

**AMERICAN RED CROSS
BOARD OF GOVERNORS
BOARD ASSESSMENT**

- 1 = Strongly Disagree**
- 2 = Disagree**
- 3 = Neutral/No Opinion**
- 4 = Agree**
- 5 = Strongly Agree**

Name: _____
All responses will be anonymous and confidential.

Board Size and Composition	1	2	3	4	5
1. The Board is the right size. (If not, what size should it be?) Comments:					
2. The Board’s composition reflects an appropriate mix of skills, experience, backgrounds, and diversity in relation to the needs of the Red Cross. (What characteristics should be represented more/less?) Comments:					
3. The Board makes appropriate use of the skills and experience of its members. Comments:					
Board Information and Agenda					
4. The Board is actively engaged with management in identifying, prioritizing and scheduling issues for Board review and discussion. Comments:					
5. Board members receive timely and accurate minutes, advance written agendas and meeting notices. Comments:					
6. Board members receive clear, concise and relevant background materials to prepare in advance for meetings. Comments:					

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Board Information and Agenda (continued)	1	2	3	4	5
7. The current Board portal is a functional and useful tool for receiving Board materials and presentations. Comments:					
8. Board members devote time to learn about Red Cross operations and understand its business well enough to provide critical oversight. Comments:					
9. The time at Board meetings is appropriately balanced between Board discussion and management presentations. Comments:					
10. Board members have sufficient access to corporate officers and other members of the senior management team outside of Board meetings. Comments:					
11. New Board members receive an appropriate orientation and relevant information about the Red Cross and the Board. Comments:					
12. Board members receive the appropriate amount of information about important matters between Board meetings. Comments:					

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Board Information and Agenda (continued)	1	2	3	4	5
13. The Board and/or Committees devote sufficient time to:					
(a) Financial statements and processes. <i>(Full Board)</i>					
(b) Annual capital and operating budgets and plans. <i>(Full Board)</i>					
(c) Long-term strategic plans and planning process. <i>(Full Board)</i>					
(d) Standards of governance and conduct. <i>(Delegated to the Governance Committee)</i>					
(e) Technological developments. <i>(Full Board)</i>					
(f) Legal and regulatory developments and compliance. <i>(Full Board with certain aspects delegated to Audit Committee)</i>					
(g) Management development and succession. <i>(Full Board with certain aspects delegated to the Compensation Committee)</i>					
(h) Risk assessment. <i>(Full Board with certain aspects delegated to the Audit Committee)</i>					
(i) Lines of Business – Humanitarian Services					
(j) Lines of Business – Biomedical Services					
(k) Lines of Business – Training Services					
Comments:					
Accountability					
14. Board meetings are conducted in a manner that ensures open communication, meaningful participation and timely resolution of issues. Comments:					
15. The Board encourages an open line of communication between Board members and senior management and among Board members. Comments:					

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Accountability (continued)	1	2	3	4	5
<p>16. The Board understands and respects the difference between the Board’s role and management’s role. Comments:</p>					
<p>17. The Board is regularly and actively engaged in evaluating the performance of the CEO. Comments:</p>					
<p>18. The Board supports the CEO/senior management to act realistically, appropriately and responsibly, while holding the CEO/senior management accountable for operating results. Comments:</p>					
<p>19. The Board ensures appropriate management of major risks to the organization. Comments:</p>					
<p>20. The Board establishes and holds management accountable to measures of organizational performance. Comments:</p>					

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Standards of Conduct	1	2	3	4	5
21. Board members are prepared for Board meetings. Comments:					
22. Board members ask appropriate questions of management. Comments:					
23. Board members and senior management adequately disclose conflicts of interest, abstain from voting where appropriate, and deal appropriately with conflicts of interest. Comments:					
24. Board members contribute financially and help raise significant funds for the organization. Comments:					
Board Committees Generally	1	2	3	4	5
25. The current committee structure (and committee responsibilities as set forth in charters) contributes to Board efficiency and effectiveness and responsibilities are well defined. Comments:					
26. The Board relies appropriately on the work and the recommendations of the committees and Board members are kept well informed of the deliberations of each committee. Comments:					

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27. Additional Comments (if any). _____

