

**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.

<b>Board Size and Composition</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. The Board is the right size. (If not, what size should it be?) <b>Comments:</b>					
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?) <b>Comments:</b>					
3. The Board makes appropriate use of the skills and experience of its members. <b>Comments:</b>					
<b>Board Information and Agenda</b>					
4. The Board is actively engaged with management in identifying, prioritizing and scheduling issues for Board review and discussion. <b>Comments:</b>					
5. Board members receive timely and accurate minutes, advance written agendas and meeting notices. <b>Comments:</b>					
6. Board members receive clear, concise and relevant background materials to prepare in advance for meetings. <b>Comments:</b>					

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

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<b>Board Information and Agenda (continued)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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 – Preparedness, Health and Safety Services					
<b>Comments:</b>					
<b>Accountability</b>					
14. Board meetings are conducted in a manner that ensures open communication, meaningful participation and timely resolution of issues. <b>Comments:</b>					
15. The Board encourages an open line of communication between Board members and senior management and among Board members. <b>Comments:</b>					

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<b>Accountability (continued)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<p>16. The Board understands and respects the difference between the Board’s role and management’s role. <b>Comments:</b></p>					
<p>17. The Board is regularly and actively engaged in evaluating the performance of the CEO. <b>Comments:</b></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. <b>Comments:</b></p>					
<p>19. The Board ensures appropriate management of major risks to the organization. <b>Comments:</b></p>					
<p>20. The Board establishes and holds management accountable to measures of organizational performance. <b>Comments:</b></p>					

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

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27. Additional Comments (if any). \_\_\_\_\_  
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