | | | | | |
|---|---|---|---|---|---|
| 1. As board members, we are aware of what is expected of us | 1 | 2 | 3 | 4 | 5 |
| 2. The agenda of board meetings is well planned so that we are able to get through all necessary board business | 1 | 2 | 3 | 4 | 5 |
| 3. Board members come to meetings prepared | 1 | 2 | 3 | 4 | 5 |
| 4. We receive staff reports in advance of our meetings | 1 | 2 | 3 | 4 | 5 |
| 5. All board members participate in important board discussions | 1 | 2 | 3 | 4 | 5 |
| 6. We do a good job encouraging and including different points of view | 1 | 2 | 3 | 4 | 5 |
| 7. We all ultimately support the decisions we make | 1 | 2 | 3 | 4 | 5 |
| 8. The board assesses its composition and strengths in advance of recruiting new board members | 1 | 2 | 3 | 4 | 5 |
| 9. The board assumes much of the responsibility for director recruitment and orientation | 1 | 2 | 3 | 4 | 5 |
| 10. Board members have some interaction with community stakeholders at board meetings (as guests) or between meetings | 1 | 2 | 3 | 4 | 5 |
| 11. Our board meetings are always interesting | 1 | 2 | 3 | 4 | 5 |
| 12. Our board meetings are frequently fun | 1 | 2 | 3 | 4 | 5 |

Board Self-Assessment Questionnaire

Section C: Board's Relationship with Executive Director

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- | | | | | | |
|---|---|---|---|---|---|
| 1. There is a clear understanding on most matters where the board's role ends and the CEO/ED's begins | 1 | 2 | 3 | 4 | 5 |
| 2. There is good two-way communication between the board and the CEO/ED | 1 | 2 | 3 | 4 | 5 |
| 3. The board trusts the judgment of the CEO/ED | 1 | 2 | 3 | 4 | 5 |
| 4. The board provides guidance to the CEO/ED by setting and reviewing policies | 1 | 2 | 3 | 4 | 5 |
| 5. The board has discussed and communicated the kinds of information and level of detail it requires from the CEO/ED | 1 | 2 | 3 | 4 | 5 |
| 6. The board has developed formal criteria and a process for evaluating the CEO/ED | 1 | 2 | 3 | 4 | 5 |
| 7. The board, or a committee of the board, has formally evaluated the CEO/ED within the past 12 months | 1 | 2 | 3 | 4 | 5 |
| 8. The board evaluates the CEO/ED on a shared definition of leadership and on the accomplishment of the organization's strategic goals and priorities | 1 | 2 | 3 | 4 | 5 |
| 9. The board provides feedback and shows its appreciation to the CEO/ED on a regular basis | 1 | 2 | 3 | 4 | 5 |
| 10. The board ensures that the CEO/ED is able to take advantage of professional development opportunities | 1 | 2 | 3 | 4 | 5 |
| 11. The board and the CEO/ED openly discuss race and power dynamics that exist between them | 1 | 2 | 3 | 4 | 5 |

Board Self-Assessment Questionnaire

Section D: My Performance as an Individual Board Member (Only to be shared with Nominating/Governance committee and/or Board Chair)

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- | | | | | | |
|---|---|---|---|---|---|
| 1. I am aware of what is expected of me as a board member | 1 | 2 | 3 | 4 | 5 |
| 2. I have a good record of meeting attendance | 1 | 2 | 3 | 4 | 5 |
| 3. I read the minutes, reports and other materials in advance of our board meetings and come prepared | 1 | 2 | 3 | 4 | 5 |
| 4. I am familiar with what is in the organization's by-laws and governing policies | 1 | 2 | 3 | 4 | 5 |
| 5. I personally help create an inclusive environment for diverse people and perspectives on our board | 1 | 2 | 3 | 4 | 5 |
| 6. I am encouraged by other board members to express my opinions at board meetings | 1 | 2 | 3 | 4 | 5 |
| 7. I am a good listener at board meetings | 1 | 2 | 3 | 4 | 5 |
| 8. I follow through on things I said I would do | 1 | 2 | 3 | 4 | 5 |
| 9. I maintain the confidentiality of all board decisions | 1 | 2 | 3 | 4 | 5 |
| 10. When I have a different opinion than the majority, I raise it | 1 | 2 | 3 | 4 | 5 |
| 11. I support board decisions once they are made, even if I do not agree with them | 1 | 2 | 3 | 4 | 5 |
| 12. I promote the work of our organization in the community whenever I have a chance to do so | 1 | 2 | 3 | 4 | 5 |
| 13. I participate actively and adequately in our give/get policy or requirements | 1 | 2 | 3 | 4 | 5 |

Name: _____

Board Self-Assessment Questionnaire

Section E: Feedback to the Chair of the Board (Optional)

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- | | | | | | |
|--|---|---|---|---|---|
| 1. The chair is well prepared for board meetings | 1 | 2 | 3 | 4 | 5 |
| 2. The chair helps the board stick to the agenda | 1 | 2 | 3 | 4 | 5 |
| 3. The chair tries hard to ensure that every board member has an opportunity to be heard | 1 | 2 | 3 | 4 | 5 |
| 4. The chair is skilled at managing different points of view | 1 | 2 | 3 | 4 | 5 |
| 5. The chair demonstrates versatility in facilitating board discussions and pays attention to issues of equity and inclusivity | 1 | 2 | 3 | 4 | 5 |
| 6. The chair knows how to be direct with an individual board member when their behavior needs to change | 1 | 2 | 3 | 4 | 5 |
| 7. The chair helps the board work together | 1 | 2 | 3 | 4 | 5 |
| 8. The chair demonstrates good listening skills | 1 | 2 | 3 | 4 | 5 |
| 9. The board supports the chair | 1 | 2 | 3 | 4 | 5 |
| 10. The chair and CEO/ED seem to have a positive working relationship | 1 | 2 | 3 | 4 | 5 |



Emergency Succession Planning Template

Please fill in this form to aid us with creating your emergency succession plan.

1. Organization Name: Date:
 CEO Name: Email:

2. In the event of an unplanned absence of the CEO, which senior staff member will carry the responsibility to inform the Board Chair?

Name: Title:

3. Who would step in as Acting CEO in this circumstance?

Name: Title:

4. In the event that person is too new, or not available, who would step in next as Acting CEO?

Name: Title:

5. Which three (3) board members will be responsible for supervising the work of the Acting CEO:

Name:	<input type="text"/>	Office:	<input type="text"/>
Name:	<input type="text"/>	Office:	<input type="text"/>
Name:	<input type="text"/>	Office:	<input type="text"/>

6. When the Acting CEO takes over, which external stakeholders will need to be informed (government contract officers, foundation program officers, major donors, etc.):

Name:	<input type="text"/>	Title:	<input type="text"/>	Email:	<input type="text"/>
Name:	<input type="text"/>	Title:	<input type="text"/>	Email:	<input type="text"/>
Name:	<input type="text"/>	Title:	<input type="text"/>	Email:	<input type="text"/>
Name:	<input type="text"/>	Title:	<input type="text"/>	Email:	<input type="text"/>
Name:	<input type="text"/>	Title:	<input type="text"/>	Email:	<input type="text"/>
Name:	<input type="text"/>	Title:	<input type="text"/>	Email:	<input type="text"/>

7. Name and contact information for the organization's Auditor:

Name: Phone: Email:

8. Name and contact information for the organization's Legal Counsel:

Name: Phone: Email:

9. Bank Account

Name:
 Account Number:
 Branch Representative:
 Phone:
 Fax:
 Email:
 Authorized signer(s)

10. Bank Account

Name:
 Account Number:
 Branch Representative:
 Phone:
 Fax:



Emergency Succession Planning Template

Email:

Authorized signer(s)

11. Bank Account

Name:

Account Number:

Branch Representative:

Phone:

Fax:

Email:

Authorized signer(s)

12. Investments

Planner/Broker Name:

Representative Name:

Phone:

Email:

Who is authorized to make transfers?

Who is authorized to make wire transfers?

Are there alternatives?

Location of Key Documents

IRS Determination Letter

Onsite Location Offsite Location Online URL

IRS Form 1023

Onsite Location Offsite Location Online URL

By-laws

Onsite Location Offsite Location Online URL

Mission Statement

Onsite Location Offsite Location Online URL

Board Minutes

Onsite Location Offsite Location Online URL

Corporate Seal

Onsite Location Offsite Location Online URL

Employer ID number (EIN) #



Emergency Succession Planning Template

Onsite Location	<input type="text"/>	Offsite Location	<input type="text"/>	Online URL	<input type="text"/>
-----------------	----------------------	------------------	----------------------	------------	----------------------

Current and previous 990s

Onsite Location	<input type="text"/>	Offsite Location	<input type="text"/>	Online URL	<input type="text"/>
-----------------	----------------------	------------------	----------------------	------------	----------------------

Current and previous audited financial statements

Onsite Location	<input type="text"/>	Offsite Location	<input type="text"/>	Online URL	<input type="text"/>
-----------------	----------------------	------------------	----------------------	------------	----------------------

Financial Statements (if not part of the computer system and regularly backed up)

Onsite Location	<input type="text"/>	Offsite Location	<input type="text"/>	Online URL	<input type="text"/>
-----------------	----------------------	------------------	----------------------	------------	----------------------

State or District Sales Tax Exemption Certificate

Onsite Location	<input type="text"/>	Offsite Location	<input type="text"/>	Online URL	<input type="text"/>
-----------------	----------------------	------------------	----------------------	------------	----------------------

Blank Checks

Onsite Location	<input type="text"/>	Offsite Location	<input type="text"/>	Online URL	<input type="text"/>
-----------------	----------------------	------------------	----------------------	------------	----------------------

Computer passwords

Onsite Location	<input type="text"/>	Offsite Location	<input type="text"/>	Online URL	<input type="text"/>
-----------------	----------------------	------------------	----------------------	------------	----------------------

Donor records

Onsite Location	<input type="text"/>	Offsite Location	<input type="text"/>	Online URL	<input type="text"/>
-----------------	----------------------	------------------	----------------------	------------	----------------------

Vendor records

Onsite Location	<input type="text"/>	Offsite Location	<input type="text"/>	Online URL	<input type="text"/>
-----------------	----------------------	------------------	----------------------	------------	----------------------

Volunteer Records:

Onsite Location	<input type="text"/>	Offsite Location	<input type="text"/>	Online URL	<input type="text"/>
-----------------	----------------------	------------------	----------------------	------------	----------------------

Payroll Company Name:

Account Number:

Payroll Rep:

Phone Number:

Email:

<input type="text"/>
<input type="text"/>
<input type="text"/>
<input type="text"/>
<input type="text"/>

Employee records/personnel info (names, home address, phone #s, email, emergency contact, etc.)

Onsite Location	<input type="text"/>	Offsite Location	<input type="text"/>	Online URL	<input type="text"/>
-----------------	----------------------	------------------	----------------------	------------	----------------------

Office lease (if renting):



Emergency Succession Planning Template

Onsite Location	<input type="text"/>	Offsite Location	<input type="text"/>	Online URL	<input type="text"/>
-----------------	----------------------	------------------	----------------------	------------	----------------------

Building Deed (if own):

Onsite Location	<input type="text"/>	Offsite Location	<input type="text"/>	Online URL	<input type="text"/>
-----------------	----------------------	------------------	----------------------	------------	----------------------

Mgmt. Co. Name:	<input type="text"/>
Contact Name:	<input type="text"/>
Phone Number:	<input type="text"/>
Email:	<input type="text"/>

Security Co. Name:	<input type="text"/>
Account Number:	<input type="text"/>
Representative Name:	<input type="text"/>
Rep. Phone:	<input type="text"/>
Rep. Email:	<input type="text"/>
Broker Name:	<input type="text"/>
Broker Phone:	<input type="text"/>
Broker Email:	<input type="text"/>

General Liability / Commercial Umbrella Insurance

Company/Underwriter:	<input type="text"/>
Policy Number:	<input type="text"/>
Rep. Name:	<input type="text"/>
Rep. Number:	<input type="text"/>
Rep. Email:	<input type="text"/>

Disability Insurance (long-term)

Company/Underwriter:	<input type="text"/>
Policy Number:	<input type="text"/>
Rep. Name:	<input type="text"/>
Rep. Number:	<input type="text"/>
Rep. Email:	<input type="text"/>

Directors & Officers Liability

Company/Underwriter:	<input type="text"/>
Policy Number:	<input type="text"/>
Rep. Name:	<input type="text"/>
Rep. Number:	<input type="text"/>
Rep. Email:	<input type="text"/>

Life Insurance

Company/Underwriter:	<input type="text"/>
Policy Number:	<input type="text"/>
Rep. Name:	<input type="text"/>
Rep. Number:	<input type="text"/>
Rep. Email:	<input type="text"/>

Health Insurance

Company/Underwriter:	<input type="text"/>
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Emergency Succession Planning Template

Policy Number:	
Rep. Name:	
Rep. Number:	
Rep. Email:	

Dental Insurance Company/Underwriter:	
Policy Number:	
Rep. Name:	
Rep. Number:	
Rep. Email:	

Unemployment Insurance Company/Underwriter:	
Policy Number:	
Rep. Name:	
Rep. Number:	
Rep. Email:	

Long Term Care Insurance Company/Underwriter:	
Policy Number:	
Rep. Name:	
Rep. Number:	
Rep. Email:	

Workers' Compensation Company/Underwriter:	
Policy Number:	
Rep. Name:	
Rep. Number:	
Rep. Email:	

Retirement Plan Company/Underwriter:	
Policy Number:	
Rep. Name:	
Rep. Number:	
Rep. Email:	

Disability Insurance (short-term) Company/Underwriter:	
Policy Number:	
Rep. Name:	
Rep. Number:	
Rep. Email:	



Considerations Regarding CEO Tenure

Answer the following questions by placing a checkmark in either column A or column B

	A	B
1. How long have you served as the Executive Director?	10+ years	<10 years
2. Who, primarily, recruits your board members – you or members of the board?	I do	Board does
3. How well do you delegate to others – that is, empower them to take full responsibility for some aspect of your organization?	Not as well as I would like	Very well
4. Does your board ever challenge you or push you outside your comfort zone?	Rarely or never	Yes sometimes
5. How much of your time do you spend keeping things stable vs. instigating change?	More time keeping things stable	More time instigating change
6. Who sets direction for your organization – you or your board (primarily)?	Me/staff	The board
7. Do you ever talk with your board about leadership transition?	No	Yes
8. How strongly do you have to manage your board?	Very strongly – they need me to function	Not much – they are good at running themselves
9. Have you thought about who might succeed you if you were to leave?	No	Yes

Total answers in column A:

Total answers in column B:



Template: Onboarding Game Plan

Before official start pre-reading and pre-work

E.g. budgets, strategic planning documents, board books, retreats, company meetings

What will success look like in this role:

After 30 days

After 60 days

After 90 days

Relationship building

Top 3 internal relationships to build:

Top 3 external relationships to build:

Culture

2 biggest cultural differences between this job and your last:

Mentors – you need 2

Caring confidante

Professional Advisor

Template: Evaluate your staff to identify leaders

