

## 2008 Board Self-Assessment Summary

### Questionnaire

*Divided into thirteen sections, each focusing in a different area of responsibility:*

1. Determine the Organization's Mission and Purpose
2. Engage in Strategic Thinking and Planning
3. Approve and Monitor the Organization's Work
4. Ensure Adequate Financial Resources
5. Provide Effective Fiscal Oversight
6. Ensure Sound Risk Management Policies
7. Select and Support the Chief Executive and Review His or Her Performance
8. Understand the Relationship Between Board and Staff
9. Enhance the Organization's Public Image
10. Carefully Select and Orient New Board Members and Board Leaders
11. Maintain Board Structure and Operations
12. Organization Board Committees and Task Forces
13. Individual Board Member Self-Evaluation

### Conclusion

*Overall satisfaction with:*

- Mission statement
- Strategic planning
- Mutual trust
- Role of Chief Executive
- The size of board
- Frequency of meetings
- Agendas and materials
- Annual audit
- Financial reports

*Areas of Focus:*

- Fundraising activities
- Key indicators to track progress
- Insurance carrier



## 2008 Board Self-Assessment Suggestions

### **Responsibility 1: Determine Organization's Mission and Purpose**

#### Comments

- Have the board read the mission aloud during meetings periodically
- Board should do an annual reviewing/assessing report
- As our mission says, I would like to see Board creating & cultivating more partnerships with local community especially business community

### **Responsibility 2: Engage in Strategic Planning**

#### Dissatisfied

- 2.2 Board has strategic vision of how org. should be evolving in 3-5 yrs – 1/11
- 2.4 Board identified key indicators to track progress towards strategic goals – 1/11

#### Comments

- I don't think we have spent enough time considering the impact of the increase in undocumented immigrants in the county nor how we have looked at the impact of the increase in Latin American immigrants whose first language is neither English nor Spanish, i.e., indigenous people.
- At our annual retreat, we should spend some time on the topic 2.2. We have not considered how we should be evolving beyond next year. Develop a one page summary of mission-vision-update, perhaps semi-annually.
- I believe that strategic planning committee is doing a great job in this area.

**Response to sections 1 and 2: We are in the first year of our three year strategic plan (2007-2010). Information generated from the 2008 Board Retreat will influence future annual plans and/or amendments to the strategic plan. We will bring these issues to the Strategic Planning committee to address and report out to the board.**

### **Responsibility 3: Approve and Monitor Organization's Programs and Services**

#### Not Sure

- 3.2 Board knows the strengths and weaknesses of programs -2/11
- 3.3 Board periodically considers adopting new programs and modifying or discontinuing current programs -2/11
- 3.4 Board has effective process for tracking program performance – 1/11

#### Dissatisfied

- 3.2 Board knows the strengths and weaknesses of programs – 2/11
- 3.4 Board has effective process for tracking program performance – 1/11

#### Comments

- I can't remember discussing the weaknesses of major programs unless there was something going wrong in a big way. We have discontinued programs, but we have not considered adding new programs for a long time.
- No improvement needed
- Implement a tracking program strategy

- I would like to see an overview of each month for each of our programs at each board meeting in terms of how many people we serve, how many HS children we have, etc. (monthly reports with some number figures)

**Response to section 3: We will add this topic to our board agenda before the end of the fiscal year. This topic may come up at the retreat when we discuss board engagement.**

**Responsibility 4: Ensure Adequate Financial Resources**

Not Sure

- 4.2 Board members provide financial support to organization on an annual basis - 2/11
- 4.4 Board has clear policy on individual member's responsibility in fundraising - 3/11

Dissatisfied

- 4.3 Board members actively participate in fundraising activities and solicitations - 1/11
- 4.4 Board has clear policy on individual member's responsibility in fundraising - 1/11
- 4.5 Board is involved with developing strategies for generating resources - 1/11

Comments

- The make-up of our board required by law limits the participation of many board members
- I would like to see board participate in more social events where they can cultivate partnerships for our organization.

**Response to section 4: We will add this topic to our board agenda before the end of the fiscal year. This topic may come up at the retreat when we discuss board engagement.**

**Responsibility 5: Provide Effective Fiscal Oversight**

Not Sure

- 5.6 Board has established appropriate investment policies - 3/11
- 5.7 Board has approved policies that enable organization to manage and reduce risks - 2/11
- 5.8 Board has adequate amount of liability insurance in the event of lawsuit - 5/11
- 5.9 Board reviews insurance carried by organization to ensure competitive pricing - 5/11

Not Applicable

- 5.6 Board has established appropriate investment policies - 2/11

Dissatisfied

- 5.7 Board has approved policies that enable organization to manage and reduce risks- 1/11
- 5.9 Board reviews insurance carried by organization to ensure it is competitively priced -2/11

Comments

- We haven't had money to invest, I don't think - but we will, I don't believe we have a strategy for that
- We don't review insurance in any detail, but I'm not sure we need to
- This should be brought up for board review

**Response to section 5: We will discuss these issues at a Finance Committee meeting and add this topic to our board agenda before the end of the fiscal year.**

## **Responsibility 6: Select & Support Chief Executive & Review Performance**

### Not Sure

- 6.1 Written job description defines responsibilities of chief executive – 1/11
- 6.2 Board assesses chief executive's performance regularly - 1/11
- 6.3 Process for determining compensation for chief executive is objective & adequate -1/11
- 6.4 Board conducted last search for chief executive in professional, competitive manner – 1/11

### Not Applicable

- 6.4 Board conducted its last search for chief executive in professional, competitive manner – 6/11

### Comments

- We need to do a market study for the E.D.'s salary
- No improvement needed
- Our Chief Exec is absolutely the best!! Thank you so much Jerralynn for all that you do!

**Response to section 6: The board is in the process of evaluating the Executive Director's performance. These issues can be addressed with the board as part of this presentation.**

## **Responsibility 7: Understand Relationship Between Board and Staff**

### Not Sure

- 7.1a Roles of board and staff are clearly defined - 1/11
- 7.6 Board adopted up-to-date human resource policies - 4/11

### Comments

- No improvement needed

**See response below under section 10.**

## **Responsibility 8: Enhance Organization's Public Image**

### Not Sure

- 8.3 Board understands who can serve as official spokesperson for the organization – 2/11

### Comments

- I don't know that we have ever discussed what to do if a board member is approached by the media
- A more public role for our board members supporting CA is always desired
- A discussion about this should be included during the retreat
- Board should be more visible and attend more public events and accompany E.D. as much as possible

**Response to section 8: We will add this topic to our board agenda before the end of the fiscal year. This topic may come up at the retreat when we discuss board engagement.**

## **Responsibility 9: Carefully Select and Orient New Members**

### Not Sure

- 9.1 Board has effective process to select/nominate new members -2/11
- 9.3 Board provides orientation to new members regarding responsibilities, programs, finances - 1/11
- 9.4 Established policies for length of board service and rotation of members - 1/11

### Dissatisfied

- 9.4 Established policies for length of board service and rotation of members - 1/11

### Comments

- We do not limit board terms, there is regular turn over, and I consider our long term board members very valuable. But it would be good to consider whether term limits should be considered
- “9.3,” “comprehensive” might be overstating the orientation provided
- I believe that we have a good committed group at this time

See response below under section 10.

## **Responsibility 10: Organize Itself So That Board Functions Efficiently**

### Not Sure

- 10.2 Board focuses on long-term policy issues - 1/11
- 10.5 Board reviews policies, procedures, bylaws - 2/11
- 10.6 Board members familiar with bylaws - 4/11
- 10.7 Board has effective conflict-of- interest policy – 3/11
- 10.10 Board uses short-term task forces for specific projects – 4/11
- 10.11 Each committee/task force has stated purpose and plan – 1/11
- 10.12 Committee assignment policies offer leadership development opportunities -3/11

### Dissatisfied

- 10.6 Board members familiar with bylaws - 1/11

### Comments

- We do not familiarize ourselves with the by-laws. I would like to see more board members serve a term in the finance committee. I would also like to see more effort spent developing leadership skills of the low-income board members.
- Board members’ manual should be updated with all current by-laws, policies, resolutions etc.
- Ask and provide appropriate training.

**Response to Sections 7, 9 & 10: We will devote some time at a board meet to review governance policies and processes. You should have a copy of our current by-laws, fiscal policies, personnel policies, Board member job description and committee descriptions in your board notebook.**



## Action Plan Summary based on 2008 Board Self-Assessment

### **Responsibility 1: Determine Organization's Mission and Purpose**

#### **Responsibility 2: Engage in Strategic Planning**

Response to sections 1 and 2: We are in the first year of our three year strategic plan (2007-2010). Information generated from the 2008 Board Retreat will influence future annual plans and/or amendments to the strategic plan. We will bring these issues to the Strategic Planning committee to address and report out to the board.

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#### **Responsibility 4: Ensure Adequate Financial Resources**

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#### **Responsibility 5: Provide Effective Fiscal Oversight**

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#### **Responsibility 6: Select & Support Chief Executive & Review Performance**

Response to section 6: The board is in the process of evaluating the Executive Director's performance. These issues can be addressed with the board as part of this presentation.

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*\* See response below under section 10.*

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