2. **Program, Product and Service Delivery**
Oversees design, marketing, promotion, delivery and quality of programs, products and services

3. **Financial, Tax, Risk and Facilities Management**
Recommends yearly budget for Board approval and prudently manages organization's resources within those budget guidelines according to current laws and regulations

4. **Human Resource Management**
Effectively manages the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations

5. **Community and Public Relations**
Assures the organization and its mission, programs, products and services are consistently presented in strong, positive image to relevant stakeholders

6. **Fundraising (nonprofit-specific)**
Oversees fundraising planning and implementation, including identifying resource requirements, researching funding sources, establishing strategies to approach funders, submitting proposals and administrating fundraising records and documentation

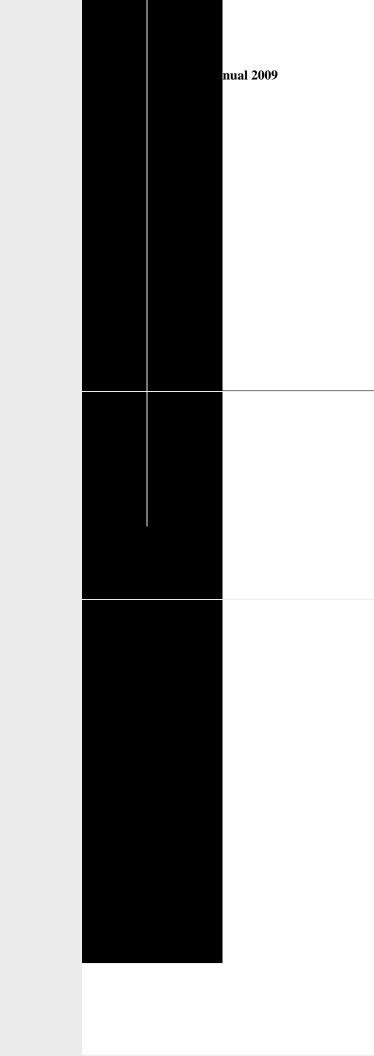taken from: http://www.managementhelp.org/chf_exec/ed_defn.htm

Sample Form for Board's Evaluation of the Chief Executive
Written by Carter McNamara, MBA, PhD, Authenticity Consulting, LLC. Copyright 1997-2007.
Adapted from the Field Guide to Developing and Operating Your Nonprofit Board of Directors.

The following is one sample form that might be used by the Board to evaluate the Chief Executive. This sample should be customized to the particular culture and purpose of the agency by modifying the performance criteria (in the following table) as appropriate for the organization, inserting those criteria in the table below, and conducting the evaluation using the updated table.

Directions:
1. The Board establishes a policy for evaluating the Chief Executive and establishes a current or ad hoc committee to carry out the evaluation. See "Guidelines for the Board's Evaluation of the Chief Executive."

2. Board, working with the Chief Executive, establishes performance criteria and inserts them in the table below. References organizational goals and the Chief Executive's job description.

3. The Board assigns specific weighing factors for each of the major categories below. Factors depend on what the Board believes should be priorities for the Chief Executive during the evaluation period. The factors should total 100%. Example weightings might be finances 15%, revenue 20%, human resources 15%, products/programs 20%, facilities 10%, planning and governance 20%.

4. Each Board member and the Chief Executive completes the table below about the Chief Executive's performance during the evaluation period. Each criteria is ranked from 1-5, with 1=unsatisfactory, 2 = partially within expectations, 3=meets expectations, 4=exceeds expectations, and 5= far exceeds expectations. This numerical ranking system tends to give perspective more than commentary. Rankings with commentary is ideal.

5. Multiply each ranking by the category's weighting factor. Put the answer in the score column.

6. On a separate sheet of paper, provide any commentary that addresses rankings below 3. Consider adding commentary for high ratings as well.

7. Provide evaluation sheet and commentary to the Board member who is assigned to collate the sheets (usually the Board Chair).

8. The Board may decide to provide the Chief Executive an average ranking for each category. Similarly, commentary can be summarized or each comment provided to the Chief Executive.

9. The evaluation committee provides the evaluation report to the Chief Executive and schedules a meeting with him or her shortly thereafter.

10. Ensure the meeting is update and ends on a positive note.

11. Ensure plans are made to address ratings below 3, including specific actions by specific dates.

YALSA Unit Goals, FY 2008

Efficiency & Improvement

Goal	Accountabilities	Performance

Financial Performance

Goal	Accountabilities	Performance Measures
ALA: General fund net revenue will reach or exceed $250,000.		

YALSA: By August 31

YALSA Unit Goals, FY 2008

Members/Customers/Partners

Goal	Accountabilities	Performance Measures
ALA: Total membership will be maintained at the number of members as of 08/31/07. There will be a specific focus on retention of first year members.		
YALSA: By August 31st 2008, YALSA will have implemented targeted retention efforts to keep existing members.	• Conduct member research to determine member needs and satisfaction levels w/ YALSA benefits • Use research to develop a member retention plan	• Survey results available • Member retention plan developed
Personal: **BY:** By August 31st, 2008 I will have developed and implemented a plan for retaining members.	• Develop new member retention materials • Work with John Chrastka to coordinate retention efforts • Member retention plan campaignSA be1 T trackCID 24 BDC /gust wned aefits	

Personal Learning

Goal	Accountabilities	Performance Measures
ALA: 100% of staff will undertake a training, educational and/or developmental activity & will complete and submit to their supervisor the Personal Learning Form within 10 days of this activity.		
YALSA: By August 31st 2008, each staff member will develop & implement a personal learning plan that incorporates at least 3 learning or teaching activities to address identified needs.	• Create job-specific learning plan to be presented with FY 08 goals • Periodic check-in with supervisor to review/revise learning plan • Integrate learned skills/concepts into daily work and share new skill/knowledge with other staff when appropriate	• Completed personalized learning plan • Document improvements in job performance resulting from personal learning/teaching

Personal:
BY: By August 31st, 2008 I will increase
my knowledge and expertise of effective st