

Board Self-Assessment October 2012	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	Rating Average	Response Count
BOARD MEMBERSHIP AND ORIENTATION							
1. The areas of experience, expertise, organizational and financial skills, diversity and other factors we need to be an effective Board for CWB are adequately represented among current Board members.	3	9	3	0	1	3	16
2. CWB actively recruits Board members based on identified needs and not merely to fill a Board vacancy.	2	12	0	0	2	3.14	16
3. When seeking members for the Board, we use a wide variety of referral sources within the communities we serve.	4	6	1	0	5	3.27	16
4. Our Board and staff educate and communicate with new Board members about their legal and ethical responsibilities and important organizational information through a structured new member orientation	1	3	7	1	4	2.33	16
5. <i>Is there anything else you wish to comment on for the topic of Board Membership and Orientation?</i>	Regarding #1, have we ever identified the core areas of expertise needed on the board? Regarding #'s 3 thru 4, I don't know the answers to these questions. Furthermore, I was unable to find answers to these questions on the CWB board member page.						
	Would like to see minority representation on the board. Also, need to better communicate the legal and ethical responsibilities in a structured way.						
	I think we need to explore limiting the # of terms a board member can serve.						
	Dick Thompson says board should give "time or treasure". That should be our expectation.						
	I think the process is improving over what it has been in the past, but we need to continue to analyse the needs of the organization and the board members it seeks.						
I feel most areas of expertise are well represented on the board, but my concern is the lack of ethnic and/or cultural diversity.							
BOARD STRUCTURE AND PRACTICES							
6. CWB's Board structure allows the Board to get its work done in a timely and effective way.	3	10	3	0	0	3.00	16
7. The Board's standing committees streamlines its work process and increases Board effectiveness.	5	9	1	0	1	3.27	16
8. CWB's Board size is about right based on the age of CWB, the nature and scope of our mission and our funding needs.	3	11	1	0	1	3.13	16
9. CWB's Board size is about right to allow for full deliberation and diversity of thinking on organizational matters.	4	7	3	0	1	3.07	15
10. Board members have a working knowledge of CWB's bylaws.	1	3	4	0	8	2.63	16
11. The Board has clear guidelines for the duties and responsibilities of each member including meeting attendance, preparation and participation; committee assignments; and the kinds of expertise needed to provide effective governance.	2	9	5	0	0	2.81	16
12. <i>Is there anything else you wish to comment on for the topic of Board Structure and Practices?</i>	Board size is about right given the amazing productivity and effectiveness of CWB staff and board members. If we were to lose a key person or two I would reconsider this.						
	I would guess most board members do not have a working knowledge of our bylaws and are not 100% clear on duties and responsibilities.						
	we would be better sized if we could fill the current vacancies on the board.						

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	Board size, etc. not as important as informed participation.						
	I am not sure that we do an effective job of setting the stage for new board member participation						
	I think the Board is so large that we don't get to know each other, which sometimes inhibits open discussions. Also, we need to be clearer when we send things out what we expect of Board Members. Our culture is to not ask questions at the meeting but instead to ask questions ahead of time and then discuss at the meeting (because of time constraints). This isn't always made clear.						
	The size of CWB's board is too big. To put things in perspective, City Council only has nine members. We have more than twice as many seats, which makes it difficult to have effective/efficient discussions. Also,						
BOARD MEETINGS							
13. CWB's Board has regular meetings and they are the right length.	5	11	0	0	0	3.31	16
14. The agenda and supporting background materials are distributed far enough in advance so that members can be expected to read and consider the issues prior to attending the meeting.	2	12	2	0	0	3.00	16
15. Board leaders and committee members contribute items to meeting agendas.	2	14	0	0	0	3.13	16
16. Board meetings are well run and make good use of members' time.	5	9	2	0	0	3.19	16
17. The Board tends to brainstorm and identify creative approaches to problem solving.	2	10	4	0	0	2.88	16
18. The Board thoroughly examines the pros and cons of all major issues and makes fully informed decisions.	3	13	0	0	0	3.19	16
19. <i>Is there anything else you wish to comment on for the topic of Board Meetings?</i>	When board attendance is high we're very good at making informed decisions.						
	The financials often lag behind and are not received in a timely fashion prior to board meetings.						
	discussion during board meetings is often protracted and unstructured, leading board members to feel their time is not being fully valued.						
	Board meetings need discipline, and willingness to interrupt long digressions or irrelevant discourse. We shouldn't waste valuable time.						
	While I think the board thoroughly examines major issues, I think much of that happens (appropriately) within the committees as opposed to the board meeting.						
BOARD COMMITTEES							
20. Committee assignments generally reflect the interest and expertise of individual Board members.	4	10	1	0	1	3.20	16
21. Committees complete their tasks in an effectively and timely manner.	1	12	1	0	2	3.00	16
22. All Board members actively participate in committee activities.	0	3	7	0	6	2.30	16

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23. Committees report on their progress to the full Board in a timely way, but at least quarterly.	1	6	6	0	2	2.62	15
24. Is there anything else you wish to comment on for the topic of Board Committees?	I don't believe we have a minimum schedule (quarterly or otherwise) for committee's to report to the board-- seems to be on more of an as needed basis.						
	committee reports vary greatly in detail and information communicated.						
	Committees report as needed. We have no formal reporting standards that I'm aware of.						
	I think committees report "as needed" as opposed to a quarterly schedule (which seems ok).						
BOARD - EXECUTIVE DIRECTOR RELATIONSHIP							
25. The Board has approved a written job description that clearly spells out the Executive Director's responsibilities and authority.	1	7	2	0	6	2.90	16
26. The Executive Director's performance is formally evaluated at least annually based on objectives established at the beginning of the year.	1	3	2	1	9	2.57	16
27. The Executive Director receives ongoing feedback regarding job performance in addition to any formal assessments.	1	5	2	0	8	2.88	16
28. Board members provide the necessary support that allows the Executive Director to carry out the role successfully.	3	12	0	0	1	3.20	16
29. The Board ensures that the Executive Director has an ongoing professional development plan to enhance the Director's leadership effectiveness and ensures the availability of resources to implement the plan.	1	3	3	0	9	2.71	16
30. Is there anything else you wish to comment on for the topic of Board - Executive Director Relationship?	Two points regarding #25: 1) I can't find it on the CWB Board web page and, 2) we need to reorganize and update the CWB Board web page! Regarding #28, I checked 'agree' because Betsy's great at proactively requesting support from us.						
	Responsibilities, authority, and goals should be reviewed yearly with the E.D.--area in need of improvement from the Board's end.						
	It is my impression that the formal evaluation of the ED has not been as formal as it should be.						
	I have never participated in a formal evaluation nor had a discussion with the Exec Director on development and I have been on the board for three years. Perhaps the Executive Committee does this? If so, they should tell the rest of us.						
BOARD AND STAFF ROLES							
31. The roles and responsibilities of the Board are clearly defined and separate from those of the staff.	3	11	0	0	2	3.21	16
32. The board takes the primary responsibility for setting the organization's policies.	3	13	0	0	0	3.19	16
33. Board members seldom assume roles and responsibilities that belong to staff.	1	10	2	1	2	2.79	16

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34. The Board delegates to the Executive Director sufficient authority to lead the staff and carry out CWB's mission.	7	8	1	0	0	3.38	16
35. Board members do not interact with staff directly without first coordinating with and getting the agreement of the Executive Director.	1	3	8	1	3	2.31	16
36. When a problem or conflict arises between Board and staff, we move quickly and effectively to resolve it.	3	7	0	0	6	3.30	16
37. <i>Is there anything else you wish to comment on for the topic of Board and Staff Roles?</i>	There is definitely some overlap with board assuming some responsibility that should be under staff--related mostly to need and lack of staff time. Don't believe we need E.D.'s approval for every staff-board intereaction.						
	our board has a habit of getting "into the weeds" on items that are the staff's domain. often loses sight of the proper role of the board.						
	I think the committee structure that has Board members actively working on projects sometimes blurs the line between Board members and staff; that's inevitable. However, it gets work done. We just need to be conscious of potential conflicts.						
POLICY MAKING PRACTICES							
38. If a new policy is needed for the Board or the organization, the issue is clearly presented to and discussed by the Board.	3	13	0	0	0	3.19	16
39. The full Board approves all new organizational policies before they are implemented.	2	13	0	0	1	3.13	16
40. Policies exist for key areas such as finance, HR, safety, conflicts of interest, legal compliance and any other function unique to CWB's work.	1	13	0	0	2	3.07	16
41. CWB's policies are effectively communicated to all Board members.	2	7	3	0	4	2.92	16
42. The Board reviews policies at least every two years and updates them as needed.	0	2	7	0	7	2.22	16
43. The Board revisits its role as the policy making body for CWB at least every 2 years to ensure it is meeting this responsibility and has not drifted off course and into areas belonging to staff.	0	4	7	0	5	2.36	16
44. <i>Is there anything else you wish to comment on for the topic of Policy Making Practices?</i>	Regarding #39, do organizational policy changes require "full" board approval? (I don't know the answer.) - Regarding #'s 42 & 43, I don't know answers here. I do know the board web site appears outdated, so my guess is that we do not have a formal, board-level, policy review in place.						
	Although we have board retreats, we do not have a structure in place for reviewing each policy every 2 years.						
	on the occasions there is disagreement regarding policies, board discussion quickly bogs down. When this occurs during a full board meeting, the board has great difficulty staying on topic.						
	Reviews of policies probably need to be more formal.						

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LEGAL COMPLIANCE AND PUBLIC DISCLOSURE							
45. The Board oversees and ensures that CWB complies with all applicable federal, state and local laws and regulations and other legal obligations.	0	10	2	0	3	2.83	15
46. CWB has a formal, written code of ethics with which all Board members, staff and volunteers are familiar with and adhere to in order to carry out their responsibilities ethically and effectively.	3	6	2	0	4	3.09	15
47. The Board has established a conflict of interest policy to protect CWB from unethical or illegal practices of Board and / or staff members.	6	7	0	0	2	3.46	15
48. The Board has established a Whistleblower Protection Policy that allows staff, volunteers and others to report suspected wrongdoing within CWB without fear of retribution.	1	2	0	0	12	3.33	15
49. CWB has established and implemented policies and procedures to protect and preserve its important documents and business records.	1	4	0	0	10	3.20	15
50. CWB makes information about its operations, governance, finances, programs and activities widely available to the public through the Form 990 return, the CWB website and the publication of an Annual Report.	2	11	1	0	1	3.07	15
51. Is there anything else you wish to comment on for the topic of Legal Compliance and Public Disclosure?	Many of the reporting documents posted on the web site are out of date.						
	#46. while there is a clear board code of ethics, I am not aware if volunteers or staff have similar structures in place.						
PLANNING PRACTICES							
52. CWB's mission and purpose are clearly understood and accepted by all Board members.	7	7	1	0	0	3.40	15
53. The Board regularly reviews the mission and goals to evaluate that they are aligned with current program activities.	5	9	0	0	1	3.36	15
54. Board members reach consensus on a vision that communicates where CWB is headed over the next 3-5 years.	2	9	0	0	4	3.18	15
55. The full Board reviews and updates the organization's strategic plan at least every 2 years.	3	6	3	0	3	3.00	15
56. The Board is thoroughly briefed by the staff on annual plans and budgets developed by the staff.	7	6	1	0	1	3.43	15
57. Is there anything else you wish to comment on for the topic of Planning Practices?	We've updated the written strategic plan on a 5-year instead of 2-year cycle, although have conversations on components of it each year.						
FISCAL MANAGEMENT PRACTICES							
58. CWB's annual budget is fully discussed and understood by the Board prior to approving it.	6	7	1	0	1	3.36	15

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59. The Board reviews and approves CWB's annual budget and monitors actual performance against the budget.	5	9	0	0	1	3.36	15
60. CWB spends a significant percentage of its annual budget on programs that pursue its mission and provides sufficient resources for effective administration and fundraising activities.	6	7	1	0	0	3.36	14
61. CWB keeps complete, current and accurate records.	0	10	1	0	3	2.91	14
62. The Board receives and reviews timely reports of CWB's financial activities and provides adequate oversight of operations and staff.	4	8	2	0	0	3.14	14
63. The annual independent auditor's report is reviewed by the Board and any necessary actions are taken in a timely manner.	5	9	0	0	0	3.36	14
64. Board leadership ensures that fiscal reports are thoroughly understood by all Board members.	2	10	1	0	1	3.08	14
65. Board members are fully aware of their legal responsibilities for CWB's fiscal management.	0	7	2	0	5	2.78	14
66. <i>Is there anything else you wish to comment on for the topic of Fiscal Management Practices?</i>	Need to do a better job of board's legal responsibilities. still need to spend more on fundraising and finance staff - if money were available, that is. Right now, the use of resources on admin and fundraising is appropriate.						
RESPONSIBLE FUNDRAISING PRACTICES							
67. Solicitation materials addressed to donors and the public clearly identify the organization and are accurate and truthful and not misleading.	7	8	0	0	0	3.47	15
68. Contributions are used for purposes consistent with the donor's intent, whether as described in the materials or as specifically directed by the donor.	9	6	0	0	0	3.60	15
69. CWB respects the privacy of individual donors and does not sell or make available the names and contact information of our donors.	10	5	0	0	0	3.67	15
70. CWB's fund raising needs and strategies are understood by the Board.	4	9	2	0	0	3.13	15
71. The Board has a clear policy on Board members' responsibility to play an active role and participate in fundraising efforts.	3	10	1	0	1	3.14	15
72. The Board engages in long term planning to ensure an adequate flow of financial resources to CWB over time.	4	9	2	0	0	3.13	15
73. Capital funding needs are reviewed and included as part of CWB's strategic planning.	5	10	0	0	0	3.33	15
74. <i>Is there anything else you wish to comment on for the topic of Responsible Fundraising Practices?</i>	Need more involvement in campaign from all board members, including attending events, recruiting, etc.						

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	This aspect of CWB's activities have become more focused with the Capital Campaign. However, there continues to be a need for even stronger board participation in fund raising activities.						
MONITORING AND EVALUATION PRACTICES							
75. Board members are adequately knowledgeable about CWB's programs and services.	0	14	1	0	0	2.93	15
76. The Board periodically reviews with the Executive Director the possibilities of adding new programs and services and modifying or discontinuing current programs and services in order to effectively achieve its mission.	3	8	2	0	1	3.08	14
77. The Board keeps itself informed of CWB's performance against predetermined plans and goals.	1	13	0	0	1	3.07	15
78. The Board performs an annual self-assessment to identify the strengths and weaknesses of its own processes and procedures and to assess the Board members satisfaction with their participation on the Board.	0	3	8	0	4	2.27	15
79. <i>Is there anything else you wish to comment on for the topic of Monitoring and Evaluation Practices?</i>	Self assessment of board not done yearly.						
	I'm not aware that our self-assessment is formalized to ensure it's done annually.						
FINAL THOUGHTS							
80. <i>Are there any final comments or concerns you would like to share?</i>	From review of my answers to the survey, we need to do a better job of educating board members on duties and responsibilities, and also with E.D. annual reviews.						
	We need to recruit board members actively involved in a broad range of community activities, and well acquainted with community leaders and funding.						
	In the last two years a much better job of identifying organizational needs and matching them with board appointments has taken place. However this process needs to continue to be sharpened.						
	Really appreciation this board self-assessment as part of the planning process!						