

The background of the slide is a dark blue field filled with a repeating pattern of white line-art icons. These icons represent various aspects of healthcare and business, including medical equipment like stethoscopes, syringes, and pills, as well as financial and organizational symbols like bar charts, pie charts, briefcases, and people. The icons are arranged in a dense, grid-like fashion.

## Evaluating Board Member Performance and Experience



**CONCORDIA PLANS**

## Evaluating Board Member Performance

The best time to work on improving performance is not when there is a problem or crisis, but when things are working smoothly. When it comes to improving a board's performance, the board needs to look at its individual members and how they are functioning within the group. The process is a powerful way to clarify performance expectations so board members know what they should do to contribute to a greater extent. In addition, it creates a standard mechanism for all board members to vote on retaining board members, if that's how your board members are appointed.

Well-executed evaluations drive board excellence by fostering a constant desire to improve. Two separate assessments to consider are:

- 1. Peer Evaluation:** Fellow board members evaluate each other. The purpose is to get valuable feedback on how board members see a fellow participant's performance. Anonymous evaluations allow board members to provide honest feedback.
- 2. Self-Evaluation:** Board members evaluate their own performance. This assessment allows board members to identify their greatest strengths, areas of improvement, resources needed to better meet their obligations as a board member and more.

Board evaluations don't have to be challenging or cumbersome to complete. Finding the right mix of questions, determining the cadence of initiating these assessments, and having individual conversations about the results with each board member being evaluated, is important.

For the Concordia Plan Services Board of Directors, we initiate both the peer and self-evaluations when a board member is up for reappointment (which is every three years). So it's not such a manual process for staff, we create the surveys in a platform such as Survey Monkey or Microsoft Forms. The results of both surveys are then shared with the Board Chair and Vice Chair (who also serves as Chair of the Governance Committee), and they have individual conversations with the evaluated board member either in person at the next board meeting, or via Zoom.

## Evaluating Board Member Experience

Another survey worth considering is an annual board member experience survey. We know our board members' commitment to serve in this capacity is above and beyond what they do for their career and community. My role is to ensure timely and professional communication so they are informed and well prepared when they attend each board meeting. This is critical so they can be as efficient and effective as possible in the short amount of time we have together. It is also important to me that their time on our board is enjoyable and satisfying. Many things can cause an unfavorable experience and it's my goal to do what I can to eliminate the controllable irritants – no matter how small.

After the final board meeting of each year, I initiate a brief survey. Depending on your ministry setup, you may need to make adjustments, but essentially here is what I ask:

1. The Administrative Support Team is responsive to my requests and needs. We ask board members to give anywhere from 1 to 5 stars and have space for additional comments.
2. The BoardEffect app is easy to navigate. We ask board members to give anywhere from 1 to 5 stars and have space for additional comments.
3. The communication on logistics before the meetings was clear and concise. I received all necessary information prior to the start of the meetings. We ask board members to give anywhere from 1 to 5 stars and have space for additional comments.
4. Participating in a hybrid board meeting can be a challenge. How can the administrative support team improve your experience leading up to and/or during CPS-related meetings? (open-ended question)
5. The administrative support team can do the following to make my overall experience better. (open-ended question)
6. If you wish, please enter general comments about the administrative support team. (open-ended question)

### Sherri Morris

Sherri is the Administrative Director for the CPS President's Office. One of the many things Sherri is accountable for is shaping board member experience, making sure CPS makes their service efficient and effective, as well as enjoyable and satisfying. Sherri has been an employee of the Synod for more than 25 years – serving LCEF, LCMS World Mission, and Ministry to the Armed Forces prior to joining CPS in 2008. She has a passion for coaching, mentoring, and serving others.



## Board Member Self-Assessment

[Board Member's Name] – [Organization's Name]

**Q1** I consider myself to be an effective [Organization's Name] Director because:

[response]

**Q2** The greatest strengths and contributions I bring to [Organization's Name] Board are:

[response]

**Q3** The areas where I need to grow and improve are:

[response]

**Q4** What are areas confronting the Board now and for the next three years that most interest you and that you believe you could make the greatest contribution?

[response]

**Q5** Are you satisfied with your performance as a Board Member? Why or Why not?

[response]

**Q6** What would help you to better fulfill your obligation as a Director in the future?

[response]

**Q7** Are there areas of interest or expertise in which you would like to expand your involvement with the Board?

[response]

**Q8** I act in the best interest of the [Organization's Name] constituents (i.e., Members, District, students).

Agree

Disagree

**Q9** I understand my responsibility as an "independent Board Member."

Agree

Disagree

**Q10** I am fully informed on my legal and ethical responsibilities and authority.

Agree

Disagree

**Q11** I actively participate in discussions during Board and committee meetings.

Agree

Disagree

**Q12** I know and understand the [Organization's] vision, mission, values and strategic plans/goals and how they are reflected in key issues.

Agree

Disagree

**Q13** Has your professional situation or health status changed since the last performance evaluation to the extent that it could compromise your effectiveness as a Board and committee member?

[response]

**Q14** Do you wish to be endorsed (or re-appointed) for another term, and are you prepared to make the commitment expected of a Director?

[response]

**Q15** Are there Board or Governance concerns or other issues that you would like to have called to the Governance Committee Chairperson's attention, brought to senior management or presented to the Governance Committee, and if so, what are they?

[response]

**Q16** Have you been able to make the contributions you want to make since joining the Board?

[response]

**Q17** Additional Comments:

[response]

## **(Board Member's Name) Evaluation**

Date: \_\_\_\_\_

Rating Scale: 1 (Needs Improvement) to 5 (Excellent);  
6 = Unable to Assess

- 1. Personal Leadership – Character and Personal Integrity: Consistently demonstrates professional and spiritual leadership, character and high ethical standards.**

Rating:

Comments:

- 2. Interpersonal Skills – Relational Integrity: Communicates appropriately and positively, both during and between Board meetings. Listens to the ideas of others.**

Rating:

Comments:

- 3. Strategic Thinking – Vision and Values Focus: Engages with and keeps focused on core values, mission, and vision.**

Rating:

Comments:

- 4. Strategic Thinking – Solution and Innovation Focus: Identifies problems and suggests potential solutions. Open to new ideas. Values both long-term vision and outcomes, as well as short-term ideas and solutions.**

Rating:

Comments:

- 5. Board Contribution – Organizational Knowledge: Demonstrates knowledge of the issues and has appropriate skills to be an effective member.**

Rating:

Comments:

6. **Board Contribution – Governance Wisdom:** Contributes positively to discussion and debate through thoughtful, wise, and clearly stated observations and opinions. Remains policy rather than operationally focused.

Rating:

Comments:

7. **Board Contribution – Committee Contribution:** Adds value and unique perspective and insight at Board meetings, always representing the interests of plan members.

Rating:

Comments:

8. **Board Contribution – Attendance:** Attends meetings regularly and is adequately prepared to discuss agenda items.

Rating:

Comments:

9. **Board Contribution – Management Focus:** Encourages management to set and achieve challenging goals.

Rating:

Comments:

10. **Additional overall comments or recommendations:**



**QUESTIONS?**

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