

2017-19 NATIONAL PTA®

**APPENDIX TO  
TRANSITION TOOLKIT  
TEMPLATES AND SAMPLES**

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Written by Paula Cozzi Goedert, Legal Counsel to National PTA

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# I. Guide for Board Members

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Serving on the Board of Directors of an association or other nonprofit organization is a significant commitment. It entails important responsibilities. Some of these responsibilities are imposed by state law; others are the result of years of court decisions which have imposed various “fiduciary duties” on Directors.

## A) FIDUCIARY DUTIES

The ultimate authority for managing the affairs of the organization is vested in the Board of Directors. Because law grants Directors such authority, the law also imposes on Directors an obligation to act in the best interests of the organization. The law requires Directors to act:

1. In good faith
2. With the care an ordinary prudent person in a like position would exercise under similar circumstances; and
3. In a manner the Directors reasonably believe to be in the best interests of the organization.

## B) DUTY OF CARE

The duty of care contains several elements. Its violation is the most frequent source of liability for Directors.

### 1. Attendance

- Directors must attend Board meetings. Courts have no sympathy for Directors who claim as a defense to any legal action that they did not know of a particular issue or did not participate in a particular action because of failure to attend a Board meeting.
- Directors who do not attend meetings are nevertheless bound by actions taken at those meetings and will be held responsible if any such actions are deemed negligent.
- The act of failing to attend Board meetings may itself be deemed negligent behavior. Board meetings should be missed only for unavoidable emergencies. A Board member who repeatedly misses meetings should consider resignation.

### 2. Delegation vs. Abdication

- While the Board of Directors makes the most important policy decisions that guide and determine the activities of the organization, it must rely on others to carry out the decisions. Such delegation is necessary and legal.
  - i. Boards also delegate their duties to committees and other outside parties, such as accountants and attorneys.
  - ii. A board must monitor those to whom it has delegated authority to make sure such persons are acting responsibly. Delegation does not relieve a Board of liability.

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## C) DUTY OF LOYALTY

By assuming office, the Director commits allegiance to the organization and acknowledges that the best interests of the organization must prevail over any individual interest of the Directors, the Director's employer, and the Director's family and associates. Action and decisions of the Director, while he or she is serving as a Director, must promote the organization's purpose and well-being rather than any private interest.

1. The duty of loyalty is transgressed when a Director uses his or her office to promote, advance or effectuate a transaction between the organization and such person or his or her relatives or associates, and that transaction is not substantively fair to the organization.
2. Full disclosure and refraining from discussion and voting are required when a Director may be influenced by a private interest.

## D) INFORMATION FLOW

The essence of the duty of care is the duty to be informed. Courts will not tolerate Directors who are not sufficiently informed about the activities of their association. On the other hand, courts will not generally second-guess decisions of Boards based on thorough research and business judgment.

1. Directors must assure themselves that information and reporting systems exist in the organization that are reasonably designed to provide to senior management and to the Board itself timely, accurate information, sufficient to allow management and the Board to reach an informed judgment.
2. A Board's decision not only must be informed, but also must be reasoned and deliberate.
  - Decisions should be made by the Board deliberately and without due haste or pressure.
  - The Board should be as thoroughly and completely prepared in its decision-making process as possible. Materials concerning decisions should be sent out for review in advance and the Board should read and understand those materials.
  - The Board members should be actively involved in deliberation in the Board meeting. Written materials should be read, digested and commented on by Board members.
  - Written records of Board preparation and deliberation should be maintained.
  - In the case of any major transaction, the Board should receive the basic documents and analysis by experts in connection with the transaction.
  - Independent evaluation and appraisals, as necessary, should be prepared by experts and presented to the Board.

## E) DUTY OF OBEDIENCE

Directors have a duty to follow the organization's goals and governing documents (such as Articles of Incorporation and Bylaws) to carry out the organization's mission and to ensure that funds are used for lawful purposes. Directors must also comply with state and federal law relating to the organization.

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## **F) FINANCIAL CONTROLS**

One of the Board's responsibilities is to oversee the organization's financial affairs; including making sure that the organization has adequate internal accounting systems and control.

1. The Board should be responsible for approving the organization's annual budget.
2. Board members should expect the staff to produce timely and adequate income and expense statements, balance sheets, and budget status reports.
3. The Board should employ independent accounting professionals and review the annual report.

## **G) SAFEGUARDING ASSETS**

The Board should oversee the effective use of the resources of the organization. Internal policies should be adopted and large transactions reviewed to ensure that the organization's assets are not misapplied or wasted.

1. The Board is not an insurer of the adequate performance of the organization's funds. There is no implied guarantee by a Board that its investment decisions will be profitable. The decisions must, however, be reasonable and defensible.
2. Directors are not expected or legally required to be experts in investment matters. Retention and reliance on advisors with good reputations are considered the exercise of prudence.
3. Intangible assets, such as the organization's good will, must also be safeguarded by the Board. The Board should evaluate the organization's activities and proposed activities with the overriding goal of protecting the organization's brand.

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## II. Resources for important policies

### Board Assessment Policy

A board self-assessment helps a board improve its work. It also helps board members become more effective and better understand their personal roles and responsibilities. The assessment process can develop the board's team-building skills, provide structure for problem solving and increase accountability within the organization. To have a true impact, once the assessment is complete a board should analyze the results and make decisions about how to incorporate the results into improving the board's future behavior and structure.

Sample board policy for annual board self-assessment (based on Cain Consulting—now Nonprofit Leadership Solutions)'s board evaluation sample policy:

*The board of directors of the [ABC] PTA will annually conduct a self-assessment of board as a whole. This self-assessment will be completed at the end of each board year, and especially before newly elected/appointed board members are seated.*

*The assessment will include, but not be limited to: meetings, committees, board member commitment, planning efforts, teamwork, policy formulation, monitoring and evaluating procedures and relationship with staff and/or executive.*

*The assessment will be in written form and all board members will be asked to participate. Upon completion of the assessment, the board will set goals for correction of noted deficiencies.*

*The board chairperson will be responsible to initiate this policy each year.*

#### **Additional resources on this topic can be found:**

- Board Connect: <http://boardconnect.com.au/resources/articles/duties/468-board-evaluation-policy.html>
- NSPMP: <http://www.nspmp.ca/library/00000077-library.pdf>. A for-profit board; included because of the policy components.
- BoardSource, *Nonprofit Policy Sampler*.

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## Confidentiality Policy

This type of policy guides the board in setting the right balance between transparency and confidentiality.

Examples and resources:

- The National PTA Ethics/Code of Conduct – [National PTA Governance Policy Manual, August 6, 2016, page 2.](#)
  - National Council of Nonprofits – [Sample Confidentiality Agreements for Information about Clients](#)
  - 4 Good - [Sample Confidentiality Agreement for Non-profits](#)
  - Harvard Law School Forum on Corporate Governance and Financial Regulation - [Maintaining Board Confidentiality](#)
  - Corporate Governance and Financial Regulation -
  - BoardSource, [Nonprofit Policy Sampler.](#)
- .....

## Conflict of Interest Policy

This is one of the most important policies a board can adopt. This policy guides the board on how to handle a conflict of interest. BoardSource’s Nonprofit Policy Sampler says that “*A conflict of interest exists when a board member or employee has a personal interest that may influence him or her when making a decision for the organization.*”

Examples and resources to guide you for this policy are:

- The National PTA Conflict of Interest Policy – [National PTA Governance Policy Manual, August 6, 2016, pages 6-7.](#)
- National Council of Nonprofits – [Conflict of Interest](#)
- Journal of Accountancy - [15 policies for sound not-for-profit governance and Best Practices for Exempt Organizations and Form 990](#)
- BoardSource’s [Nonprofit Policy Sampler.](#)

To acknowledge receipt and reading of your Conflict of Interest policy and disclose any potential/actual conflict of interest, here is a sample Conflict of Interest Disclosure Form:

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# [ABC] PTA/PTSA Conflict of Interest Disclosure Form

## Sample Form

**Date:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Position:** \_\_\_\_\_

*Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest between and your personal interests, financial or otherwise:*

\_\_\_\_\_ I have no conflict of interest to report

\_\_\_\_\_ I have the following conflict of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own):

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

I hereby certify that the information set forth above is true and complete to the best of my knowledge. I have reviewed, and agree to abide by, the Conflict of Interest Policy.

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

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## Ethics/Code of Conduct Policy

A code of ethics/code of conduct policy reflects the values and beliefs that guide the behavior and actions of members and leaders of an organization.

Examples and resources to guide you for this policy are:

- The National PTA Ethics/Code of Conduct – [National PTA Governance Policy Manual](#), August 6, 2016, page 2.
- Independent Sector - “Checklist for Developing a Statement of Values and Code of Ethics.” [http://www.independentsector.org/code\\_checklist](http://www.independentsector.org/code_checklist)
- National Council of Nonprofits – [Code of Ethics for Nonprofits](#)
- Association of Corporate Counsels - [Top Ten Tips for Developing an Effective Code of Conduct](#)
- Journal of Accountancy - [15 policies for sound not-for-profit governance and Best Practices for Exempt Organizations and Form 990](#)

To acknowledge receipt and reading of your PTA’s Code of Ethics/Conduct policy here are sample agreement forms for board members to complete and sign:

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# Board Member Code of Ethics

## Sample Form

### AS A MEMBER OF THE BOARD, I WILL:

- Listen carefully to my teammates and the members I serve.
- Respect the opinion of my fellow Board Members.
- Support the majority decisions of the Board.
- Keep board proceedings confidential.
- Recognize that authority is vested in the Board, not the individual.
- Keep informed of developments that are relevant to issues that may come before the Board.
- Prepare for and participate actively in Board meetings and actions.
- Call to the attention of the Board any issues that I believe will have an adverse effect on the association.
- Refer member or staff complaints to the proper individuals within the association.
- Recognize that a Board Member's job is to ensure that the association is well-managed, not to manage the day-to-day work of the association.
- Represent all constituents of the association and not a particular geographic area or special interest group.
- Consider myself a steward of the association and do my best to ensure that the association is well-maintained, financially secure, growing and always operating in the best interest of all constituents.
- Always work to learn more about the Board Member's job and how to do the job better.
- Declare any conflicts of interest between my personal life and my position on the board, and avoid voting on issues that appear to be a conflict of interest.

**Signature Board Member** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Signature Secretary** \_\_\_\_\_ **Date:** \_\_\_\_\_

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# Ethics/Code of Conduct Policy Agreement

## Sample Form

The personal conduct of the members of the \_\_\_\_ (state) \_\_\_\_\_ PTA governance structure directly affects the image of \_\_\_\_ (state) \_\_\_\_\_ PTA. Therefore, each member shall:

1. Recognize that the chief function of \_\_\_\_ (state) \_\_\_\_\_ PTA is to serve the best interests of children and youth.
2. Be knowledgeable about \_\_\_\_ (state) \_\_\_\_\_ PTA's bylaws, policies, procedures, programs, finances and management.
3. Comply with \_\_\_\_ (state) \_\_\_\_\_ PTA's bylaws, policies, and procedures.
4. Abide by and support publicly all positions and decisions of \_\_\_\_ (state) \_\_\_\_\_ PTA's board of directors.
5. Prioritize association goals over personal goals at all times.
6. Conduct all association and operational duties with professional competence, fairness, impartiality, honesty, efficiency, and effectiveness while demonstrating the highest standards of personal integrity.
7. Exercise discretion, sensitivity, and sound judgment in discussing \_\_\_\_ (state) \_\_\_\_\_ PTA matters, protecting all privileged or confidential information.
8. Exemplify responsiveness and open communication in fulfilling the duties and responsibilities as assigned.
9. Avoid promotion of or profit from any activity in conflict with the mission and policies of \_\_\_\_ (state) \_\_\_\_\_ PTA.
10. Exhibit nonpartisan conduct while serving within the \_\_\_\_ (state) \_\_\_\_\_ PTA governance structure.

\_\_\_\_\_  
**Print Name**

\_\_\_\_\_  
**Position**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

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# Board Member Expectations

## Sample Form

### EACH MEMBER IS EXPECTED TO:

1. Help shape the PTA mission, vision, and strategic initiatives.
2. Ensure the financial stability of the association going forward.
3. Attend Board meetings \_\_\_\_\_ a year.
4. Monitor the progress of the PTA in attaining its goals.
5. Contribute expertise, experience and knowledge to the Board's tasks.
6. Maintain the confidentiality of Board proceedings and internal documents.
7. Help expand the PTA's network of advisors, potential Board members and key contacts.
8. Serve as the local goodwill ambassador for the PTA's vision...at work, with friends and family and in other professional associations.
9. Avoid conflicts of interest. When there is a potential conflict, make Board leadership aware.
10. Serve a term of \_\_\_\_\_ years with the option of additional terms.

As a member of the Board, I believe in the mission of PTA and will make it one of my top volunteer priorities. I commit to fulfilling the above listed responsibilities and expectations to the best of my ability. If circumstances are such that over an extended period of time I am not able to fulfill the above, I will inform the Board leadership and relinquish my seat on the Board to allow someone else to serve in this vital position.

**Signature Board Member** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Signature Secretary** \_\_\_\_\_ **Date:** \_\_\_\_\_

## Records Retention Schedule\*

This policy is designed to assist a board in complying with federal regulations and eliminates accidental or innocent destruction of records. It is very important that certain records be retained. Listed on this page are items that should be regularly reviewed and kept in a safe place.

<b>Records to be Retained</b>	<b>Retention Period</b>
Accountspayablerecords.....	7years
Annualauditreports.....	Permanently
ArticlesofIncorporation.....	Permanently
Bankreconciliations.....	1year
Bylaws,includingallamendments.....	Permanently
Cashreceiptrecords.....	7years
Checks(canceled)(seeexception,nextline).....	7years
Checks (canceled) for important payments, i.e., taxes, special contracts, etc. (checks should be filed with the papers pertaining to the transaction) .....	Permanently
Contractsandleases(expired).....	7years
Contractsandleasesstillineffect.....	Permanently
Corporationreportsfiledwiththesecretaryofstate.....	Permanently
Correspondence with customers or vendors .....	1 year
Correspondence (general) .....	3 years
Correspondence (legal) .....	Permanently
Duplicatedepositslips.....	1year
Employeeerecords(post-termination),ifapplicable.....	3years
Employmentapplications,ifapplicable.....	3years
EquipmentownedbyPTA.....	Permanently
Financialstatements(year-end)andbudgets.....	10years
GrantawardlettersofAgreement.....	10years
Insurancerecords,accidentreports,claims,policies,certificates.....	Permanently
Inventories(productsandmaterials).....	7years
Invoices.....	7years
Journals.....	Permanently
Minutebooksofdirectorsandcommittees.....	Permanently
PTAcharter.....	Permanently
Pettycashvouchers.....	3years
Purchaseorders.....	7years
Recordretentionpolicy.....	Permanently
Salesrecords.....	7years
Standingrules(current).....	Permanently
Tax-exemptstatusdocuments.....	Permanently
<ul style="list-style-type: none"> <li>• Application for tax exemption (federal and state)</li> <li>• Letter of determination (recognition) of tax-exempt status (federal and state)</li> <li>• Group tax exemption documents, if applicable</li> <li>• Letter assigning IRS Employee Identification Number (EIN)</li> </ul>	

- Form 990/990-EZ and Schedule A, as filed with IRS
- Form 990-N (e-Postcard)
- State tax information returns, as filed
- Form 990-T, if applicable, for unrelated business income
- Correspondence with IRS
- Other information returns filed with the government
- Charitable Solicitation Registration, if applicable
- Trademark registrations.....Permanently

Vouchers for payments to vendors, officers, etc. (includes allowances and reimbursements to officers, members, etc., for travel and other expenses) ..... 7 years

\*Source: [Records Retention Schedule](#) - National PTA's Back-to-School Kit Quick Reference Guide for Finance.

Also check:

- National Council of Nonprofit's page on [Document Retention Policies for Nonprofits](#).
- Journal of Accountancy - [15 policies for sound not-for-profit governance and Best Practices for Exempt Organizations and Form 990](#)

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## Resource Development and Sponsorship Policy

Boards often seek non-dues revenue to help support their work. A Resource Development and Sponsorship Policy can ensure consistency in approach and clarity in what a board will or will not do to develop outside sources of income. A comprehensive resource development and sponsorship policy contains multiple parts (i.e., gift acceptance policy) covering the many facets generating non-dues revenue such as sponsorships or donations or in-kind contributions to support the mission, programs, special events and resources or good work of the association. A policy will contain guidelines for establishing contracts and delineate with whom the association may enter in contract based on its values, positions and nonprofit compliance requirements.

A comprehensive Resource Development and Sponsorship Policy will also include:

- Gift acceptance,
- Donor crediting and
- Gift income reporting,
- A donor's bill of rights,
- Sections pertaining to certain types of commitments (i.e., assets other than cash, publicly-traded securities, stock, real estate, etc.),
- Administrative procedures relating to certain planned gifts, and
- Named endowment funds.

This policy is created: (a) to define the working rules for the acceptance, crediting and reporting of gifts and pledges to your PTA; (b) to inform donors and prospective donors of this policy; (c) to protect the organization, its board, staff and volunteers from inappropriate or undesirable gifts and pledges and (d) to encourage philanthropic support.

Examples and resources to guide you for this policy are:

- [The National PTA Resource Development and Sponsorship Policy – National PTA Governance Policy Manual, August 6, 2016, pages 17-24.](#)
- [National Council of Nonprofits – Gift Acceptance Policies](#)
- [Journal of Accountancy - 15 policies for sound not-for-profit governance and Best Practices for Exempt Organizations and Form 990](#)
- [BoardSource's Nonprofit Policy Sampler.](#)

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## Whistleblower Policy

*“When Congress enacted the Sarbanes-Oxley Act, following the scandalous behavior of corporate America, it included two provisions that also apply to nonprofits. Federal law prohibits all corporations, including nonprofits, from retaliating against employees who “blow the whistle” on their employer’s accounting practices.” (National Council of Nonprofits)*

A whistleblower policy includes the procedure for submitting complaints or concerns regarding financial statement disclosures, accounting, and internal accounting controls, or auditing matters.

- The National PTA Resource Development and Sponsorship Policy – [National PTA Governance Policy Manual, August 6, 2016, pages 7-8.](#)
- [Journal of Accountancy - 15 policies for sound not-for-profit governance and Best Practices for Exempt Organizations and Form 990](#)
- [National Council of Nonprofits - Whistleblower Protections for Nonprofits](#)
- [BoardSource’s Nonprofit Policy Sampler](#)

# III. Sample Questions/Forms/Templates

## 1. Assessment Tools

### a. Board Assessment

#### Annual Assessment of Board Strengths and Weaknesses

##### Sample of Possible Questions

1. To be more effective and informed, what additional information and training does this Board need?
2. Where has the Board been most effective?
3. Where is the Board least effective?
4. What are the strengths and positive characteristics of this Board?
5. What challenges does this Board face?
6. What skills and abilities have been identified and utilized?
7. What skills are missing from this board?
8. In what way has this Board moved PTA closer to achieving its mission?
9. What should this Board do next to achieve PTA mission?
10. Have we evaluated the effectiveness of our programs?
11. Does the demographic composition of this board reflect the communities we serve?  
(gender, age, geography, culture, etc.)
12. If no, what role must this Board play to become more diverse or inclusive
13. What experience and characteristics are missing on this Board?
14. Who are the community members who would round out our Board?
15. Does this board network/collaborate with other organizations?
16. Are our board members good ambassadors for our association?
17. Does our association have a good reputation in the community?
18. Does this board actively identify and develop new leaders?
19. Does this board have effective committees?
20. How does this board handle internal conflict?

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#### Annual Board Assessment for Board Members' Use

##### Sample of Possible Questions

1. What do you find most fulfilling about serving on this board?
2. What do you find most frustrating about serving on this board?
3. What two things work particularly well on this Board?
4. What issues/tasks does this Board seem to struggle with on an ongoing basis?
5. What one thing would you change to make this Board more effective?
6. Are there serious points of contention within the board?
7. What are the two most important issues that will impact this association in the next three years?
8. What two steps must this Board take to meet the challenges identified in the question above?
9. What is the most important contribution this board has made?
10. What does this association do for its members now?

11. What should the PTA provide for its members in the future?
12. What's the most critical strategic issue for our Board to address this year?
13. What is the single best advice you would offer a new board member on how to be valuable to the association?
14. What will be your legacy- the work you accomplished while serving on this board?
15. What will be this board's legacy- any achievement for which future boards will be grateful?
16. What is the best outcome for this evaluation process?
17. Additional comments?

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## End of Term Evaluation/Exit Evaluation

### Sample of Possible Questions

Note: Consider using a survey of outgoing leaders to help assess board function.

1. Do you feel you received adequate training for your position on the Board of Directors?
  - If your answer is “no,” please describe the kind of information and training that would
2. What or who has helped you become more effective and informed?
3. If you could change one thing about your term of office, what would it be?
4. What works on this Board? What should the Board keep the same?
5. In your opinion, where is the Board least effective?
6. What are the strengths and challenges of the Board?
7. How has your term been personally rewarding?
8. Do you feel that your abilities have been used well during your term of office?
9. Please provide examples.
10. During your term, what were your greatest contributions to the Board?
11. Considering your role on the Board, what were your greatest disappointments? How might they have been prevented?
12. Did the Board job description accurately define your role as a Board member? If not, why?
13. Would you like to continue your contribution to the association? If so, what are your areas of interest and what special skills are you willing to share to support the association?
14. Are you interested in serving another term?
15. If you were to stay for another term, what would be your goals and vision?
16. Is there anyone you would like to refer to the nominating committee for consideration for a future role on the Board or in a leadership role?

# Board Assessment Prior to Recruitment

## Checklist Sample

Note: This checklist may be used to help your nominating or governance committee assess if they have the information needed to start recruitment.

Issue	Y	N	?
1. Are there communication/personality issues on the Board that need to be resolved before we invite a new person in?			
2. Is the strategic plan current?			
3. Have we used the plan to identify the skills and experience we will need to find in new Board members?			
4. Have we discussed the implications of the results of the most recent evaluation and how these results will impact recruitment?			
5. Have we reviewed the list of previous Board applicants to determine if there are potential Board members on that list based on our identified needs?			
6. Have we asked staff for their suggestions for candidates?			
7. Have we developed a Board recruitment profile?			
8. Is the Board member job description current?			
9. Is the Board member expectations sheet current?			
10. Have we prepared a “recruitment packet” for potential candidates?			
11. Does the Board application form ask for the right information?			

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## Additional Board Self-Assessment Resources

- [Is Your Board Ready for Self-Assessments?](#) (Maine Association of Nonprofits)
  - The New Hampshire Center for Nonprofits offers an online [Board Self-Assessment Questionnaire](#) that is an easy-to-use. Online administration of the tool is available at no cost to nonprofits in New Hampshire. Other nonprofits pay a small administrative fee.
  - [Nonprofit Board Self-Assessment Tool \(free\)](#) (McKinsey & Company)
  - [Sample self-appraisals for the board as a whole and individual board members](#) (Evangelical Council of Financial Accountability)
  - [Successful board self-assessments](#) (BoardSource)
  - [Individual Board Member Self Evaluation](#)
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### 1. Assessment Tools

#### b. Events, Programs and Activities

### Annual Review of Events, Programs and Activities

#### Sample of Possible Questions

- What advocacy, training, programs or services were provided?
- How did these programs relate to National PTA Standards for Family-School Partnership?
  - o Welcoming All Families into the School Community
  - o Communicating Effectively
  - o Supporting Student Success
  - o Speaking Up for Every Child
  - o Sharing Power
  - o Collaborating with Community
- Did this state PTA provide a balance of programming?
- Did this state PTA promote National PTA programming and initiatives?
- Has the Board evaluated current programming for effectiveness, outcomes, participation and progress toward achieving the PTA mission?
- Suggestions for changes and new ideas?

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## 2. Board Recruitment/Retention & Nominations

### Board Recruitment and Retention Preparation Steps Steps Template

1. Review State Bylaws Nominating Committee and Board Job Descriptions
2. Appoint Board level group to handle
3. Scan constantly for candidates
4. Establish criteria for selection
5. Review criteria against the strategic plan
6. Ensure readiness to proceed
7. Solicit suggestions from Board, committee chairs and staff
8. Develop preliminary list of potentials based on board needs
9. Advertise process well in advance
10. Focus on having more candidates than vacancies
11. Receive and rank nominations
12. Conduct interviews with ranked nominees
13. Submit slate of approved candidates
14. Conduct elections
15. Provide orientation
16. Assign mentor
17. Conduct regular evaluation of Board's effectiveness
18. Provide ongoing Board development
19. Gather end-of-term evaluations
20. Apply evaluation insights to next process

# PTA Nomination/Application Form Template

**Name of nominee:** \_\_\_\_\_

Home Address \_\_\_\_\_

Telephone: Day \_\_\_\_\_ Evening: \_\_\_\_\_ E-mail \_\_\_\_\_

**Current position of nominee if employed:** \_\_\_\_\_

Employer: \_\_\_\_\_

Your title/position \_\_\_\_\_

Telephone: Day \_\_\_\_\_ Evening: \_\_\_\_\_ E-mail \_\_\_\_\_

Nomination is for (please check appropriate line):  Board Officer  Board Member  Chair

**Please list any committees you'd like to serve on or specific areas of interest?**

\_\_\_\_\_

**Why are you interested in serving on our board?** \_\_\_\_\_

\_\_\_\_\_

**Special skills of the Nominee** (Please circle any that apply, provide additional information/evidence regarding the skill in the comments section or on additional page as needed).

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Administration/Management   | <input type="checkbox"/> Grant writing                   | <input type="checkbox"/> Special events     |
| <input type="checkbox"/> Coaching/Mentoring          | <input type="checkbox"/> Legislative Contacts            | <input type="checkbox"/> Strategic Planning |
| <input type="checkbox"/> Communications/Social Media | <input type="checkbox"/> Outreach, advocacy              | <input type="checkbox"/> Technology         |
| <input type="checkbox"/> Community service           | <input type="checkbox"/> Personnel, human resources      | <input type="checkbox"/> Other _____        |
| <input type="checkbox"/> Conflict Resolution         | <input type="checkbox"/> Policy development              | <input type="checkbox"/> Other _____        |
| <input type="checkbox"/> Education/Instruction       | <input type="checkbox"/> Program planning/<br>management | <input type="checkbox"/> Other _____        |
| <input type="checkbox"/> Finance/Accounting          |  |   |
| <input type="checkbox"/> Fundraising                 | <input type="checkbox"/> Public relations/Marketing      |   |

**Educational Background of the Nominee** (Please check highest level achieved):

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Some high school              | <input type="checkbox"/> High school graduate | <input type="checkbox"/> Some college       |
| <input type="checkbox"/> Undergraduate degree in _____ |   | <input type="checkbox"/> Some graduate work |
| <input type="checkbox"/> Graduate degree in _____      |   |   |

**Foreign Languages Spoken:** \_\_\_Yes \_\_\_No

*If yes, please indicate language and fluency level:*

Language(s): \_\_\_\_\_

\_\_\_Beginner

\_\_\_Intermediate

\_\_\_Fluent

**Please list boards or committees that you currently serve on, or have served on:**

(business, civic, community, fraternal, political, professional, recreational, religious, social.)

Organization

Role/Title

Dates of Service

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**Please list any groups, organizations or businesses that you could serve as a liaison to on behalf of [name of org].**

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# PTA Nomination & Application (Cont.)

## Sample Form

**Name of Nominee:** \_\_\_\_\_

*Please provide names and contact information for three references who can attest to your abilities and background:*

### Reference #1

Name: \_\_\_\_\_

What is (was) your relationship with the nominee? \_\_\_\_\_

Day Phone: \_\_\_\_\_ Evening Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

Best time to contact this reference: \_\_\_\_\_

### Reference #2

Name: \_\_\_\_\_

What is (was) your relationship with the nominee? \_\_\_\_\_

Day Phone: \_\_\_\_\_ Evening Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

Best time to contact this reference: \_\_\_\_\_

### Reference #3

Name: \_\_\_\_\_

What is (was) your relationship with the nominee? \_\_\_\_\_

Day Phone: \_\_\_\_\_ Evening Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

Best time to contact this reference: \_\_\_\_\_

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# PTA Candidate Application

## Sample Essay Questions

**What are the strengths (experience, relationships and skills) that I bring to the position I am seeking?**

**What do I believe are the PTA's current/future needs? What initiatives do I think this PTA needs to take?**

**What are my needs, values and interests that prompt me to seek this position?**

**What do I expect that serving in this position will offer to me to meet these needs, values and interests?**

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## Sample Interview Questions for Applicants

Note: These types of questions can be used in nominee interviews or as essay questions on board applications.

1. Why do you want to join this board?
2. What makes our mission meaningful to you?
3. What do you know about our organization? Why are you interested in committing your time and energy to us?
4. What do you think are the characteristics of a great board member?
5. Board members bring experience, wisdom, strategic thinking, and their contacts. What skills, connections, resources, and expertise do have to offer and are willing to use on behalf of this organization?
6. Will you be comfortable being an ambassador or advocate for our association and our mission?
7. How would you promote our association? What's your elevator pitch about our mission?
8. How much time are you able to devote to your board service?
9. What kind of autonomy do you have over your calendar? There may be meetings between board meetings.
10. What professional or personal constraints on your time or service might you anticipate?
11. What are some of your previous volunteer experiences or leadership roles?
12. What appeals to you about board service as a volunteer activity?

# Reference Worksheet

## Sample

Note: You may want to use these or other questions when verifying an applicant's references.

**Name of Nominee:** \_\_\_\_\_

**Name of Reference:** \_\_\_\_\_

**Name of Interviewer:** \_\_\_\_\_

Ratings 1 = does not meet expectations; 2 = below expectations/weak; 3 = meets expectations/competent; 4 = exceeds expectations/strong; 5 = excels/sets the standard for this factor.

How does the reference rate the nominee in the following areas? Does the nominee:

Factor	NA	1	2	3	4	5	Not Sure
1. Attend scheduled meetings?							
2. Work well with fellow Board members?							
3. Work well with staff members?							
4. Express him/herself well in oral communication?							
5. Express him/herself well in written communications?							
6. Keep appropriate individuals informed of decisions, possible problems/opportunities?							
7. Support decisions of the group?							
8. Demonstrate initiative/self-direction?							
9. Have the ability to see alternative solutions?							
10. Complete assigned tasks on or before deadline?							
11. Hold him/herself accountable for own actions?							
12. Effectively deal with conflict?							
13. Effectively resolve conflicts?							
14. Demonstrate effective leadership skills?							
15. Understand financial statements?							
16. Relate well with others?							



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