

Sample Items to Think About Including in a Board of Directors Chair's Annual Work Plan

1) Ensure that the agency's goal-setting process results in there being newly-adopted goals and objectives in place no later than month #2 of the Board's year.

2) During the last month of the Board year and the first month of the upcoming year carry out a process for ensuring the development of Annual Work Plans for

- Each Board member
- Every Board committee
- The agency

Ensure that these work plans include *all* the recommended activities of a well-organized, effective Board of Directors that is prepared to do its whole job (this list of activities available from Scott Heyman, sheyman@hsctc.org).

3) Meet at least monthly with the chief executive to

- Discuss and plan the upcoming Board meeting
- Trade information about developments of interest and importance and talk these through thoroughly
- Discuss any performance-related matters that the committee responsible for conducting the chief executive's performance review want discussed

4) Meet as needed with Committee chairs during the year, in particular late in the Board year when it is time to think through the organization of the Board during the upcoming year.

5) Stay particularly close to all Board activities in the area of Board recruitment and retention; meet with that group if needed.

6) Secure feedback at the end of every Board meeting about what went well and what did not. Adjust meetings to respond to that feedback.

Be sure to use an outside facilitator to lead all Board meetings that are complicated and/or that deal with unusually difficult issues.

Ensure that all reports for Board members are received in writing with the agenda for the upcoming meeting at least five work days ahead of the meeting.