

# **Board Self-Evaluation Survey**

**Survey Results** 

Date

### Overview

- Purpose: To assist us in defining next steps to enhance board and organization performance
- Completed by # Board Members
- Rating:
  - Current Board Performance
  - Near-Term Importance/Significance
  - Individual Board member Energy & Engagement
- Focused on 9 Key Areas of Board Responsibility
- Explored Board size, structure, and operations



## Highlights of Survey Results

## Energy and Excitement

- New revenue streams
- Financial stability
- Commitment to mission

## Perceived Strengths

- Collaborative board spirit
- Financial oversight
- Board member engagement
- Financial stability



# Highlights of Survey Results, cont.

## Perceived Priorities

- Clarifying Mission/Vision
- Resolving Key Issues
- Developing Financial Resources
- Building Reputation
- Assessing our Impact



# Other Areas to Discuss/Explore

## Organization

- Defining resources/priority of expansion
- Board member role/expectations around fund raising for global expansion, if any

### Board

- Board composition
- Recruiting/Orientation processes
- Working relationship with CEO
- Developing board leaders
- Clarifying role of board members as "strategically leading a global organization" versus "speaking for their country/region".

  Charitable Advisor

## Recent Accomplishments

- Hiring and transitioning in a new CEO
- Recommendation for a comprehensive IT assessment
- Filling expired Board membership with new Board members.
- Continuing to provide a high level of service in a competitive cost environment.
- United Way review



## Near-term Opportunities

- Expanding services to younger population
- Making the community more aware of the organization and the good things that it does.
- Selling of building and developing strategies for new facility
- Longer term strategic planning.
- More jobs available in all industries than there are individuals to fill them.
- Additional growth in our consulting area



## Near-term Challenges

- Creating and communicating a value proposition for the next generation of members
- Becoming a "cutting-edge" organization in use of technology
- Moving from a building to a virtual structure. Begin to have staff work from their homes
- Tight labor market means increasing wages and higher turnover
- Competition in the marketplace.
- State changes to funding streams.
- Changing regulatory environment



## Other Survey Comments – pg 1 of 5

#### **Board Tone**

 $\rightarrow$  2 – 3 bullet points

#### Board Composition/Size

## Other Survey Comments – pg 2 of 5

#### Measuring/Assessing Performance

 $\rightarrow$  2 – 3 bullet points

#### Social Time/Connection

## Other Survey Comments – pg 3 of 5

#### **Board Committees/Structure**

 $\rightarrow$  2 – 3 bullet points

#### **Board Meetings**

## Other Survey Comments – pg 4 of 5

Governance Level Work

▶ 2 – 3 bullet points

Leadership Development/Training

▶ 2 – 3 bullet points

# Other Survey Comments – pg 5 of 5

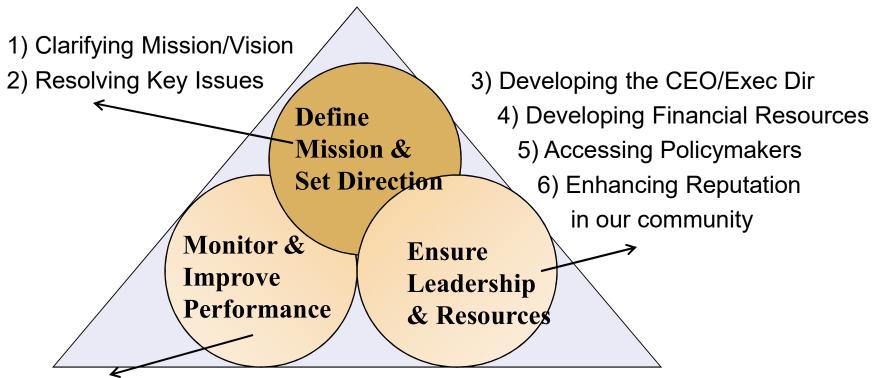
#### **Financial**

## How Excited Are We to Be Involved?

## Individual Board Member Perspectives

Ra	ırely	Often	Almost Always
I Get Excited About the Mission and Vision			
I Look for News, Trends That Impact Our Or	ganization		
I Thoughtfully Prepare for Board and Comm	ittee Meetings	;	
I Actively Participate in Board and Committe	e Work		
I Act as Ambassador and Tell People About	Our Work		
I Recommend People for the Board and Cor	nmittees		
I Assist With Fund Raising Efforts			
I Make An Annual Financial Contribution			
I Truly Enjoy Serving on This Board			

#### How Does an Effective Not-for-Profit Board Work?



- 7) Overseeing Financial Performance and Risk Mgmt
- 8) Assessing Performance Against Mission
- 9) Improving Board Performance

## Over the Past Year, How Well Has the Board Performed?

		elow ctations	Mee Expect	ting tations	Exceeding Expectations			
Mission	Clarifying Mission and/or Vision		l	ı				
Mis S	Resolving Key Strategic and Policy Issues							
<b>න්</b>	Developing the Exec Dir/CEO							
ship rces	Developing Financial Resources							
Leadership Resources	Accessing Policy Makers							
Re	Enhancing Reputation							
nce	Overseeing Financial/Risk Mgmt							
erformance	Assessing Performance Against Mission							
Perf	Improving Board Performance							

# Where Should Board Energy Be Focused in the Next 1-2 years?

		ntly not ority	Important, not Urgent	Important &
Mission	Clarifying Mission and/or Vision	1 1		
Miss	Resolving Key Strategic and Policy Issue	S		
<u>~</u>	Developing the Exec Dir/CEO			
rces	Developing Financial Resources			
Leadership Resources	Accessing Policy Makers			
	Enhancing Reputation			
ance	Overseeing Financial/Risk Mgmt			
Performance	Assessing Performance Against Mission			
Perf	Improving Board Performance			

## Recruiting and Development

## Our Board has effective processes for:

	Excellent	Good	Acceptable	Needs Improvement
Identifying and Recruiting	50%	40%	0%	0%
Orienting and Engaging	40%	50%	0%	10%
Recruiting and Developing New Board Leaders	30%	40%	10%	20%

## **Board Committees**

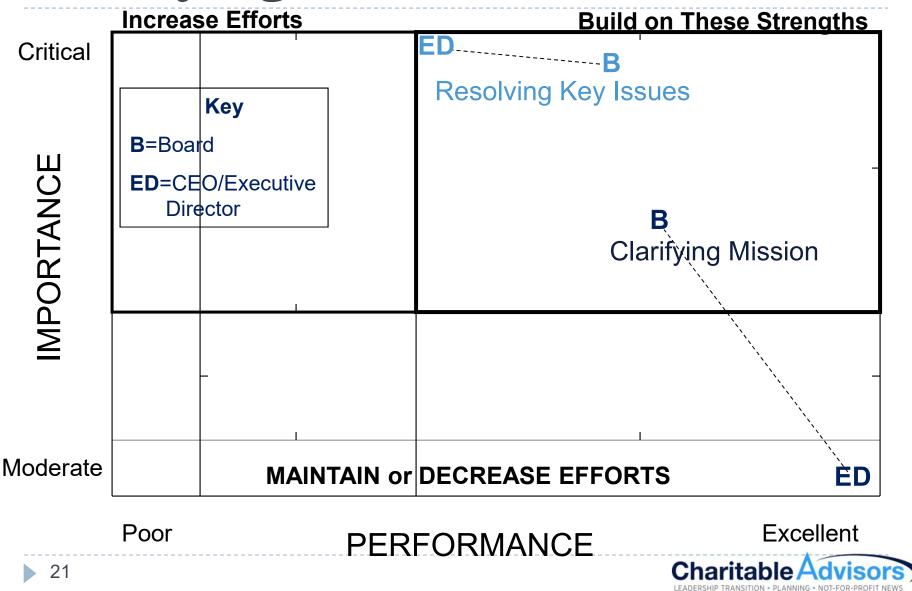
Briefly rate each committee's overall contribution over the past 12–18 months:

Committee	Exceptional	Good	Limited	Unclear Purpose
Executive	60%	40%	0%	0%
Finance	80%	20%	0%	0%

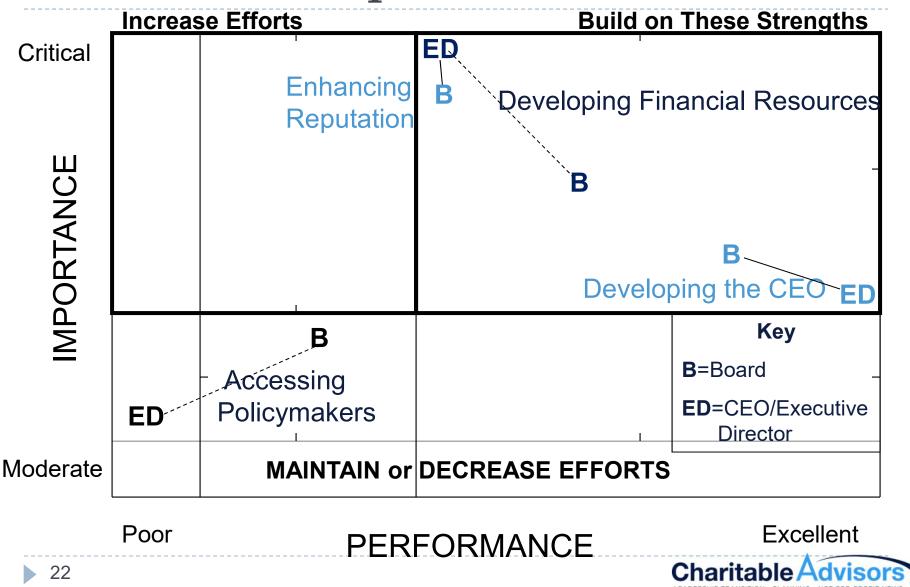
## Board Structure & Operations

	rongly sagree	Somewhat Disagree	Somew Agree	5 7
	I	I I	1	T T
Board Size is Appropriate				
Board Composition is Appropriate				
Positive Exec Dir/CEO and Board Working F	Relation	ship		
Effective Leaders as Board and Committee	Chairs			
Effective Process for Developing/Selecting N	lew Lea	aders		
Bd Calendars, Agendas, and Advance Mater	ials Su	pport Bd W	ork	
Board and Committee Meetings Run Well				
Bd Strikes Balance of Work and Fun, Conne	cts Bd	to Mission		
20	<b> </b>	Cl	naritabl	e Advisors

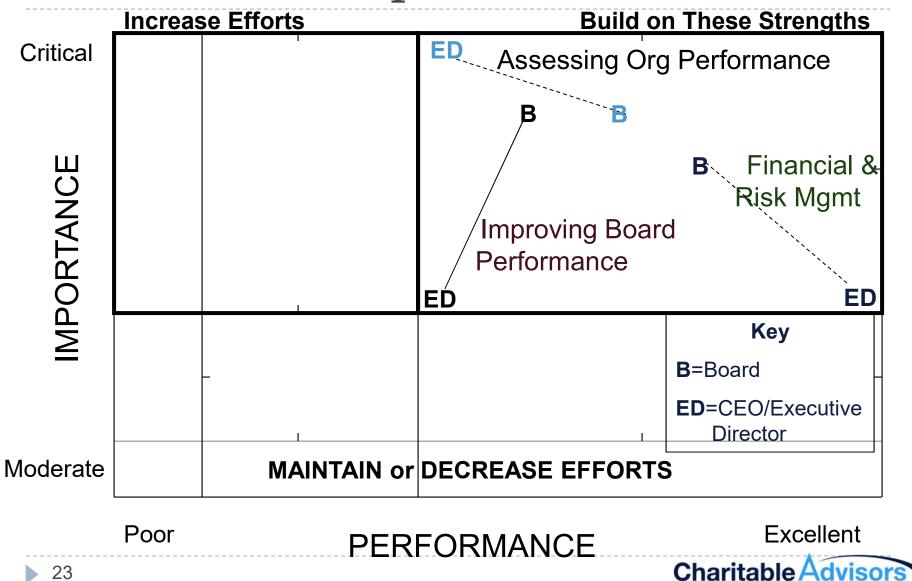
# Clarifying Mission and Direction



# Leadership and Resources



# Monitor & Improve Performance



## Discussion - Next Steps

- What stood out? What surprised you?
- ▶ Identify 2-3 (total) Issues/Areas from:
  - Areas of Responsibility
  - Supporting Factors
  - Individual Board Member Participation
- Next Steps?
- Who Initiates?

