



**Shoreham Board of Directors: Annual Board Chair Review Report**  
**Evaluation Period:** February – March 2026

**1. Introduction**

The Shoreham Board Chair Review, conducted February 2026, is designed to provide constructive feedback to the Chair, support their ongoing development, and strengthen Board governance. The evaluation focuses on key leadership areas including:

- Leading the Board in fulfilling its mission and strategic priorities
- Meeting management and agenda development
- Board development and professional growth
- Promoting an inclusive and collaborative environment
- Oversight of the President & CEO
- Advocacy and representation to stakeholders

**Response Rate:** 3 out of 5 eligible Board members completed the evaluation, representing a 60% participation rate. The Board Chair was not included in the evaluation process, as the Chair does not evaluate their own performance.

**Understanding the Scores:**

Responses were collected using the following 4-point scale:

Rating	Score
Strongly Disagree	1
Disagree	2
Agree	3
Strongly Agree	4

A weighted average was calculated for each statement to summarize the Board’s perceptions of the Chair’s performance. Scores closer to 4 indicate strong agreement that the Chair is performing effectively, while lower scores highlight potential areas for growth.

## 2. Summary of Ratings

Leadership Area	Weighted Average	Interpretation
Leads the Board in fulfilling its mission and strategic priorities	3.67	Strong performance
Develops and organizes meeting agendas	3.67	Strong performance
Effectively and efficiently manages Board meetings	3.67	Strong performance
Promotes Board development, education, and ongoing professional growth	3.67	Strong performance
Demonstrates a solid understanding of all responsibilities as a Board member	3.33	Strong performance
Ensures compliance with Board code of conduct and ethical standards	3.33	Strong performance
Encourages open discussion, diverse perspectives, and ensures all voices are heard	3.00	Moderate – some improvement suggested
Promotes an inclusive, equitable, and culturally safe Board environment	3.67	Strong performance
Maintains positive, collaborative, and respectful relationships with Board members and staff	3.67	Strong performance
Effectively advocates for and represents the Board to stakeholders and the broader community	3.67	Strong performance
Monitors and evaluates the performance of the President & CEO annually	3.67	Strong performance

### Overall Observation:

The Chair demonstrates strong leadership across all areas, particularly in meeting management, Board development, inclusivity, and advocacy. The only area with some opportunity for growth is encouraging open discussion and ensuring all voices are heard consistently.

### 3. Strengths

Board members highlighted the following strengths of the Chair:

- The Chair is professional, kind, and caring.
- Effectively advocates for Shoreham in the broader community.
- Provides a meeting space where all members can provide input.
- Agendas are well laid out, and meetings generally stay on schedule.
- Communicates clearly and is willing to assist whenever needed.

- Manages meetings well and ensures all voices are heard and considered.

#### **4. Opportunities for Improvement / Development**

Board members provided the following suggestions for development:

- Balancing the important relationship between the CEO/Northwood and how to address serious issues in a fair and independent manner that are difficult for the organization.
- No improvement suggestions provided by one respondent, indicating overall strong confidence in the Chair's performance.

#### **Appendix A – Board Member Comments**

##### **Strengths / What the Chair Does Well:**

- The Chair is professional, kind and caring.
- Joe does a great job of being an advocate for Shoreham in the broader community. During meetings, he provides a meeting space where everyone can provide their input. The agendas are well laid out and normally stay within the meeting time. He communicates well and is willing to assist whenever his help is needed.
- Manages meetings well and ensures all voices are heard and considered.

##### **Opportunities for Improvement / Development Suggestions:**

- Balancing the important relationship between the CEO/Northwood and how to deal with serious issues in a fair and independent manner that are difficult for the organization.
- I don't have any improvement suggestions for Joe. Overall, I think he's done a great job.