

**To assess the CEO, the board chair should ask board members to evaluate the extent to which the CEO:**

- Articulates a compelling mission and vision based on opportunities to add value in the community
- Defines a strategic direction with a clear path to achieve success, including a viable revenue model
- Provides clear and concise information to the board, on a quarterly basis, regarding the organization's relationships with key funders, programmatic outcomes, financial status, new opportunities and ways to achieve success, new challenges and ways to address them
- Is a compelling spokesperson for the organization and its mission
- Works effectively with board members, making clear how they can be helpful and then recognizing their contributions
- Builds and leads a capable staff team

Boards should conduct an annual evaluation of their chief executives. In order for the review to accelerate the organization's progress rather than create tension and duress, the review process should be conducted thoughtfully and fairly. The process should be led by the board chair, who should be most familiar with the chief executive through their partnership relationship; in some situations, though, another leading board member may be better suited to conduct the review—someone who has a particular rapport with the chief executive or human resource expertise. Larger organizations often form a special board committee to evaluate the chief executive and the compensation package; smaller nonprofits may simply designate key board officers to perform this role.