

STANDARDS OF ORGANIZATIONAL EFFECTIVENESS (SOEs)

BOARD GOVERNANCE

<u>Topic Summary</u>	<u>Developing</u>	<u>Operational</u>	<u>Advancing</u>	<u>Excelling</u>
<p>A. BOARD DEVELOPMENT PROCESS</p>	<p align="center"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>There is an informal process for identifying and recruiting board members, not necessarily based on the organization's goals and objectives.</p>	<p align="center"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>The organization has and utilizes a written, board-driven process for the identification, selection, recruitment and orientation of board members based on its goals and objectives. Individual responsibilities, as well as collective roles of board volunteers are written and clearly defined.</p>	<p align="center"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>The organization utilizes a written, ongoing board development process, which includes identification, recruitment, selection, orientation, ongoing evaluation and recognition. 60% of eligible board volunteers are recognized utilizing Boys & Girls Clubs of America's National Service Recognition Awards or equivalent recognition program.</p>	<p align="center"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>The organization has one or more board members who are Movement leaders and who share models for a written board development process, which includes identification, recruitment, selection, orientation, ongoing evaluation and recognition. 80% of all eligible board volunteers are recognized utilizing Boys & Girls Clubs of America's National Service Recognition Awards or equivalent recognition program.</p>
<p>B. BOARD MEMBERSHIP</p>	<p align="center"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>The board has few, if any, active community leaders who influence community decisions and resources. There is little board involvement that fulfills the organization's needs.</p>	<p align="center"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>The board has some recognized business and public leaders who influence community decisions and resources. The organization has a board-approved code of ethics and conflict of interest policy on which individual board members sign off on an annual basis. There is a moderate level of board involvement in the appropriate areas of the organization, and the board has begun to establish a good relationship with local, state and federal government officials.</p>	<p align="center"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>The board consists mainly of business and public leaders who influence decisions and resources and who are involved in meeting most of the organization's needs. The board has good relationships with local, state and federal government officials who understand the value of Boys & Girls Clubs.</p>	<p align="center"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>The board consists of business and public leaders who influence decisions and resources, provide effective governance, generate needed resources and are actively involved in meeting the organization's needs. The board has excellent relationships with local, state and federal officials.</p>

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C. GOVERNANCE LEADERSHIP AND COMMITTEE STRUCTURE	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The board has no functioning committees and/or task groups. There is little structure and minimum officer involvement. No board governance is evident. The Chief Professional Officer does not receive a formal annual performance review.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> There are appointed committee and/or task group teams with chairs that occasionally meet and act on responsibilities. Officers are elected and involved in assigned roles. The board is in compliance with organizational by-laws. The Chief Volunteer Officer has been provided a BGCA orientation on the Core Promises and has signed a statement of understanding. A written board-driven strategic plan addressing strategic initiatives (collaboration, merger, growth with impact, etc.) is in place. The Chief Professional Officer receives an annual written performance review.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The board has organized, functioning committees and/or task groups with chairs that make written recommendations for board action. Officers are functioning in accordance with defined leadership roles and a written succession plan for board leadership is in place. A written board-driven strategic plan is integrated into board and committee/task group meetings. The Chief Professional Officer receives a formal annual written performance review based on measurable objectives linked to the strategic plan and agreed on by the board leadership and the Chief Professional Officer.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Committees/task groups have defined written objectives consistent with the organization's written strategic plan. Officers lead board member involvement and are given new leadership opportunities to support the organization's written board succession plan. With input from external and community stakeholders, a written strategic plan is updated and reviewed annually that includes clear benchmarks and outcomes. An evaluation of effectiveness is completed annually.
D. BOARD FINANCIAL GIVING	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> At least 50% of board members make a personal unrestricted gift to the annual campaign.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> At least 75% of board members make a personal unrestricted gift to the annual campaign. The Chief Volunteer Officer personally solicits those members who are not giving. The board has been informed about the purpose and goals of "It Just Takes One."	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 100% of board members make a personal unrestricted gift to the annual campaign. All board members have a written annual personal giving plan. 25% of the individual board members make a written commitment to the Club's endowment program.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 90% of all board members achieve their personal giving plans. 50% of the individual board members make a written commitment to the Club's endowment program.
E. BOARD DIVERSITY	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The board is not diverse in its makeup or in relation to its community.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The board has some diversity in its makeup, is reflective of the community and has a plan to expand this diversity. The organization provides an annual diversity education opportunity for its board members. Diversity standards are considered in various committee functions.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization conducts a formal assessment of the board's makeup and develops written plans based upon the assessment results.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The board is diverse in its makeup, is reflective of its community and has a written plan underway to maintain diversity. One or more board members are Movement leaders sharing models and best practices in valuing diversity.

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F. CORPORATE DATA TRACKING	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> There is limited tracking of data, a lack of systems, and little, if any, board and staff accountabilities.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> All units use standard BGCA definitions. Signed membership forms for the current year are available. There is a tested and well thought-out system for daily collecting and recording of membership and participation data. All data is checked and signed off by the CVO and CPO before being used for external audiences. There is a defined system and process for tracking and counting youth served through community outreach.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> There is a system for collecting and recording program participation data. The Club has a board-approved organizational measurement strategy which utilizes BGCA metrics for participation and daily attendance.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The Club has a plan to measure outcomes of targeted programs and overall Club outcome using the Outcome Measurement Tool Kit.
G. BOARD MEETINGS/ ATTENDANCE	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Board meetings are not held on a regular basis. Attendance is less than 50%. Agenda is dominated by problems and crises, preventing board from dealing with substantive policy issues.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> There are regular, scheduled board meetings attended by not less than 50% of the members. The Chief Professional Officer develops the agenda and reviews it with the Chief Volunteer Officer. Board business packets are prepared and delivered to all board members at least 10 days prior to a meeting. The organization develops and distributes an annual board calendar at the beginning of each year. Committees and task groups provide reports and recommendations for board action. The board conducts an annual board retreat with at least 50% of board members in attendance.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The board has regular, duly constituted meetings with not less than 60% attendance and with a clear focus on policy issues and decisions. Utilization of technology (i.e., teleconferencing, online meetings, etc.) to support member participation in meetings is evident. At least one meeting per year has a <i>BOARDROOM</i> Training module or equivalent training. The board conducts an annual board retreat with at least 60% of board members in attendance.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The board has regular, duly constituted meetings with not less than 65% attendance, active participation and a clear focus on policy issues and decisions. There is a written plan for utilizing technology in board member communication and business meetings. At least two board meetings a year are comprised of <i>BOARDROOM</i> Training modules or equivalent training. The board conducts an annual board retreat with at least 65% of board members in attendance.
H. STATE ALLIANCE SUPPORT AND INVOLVEMENT	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The board has no awareness of the state alliance and leadership has no contact with state officials to support alliance efforts.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization is a contributing member of the state alliance; however, participation at state meetings is limited. Promotion of the alliance only happens to benefit the local organization.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Board members and professional staff promote the alliance and actively contact state leaders to support the work of the alliance. The board and CPO assure Club involvement in statewide projects.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The board works in conjunction with the alliance leadership to gain support from state leaders. Board members have an opportunity to serve on the alliance board or committees. Board members and the CPO actively support state initiatives to enhance statewide collaboration.

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I. BOARD EDUCATION AND PARTICIPATION	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> There is very little or no planned education or participation by board members in Boys & Girls Clubs of America events and training. There is little use of BGCA board development training tools or equivalent board training. The CVO is registered on bgca.net.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> There is board participation in Area Council events, state alliances, and board leadership conferences. All board members have attended a local board member orientation and received and reviewed the <i>BOARDROOM</i> new board member CD ROM. The CVO has received and reviewed the <i>BOARDROOM</i> CVO Guide and Toolkit CD ROM. Officers and committee chairs are registered on bgca.net.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has strategic board representation/participation at key Boys & Girls Clubs of America and other events including Area Council meetings, state alliances, board leadership conferences and the National Conference. Board officers meet the Silver Level of the <i>BOARDROOM</i> Board Education Skills Training (BEST) program (8 Modules) or equivalent training every three years. 50% of board members are registered on bgca.net.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Board officers and committee chairs meet the Gold Level of the <i>BOARDROOM</i> BEST program (12 Modules) or equivalent training every three years. Board members are actively engaged; take initiative and plan continuous learning opportunities; share/seek best practices and are active in planned continuing education for board volunteers.
J. LEADERSHIP: BOARD SUPPORT FOR TECHNOLOGY	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization does not have a Technology Committee/Task Group to address technology in a formal plan.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The board has a Technology Committee/Task Group; however, the organization lacks a formal technology plan that is integrated into the overall strategic plan. Resources for technology are allocated on an as-needed basis. A technology-based process for tracking membership fees and participation data is monitored by the board.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has a written, board-approved technology plan that is integrated into the overall strategic plan. The plan includes a Web strategy, technology program for members, Internet safety, and acceptable use policies.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The technology plan is fully funded, staffed and part of the ongoing budget. Technology is integrated throughout all areas of the Club operation. Policies and procedures are in place to drive continuous system improvements and to support technology replacement cycles.