

TOOL 2: GOVERNANCE MATURITY DIAGNOSTIC FOR NILE UNIVERSITY BOARD (25 Questions)

Instructions for Administration

Format: Self-assessment or facilitated board discussion

Time: 30-45 minutes

Scoring: 1-5 scale for each question (25 questions = 125 possible points)

Frequency: Annually

Dimension 1: Board Composition and Structure (5 Questions)

1.1 Board Composition Process

Our board composition reflects:

- 1: Ad hoc appointments based on availability and personal connections
- 2: Basic attention to required skills (legal, financial)
- 3: Systematic skills assessment linked to some strategic needs
- 4: Comprehensive competency matrix aligned with strategic priorities
- 5: Proactive pipeline management with diversity and strategic alignment

Score: ____

1.2 Nomination and Selection

Our director nomination process includes:

- 1: Informal recommendations without clear criteria
- 2: Basic vetting of proposed candidates
- 3: Written selection criteria and evaluation process
- 4: Transparent process with multiple sourcing channels
- 5: Best-in-class process with external benchmarking and diversity targets

Score: ____

1.3 Board Diversity

Our board diversity (professional, gender, age, cognitive) is:

- 1: Homogenous with little variation
- 2: Some diversity but not intentional
- 3: Diversity goals stated but not consistently achieved
- 4: Clear diversity policy with measurable progress

- 5: Exemplary diversity across multiple dimensions with transparent reporting

Score: ____

1.4 Committee Structure

Our board committee structure:

- 1: No formal committees or ad hoc only
- 2: Basic committees (audit, finance) meeting irregularly
- 3: Standard committees with defined terms of reference
- 4: Committees aligned with strategic priorities, meeting regularly
- 5: Dynamic committee structure that evolves with institutional needs

Score: ____

1.5 Board Size and Balance

Our board size and composition:

- 1: Too large/small for effective governance; unclear roles
- 2: Acceptable size but some redundancy or gaps
- 3: Appropriate size (typically 9-15) with reasonable balance
- 4: Optimal size with well-balanced skills and perspectives
- 5: Exemplary composition reviewed and refined annually

Score: ____

Dimension 1: Board Composition and Structure Total: ____/25

Dimension 2: Board Processes and Effectiveness (5 Questions)

2.1 Meeting Quality

Our board meetings are characterized by:

- 1: Irregular, poorly organized, operational focus
- 2: Regular schedule but often unproductive
- 3: Well-organized with advance materials and clear agendas
- 4: Strategic focus with robust discussion and decision-making
- 5: Exemplary meetings that optimize board time and generate insight

Score: ____

2.2 Information Quality

Board materials and information:

- 1: Inconsistent, late, or insufficient for decision-making
- 2: Adequate but often overly detailed or unclear
- 3: Timely and organized with executive summaries
- 4: Strategic dashboard with KPIs and exception reporting
- 5: Sophisticated information architecture supporting strategic oversight

Score: ____

2.3 Board-CEO Relationship

The relationship between board and chief executive:

- 1: Dysfunctional or overly distant
- 2: Cordial but limited strategic partnership
- 3: Professional with clear role boundaries
- 4: Strong partnership with trust and candor
- 5: Exemplary relationship that optimizes both governance and management

Score: ____

2.4 Decision-Making Process

Board decisions are made:

- 1: Reactively with limited discussion
- 2: After basic consideration of options
- 3: Following structured analysis and debate
- 4: Using sophisticated decision frameworks and risk assessment
- 5: Through exemplary process balancing rigor with efficiency

Score: ____

2.5 Board Evaluation

We evaluate board effectiveness:

- 1: Never or only informally
- 2: Occasionally and superficially
- 3: Annually using basic questionnaire
- 4: Comprehensive annual assessment with action planning
- 5: Sophisticated ongoing evaluation with external facilitation every 3 years

Score: ____

Dimension 2 Board Processes and Effectiveness Total: ____/25

Dimension 3: Strategic Oversight and Risk Management (5 Questions)

3.1 Strategic Planning Engagement

The board's role in strategic planning:

- 1: Minimal involvement; approves management plans
- 2: Provides input when asked
- 3: Participates in structured planning process
- 4: Co-creates strategy through robust engagement
- 5: Strategic thought partner with sophisticated planning process

Score: ____

3.2 Strategic Monitoring

We monitor strategic plan implementation:

- 1: Rarely or only when problems arise
- 2: Periodic updates without structured review
- 3: Regular progress reports against milestones
- 4: Dashboard tracking with strategic KPIs reviewed quarterly
- 5: Sophisticated monitoring with predictive indicators and course correction

Score: ____

3.3 Risk Oversight

Our approach to enterprise risk management:

- 1: Reactive; address crises as they occur
- 2: Basic awareness of major risks
- 3: Risk register reviewed periodically
- 4: Comprehensive ERM framework with board oversight
- 5: Sophisticated risk intelligence integrated into strategic decisions

Score: ____

3.4 Financial Oversight

Board financial oversight includes:

- 1: Review of annual budget only
- 2: Quarterly financial reports with limited analysis
- 3: Regular review of finances with audit committee oversight
- 4: Comprehensive financial dashboard and multi-year planning
- 5: Sophisticated financial stewardship with scenario modeling

Score: ____

3.5 Performance Measurement

We measure institutional performance:

- 1: Limited metrics, often anecdotal
- 2: Basic metrics (enrollment, revenue)
- 3: Balanced scorecard across multiple dimensions
- 4: Comprehensive KPIs linked to strategy
- 5: Sophisticated performance management with benchmarking

Score: ____

Dimension 3: Strategic Oversight and Risk Management Total: ____/25

Dimension 4: Stakeholder Engagement and External Relations (5 Questions)

4.1 Stakeholder Mapping

Our understanding of key stakeholders:

- 1: Limited awareness of stakeholder landscape
- 2: Basic identification of primary stakeholders
- 3: Stakeholder map with engagement priorities
- 4: Comprehensive stakeholder strategy
- 5: Sophisticated stakeholder intelligence with regular engagement

Score: ____

4.2 Student Engagement

Board engagement with students:

- 1: No direct student interaction
- 2: Occasional informal contact
- 3: Annual student presentation to board
- 4: Regular student voice mechanism in governance
- 5: Systematic student engagement across multiple channels

Score: ____

4.3 Government and Regulatory Relations

Our relationship with regulators:

- 1: Reactive and compliance-focused only
- 2: Meet minimum requirements
- 3: Proactive communication and relationship building
- 4: Strategic engagement with policy participation
- 5: Exemplary partnership; consulted on sector issues

Score: ____

4.4 Donor and Fundraising Engagement

Board involvement in resource development:

- 1: No board involvement in fundraising
- 2: Sporadic participation when asked
- 3: All board members contribute financially
- 4: Active cultivation using board networks
- 5: Strategic philanthropy leadership with measurable impact

Score: ____

4.5 External Communication

Board communication with external stakeholders:

- 1: No external communication or inconsistent messaging
- 2: Limited communication through management only
- 3: Annual report to stakeholders
- 4: Transparent governance information publicly available
- 5: Proactive communication strategy with stakeholder engagement

Score: ____

Dimension 4: Stakeholder Engagement and External Relations Total: ____/25

Dimension 5: Board Development and Culture (5 Questions)

5.1 Induction Process

New board member onboarding:

- 1: Informal or non-existent
- 2: Basic orientation meeting
- 3: Structured onboarding with materials and meetings
- 4: Comprehensive 90-day induction program
- 5: Best-practice onboarding with mentorship and phased integration

Score: ____

5.2 Continuing Education

Board professional development:

- 1: No formal development opportunities
- 2: Occasional external conferences
- 3: Annual board training session
- 4: Regular learning sessions on governance and sector issues
- 5: Comprehensive development program with individual learning plans

Score: ____

5.3 Succession Planning

Board succession planning:

- 1: No succession planning
- 2: React to departures as they occur
- 3: Track terms and plan 12 months ahead
- 4: 2-3 year succession pipeline with skills planning
- 5: Sophisticated succession strategy integrated with board evolution

Score: ____

5.4 Board Culture

The culture of our board:

- 1: Dysfunctional or disengaged
- 2: Cordial but limited engagement
- 3: Professional and collegial
- 4: High-trust environment with constructive challenge
- 5: Exemplary culture balancing support and accountability

Score: ____

5.5 Ethical Leadership

Board ethical standards and practices:

- 1: No clear ethical framework
- 2: Basic conflict of interest policy
- 3: Code of conduct with disclosure requirements
- 4: Comprehensive ethics framework with training
- 5: Exemplary ethical leadership modeling institutional values

**Score:

Score: ____

Dimension 5: Board Development and Culture Total: ____/25

OVERALL SCORING SUMMARY

Dimension	Score	Level
1. Board Composition and Structure	___/25	
2. Board Processes and Effectiveness	___/25	
3. Strategic Oversight and Risk Management	___/25	
4. Stakeholder Engagement and External Relations	___/25	
5. Board Development and Culture	___/25	
TOTAL SCORE	___/125	

MATURITY LEVEL INTERPRETATION

Total Score: ___

Level 1 – Reactive (25-45 points)

- **Characteristics:** Crisis-driven governance; minimal structure; limited strategic engagement
- **Priority Actions:**
 - Establish basic governance policies and procedures
 - Create meeting calendar and agenda structure
 - Develop fundamental committee structure
 - Clarify board roles and responsibilities

Level 2 - Developing (46-65 points)

- **Characteristics:** Meets legal requirements; regular meetings; basic policies; approval-focused
- **Priority Actions:**
 - Enhance strategic planning engagement
 - Develop board competency matrix
 - Implement annual board evaluation
 - Strengthen risk oversight framework

Level 3 - Acceptable (66-85 points)

- **Characteristics:** Structured processes; strategic participation; committee effectiveness; some board development
- **Priority Actions:**
 - Deepen strategic partnership with management
 - Enhance stakeholder engagement strategy
 - Implement succession planning

- Develop board performance dashboard

Level 4 - Advanced (86-105 points)

- **Characteristics:** Integrated strategic oversight; robust risk management; active stakeholder engagement; strong board culture
- **Priority Actions:**
 - Refine governance best practices
 - Enhance board's future orientation
 - Leverage board networks systematically
 - Implement continuous improvement processes

Level 5 – Leading Transformation (106-125 points)

- **Characteristics:** Anticipatory governance; innovation catalyst; thought leadership; exemplary in all dimensions
- **Priority Actions:**
 - Maintain excellence through continuous evaluation
 - Share best practices with peer institutions
 - Stay ahead of governance trends
 - Mentor other boards in governance maturity

DIMENSIONAL ANALYSIS

Strongest Dimensions (Highest scores):

1. _____
2. _____
3. _____

Development Dimensions (Lowest scores):

1. _____
2. _____
3. _____

ACTION PLANNING FROM ASSESSMENT

Priority Development Area	Current Score	Target Score (12 months)	Key Actions	Owner	Timeline