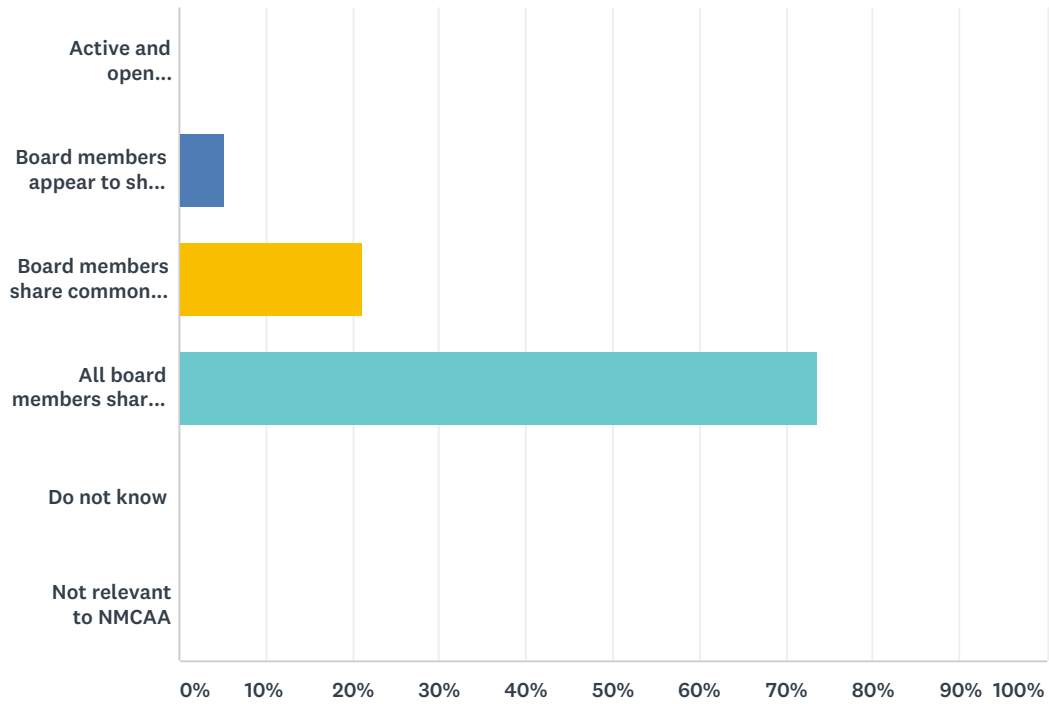


## Q1 Common understanding of mission

Answered: 19 Skipped: 0

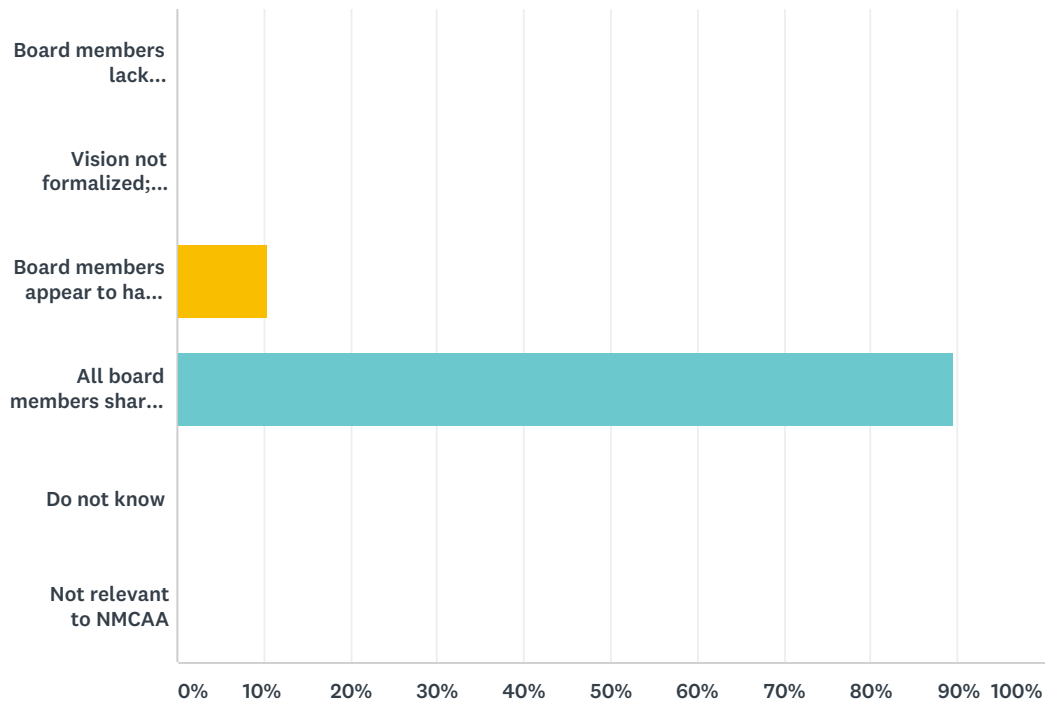


ANSWER CHOICES	RESPONSES
Active and open disagreement about mission	0.00% 0
Board members appear to share surface understanding of mission; disagreements may exist at deeper level although they have not been raised	5.26% 1
Board members share common understanding of mission although it has not been stressed tested through discussion	21.05% 4
All board members share a common understanding of the mission that has been stress tested through discussion	73.68% 14
Do not know	0.00% 0
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	With newly appointed members who were not represented during February board meeting where we stress tested through on-going discussion.	10/20/2017 1:40 PM

## Q2 Common understanding of vision (i.e., what the organization aspires to become in 5 years)

Answered: 19 Skipped: 0

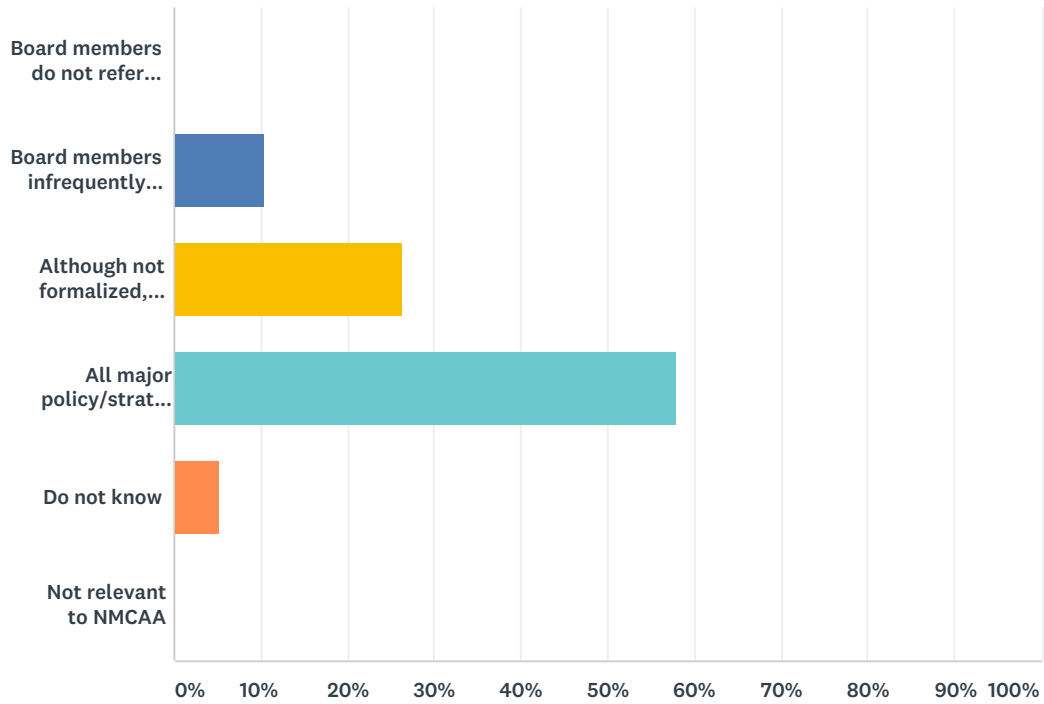


ANSWER CHOICES	RESPONSES
Board members lack understanding of vision is as distinct from mission	0.00% 0
Vision not formalized; board members' understanding of vision not aligned with likely disagreement over what is achievable	0.00% 0
Board members appear to have a common understanding of the vision; vision not documented and/or lacks concrete goals	10.53% 2
All board members share common understanding of where organization wants to be in 5-10 years; vision is well documented with concrete goals	89.47% 17
Do not know	0.00% 0
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
	There are no responses.	

### Q3 Use of mission and vision in policy/strategy decisions

Answered: 19 Skipped: 0

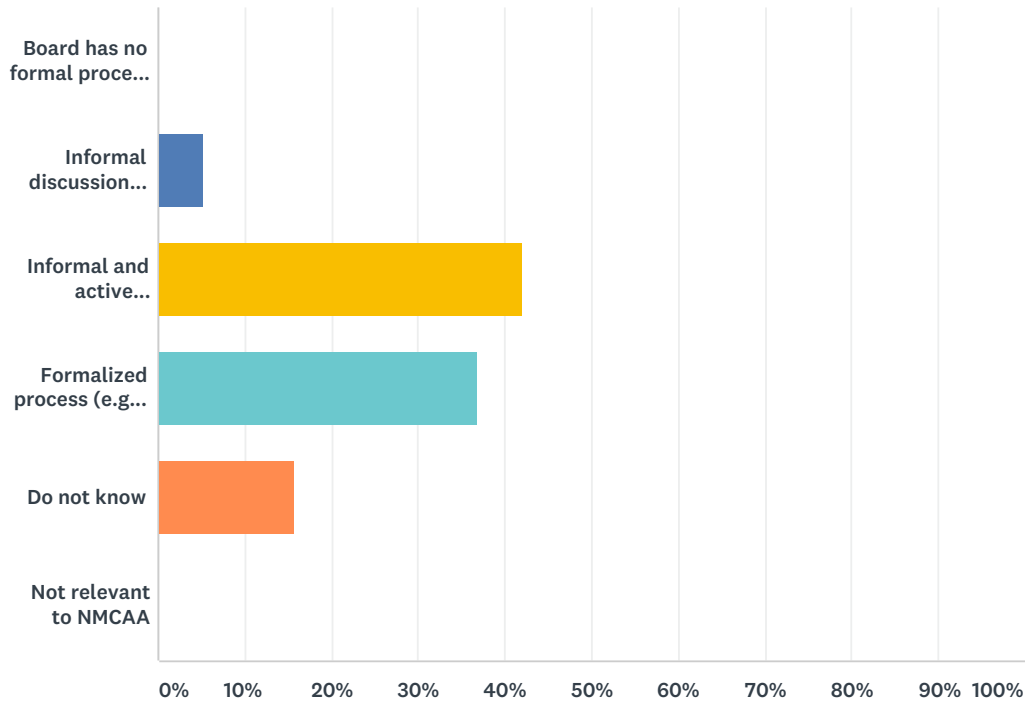


ANSWER CHOICES	RESPONSES
Board members do not refer to mission and vision in their discussions on policy/strategy	0.00% 0
Board members infrequently refer to mission and vision in discussions on policy/strategy	10.53% 2
Although not formalized, board members frequently refer to mission and vision in discussions on policy/strategy	26.32% 5
All major policy/strategy discussions include explicit consideration of fit with mission and vision	57.89% 11
Do not know	5.26% 1
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	New Board Member	10/19/2017 12:54 PM

## Q4 Process for raising mission and vision issues

Answered: 19 Skipped: 0

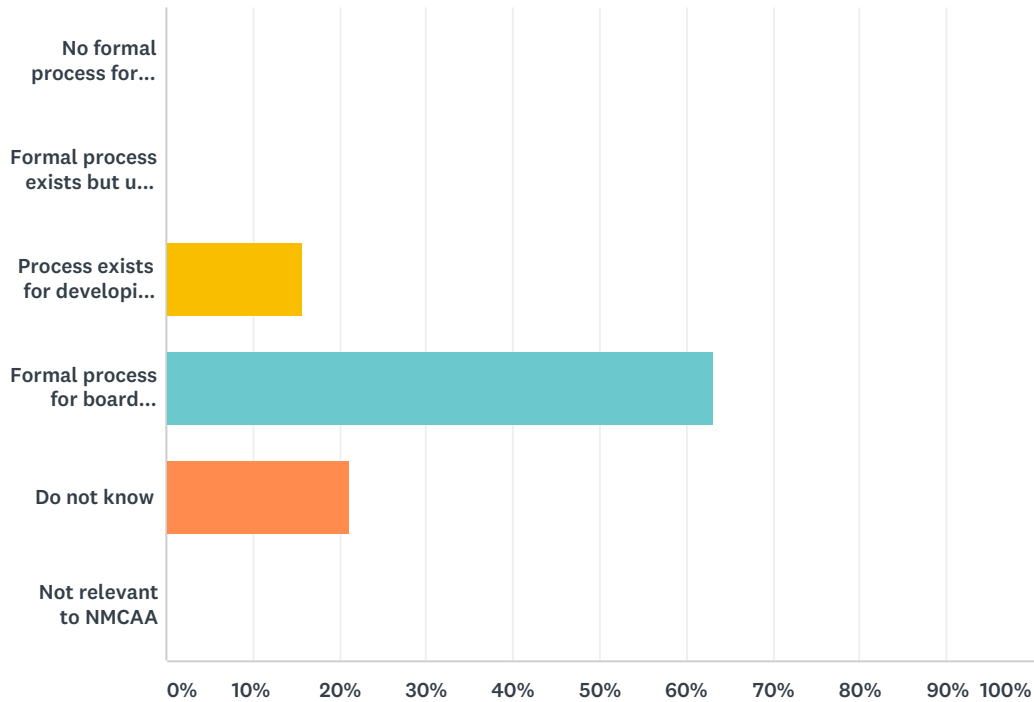


ANSWER CHOICES	RESPONSES
Board has no formal process to engage board in reviewing the mission and vision	0.00% 0
Informal discussion within small groups on mission or vision; Issues of mission/vision rarely raised to board for broad discussion	5.26% 1
Informal and active discussion within small groups with issues (e.g., relevance of mission) brought before the board on ad-hoc basis when there is enough momentum	42.11% 8
Formalized process (e.g., board retreats) to foster active board member participation in examining mission-related issues	36.84% 7
Do not know	15.79% 3
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	Instead of "board retreats": Monthly Board meetings CAN examine mission/vision. Annual Strategic Planning Mtg. is the formalized process. Annual meeting does as well.	10/20/2017 1:40 PM
2	Mission reviewed every five years	10/19/2017 1:18 PM

## Q5 Process for strategic planning and quality of board participation

Answered: 19 Skipped: 0

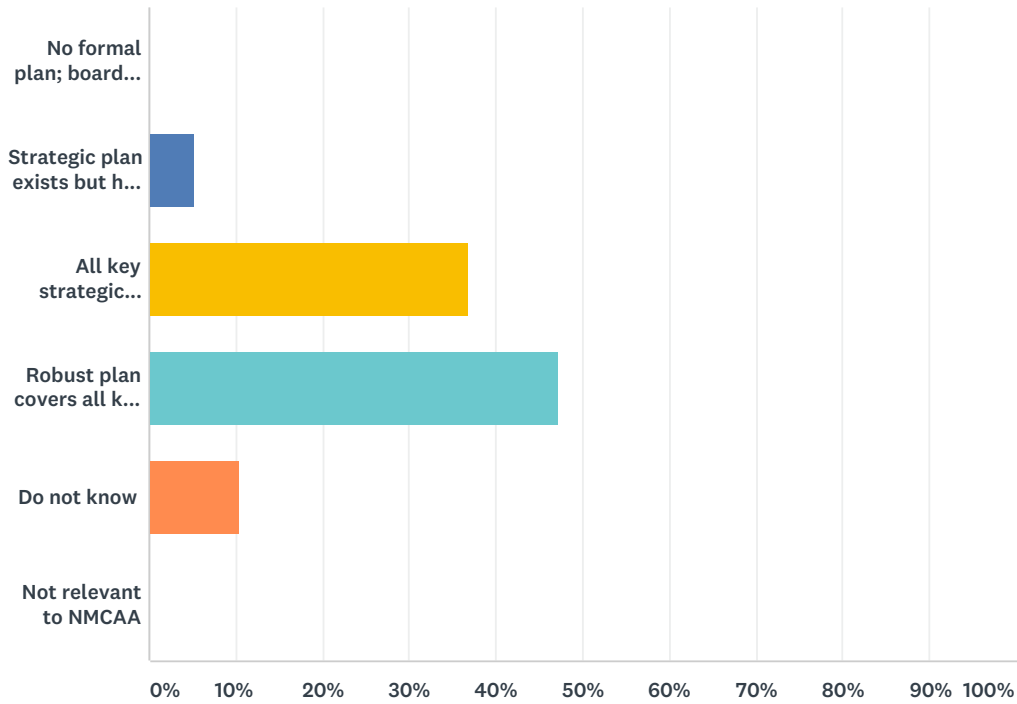


ANSWER CHOICES	RESPONSES
No formal process for strategic planning and little takes place	0.00% 0
Formal process exists but used on ad-hoc basis; mainly staff driven with very little involvement by board members in developing the plan; board largely "rubber stamps" plan with limited discussion	0.00% 0
Process exists for developing strategic plan but does not specify the framework for strategic planning (e.g., main elements/issues that plan must address); mainly staff-driven; active discussion by the entire board before approving the strategic plan	15.79% 3
Formal process for board involvement that specifies broad framework (timing and content) for strategic planning; joint board and staff ownership of strategic plan with some board members heavily involved; active discussion by the entire board supported by needed facts/materials before final approval	63.16% 12
Do not know	21.05% 4
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	Committees deeply involved	10/19/2017 1:18 PM
2	I have attended for 10 months. Not long enough.	10/19/2017 1:03 PM

### Q6 Quality of strategic plan

Answered: 19 Skipped: 0

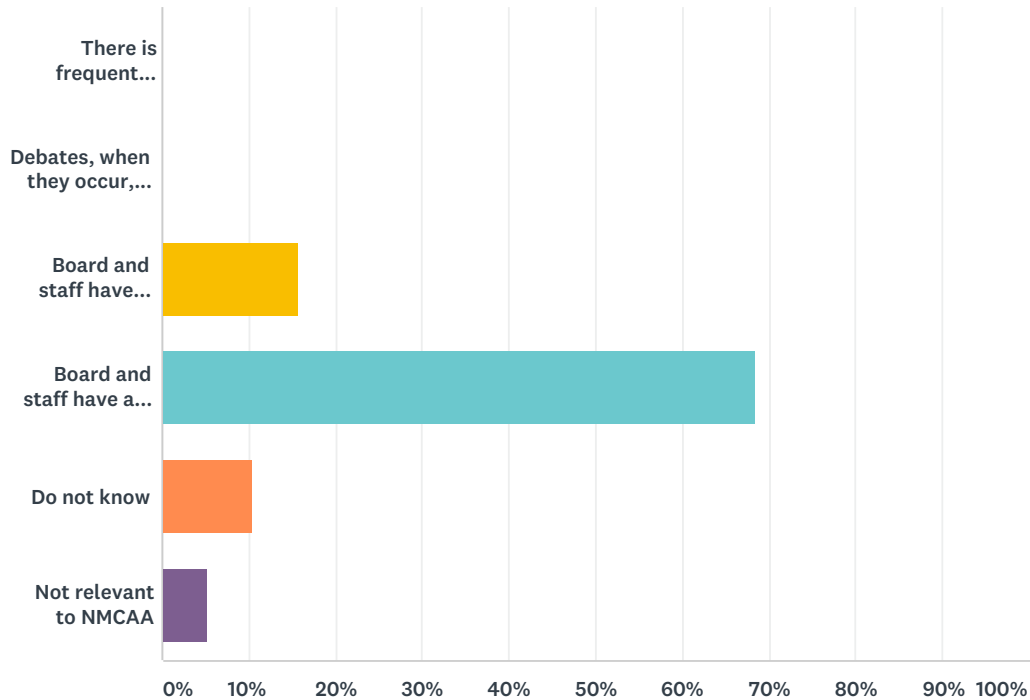


ANSWER CHOICES	RESPONSES
No formal plan; board members/staff would not describe key points of the strategy in the same way	0.00% 0
Strategic plan exists but has major holes in one or more of: goals, situation analysis, options considered, expected outcomes, resource implications, responsibilities	5.26% 1
All key strategic elements addressed in plan; clear linkage of programs to mission and vision; unresolved issues identified for further investigation	36.84% 7
Robust plan covers all key strategic elements; agreed upon program outcomes are tightly linked to mission and vision and results inform subsequent decisions; clear plan for closing resource gaps if any	47.37% 9
Do not know	10.53% 2
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
	There are no responses.	

## Q7 Agreement on distinction between board-level and management-level decisions

Answered: 19 Skipped: 0

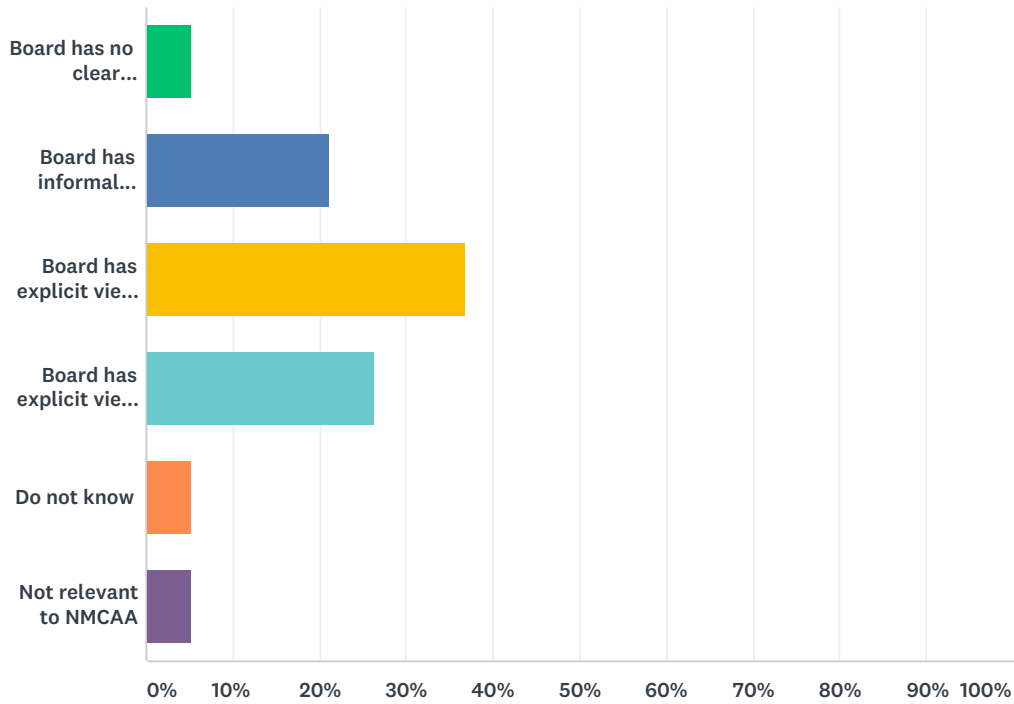


ANSWER CHOICES	RESPONSES
There is frequent disagreement between board/individual members and staff on appropriate level of board involvement in issues; CEO/staff feel "micromanaged" or "unsupported"; board feels disconnected	0.00% 0
Debates, when they occur, usually involve the behaviors of one/a few members; board/staff feel surprises (need for rapid decisions or surprising decision outcomes) occur more frequently than necessary	0.00% 0
Board and staff have high-level understanding of distinction between board and management decisions; all parties believe current model generally works well, but a few notable surprises mark recent history	15.79% 3
Board and staff have a shared understanding of relative roles (written or explicitly discussed); all parties feel their views are heard in the process; frequent interaction between CEO and Board Chair ensure "no surprises" environment	68.42% 13
Do not know	10.53% 2
Not relevant to NMCAA	5.26% 1
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	New board member	10/19/2017 12:54 PM

### Q8 Succession planning

Answered: 19 Skipped: 0



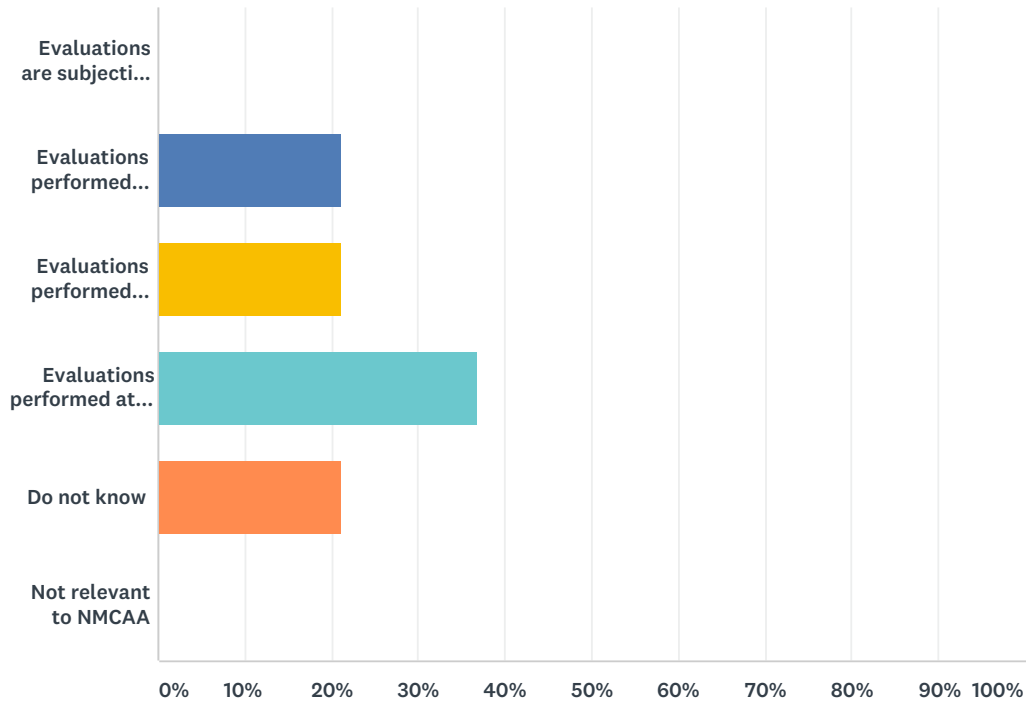
ANSWER CHOICES		RESPONSES	
Board has no clear succession plan		5.26%	1
Board has informal discussion with CEO on succession and on identifying candidates before need for a CEO transition arises		21.05%	4
Board has explicit view on succession and works with CEO to identify internal candidates with leadership potential		36.84%	7
Board has explicit view on succession and actively works with the CEO to identify internal candidates and provide development opportunities for the top 3-5 candidates to "round out" their skills		26.32%	5
Do not know		5.26%	1
Not relevant to NMCAA		5.26%	1
TOTAL			19

#	COMMENTS	DATE
1	New Board member	10/19/2017 12:54 PM



## Q9 Evaluation and development process

Answered: 19 Skipped: 0

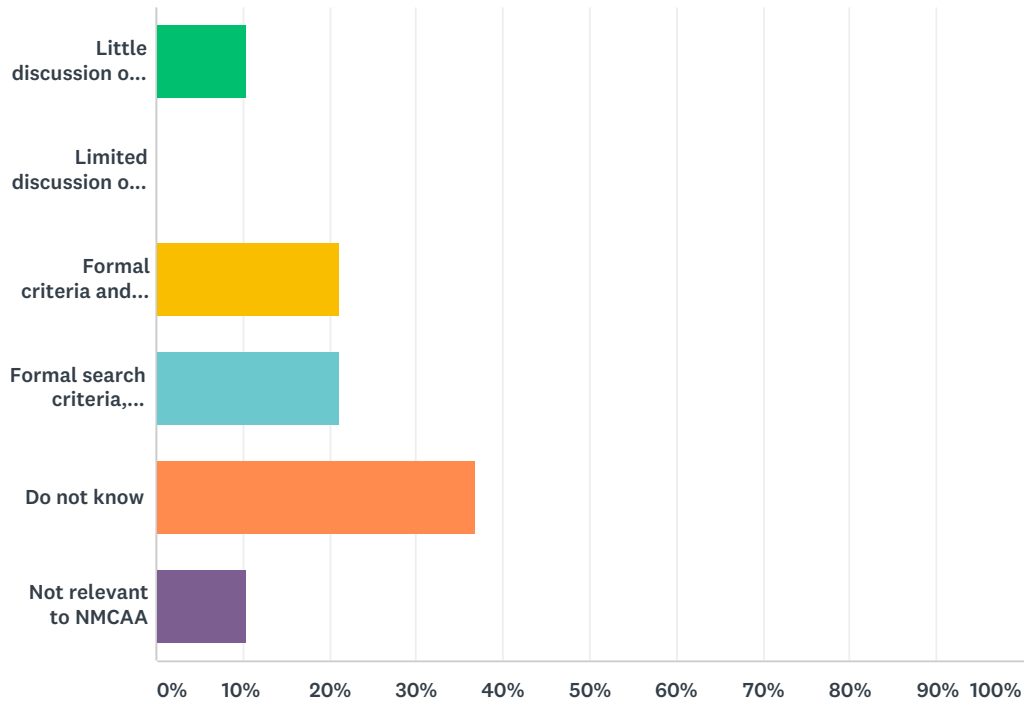


ANSWER CHOICES	RESPONSES
Evaluations are subjective and occur on ad-hoc basis; most board members are unaware of process or feedback messages	0.00% 0
Evaluations performed annually against pre-agreed criteria; board members have opportunity to provide input to process	21.05% 4
Evaluations performed formally and at least annually against pre-agreed criteria; written feedback messages reinforced through CEO compensation	21.05% 4
Evaluations performed at least annually against pre-defined criteria; evaluation includes 360-degree feedback and includes a self-assessment by the CEO. Written feedback includes skill development plan. CEO compensation decision reinforces view of performance	36.84% 7
Do not know	21.05% 4
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	New board member	10/19/2017 12:54 PM

### Q10 Search process (when required)

Answered: 19 Skipped: 0

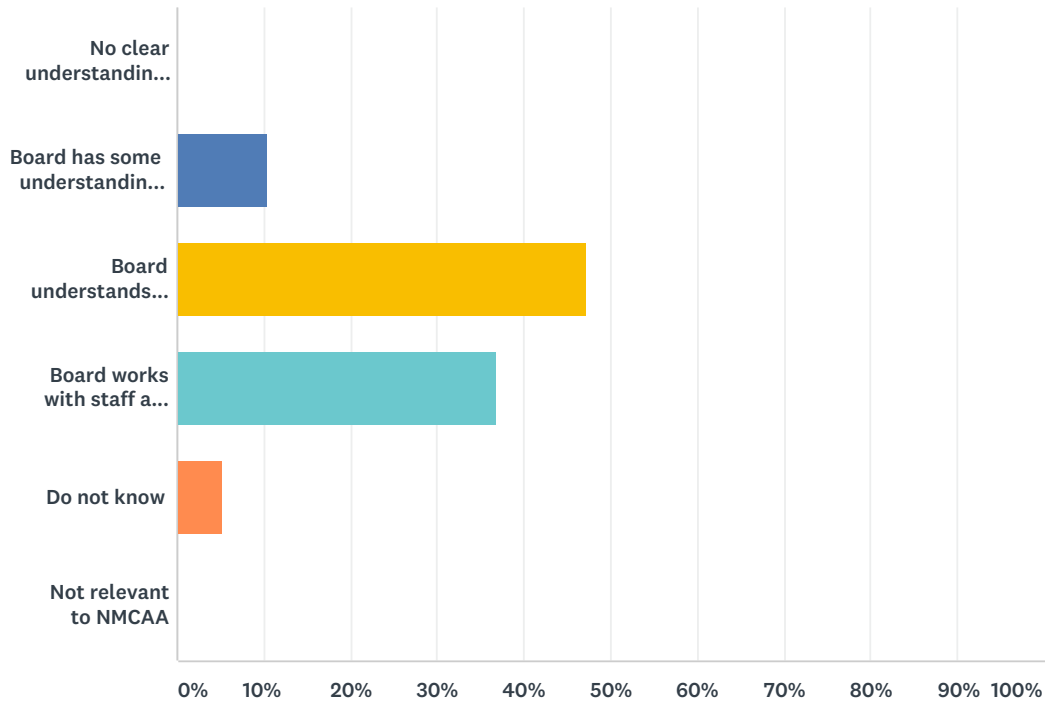


ANSWER CHOICES	RESPONSES
Little discussion of criteria for new CEO; roles/ decision-making process unclear	10.53% 2
Limited discussion of criteria and search plan by board; board members feel "left out" of process; frustration with quality of candidates considered	0.00% 0
Formal criteria and plan discussed at board; internal and external candidates considered and at least one strong candidate emerges	21.05% 4
Formal search criteria, expectations for first 2 years, and search plan receive broad board support; internal and external candidates reviewed and "true choice" between qualified candidates can be made	21.05% 4
Do not know	36.84% 7
Not relevant to NMCAA	10.53% 2
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	We are just beginning the process for a new executive director search. These criteria are just beginning to be implemented.	10/19/2017 1:07 PM
2	new board member	10/19/2017 12:54 PM

## Q11 Financial needs assessment

Answered: 19 Skipped: 0

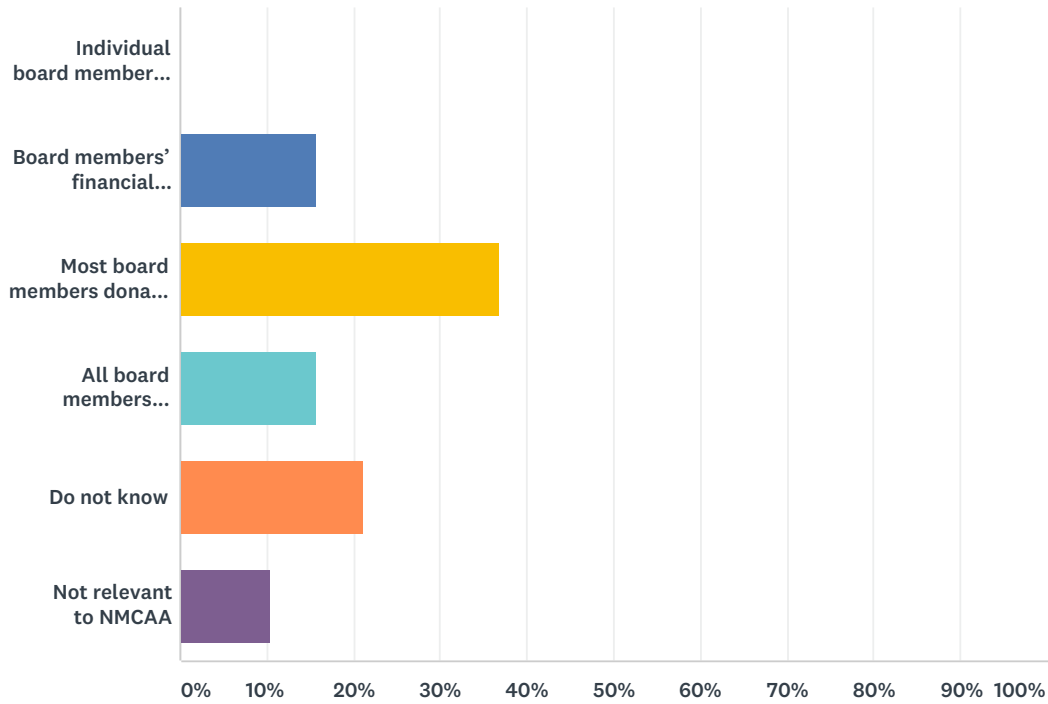


ANSWER CHOICES	RESPONSES
No clear understanding of gaps in resources needed	0.00% 0
Board has some understanding of resources needed, mainly from discussions around budget	10.53% 2
Board understands gaps in resources needed for coming year and feels "ownership" of need, given the potential impact on current programs	47.37% 9
Board works with staff as a part of strategic planning process to develop a multi-year view of funding requirements and trade-offs embedded in different resource levels; board feels strong ownership for the targets	36.84% 7
Do not know	5.26% 1
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
	There are no responses.	

## Q12 Individual donations to the organization

Answered: 19 Skipped: 0

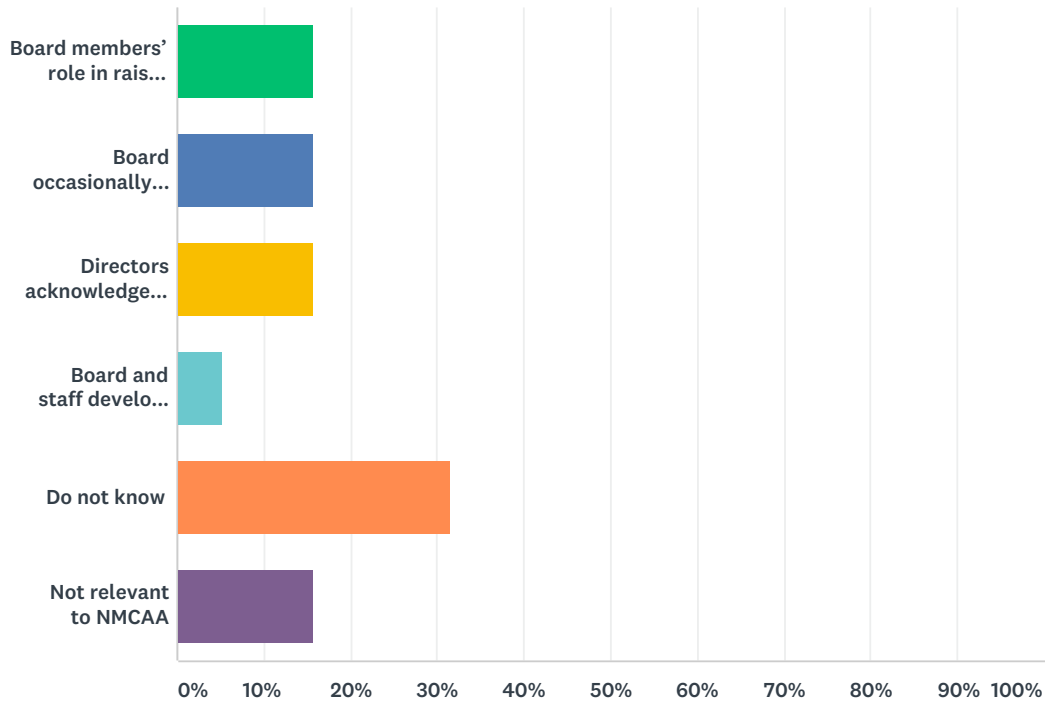


ANSWER CHOICES	RESPONSES
Individual board members' financial support is inconsistent and routinely misses goals set for the board; board members are unclear on collective and individual expectations	0.00% 0
Board members' financial support varies by individual; Some board members give consistently; others could give/were expected to give more; expectations for support not well understood prior to joining board	15.79% 3
Most board members donate consistently to the level they are expected to give; board meets but does not usually exceed "donation" goals	36.84% 7
All board members financially support organization, which is a priority for each board member's charitable giving; board consistently meets/ sometimes exceeds "donation" goals	15.79% 3
Do not know	21.05% 4
Not relevant to NMCAA	10.53% 2
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	No Data	10/20/2017 1:12 PM
2	new board member	10/19/2017 12:54 PM

## Q13 Involvement in fundraising planning and execution

Answered: 19 Skipped: 0

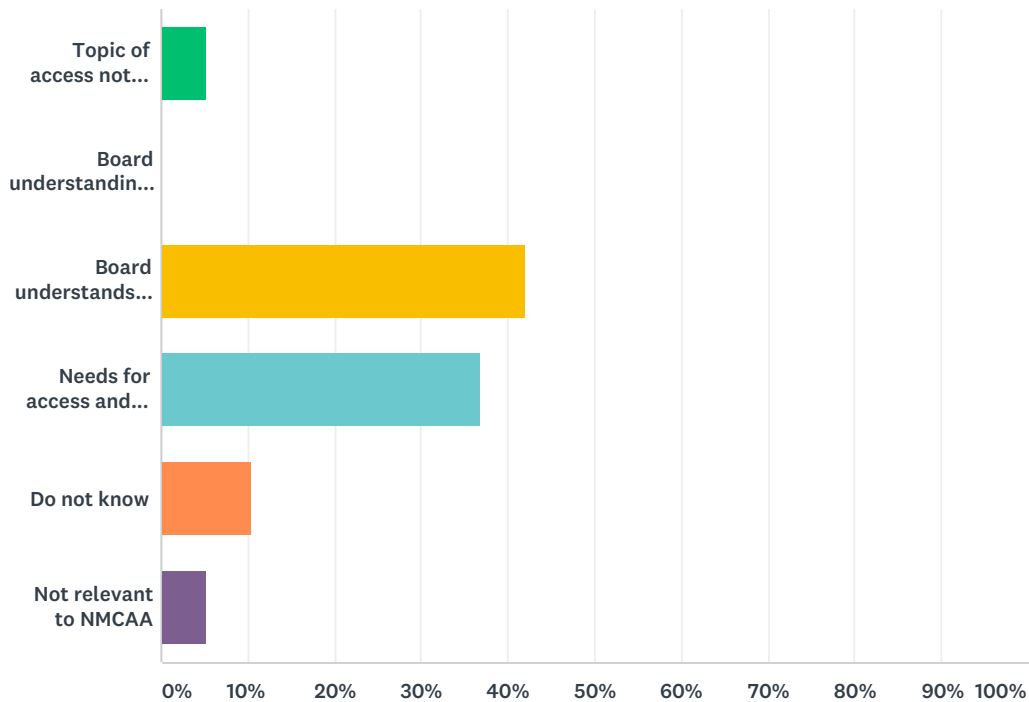


ANSWER CHOICES	RESPONSES
Board members' role in raising funds is not commonly shared and involvement in fund-raising is isolated in a few directors.	15.79% 3
Board occasionally introduces staff to contacts for fund-raising but no systematic effort undertaken	15.79% 3
Directors acknowledge fund-raising responsibility and work with staff to develop fund-raising plan and introduce staff to contacts with some frequency	15.79% 3
Board and staff develop clear plan to meet fund-raising targets; board introduces staff to potential donors and drives fund-raising activities when necessary	5.26% 1
Do not know	31.58% 6
Not relevant to NMCAA	15.79% 3
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	Board not involved in Fund Raising or development.	10/20/2017 1:40 PM
2	new board member	10/19/2017 12:54 PM

### Q14 Board understanding of needed access and influence to support organizational objectives, (e.g., legislative access, community access)

Answered: 19 Skipped: 0

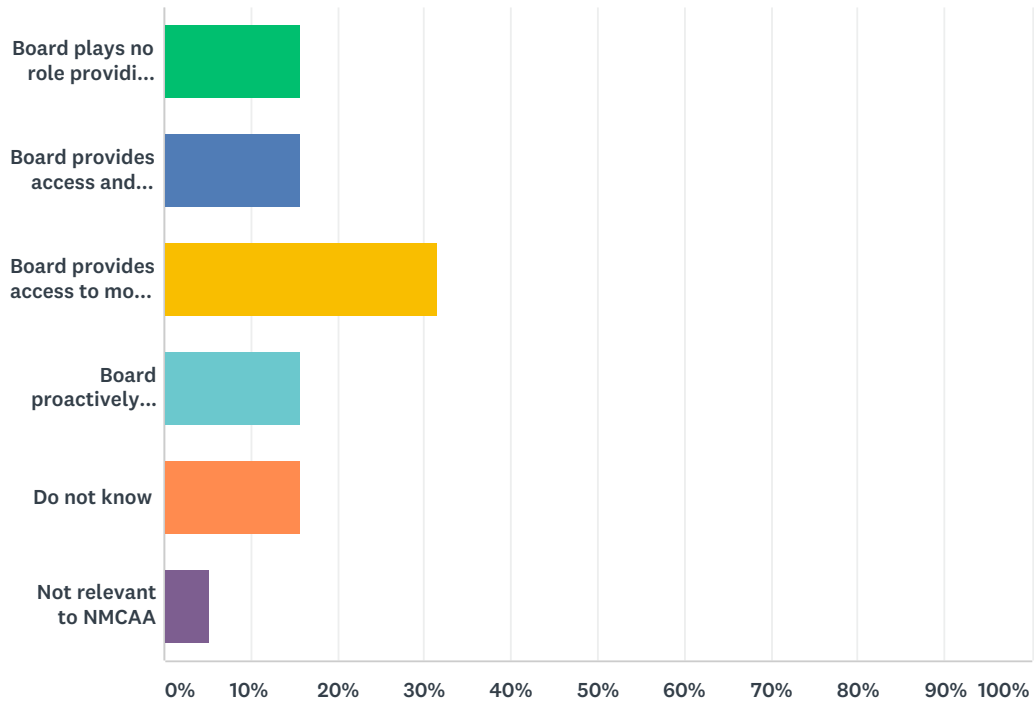


ANSWER CHOICES	RESPONSES
Topic of access not specifically discussed or seen as source of board assistance to organization	5.26% 1
Board understanding of needs for access based on periodic requests from CEO; needs largely determined on reactive basis to need of the moment	0.00% 0
Board understands needs based on strategic planning discussions with CEO/staff, although specific plans or relationship goals are not identified	42.11% 8
Needs for access and influence based on strategic view of organizational objectives; needs identified in detail to allow meaningful roles to be identified for individual directors	36.84% 7
Do not know	10.53% 2
Not relevant to NMCAA	5.26% 1
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
	There are no responses.	

## Q15 Ability of board to provide access and influence needed

Answered: 19 Skipped: 0

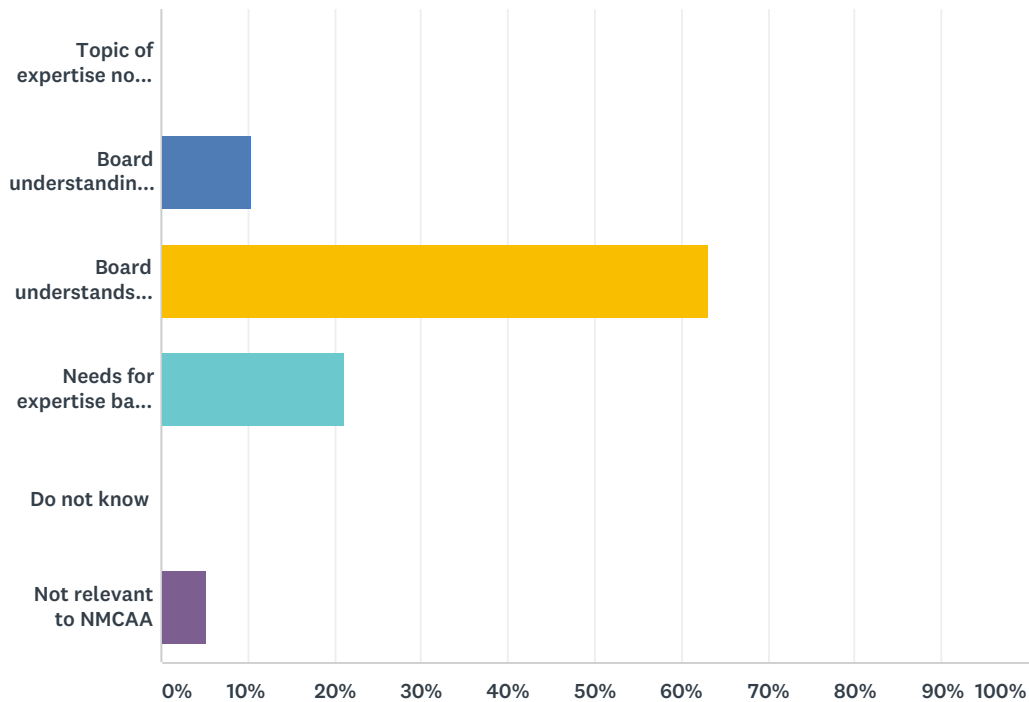


ANSWER CHOICES	RESPONSES
Board plays no role providing access or influence for organizational needs	15.79% 3
Board provides access and influence sporadically but many needs not addressed, or support is seen to be of little value to the organization	15.79% 3
Board provides access to most needed individuals and institutions; access and influence seen as of moderate value to institution	31.58% 6
Board proactively reaches out to further organizational goals and is frequently very influential in achieving them	15.79% 3
Do not know	15.79% 3
Not relevant to NMCAA	5.26% 1
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	new board member	10/19/2017 12:54 PM

## Q16 Board understanding of expertise needed for organizational objectives, e.g., financial, strategic, subject matter expertise

Answered: 19 Skipped: 0



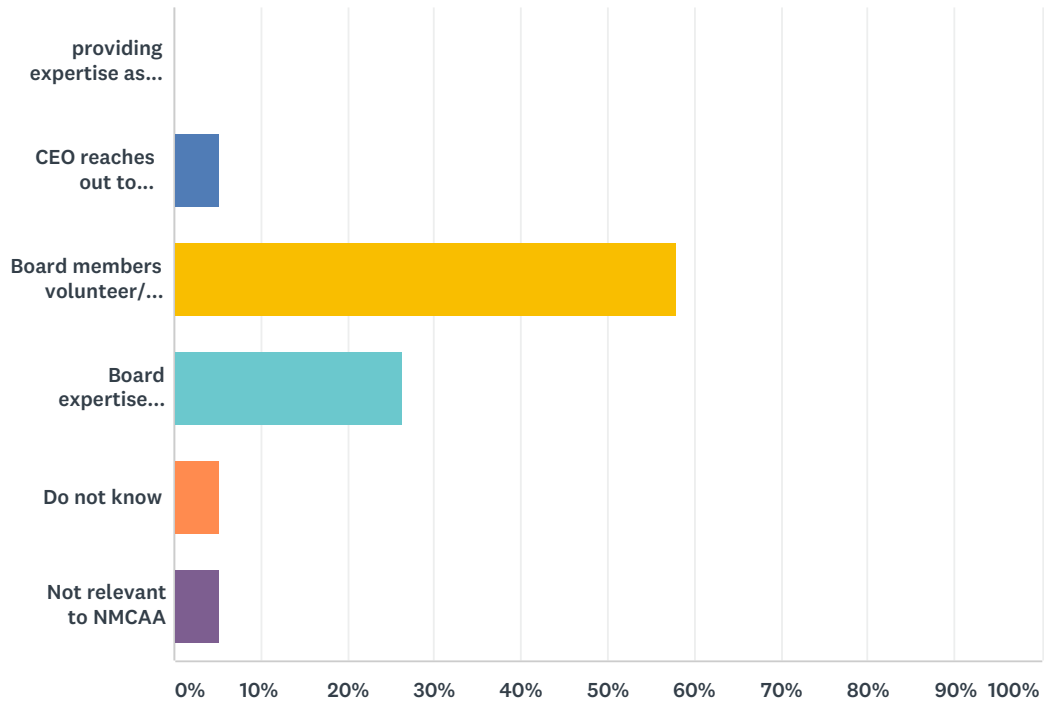
ANSWER CHOICES	RESPONSES
Topic of expertise not specifically discussed or seen as source of board assistance to organization	0.00% 0
Board understanding of needs for expertise based on periodic requests from CEO, needs largely determined on reactive basis to need of the moment	10.53% 2
Board understands needs based on strategic planning discussions with CEO/staff	63.16% 12
Needs for expertise based on strategic view of organizational objectives; needs identified in detail to allow meaningful roles to be identified for individual directors	21.05% 4
Do not know	0.00% 0
Not relevant to NMCAA	5.26% 1
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
	There are no responses.	



## Q17 Ability of board to provide expertise

Answered: 19 Skipped: 0

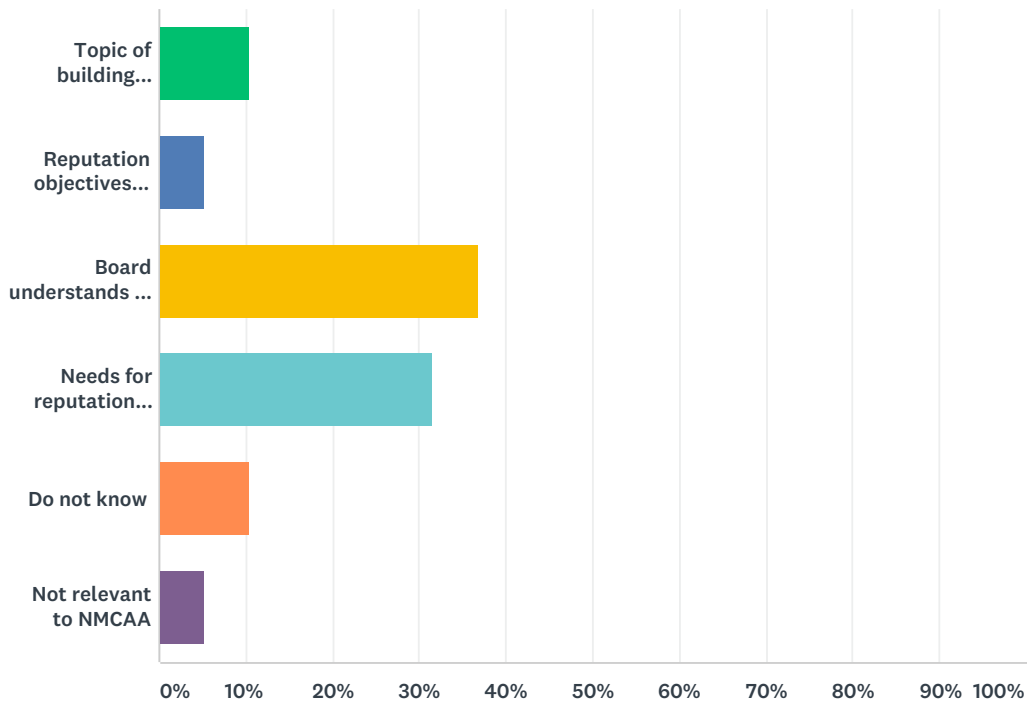


ANSWER CHOICES	RESPONSES
providing expertise as a vital role and rarely offers assistance	0.00% 0
CEO reaches out to individuals for assistance; help generally seen as of modest value to organization; some gaps in available expertise versus needs	5.26% 1
Board members volunteer/ access expertise and can cover most typical needs; skills seen as valuable to organization	57.89% 11
Board expertise addresses most needs and is seen as source of distinctive value to organization	26.32% 5
Do not know	5.26% 1
Not relevant to NMCAA	5.26% 1
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	new board member	10/19/2017 12:54 PM

## Q18 Board understanding of reputation objectives and of the role the board can play in building/enhancing reputation

Answered: 19 Skipped: 0

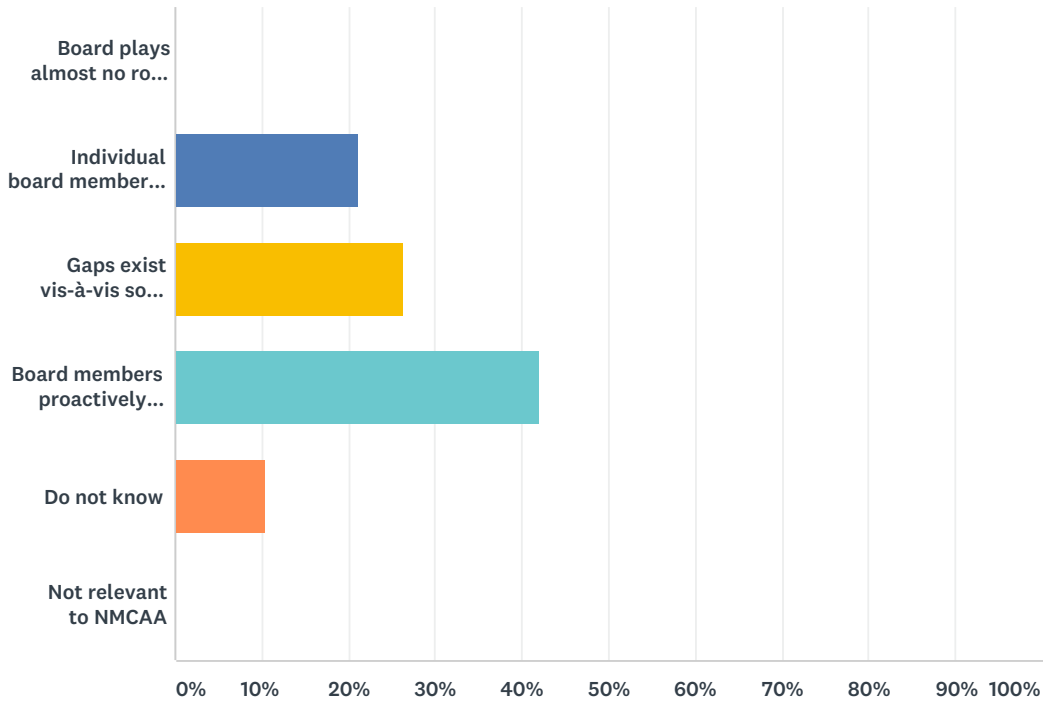


ANSWER CHOICES	RESPONSES
Topic of building reputation not a priority and not specifically discussed/seen as a board role	10.53% 2
Reputation objectives understood in vague terms with little differentiation of the message between target communities	5.26% 1
Board understands key goals and differences between target communities; plan for board activity is largely undeveloped	36.84% 7
Needs for reputation building based on strategic view of organizational objectives; needs identified in detail to allow meaningful roles to be identified for individual directors	31.58% 6
Do not know	10.53% 2
Not relevant to NMCAA	5.26% 1
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	new board member	10/19/2017 12:54 PM

## Q19 Board effectiveness in enhancing reputation of organization in the relevant communities

Answered: 19 Skipped: 0

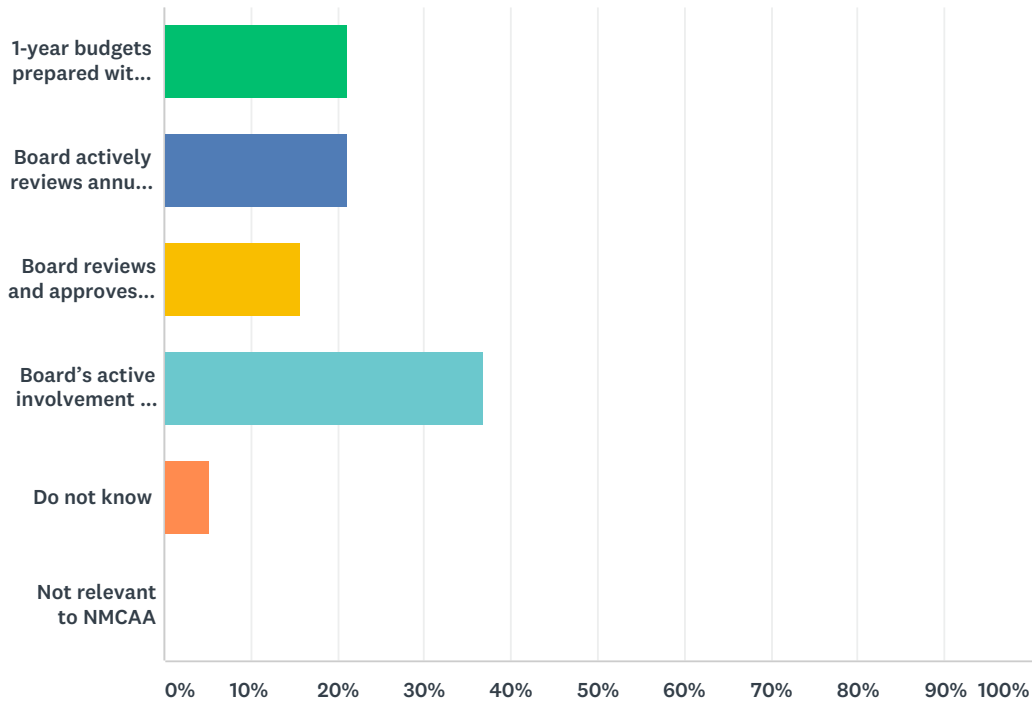


ANSWER CHOICES	RESPONSES
Board plays almost no role in helping build/enhance the reputation of the organization in relevant community	0.00% 0
Individual board members participate when invited to community events; effectiveness of board activity unclear	21.05% 4
Gaps exist vis-à-vis some key constituencies; board member effectiveness as reputation builders varies greatly	26.32% 5
Board members proactively reach out in community to build awareness and excitement about the organization; board members seen to be very effective ambassadors for organization	42.11% 8
Do not know	10.53% 2
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	new board member	10/19/2017 12:54 PM

## Q20 Board role in financial planning

Answered: 19 Skipped: 0

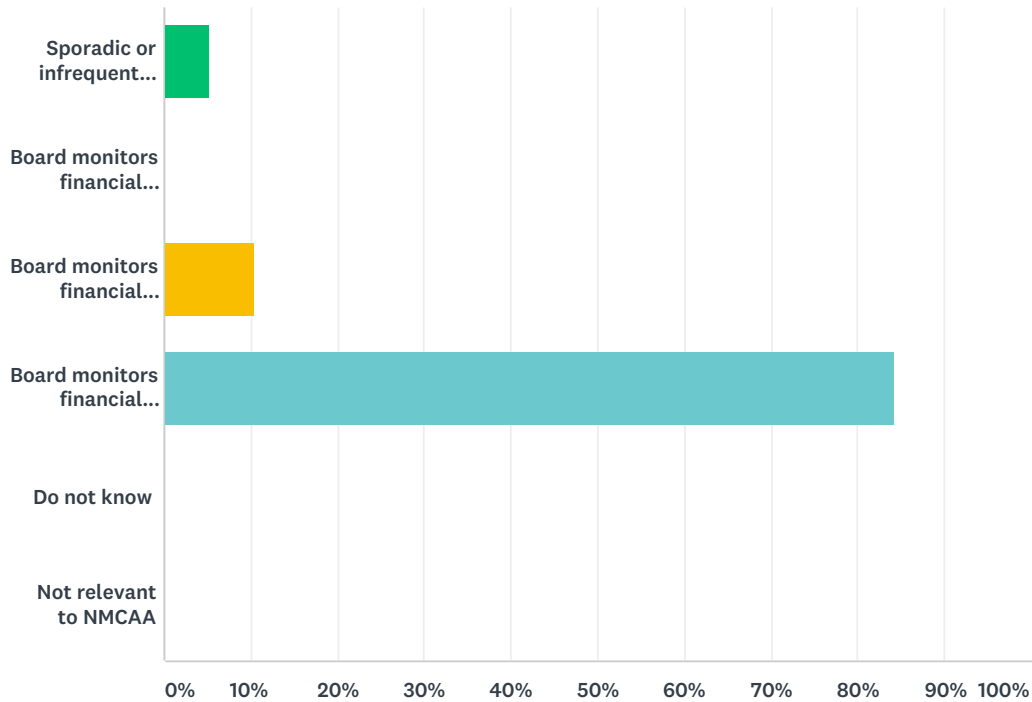


ANSWER CHOICES	RESPONSES
1-year budgets prepared with little input from board	21.05% 4
Board actively reviews annual financial plan; investment objectives generally understood, but not clearly communicated to fund managers	21.05% 4
Board reviews and approves 3- to 5-year financial plan; written investment policy guides actions of fund managers	15.79% 3
Board's active involvement in preparing/reviewing multi-year financial plan results in robust discussion of resource allocation, funding plans, and investment objectives in context of strategic goals	36.84% 7
Do not know	5.26% 1
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	Communication appears to be effective to fund managers.	10/20/2017 1:22 PM

## Q21 Ongoing monitoring of financial and investment performance

Answered: 19 Skipped: 0

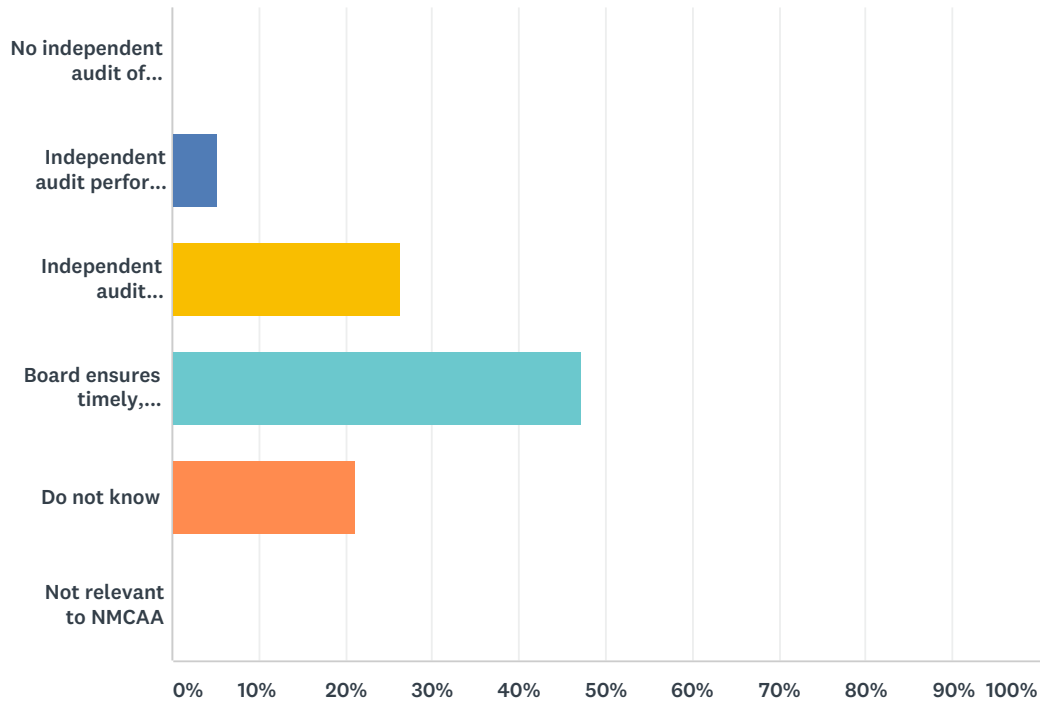


ANSWER CHOICES	RESPONSES
Sporadic or infrequent review of results vs. budget with little opportunity for timely intervention; few board members feel they understand financial reports	5.26% 1
Board monitors financial statements at set intervals (monthly or quarterly); open issues requiring more investigation or "surprise results" are common occurrences	0.00% 0
Board monitors financial results regularly; staff can answer most questions and responds in timely and thoughtful manner to more complex inquiries; discussion not as "forward- looking" as some board members would like	10.53% 2
Board monitors financial statements regularly; key performance indicators routinely reported to whole board; well-prepared staff can explain variances and discuss potential corrective actions; "no surprises" because of trust-based communication with staff	84.21% 16
Do not know	0.00% 0
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
	There are no responses.	

## Q22 Fiduciary and other regulatory compliance

Answered: 19 Skipped: 0

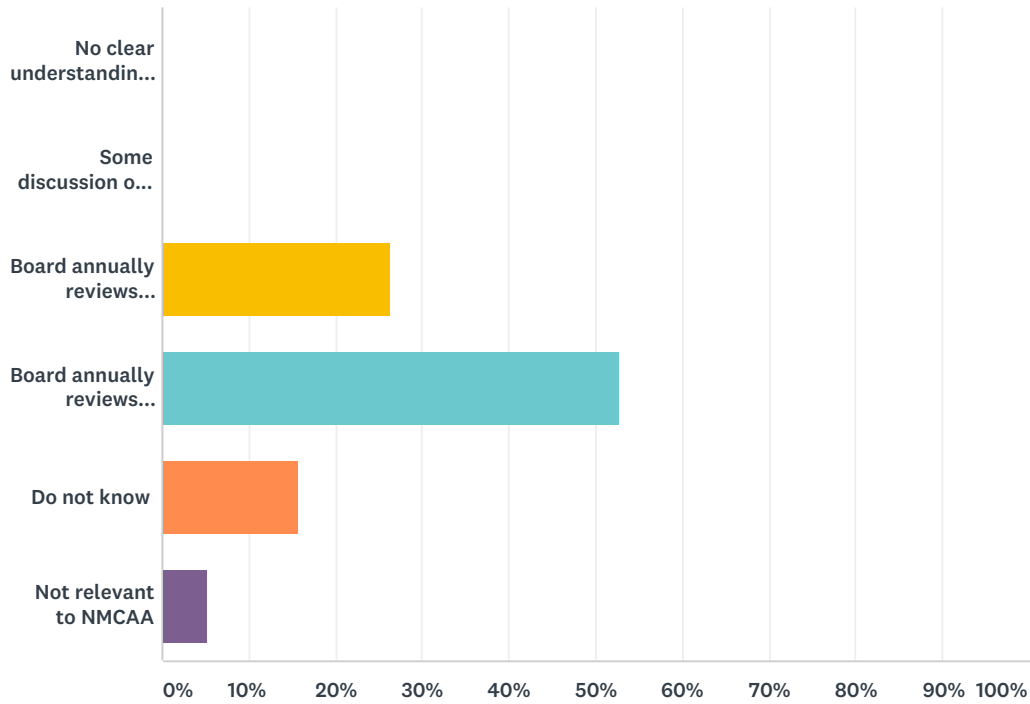


ANSWER CHOICES	RESPONSES
No independent audit of financial results or processes; Limited understanding of the compliance required to regulatory bodies	0.00% 0
Independent audit performed and results discussed between board and auditor; little board involvement with compliance to other regulatory bodies	5.26% 1
Independent audit performed; results discussed with the board; doard reviews reports to/from key regulatory bodies	26.32% 5
Board ensures timely, independent audit of results and internal processes; board understands compliance required to regulatory bodies; feedback from auditors/regulators forms basis of recovery plan monitored by board	47.37% 9
Do not know	21.05% 4
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	Extremely rare need to address issues.	10/20/2017 2:00 PM

## Q23 Board role in risk management

Answered: 19 Skipped: 0

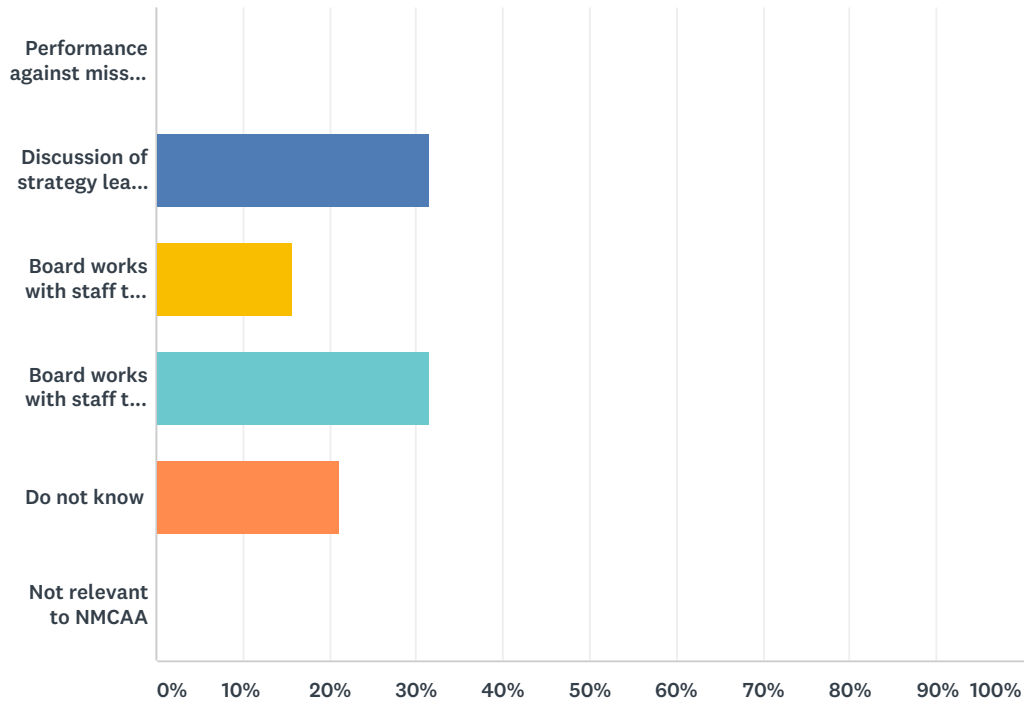


ANSWER CHOICES	RESPONSES
No clear understanding or discussion of risks/ exposures facing organization	0.00% 0
Some discussion of key risks and mitigation strategies (insurance), but effort is largely ad hoc or in response to an event and does not cover all major exposure categories	0.00% 0
Board annually reviews financial and other risks as well as mitigation policies, but surprises regarding exposure or gaps in coverage do occur	26.32% 5
Board annually reviews potential sources of risk and mitigation plans; surprises or gaps in coverage are few	52.63% 10
Do not know	15.79% 3
Not relevant to NMCAA	5.26% 1
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	new board member	10/19/2017 12:54 PM

## Q24 Board involvement in developing performance metrics

Answered: 19 Skipped: 0



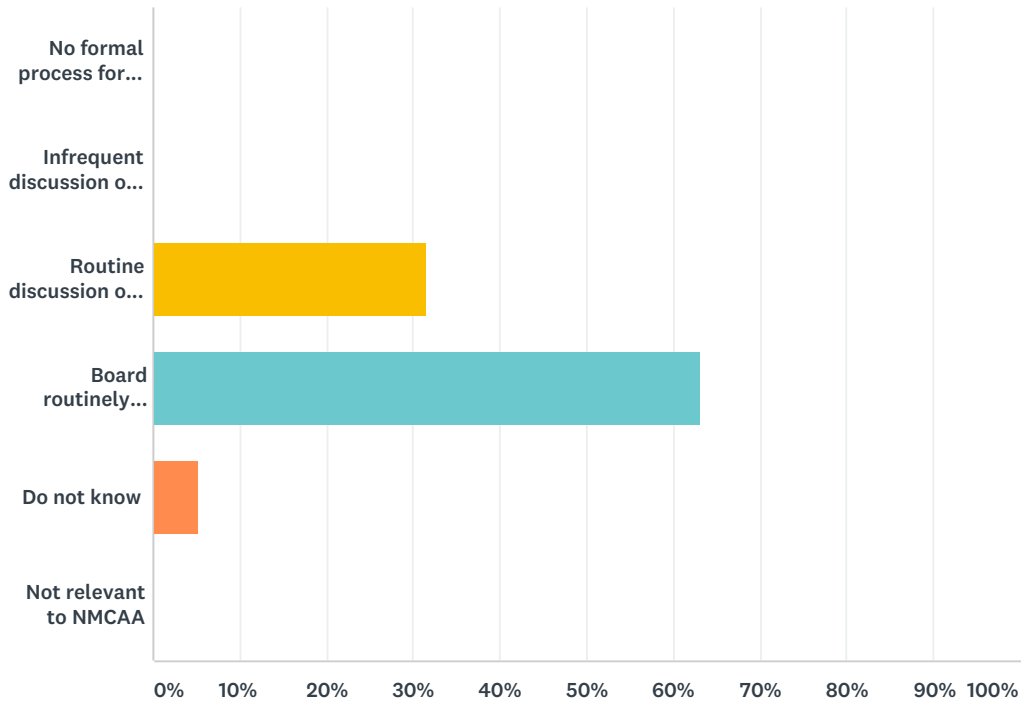
ANSWER CHOICES	RESPONSES
Performance against mission is discussed infrequently with no pre-determined goals	0.00% 0
Discussion of strategy leads to setting programmatic goals for year. Most goals focus on activity levels (e.g., meals served)	31.58% 6
Board works with staff to set goals for 1- to 3-year period; metrics include activity levels and some efficiency or effectiveness measures	15.79% 3
Board works with staff to set outcome based metrics and goals as well as activity/efficiency metrics; targets set for 1 to 3 year period. Performance of comparable institutions is used to inform targets	31.58% 6
Do not know	21.05% 4
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
	There are no responses.	



## Q25 Process for monitoring performance

Answered: 19 Skipped: 0

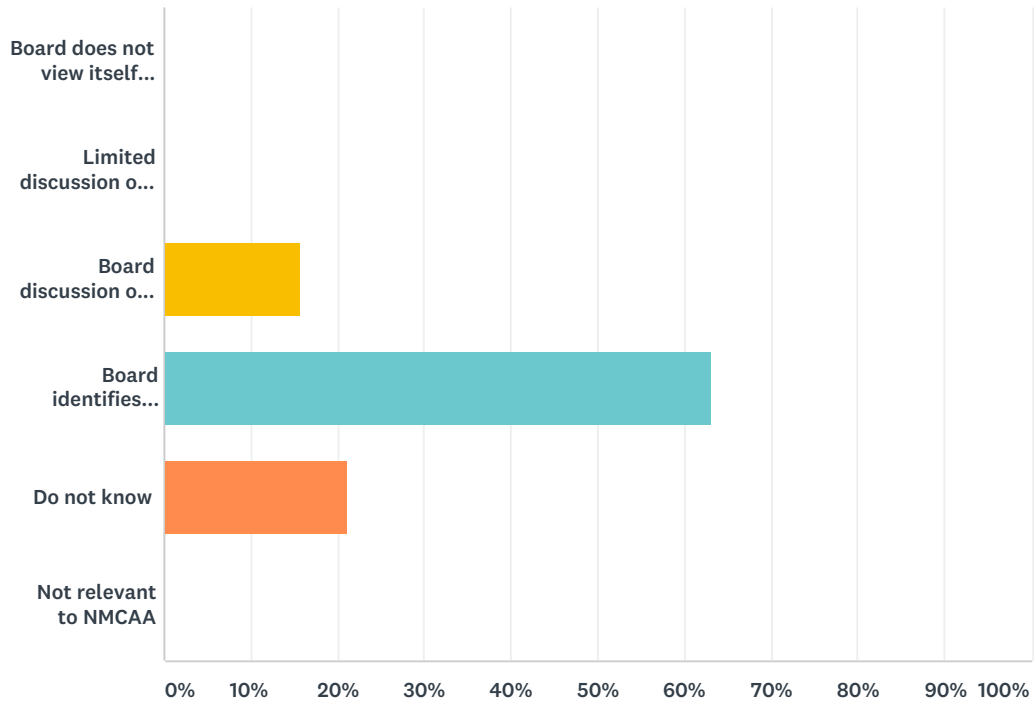


ANSWER CHOICES	RESPONSES
No formal process for monitoring program performance exists	0.00% 0
Infrequent discussion of performance and no feedback to the strategic planning or CEO evaluation	0.00% 0
Routine discussion of performance against programmatic objectives but no clear feedback mechanism into strategic planning or CEO evaluation	31.58% 6
Board routinely monitors and discusses the performance of program/organization and uses results to inform the strategic plan, resource allocation, and evaluation of the CEO	63.16% 12
Do not know	5.26% 1
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	We do provide feedback for planning & CEO performance.	10/20/2017 1:22 PM
2	Unsure of development process of the strategic plan.	10/19/2017 1:18 PM

## Q26 Board understanding of accountability

Answered: 19 Skipped: 0

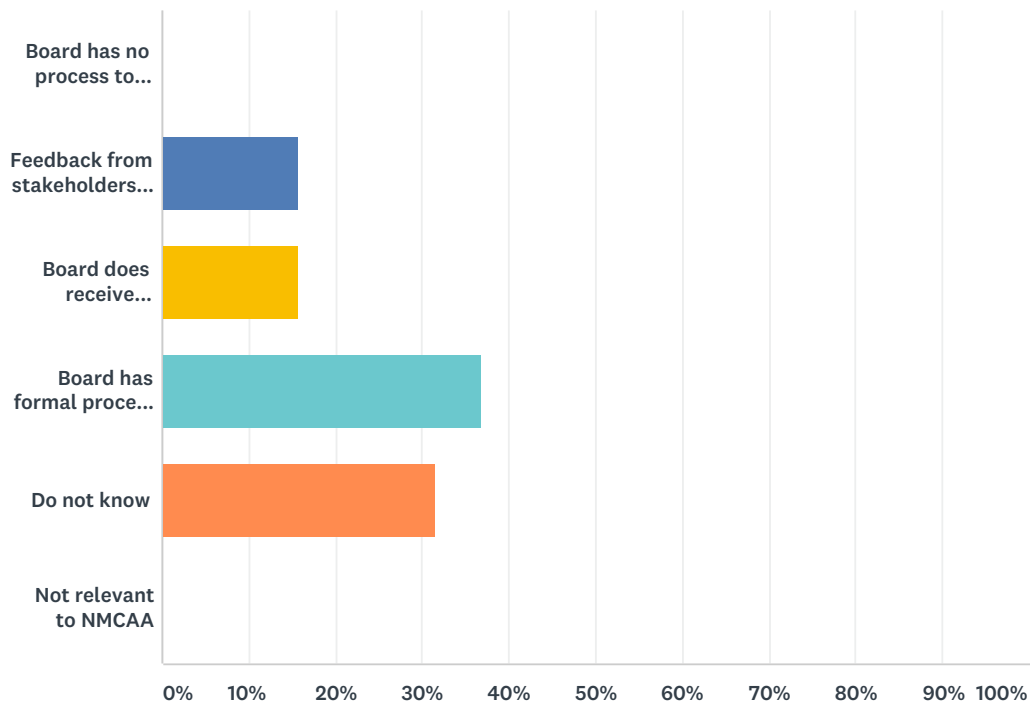


ANSWER CHOICES	RESPONSES
Board does not view itself accountable to any stakeholders	0.00% 0
Limited discussion of accountability. Divergent views regarding key stakeholders	0.00% 0
Board discussion of accountability occurs in unstructured format results in consensus; discussion not turned into action, e.g., stakeholders communications	15.79% 3
Board identifies primary stakeholders and ensures that performance results are communicated effectively to the stakeholders	63.16% 12
Do not know	21.05% 4
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	Unsure of the communication process.	10/19/2017 1:18 PM
2	new board member	10/19/2017 12:54 PM

## Q27 Process for obtaining and using feedback from stakeholders

Answered: 19 Skipped: 0

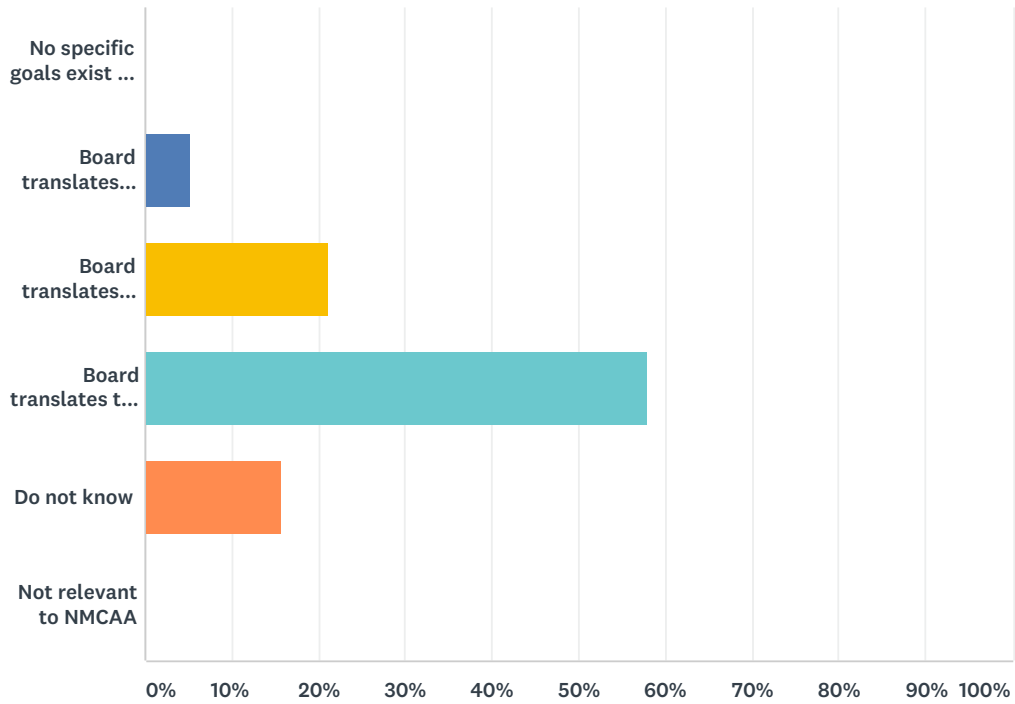


ANSWER CHOICES	RESPONSES
Board has no process to obtain feedback from mechanism stakeholders	0.00% 0
Feedback from stakeholders is limited to presentations by staff or "highlights"/ presentations/ interactions with service recipients at board meetings; not all stakeholders represented.	15.79% 3
Board does receive positive and negative feedback from stakeholders but feedback is anecdotal; board discusses feedback with CEO/staff and agrees on areas of improvement	15.79% 3
Board has formal process in place (e.g., stakeholder committee) to obtain feedback from stakeholders without filters by the staff; board ensures that the results from the stakeholder feedback are used to inform strategy and resource allocation	36.84% 7
Do not know	31.58% 6
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	Stakeholders - grantors or clients of NMCAA's programs?	10/20/2017 1:40 PM
2	Response reflects regular communication with the policy council.	10/19/2017 1:18 PM
3	new board member	10/19/2017 12:54 PM

## Q28 Goal setting for the board as a follow-on to strategic planning

Answered: 19 Skipped: 0

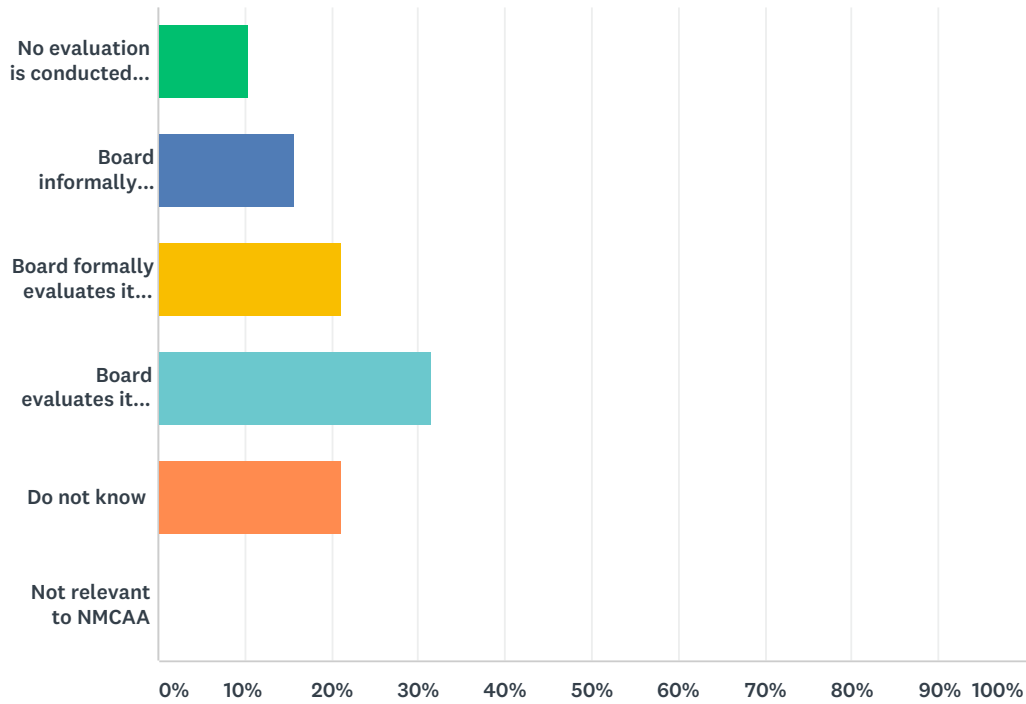


ANSWER CHOICES	RESPONSES
No specific goals exist for the board	0.00% 0
Board translates strategic plan into goals in an ad-hoc manner and does not assign responsibilities to board committees	5.26% 1
Board translates strategic plan into goals only in certain categories like fund-raising	21.05% 4
Board translates the strategic plan for the organization into a set of concrete goals for the board and board committees, including timelines and required staff support	57.89% 11
Do not know	15.79% 3
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	Strong communication between the board and committees.	10/19/2017 1:18 PM

## Q29 Evaluation of board performance against goals

Answered: 19 Skipped: 0

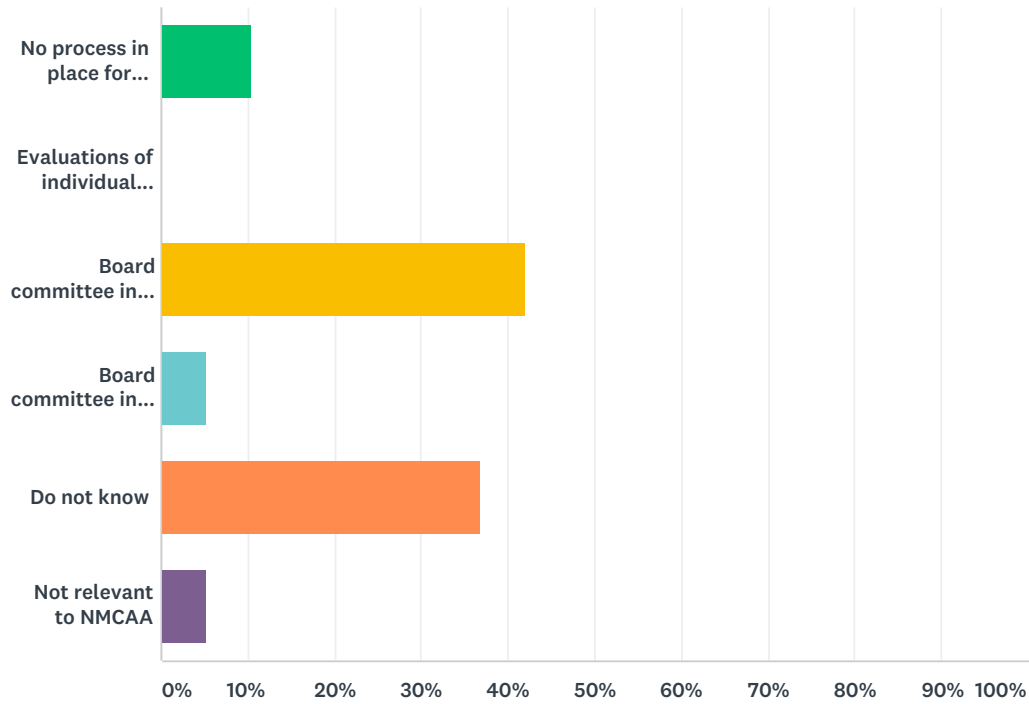


ANSWER CHOICES	RESPONSES
No evaluation is conducted by the board on its performance against the goals	10.53% 2
Board informally evaluates its performance on major objectives	15.79% 3
Board formally evaluates its performance on major goals but no feedback mechanism exists to improve board functioning	21.05% 4
Board evaluates its performance against the goals and uses the lessons learned to develop plans to improve board effectiveness	31.58% 6
Do not know	21.05% 4
Not relevant to NMCAA	0.00% 0
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
	There are no responses.	

## Q30 Process for evaluating individual directors

Answered: 19 Skipped: 0

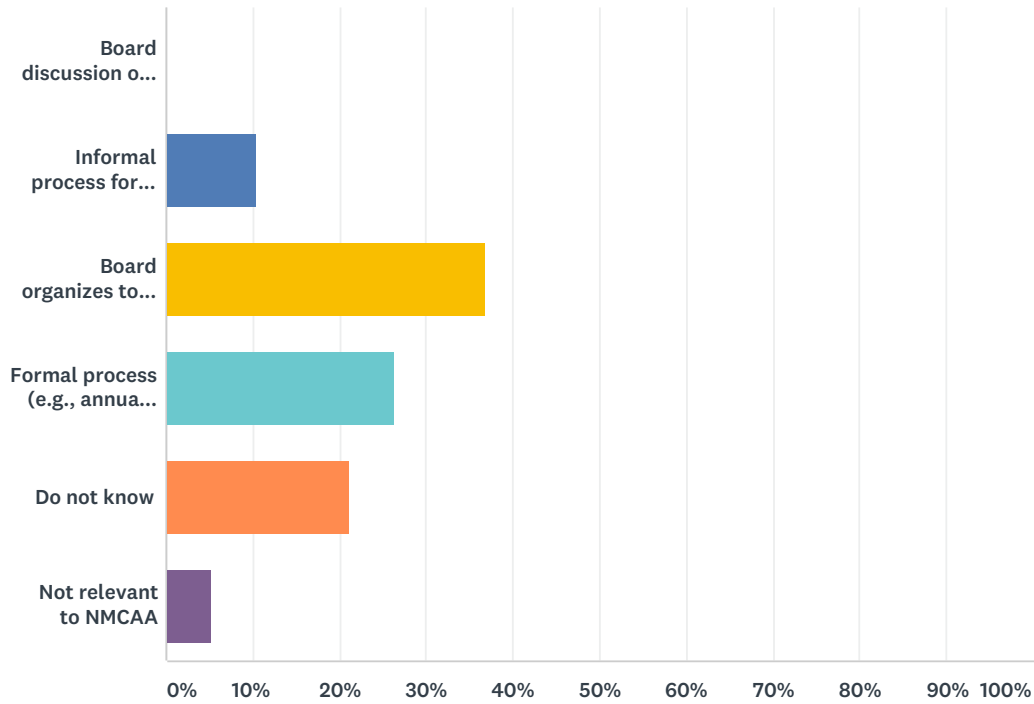


ANSWER CHOICES	RESPONSES
No process in place for individual member performance	10.53% 2
Evaluations of individual directors occur informally as part of re-nomination process. Evaluations are light touch and board seems to have a lot of "deadwood"	0.00% 0
Board committee in place to evaluate individual director performance jointly with director at time of re-nomination; most board members are seen as valuable contributors to organization governance	42.11% 8
Board committee in place to evaluate individual director performance periodically and jointly discusses how to help a director give his/her best to the organization; little collective tolerance for directors who are not active in organization governance and support	5.26% 1
Do not know	36.84% 7
Not relevant to NMCAA	5.26% 1
<b>TOTAL</b>	<b>19</b>

#	COMMENTS	DATE
1	May not apply to Public Sector Board members.	10/20/2017 2:00 PM
2	new board member	10/19/2017 12:54 PM

### Q31 Developing a plan for improving board performance over time

Answered: 19 Skipped: 0

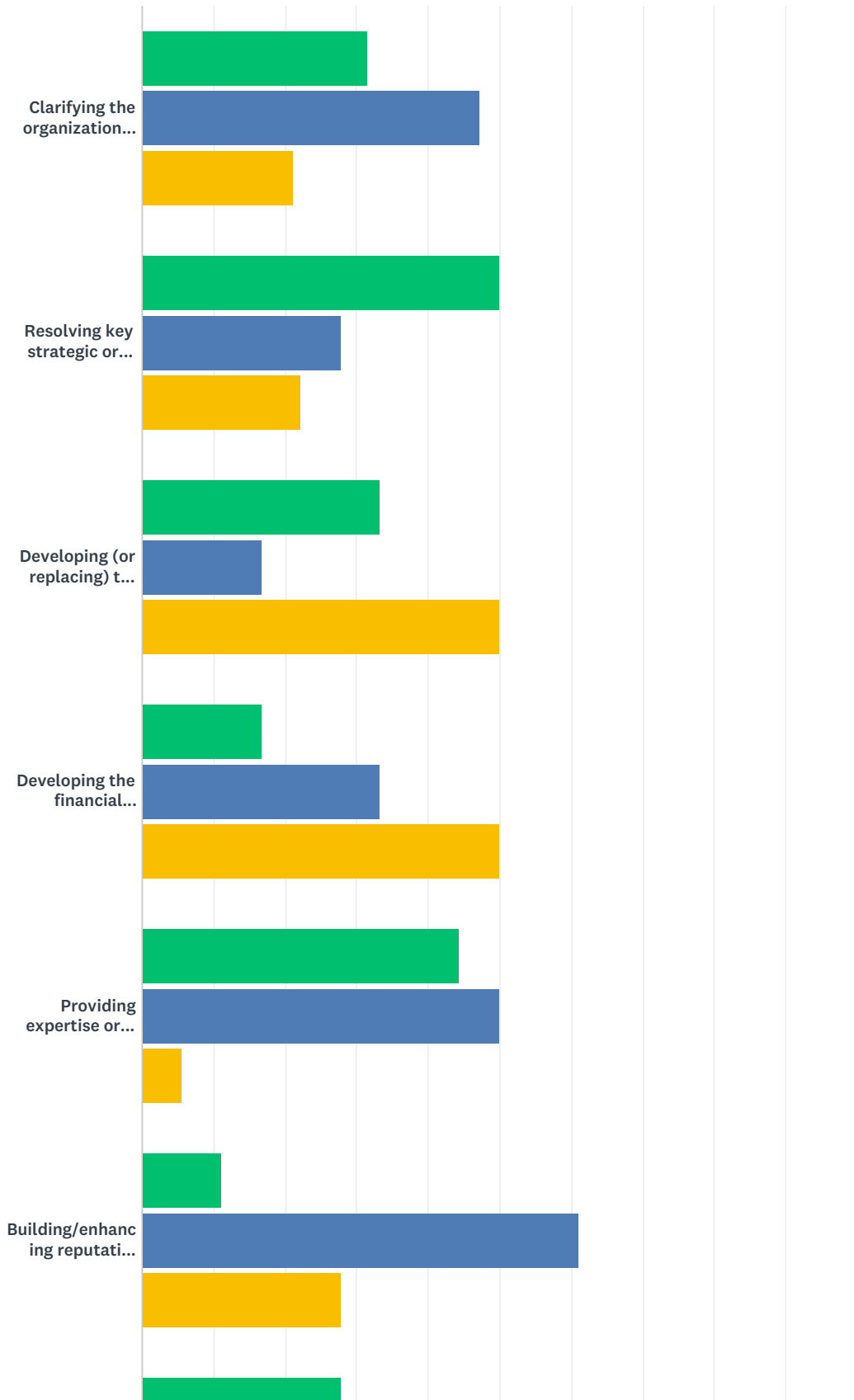


ANSWER CHOICES	RESPONSES
Board discussion of its own performance is very limited and largely unstructured	0.00% 0
Informal process for evaluating board performance is largely CEO/chair driven and plan for improvement is not widely known by directors	10.53% 2
Board organizes to review performance every several years; board leadership generally seen to have a plan for improving performance	36.84% 7
Formal process (e.g., annual self assessment) results in a clear plan for improvement; board collectively owns the topic of improving its value to the organization	26.32% 5
Do not know	21.05% 4
Not relevant to NMCAA	5.26% 1
<b>TOTAL</b>	<b>19</b>

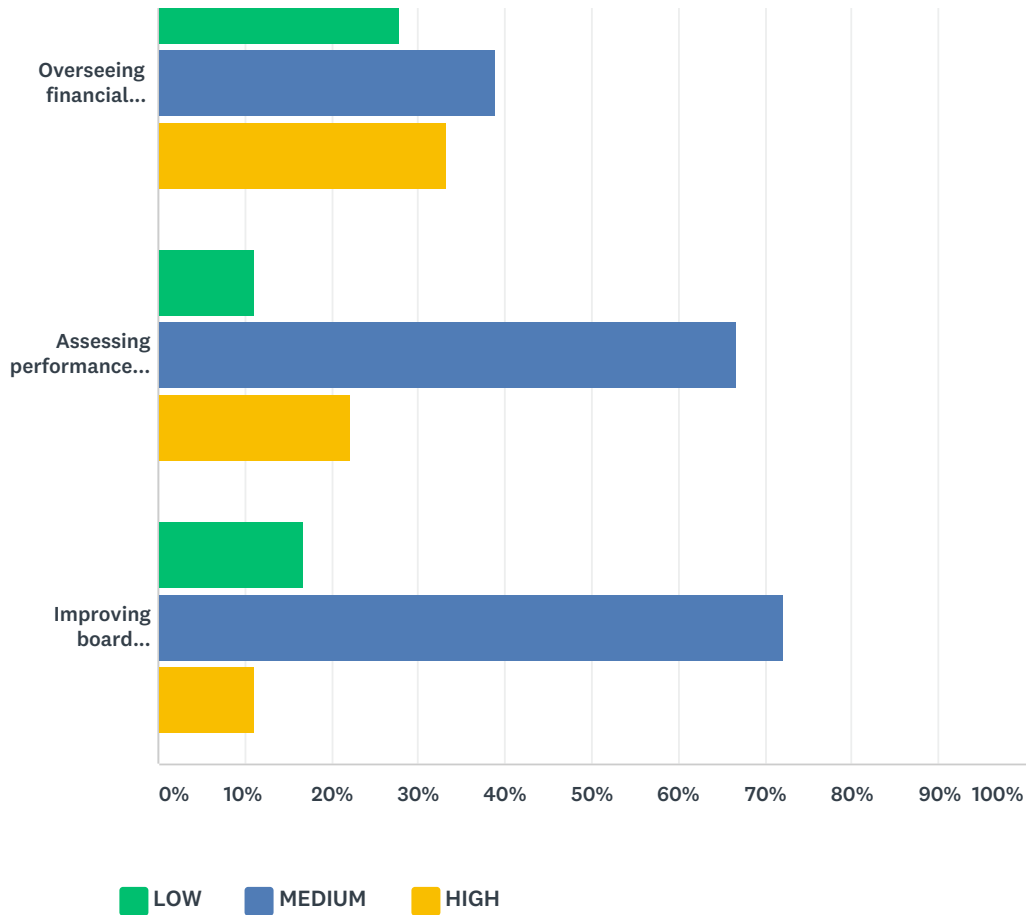
#	COMMENTS	DATE
1	There is a board self evaluation process..... unsure of how dynamic the process is and how a clear plan for improvement is developed.	10/19/2017 1:18 PM
2	new board member	10/19/2017 12:54 PM

### Q32 How important is it for your board to focus on:

Answered: 19 Skipped: 0







	LOW	MEDIUM	HIGH	TOTAL
Clarifying the organization's mission or vision	31.58% 6	47.37% 9	21.05% 4	19
Resolving key strategic or policy issues (please identify issues below)	50.00% 9	27.78% 5	22.22% 4	18
Developing (or replacing) the CEO	33.33% 6	16.67% 3	50.00% 9	18
Developing the financial resources needed to support the strategy	16.67% 3	33.33% 6	50.00% 9	18
Providing expertise or access to support organizational priorities (please identify priorities below)	44.44% 8	50.00% 9	5.56% 1	18
Building/enhancing reputation of organization with key stakeholders/community (please identify stakeholders/community targets below)	11.11% 2	61.11% 11	27.78% 5	18
Overseeing financial performance and ensuring adequate risk management	27.78% 5	38.89% 7	33.33% 6	18
Assessing performance against mission and key program priorities	11.11% 2	66.67% 12	22.22% 4	18
Improving board performance	16.67% 3	72.22% 13	11.11% 2	18

#	PLEASE ADD ANY ADDITIONAL THOUGHTS TO EXPLAIN YOUR ANSWERS OR IDENTIFY ADDITIONAL NEEDS:	DATE
1	Difficult to go out "financially" 3-5 years based on funding sources (not always reliable).	10/20/2017 2:15 PM

2	Executive Director replacement needs higher emphasis. Strongly recommend overlap period of replacement.	10/20/2017 2:00 PM
3	Personally as a board member in her third year, I would like to improve my performance as a board member in staying active with my local NMCAA office to move affordable housing and homelessness prevention forward!	10/20/2017 1:40 PM
4	A process whereby board involvement can be dynamically developed. Today was a great meeting. I truly appreciate the Executive Directors candor and support of enhancing board value.	10/19/2017 1:18 PM
5	Because we are embarking on the search for a new Executive, that to me has to be of highest importance. Uncertain funding always requires board support for success of organization	10/19/2017 1:07 PM
6	Adding Mission and Vision to standing agenda and minutes is a great idea. Also discussing how it fits into policy or resolutions. Fund raising could use more focus	10/19/2017 1:05 PM
7	I answered "low" on all, as I do not have a sense yet of what agency priorities have been and "should be". I look forward to getting to know the agency, its staff and consumers, and other board members over time.	10/19/2017 12:54 PM

## Q33 Your name. (optional)

Answered: 8 Skipped: 11

#	RESPONSES	DATE
1	Tony Ansorge	10/20/2017 2:00 PM
2	Lindsey Wlaker	10/20/2017 1:40 PM
3	Art Jeannot	10/20/2017 1:22 PM
4	Tom Kelley	10/20/2017 1:07 PM
5	Pam Niebrzydowski	10/19/2017 1:18 PM
6	Peachy	10/19/2017 1:07 PM
7	Mary Klein	10/19/2017 1:05 PM
8	Nic Piechotte	10/19/2017 12:54 PM