Summary of Pacific Institute 2018 Board Self-Assessment Questionnaire

	Ave.	Chair's Comments
Q1. Board has the right number of members	2.64	Need more!
Q2. Board has members with diverse backgrounds and experiences	3.27	Appetite for more diversity
Q3. The role and responsibilities of Board members are clear	3.91	
Q4. Board has the right number of meetings per year	4.09	
Q5. There is enough time at Board meetings for presentation and discussion of topics	3.27	Appetite for more content knowledge and discussion of strategy
Q6. Board has appropriate input into setting agenda items for the meetings	3.55	
Q7. Board meetings are well organized and planned, and an effective use of time	3.90	
Q8. Board's annual retreat is effective in helping the Board focus on strategic issues	3.82	
Q9. Board has adequate indemnification and D&O liability protection	3.09	Unclear standards
Q10. Board has the right committees	4.20	
Q11. Committees have the right number of members	3.27	Need more engagement and more board members!
Q12. Board members have adequate input regarding their committee assignments	3.64	
Q13. Committees have the right number of meetings per year	3.64	
Q14. Board receives adequate pre-reading materials, including budget and financial reports when appropriate, in advance of meetings	3.67	One interesting request: framing key issues ahead of meetings
Q15. Board receives pre-reading materials far enough in time before Board meetings to permit thorough review	3.75	Appetite for earlier distribution and planning
Q16. Board receives relevant and timely information about meeting agendas and logistics	3.50	
Q17. Minutes of Board meetings accurately and thoroughly reflect the decisions, deliberations, and activities that occur at the meetings	4.18	
Q18. Board receives appropriate, responsive, and timely follow-up from staff in response to issues raised by Board	3.92	
Q19. Board has adequate access to external and internal advisors, such as the independent auditor and legal counsel	3.50	Need access to external legal counsel
Q20. The subjects covered at Board meetings are the right subjects	3.75	Need to cover key changes related to PI's mission and strategy
Q21. Board devotes sufficient time to, understands, and influences appropriately Pacific Institute's mission and strategic direction	3.75	
Q22. Committees are effective in communicating to and assisting Board with oversight of their respective areas	3.83	

Q23. Board clearly communicates goals, expectations, and concerns regarding the President's performance	**3.67**	Mixed views - we probably can strengthen communication intensity
Q24. Board has sufficient input into and effectively oversees President and staff evaluation, compensation, and succession planning	**3.75**	Mixed views - should we involve board more?
Q25. Board adequately monitors financial performance during the year	**4.17**	
Q26. Board members understand that they are responsible for making personal financial contributionsand for supporting other fundraising	**4.17**	
Q27. Board members come to meetings well-prepared and focused on the work and all directors are involved in making Board decisions	**3.67**	Could always be more prepared!
Q28. Board deliberations are open and constructive, and Board members effectively name and address the most important issues	**4.08**	
Q29. Board effectively identifies skills or expertise needed on the board and recruits new board members with those needs in mind	**3.67**	Mixed views
Q30. Board effectively monitors and discusses performance of organization based on predetermined metrics and goals	**3.42**	Work-in-progress; appetite to have impact metrics and management key indicators
Q31. Board adequately reviews potential sources of risk and identifies strategies or plans to mitigate those risks	**3.27**	Appetite for comprehensive risk review and management strategy
Q32. Board members effectively reach out in the community to build awareness and excitement about the organization	**3.33**	We can do more!

Legend	Code	Range
Serious gap needing [sustained] response		<3.0
Need to be addressed		[3.0, 3.5]
Generally good, with potentially some mixed views and room for improvement		[3.5, 4.0]
In good shape		>4.0