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**STANDARDS OF EXCELLENCE SCORING KEY**

1. **Never/Not at All**
2. **Rarely/ Occasionally**
3. **Some of the time**
4. **Consistently, most of the time**
5. **Always/100% Meets Standard**

**Standards of Excellence**

**Market Board Assessment**

The Standards of Excellence provide a guide of best practices to which Market Boards should hold themselves accountable. The template has four sections. The **Performance** section should be completed by the entire Market Board together, and the Board Chair can then hone in on gaps and areas for improvement, and can track year over year progress. The **Growth, Mission Impact, and Movement** sections should be completed by these Standing Committees of the board. Should you need assistance completing this assessment, please reach out to your staff partner to connect with a National Volunteer Leadership Council member to facilitate this process. <https://volunteer.marchofdimes.org/>

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| **PERFORMANCE** | **Score 1-5** |
| 1. **STRUCTURE**
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| 1. Board Leadership and Standing Committees established, led and staffed by high-impact volunteers and focused on critical priorities including mission impact, growth, movement, and performance
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| 1. Mission Impact, Growth and Movement committees have well-designed action plans for the year including purpose, goals, benchmarks, timelines, and deliverables for both staff and volunteers
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| 1. Market Boards are operating within Market Board Guidelines including term limits and Give and Get requirements
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| 1. **MARKET BOARD BUSINESS PLANNING**
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| 1. Market Board Chair, key board members and market lead staff partner develop the Annual Strategic Business Plan, reflective of the National Strategic Plan and based on thorough financial and impact analysis.
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| 1. Plan clearly identifies strategic priorities, goals and actions to deliver on market fundraising for all revenue streams for a three-year period.
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| 1. Delegate actions necessary to attain each element of the plan to the appropriate committee, Board Members and/or staff.
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| 1. Review progress against plan (including Market Score Card) at every board meeting using financial dashboard format and in one-on-one meetings between Market Board Chair and market staff leader to hold staff accountable to overall market objectives.
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| 1. **MARKET BOARD CORE GROUP RESPONSIBILITIES**
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| 1. Steward relationships with donors and top prospects, facilitate strategic introductions and open doors for March of Dimes that generate revenue, grow impact and foster a culture of mission integration (SEE GROWTH AND MISSION IMPACT SECTION FOR MORE).
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| 1. Recruit new board members and other volunteer leaders that represent the communities we serve and engage/ mobilize volunteers around the mission (SEE MOVEMENT SECTION FOR MORE).
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| 1. Hold Executive Director and other staff accountable for meeting business plan objectives, using financial dashboard by market.
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| 1. **INDIVIDUAL MARKET BOARD MEMBER RESPONSIBILITIES**
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| 1. Track market board member contributions through the Market Board Individual Engagement Plan including at least 90% of members on track for meeting planned objectives, doing the work and meeting Individual Giving and Give and Get financial targets.
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| 1. Adhere to Market Board member financial support standards: 1) An annual individual gift and 2) Achieving Give and Get target on an annual basis. Individual giving, and Give and Get targets both set by market. Action plans for those members tracking below requirements are put into place to help all members surpass their goal (SEE MOVEMENT SECTION FOR MORE).
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| **Total Score - Performance** |  |

**Guide to scoring:**

Your score is intended to set the bar for your board and to measure progress year over year to call out areas to focus on improving. Here are some general guidelines below on how composite scores might indicate overall board performance; however, the focus should be on setting goals and improving as a group.

**Main Performance Section:**

* 50-65- High functioning, mature board, focus on growth
* 30-49- Good solid performing board, on the way to great
* 0-29- Focus on board basics or rebuilding

**Complete Standards, including Appendix:**

* 120-160- High functioning, mature board, focus on growth
* 80-119- Good solid performing board, on the way to great
* 0-79- Focus on board basics or rebuilding

**Next Steps:**

Review the areas where you collectively received the lowest scores. Choose 3-5 areas to focus on for the year. Set goals on how to improve. Check in on those areas during each board meeting and assign accountable parties to make progress.

Conduct this same assessment next year to track progress. Work with your staff partners, National Volunteer Leadership Council consultants and other volunteer leaders to improve your scores. Thank you!

**See appendix for Standing Committee Standards Assessment Tools**

**APPENDIX- DISTRIBUTED FOR INDIVIDUAL COMMITTEE USE**

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| **GROWTH COMMITTEE** | **Score 1-5** |
| 1. **EVENT FUNDRAISING**
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| 1. Growth Committee members closely monitor market financials and fundraising progress in order to create a revenue plan and identify opportunities for growing revenue via events, corporate support and community impact.
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| 1. Lead financial analysis by benchmarking projections again budget/goals in order to develop an action plan for areas projecting below budget.
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| 1. Multi-year Market performance, including diversification of revenue and benchmarking against select like-size markets, is reviewed bi-annually and defined goals for revenue streams are reflected in the Market Board Strategic Plan for a three-year period.
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| 1. **INDIVIDUAL AND MAJOR GIVING AND DONOR STEWARDSHIP**
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| 1. Market Board members hold relationships with individual and major donors and work to recruit, retain, and steward top prospects.
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| 1. **CORPORATE PARTNERSHIPS AND NEW BUSINESS**
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| 1. Recruit new business partners and leverage personal and corporate relationships in order to diversify revenue and build in Mission Investment Opportunities (such as NICU Family Support, Supportive Pregnancy Care, etc.) in addition to events.
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| **Total Score Growth Committee** |  |

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| **MISSION IMPACT COMMITTEE** | **Score 1-5** |
| 1. **MATERNAL AND INFANT HEALTH DATA GATHERING AND ANALYSIS**
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| 1. Members collaborate with community partners to examine community-level data points, resources and information to identify and implement solutions that move the needle on mom and baby health.
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| 1. **COMMUNITY COLLABORATION, SYSTEMS CHANGE AND COLLECTIVE IMPACT STRATEGY**
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| 1. Members work collectively in their markets and states to align around a shared action plan to improve equity in the following areas: preterm birth, infant death, maternal health risk and maternal death. Committee works on short-term and long-term goals around community-wide systems changes that impact progress toward the desired result.
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| 1. Mission Impact Committee members represent diverse opinions and sectors, including business, health professions, youth as well as community and advocacy organizations. They work within various sub-communities to identify programs, services, interventions and policies that will drive action.
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| 1. **ADVOCACY AND GOVERNMENT AFFAIRS**
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| 1. Work collaboratively with other market AGA Mobilization leaders to achieve desired grassroots and grasstops advocacy/ movement agenda items within the state.
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| 1. All Market Board members register with the Advocacy Action Network and respond to action alerts as a requirement of board service.
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| 1. Market Board members and Mission Impact Committee members serve as connector, organizer, spokesperson or testifier and/or influencer.
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| **Total Score Mission Impact Committee** |  |

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| **MOVEMENT COMMITTEE** | **Score 1-5** |
| 1. **VOLUNTEER ENGAGEMENT & MOBILIZATION**
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| 1. Create and support meaningful volunteer, advocacy and engagement opportunities, not only for fellow board members, but also for the community. Raise the relevancy and brand recognition of March of Dimes locally while offering ways for others to give back.
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| 1. Ensure that board members, stakeholders and other community influencers understand, participate, speak out, and step up to take actions that fuels a movement that donors, advocates, and volunteers can all plug into and feel like they are not only a part of, but can help others to lead and own.
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| 1. New members complete Individual Engagement Plan following Onboarding process, the collective roll up is shared with board leadership, and all members receive feedback/guidance based on engagement plan and actual participation to hold them accountable.
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| 1. **MARKETING & COMMUNICATIONS**
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| 1. Understanding of and support for marketing campaigns such as #ItsNotFine, Unspoken Stories, It Starts with Mom, Blanket Change and many more.
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| 1. Create marketing and mobilization goals and strategies that effectively communicate March of Dimes mission, vision and legacy.
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| 1. **NOMINATING & RECRUITING**
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| 1. Timeline and clear process for recruitment are defined based on Market Needs Assessment and Volunteer Leadership composition exercise, including identifying, cultivating and recruiting new Market Board Members, event leaders and Executive Leadership Team Members (ELT).
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| 1. All new leaders, including Market Board Members, participate in March of Dimes Onboarding program, which includes a 30- 60-90-day check in, and all inactive Market Board Members are constructively managed off the board on an annual basis.
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| 1. A plan to improve diversity in gender, race, ethnicity, industry, age and geography is incorporated into Market Board Strategic Plan and monitored throughout the recruitment process.
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| **Total Score Movement Committee** |  |

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| **FINAL/ TOTAL MARKET SCORE** |  |