

Organization LOGO Here

Board Self-Evaluation Survey

Survey Results

December 2013

Overview

- ▶ Purpose: To assist us in defining next steps to enhance board and organization performance
- ▶ Completed by 17 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

- ▶ X Program
- ▶ Strategic Plan
- ▶ New Executive Director
- ▶ Potential in lending programs

▶ Perceived Strengths

- ▶ Board/Exec Dir Relationship
- ▶ Focus on mission
- ▶ More financial stability

Highlights of Survey Results, cont.

▶ **Priorities for Next Couple Years**

- ▶ Defining and Measuring Success
- ▶ Developing Financial Resources
- ▶ Advocating for funding/community needs
- ▶ Increasing Visibility in the Community
- ▶ Financial Oversight
- ▶ Expand board size
- ▶ Review committee structure and expectations of committees and committee leadership

Highlights of Survey Results, cont.

▶ Other Areas to Discuss/Explore

- ▶ Development of next board leaders
- ▶ Board member recruiting and orientation
- ▶ Explore mixed perceptions of board members' role in recruiting board/committee members and fund raising beyond personal gift.
- ▶ Define purpose/role of Executive Committee
- ▶ How to better connect board to the work

Recent Accomplishments

- ▶ Successful completion of the X program and opportunities associated with operating an extremely high profile program.
- ▶ Restoration of funding by non-government sources.
- ▶ Stabilizing the organization's financial position.
- ▶ Funding to revitalize the X initiative
- ▶ I believe we are beginning to reach customers who have limited options through our high risk low interest loan through our Fast Track program.
- ▶ New strategic plan.
- ▶ Board members are more engaged in committees.
- ▶ The new ED has done a great job refocusing/refining the mission
- ▶ Work toward excellence as a Board

Near-term Opportunities

- ▶ Identifying the priority areas for new products
- ▶ Advocacy will become a much more important tool and strategy for X.
- ▶ Build on our strong reputation.
- ▶ Grow board from 19 to 25.
- ▶ Focus on neighborhood revitalization
- ▶ Making sure we have the best and brightest doing our work.
- ▶ Relationships with all stakeholders.
- ▶ Becoming known as a great nonprofit in X
- ▶ Become exclusive provider of housing counseling and lending.
- ▶ Continue to develop a quality board with wide scope of representatives.
- ▶ Set specific goals and strategies

Near-term Challenges

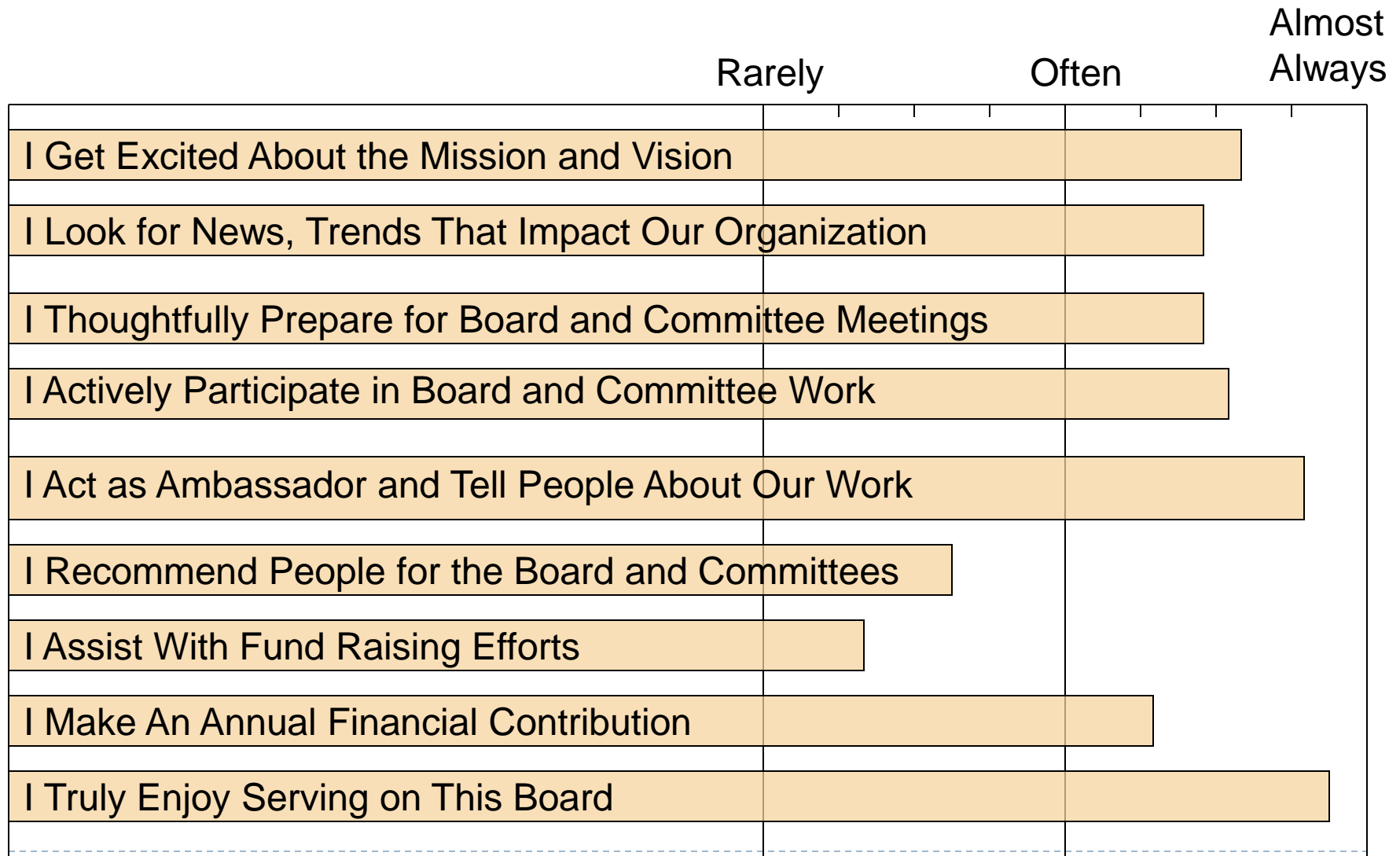
- ▶ A significant decrease in government funding. Finding new resources will be critical.
- ▶ Too little of the leadership understands the community connection, both at the board level and in terms of our results and impact.
- ▶ Identifying the right place (communities and org) to invest our assets.
- ▶ Managing/training new staff as we expand. Expanding in a financially sustainable way.
- ▶ Finding a new office that fits needs of the organization and clients.
- ▶ Staying ahead of changes in the economy and community needs.
- ▶ Finding good board members and raising money in these hard economic times.
- ▶ Fundraising and loan quality are critical.
- ▶ Pushing toward a goal of income based support v. donation and government support

Other Survey Comments

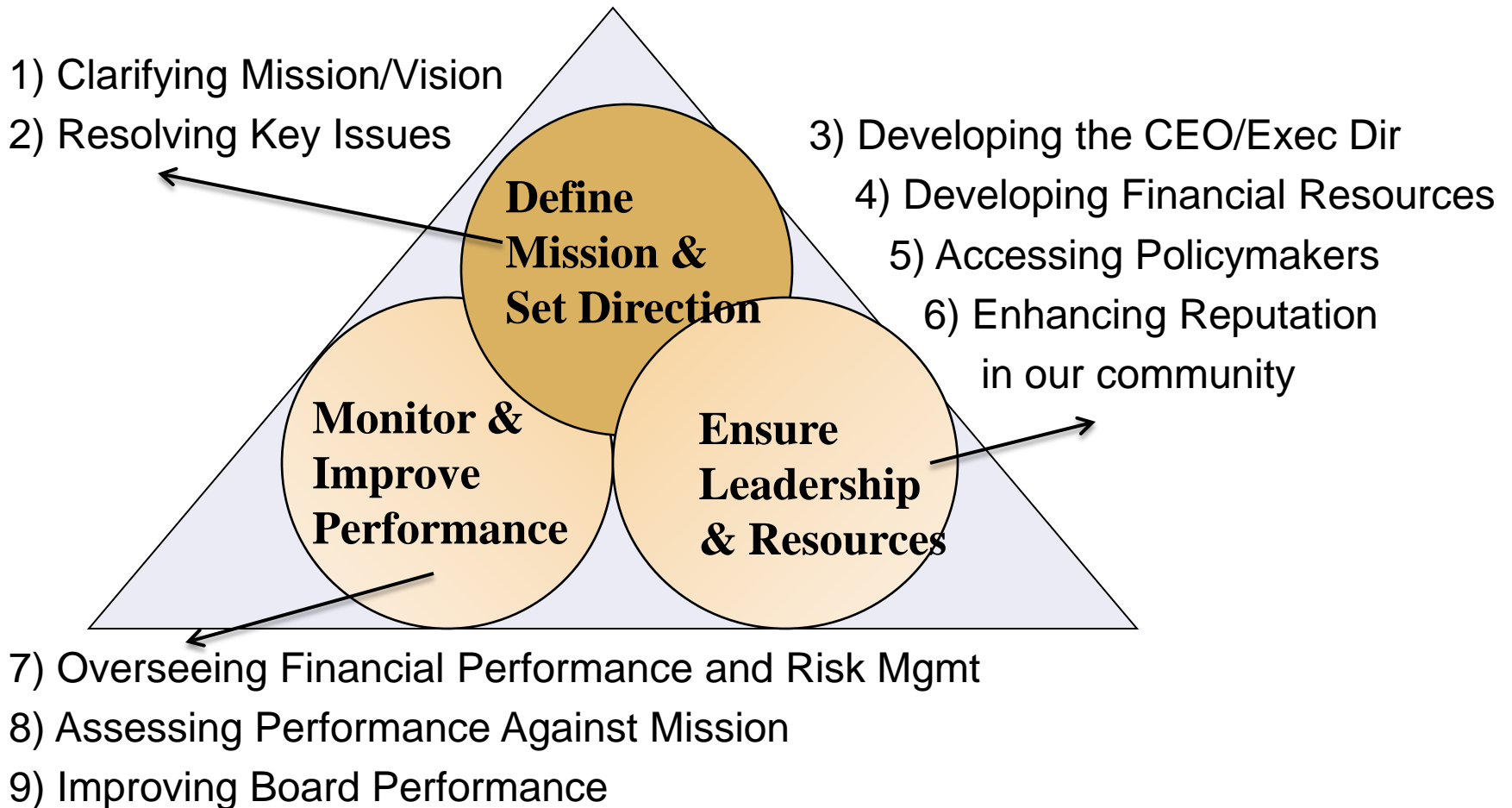
- ▶ The board seems reactive rather than proactive. Much of the board has not really been engaged in neighborhood revitalization so success equals the bottom line \$\$ only.
- ▶ ED needs to continue to develop fundraising efforts,
- ▶ Maintain a quality staff.
- ▶ It will be important to support ED and continue to develop his skills.
- ▶ I believe we must educate and train new Board members.
- ▶ Committees have improved over the past two years - need more members.
- ▶ ED has done a very good job.
- ▶ Board operates fairly well within the board room.
- ▶ We are not connected to our customers - the ultimate fun factor.
- ▶ Poor committee leadership makes it hard to engage.

How Excited Are We to Be Involved?

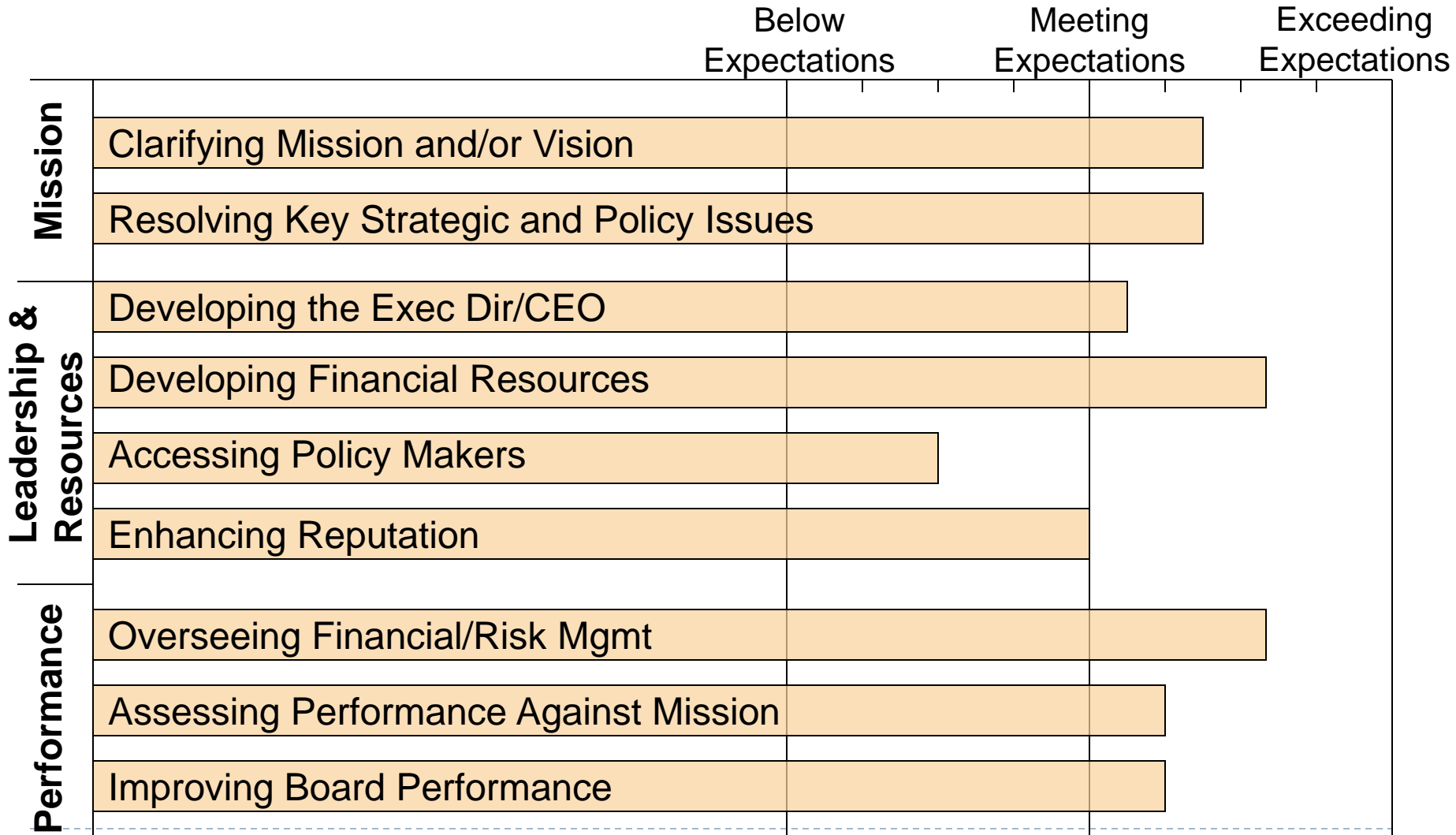
Individual Board Member Perspectives



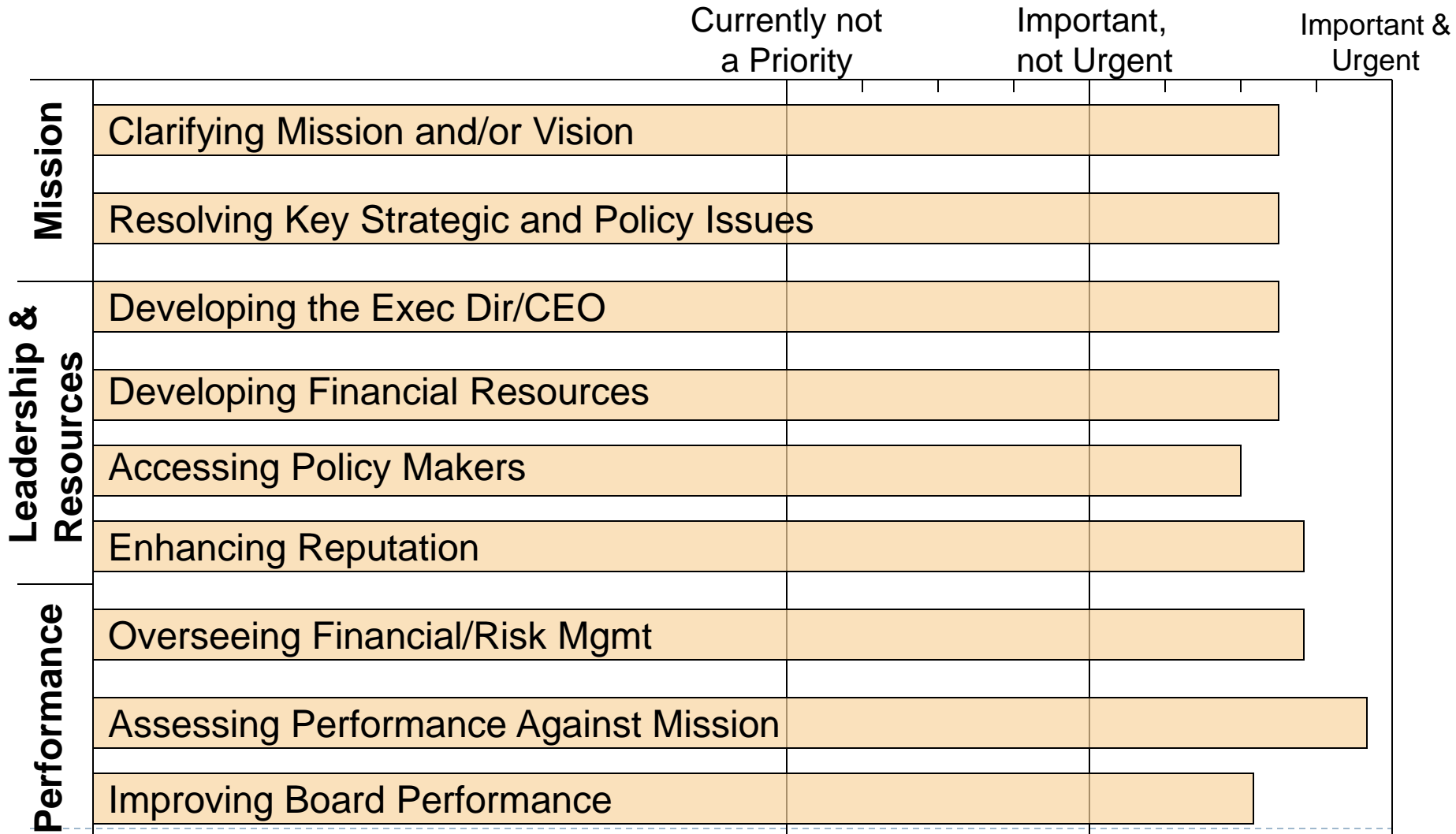
How Does an Effective Not-for-Profit Board Work?



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



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



Recruiting and Development

Our Board has effective processes for:

	Excellent	Good	Acceptable	Needs Improvement
Identifying and Recruiting	0%	25%	25%	50%
Orienting and Engaging	11%	22%	56%	11%
Recruiting and Developing New Board Leaders	0%	25%	38%	38%

Board Committees

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

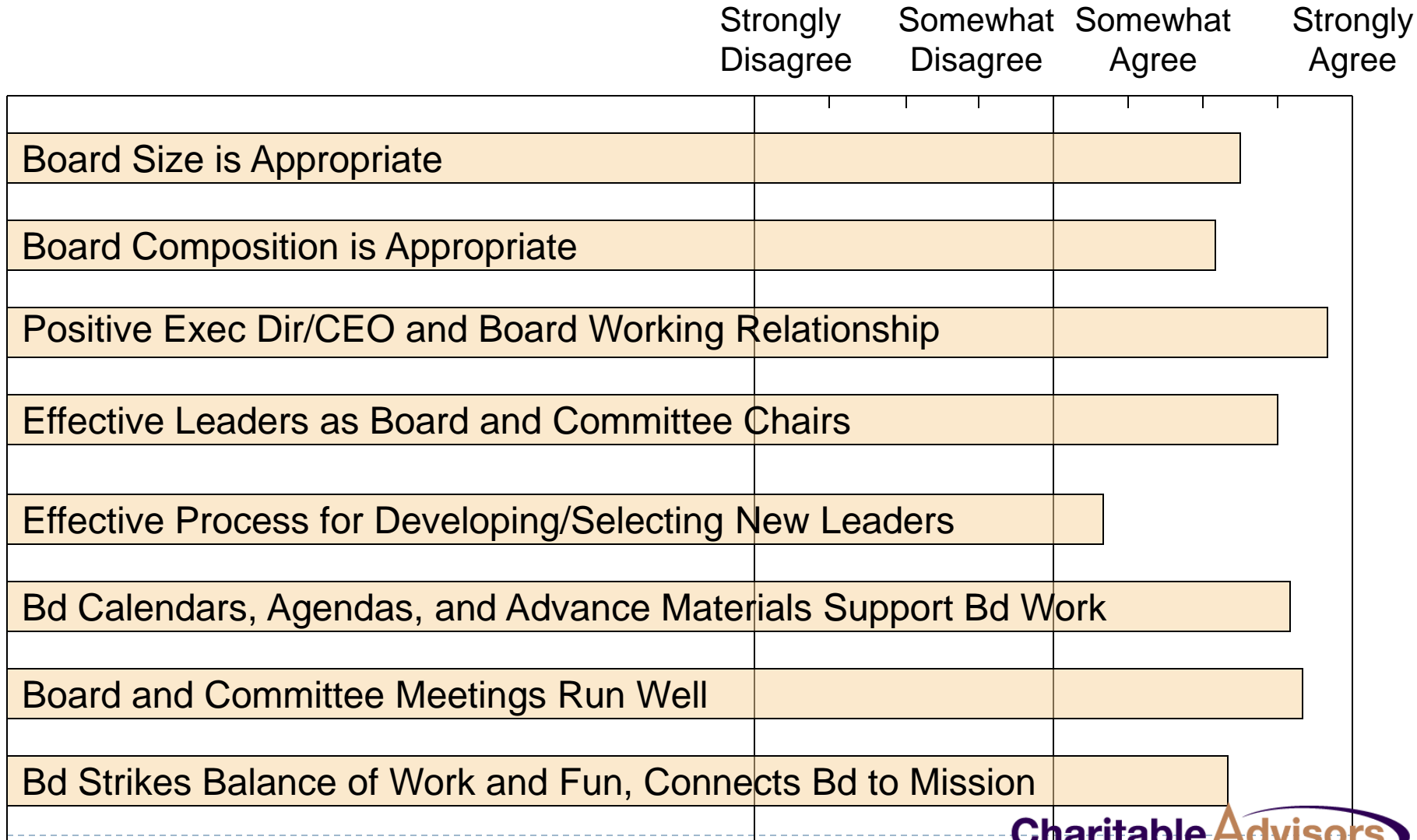
Committee	Exceptional	Good	Limited	Unclear Purpose
Executive	20%	80%	0%	0%
Finance	38%	62%	0%	0%
Loan	29%	57%	14%	0%
Resource Development	0%	50%	33%	17%

Board Committees, Cont.

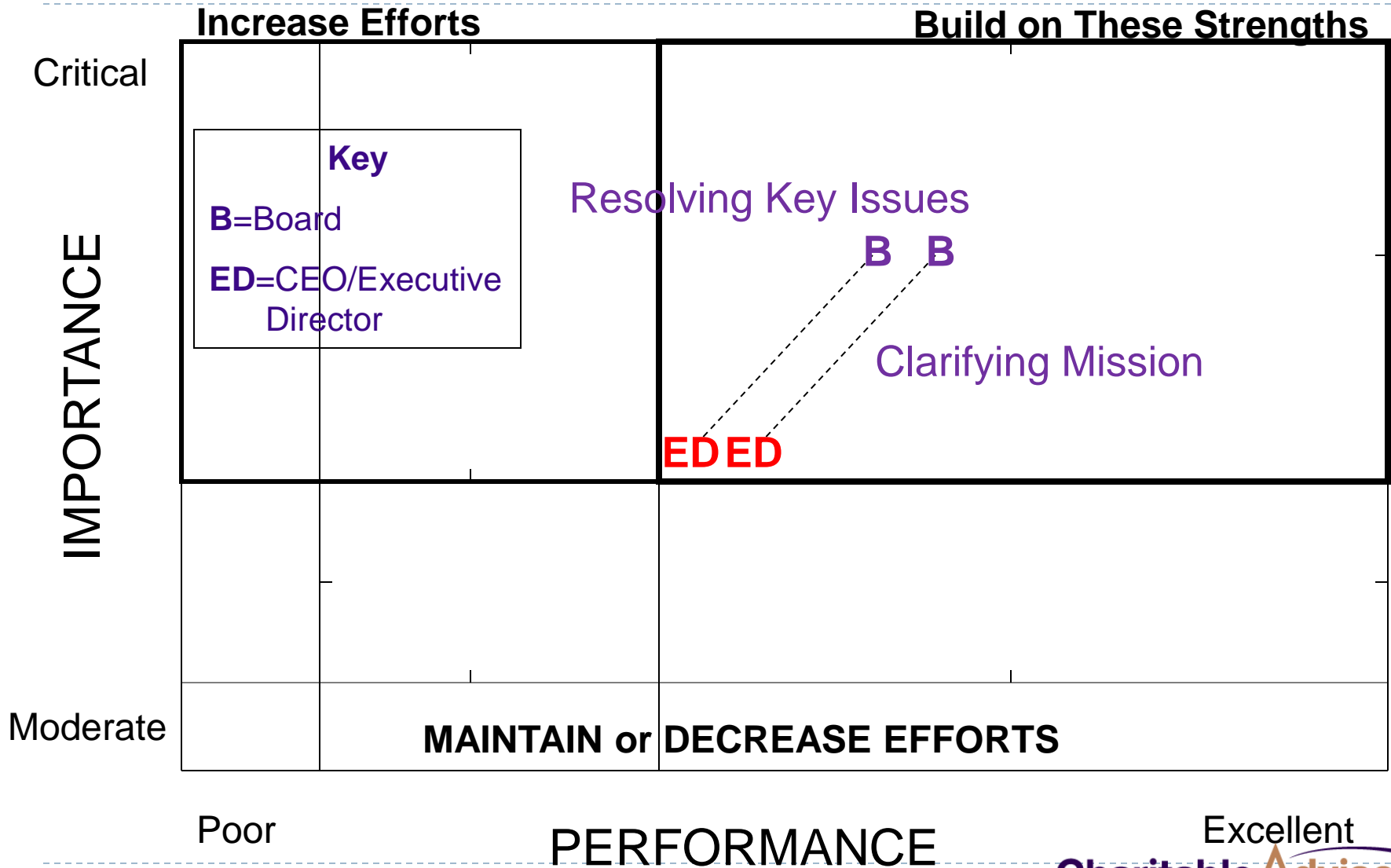
Briefly rate each committee's overall contribution over the past 12-18 months:

Committee	Exceptional	Good	Limited	Unclear Purpose
Governance	43%	43%	14%	0%
Program	12%	62%	12%	12%
Policy	25%	75%	0%	0%

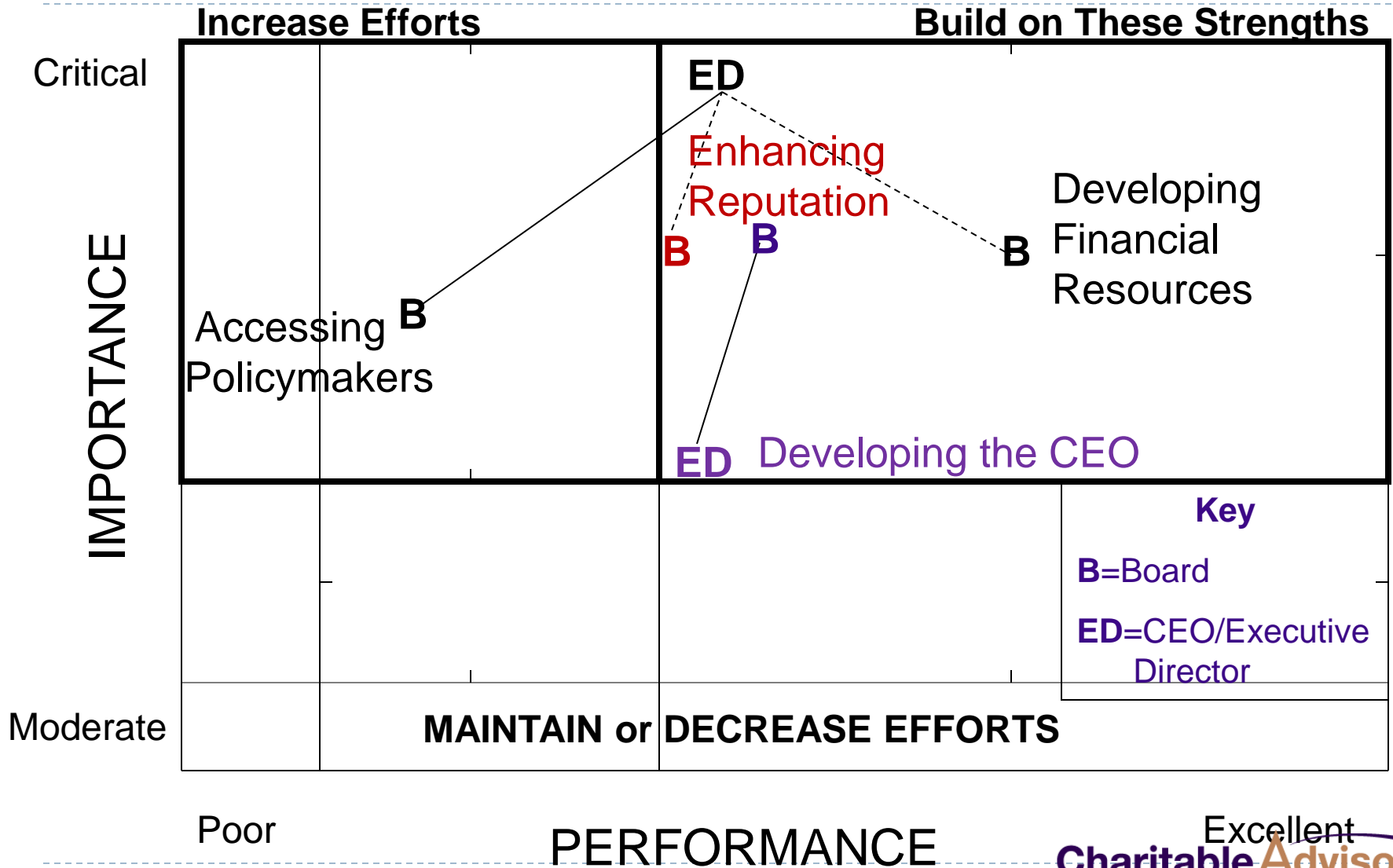
Board Structure & Operations



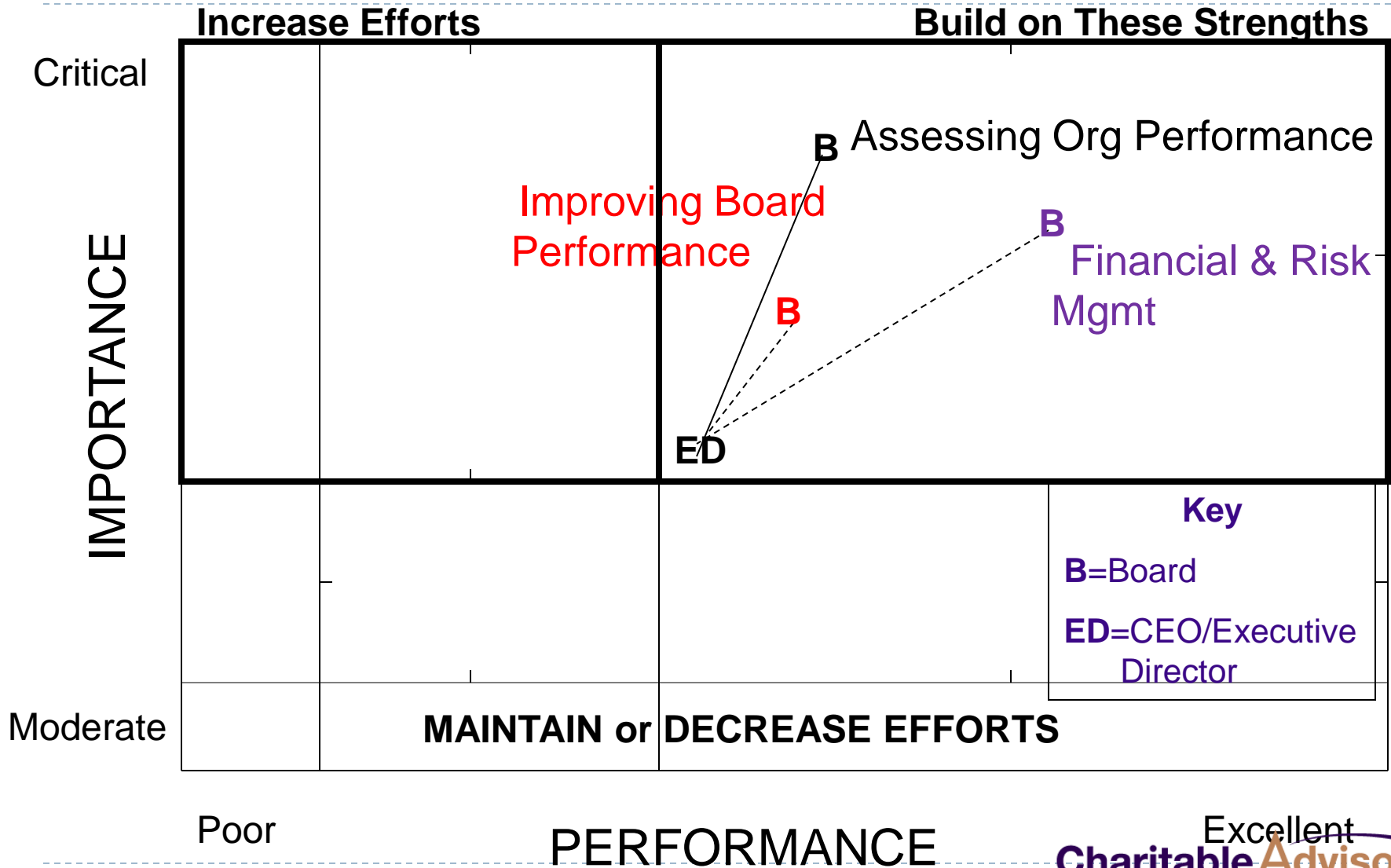
Clarifying Mission and Direction



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?