

Responsibilities of the Individual Board Member	Level of Performance			
	Unsatisfactory	Basic	Proficient	Distinguished
As a Board member, I actively support Inly's mission, services, policies, and programs.	I am critical of Inly, its personnel, and programs outside of Board meetings.	I provide accurate information about the school when asked by others.	I speak favorably to others in the community about Inly and its programs, and refer/bring issues to the Head of School and the Board.	I act as an ambassador for Inly and address issues of concern raised in the community while always making appropriate referrals to the Head of School and Board
I attend all Board and committee meetings, trainings, functions, and events.	I am frequently absent and fail to give advance notification.	I attend meetings frequently, and give advance notice of inability to attend.	I consistently attend Board and committee meetings and attend some special events.	I have perfect attendance and actively participate in Board and committee meetings; I attend all special events, when possible.
I am a prepared Board member. I review, contemplate, and analyze all materials prior to Board and committee meetings.	I do not review materials before coming to meetings.	I read all Board materials prior to meetings.	I identify questions and concerns raised by Board materials, and consider alternatives, consequences, and historical context.	I am a Board leader, taking on key roles on the Board, a committee, or a major project. I help lead discussion, offer solutions, and build consensus.
I serve on committees and task forces, and offer to take on special assignments.	I engage in little or no committee work.	I serve on one committee, as assigned.	I keep current with committee work and relate this to the Strategic Plan.	I take a leadership role on a committee or on a major project.
I make a personal financial contribution to the school that is significant, in light of my personal means.	I make no financial contribution	Board members are aware of all programs in the school and the scope of the programs.	Board members visit classrooms and understand the school's programs.	Board monitors program effectiveness through administration reporting.

<p><b>I seek professional development as an Inly Board member.</b></p>	<p>I have little understanding of Board functions and responsibilities, including the scope and limits of my role, leading to inappropriate conduct as a Board member.</p>	<p>I read ISM, AISNE, and other materials related to independent school trends and norms.</p>	<p>I attend peer trainings offered throughout the year by ISM, AISNE, and Inly.</p>	<p>I seek additional training in order to remain current regarding Inly and Board issues; I inquire about thought leadership regarding independent school boards.</p>
<p><b>I adhere to conflict of interest and confidentiality policies.</b></p>	<p>Little awareness or appreciation of the sensitive nature of Board communications and relationships.</p>	<p>Agrees with the principles of confidentiality and avoidance of conflict of interest, and usually adheres to them.</p>	<p>Understands important boundary issues, and is vigilant about separating personal, professional, and Inly-related issues.</p>	<p>Is rigorous about Board confidentiality and COI, recusing self from votes and discussions as appropriate and sustaining Board confidentiality with family and associates within and outside the Inly community.</p>
<p><b>I take care in separating interests of the school from personal interests or the interests of a particular child or constituency.</b></p>	<p>I advocate for a particular child or group, using my influence as a Board member.</p>	<p>I attempt to make decisions based on the good of the school as a whole.</p>	<p>I disclose personal interests or biases; I abstain from discussion and votes, as needed.</p>	<p>I weigh Board actions and decisions in light of the Inly's strategic plan, core values, and mission.</p>
<p><b>I assist the Board in carrying out its fiduciary responsibilities.</b></p>	<p>I do not review financial information; I "don't do finances."</p>	<p>I review provided financial and budget information.</p>	<p>I seek information to better understand Inly's financial situation and opportunities.</p>	<p>In making financial decisions I am informed and aware of the Board's immediate and long-term fiduciary responsibilities.</p>
<p><b>I support the Head of School and demonstrate that support within the community.</b></p>	<p>I am publicly critical of the Head of School.</p>	<p>I refrain from making public, negative comments about the administration or the school, and acknowledge positive deeds.</p>	<p>I speak favorably of the Head in the community, and offer personal support in difficult situations; I question and challenge the Head in appropriate ways.</p>	<p>I connect the Head with resources to advance the school; I seek opportunities to be a spokesperson and ambassador for Inly.</p>

<p><b>I serve as antennae for the institution.</b></p>	<p>I don't think about Inly between meetings.</p>	<p>I am aware of information that might be of value to the Head or Board, and I communicate it to them.</p>	<p>In a collaborative manner, I seek information that might be helpful to the Head or Board.</p>	<p>I connect positively with a variety of stakeholders within the school community, and make appropriate linkages and referrals.</p>
<p><b>I recognize that authority is vested in the Board as a whole.</b></p>	<p>I act unilaterally to remedy a perceived concern; I use Board status to gain influence in the school.</p>	<p>I refer those with issues or problems to the Head or Board Chair, as appropriate.</p>	<p>I help the Board speak with one voice by respecting confidentiality and publicly supporting Board decisions.</p>	<p>I work actively to support and achieve Board unity by listening to and respecting different perspectives, seeking consensus, and respecting decisions.</p>