

WIFM BOARD SELF-ASSESSMENT 2024
NOMINATING AND GOVERNANCE COMMITTEE REPORT
May 2024

The average score for each core responsibility is provided below, with the scores from 2023 noted in brackets for comparison purposes (**1=poor, 2=fair, 3=good and 4=distinctive**).

For more detail, please see the **Appendix** for the average score for each distinctive performance within each core responsibility.

SUMMARY

- Participation Rate: 100% [2023: 100%]
- Key Areas of Strength
 - Strong understanding of WIFM’s new mission.
 - Margoth continues to get notes of appreciation for keeping WIFM budget
 - WIFM reputation and effectiveness is helped by passionate board members
 - Improvement in what board is looking for in board candidates but could do more
 - Board committees are effective
 - Board meetings have improved with agendas, topics outlined, etc
 - Improved in “fun” activities for board
- Key Areas for Development
 - Need more long-term planning for vision of WIFM (3-5 years – what do we want to look like)
 - Offsite received high marks but want more strategic planning there and beyond offsite
 - Need better information on gap assessment trying to fill at board and the number to do so
 - Need a transparent multi-year approach to fundraising needs and goals
 - Need clarity as to the role of the Advisory Council

SECTION 1: PERFORMANCE OF BOARD ON ITS CORE RESPONSIBILITIES: 3.01 [2023: 3.11]

A. Shape Mission and Strategic Direction: 2.89 [2023: 2.99]

- Shape the Mission and Vision: 2.90 [2023: 3.02]
- Engage in Strategic Planning and Policy Decisions: 2.86 [2023: 2.95]

The revised mission is understood but we could work on the long-term new vision for WIFM. This could be done through more strategic planning. The off-site was a good start but not enough time to flesh out the vision.

B. Ensure Leadership and Resources: 3.14 [2023: 3.19]

- Ensure Adequate Financial Resources: 3.06 [2023: 3.20]
- Build Reputation: 3.29 [2023: 3.21]
- Provide Expertise and Access for Organizational Needs: 3.12 [2023: 3.16]

Fundraising is successful but we need a better connection between funds raised and long-term strategy. Spending policies are improving and Margoth keeps budget on track. Board members are good at building reputation but would like more information on gaps new board prospectives could fill.

C. Oversee Financial and Risk Management: 2.98 [2023: 3.14]

- Oversee Financial Performance, Ensure Risk Management: 3.22 [2023: 3.12]
- Improve Board Performance: 2.81 [2023: 3.08]
- Monitor Performance and Ensure Accountability: 2.79 [2023: 3.22]

Goal setting and review of past performance for the board could improve. Scorecards seem to be only way to track but should consider if there's a better way to set and track goals. We also need to review past performance and lessons learned.

SECTION 2: ENABLERS OF BOARD EFFECTIVENESS: 2.95 [2023: 3.09]

- Composition: 2.83 [2023: 2.92]
- Size and Structure: 2.88 [2023: 2.93]
- Leadership (Board Chair, Committee Leaders): 2.98 [2023: 2.88]
- Processes: 3.17 [2023: 3.61]

Would like more information on understanding what skillset may be missing from composition. Also we should consider diversity of thought, race and geography. Need to understand the role of the advisory committee. What are the reasons we would merge with another organization?

Need to ensure succession of board leadership. We run out of time at meetings. Board members need time for discussion, so meetings need to be more frequent or longer. Offsite was well-received.

SECTION 3: PERFORMANCE OF BOARD COMMITTEES

- Processes: 3.07 [2023: 3.43]

Committees are effective. Goals of some committees aren't as well-known. All committees should have goals that are repeated during committee meeting to make sure they are on track.

Appendix – Average Scores
(1=poor, 2=fair, 3=good and 4=distinctive)

SECTION 1: PERFORMANCE OF BOARD ON ITS CORE RESPONSIBILITIES				
A. Shape Mission and Strategic Direction				
Shape the Mission and Vision	Description of Distinctive Performance	Avg. Score 2023	Avg. Score 2024	YoY Chg.
Common understanding of mission	All board members share a common understanding of the mission that has been stress tested through discussion	3.38	3.15	↓
Common understanding of vision (i.e., what the organization aspires to become in 5 years)	All board members share common understanding of where organization wants to be in 5-10 years; vision is well documented with concrete goals	2.88	2.85	=
Use of mission and vision in policy/strategy decisions	All major policy/strategy discussions include explicit consideration of fit with mission and vision	3.16	2.85	↓
Process for raising mission and vision issues	Formalized process (e.g., board retreats) to foster active board member participation in examining mission-related issues	2.66	2.76	=
Engage in Strategic Planning and Policy Decisions	Description of Distinctive Performance	Avg. Score 2023	Avg. Score 2024	YoY Chg.
Process for strategic planning and quality of board participation	Formal process for board involvement that specifies broad framework (timing and content) for strategic planning; joint board and management ownership of strategic plan with some board members heavily involved; active discussion by the entire board supported by needed facts/materials before final approval	2.88	2.88	=
Quality of strategic plan	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	2.99	2.85	↓
Agreement on the distinction between board level and management-level decisions	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 President, CEO and Board Chair ensure “no surprises” environment	2.99	2.85	↓
B. Ensure Leadership and Resources				

Ensure Adequate Financial Resources	Description of Distinctive Performance	Avg. Score 2023	Avg. Score 2024	YoY Chg.
Financial needs assessment	Board works with management as a part of strategic planning process, Board develops a multi-year view of funding requirements and trade-offs embedded in different resource levels; board feels strong ownership for the targets	3.10	3.00	=
Individual donations to the organization	All board members financially support organization, which is a priority for each board member's charitable giving; board consistently meets/sometimes exceeds "donation" goals	3.16	3.27	↑
Involvement in fundraising planning and execution	Board and management develop clear plan to meet fund-raising targets; board drives fund-raising activities	3.35	2.94	↓
Build Reputation	Description of Distinctive Performance	Avg. Score 2023	Avg. Score 2024	YoY Chg.
Board understanding of reputation objectives and of the role the board can play in building/enhancing reputation	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	3.24	3.24	=
Board effectiveness in enhancing reputation of organization in the relevant communities	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	3.19	3.35	↑
Provide Expertise and Access for Organizational Needs	Description of Distinctive Performance	Avg. Score 2023	Avg. Score 2024	YoY Chg.
Board understanding of needed access and influence to support organizational objectives (e.g., legislative access, community access)	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	2.93	3.09	↑
Effectiveness of board to provide access and influence needed	Board proactively reaches out to further organizational goals and is frequently very influential in achieving them	3.10	3.21	↑
Board understanding of needed expertise to support organizational objectives, e.g. financial, strategic, subject matter expertise	Needs for expertise based on strategic view of organizational objectives; needs identified in detail to allow meaningful roles to be identified for individual directors	3.22	3.09	↓

Ability of board to provide expertise	Board expertise addresses most needs and is seen as source of distinctive value to organization	3.38	3.09	↓
C. Oversee Financial and Risk Management				
Oversee Financial Performance, Ensure Risk Management	Description of Distinctive Performance	Avg. Score 2023	Avg. Score 2024	YoY Chg.
Board role in financial planning	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	3.43	3.12	↓
Ongoing monitoring of financial and investment performance	Board monitors financial statements regularly; key performance indicators routinely reported to whole board	3.27	3.35	=
Fiduciary and other regulatory compliance	Board ensures timely, independent audit of results processes; board understands compliance required to regulatory bodies	2.66	3.19	↑
Improve Board Performance	Description of Distinctive Performance	Avg. Score 2023	Avg. Score 2024	YoY Chg.
Goal setting for the board as a follow-on to strategic planning	Board ensures timely, independent audit of results processes; board understands compliance required to regulatory bodies	3.10	2.85	↓
Evaluation of board performance against goals	Board evaluates its performance against the goals and uses the lessons learned to develop plans to improve board effectiveness	3.10	2.82	↓
Developing a plan for improving board performance over time	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	3.05	2.75	↓
Monitor Performance and Ensure Accountability	Description of Distinctive Performance	Avg. Score 2023	Avg. Score 2024	YoY Chg.
Process for monitoring performance	Board routinely monitors and discusses the performance of program/organization and uses results to inform the strategic plan and resource allocation	3.22	2.79	↓

SECTION 2: ENABLERS OF BOARD EFFECTIVENESS				
Composition	Description of Distinctive Performance	Avg. Score 2023	Avg. Score 2024	YoY Chg.
Understanding of board composition needed to meet organizational goals	Systematic process for identifying needed board skills driven by strategic plan; gaps are understood and agreed to by the entire board; most new board members seem to “fit our needs well”	3.10	3.09	=
Process and criteria for recruitment	Formal process with clear evaluative criteria in place; whole board reaches out to potential members from a wide range sources; recruitment process is continuous and with multi-year horizon; new members are seen as great additions to the board	2.93	2.90	=
Diversity on the board	Board understands types of diversity needed for organization and the value of diversity; current diversity on the board adequately reflects the diversity needed	3.22	2.71	↓
Term limits	Term limits effectively balance: <ul style="list-style-type: none"> • Need for new members/skills • Retention of valuable directors Mechanisms are in place for ensuring continued involvement of high-performing retiring board members	2.77	2.88	=
Orientation of new members	Formal orientation process covers key topics (mission, organization, finances, responsibilities of directors); committee assignments are welcomed by new directors who quickly become effective members of the board	2.60	2.50	=
Size and Structure	Description of Distinctive Performance	Avg. Score 2023	Avg. Score 2024	YoY Chg.
Board Size	Board discusses issue of size explicitly and directors widely believe the current size adequately balances: <ul style="list-style-type: none"> • Coverage of roles • Cohesiveness among members • Work load 	3.05	2.91	↓
Committee structure: Purpose and charter of committees	Committee structure explicitly designed with clear charter around organizational priorities; board effectively uses mix of ad-hoc and standing committees to fulfill objectives	2.88	3.06	↑

Mechanisms for increasing affiliation with organization other than governance board membership	Board has effective structures/ mechanisms for affiliation, such as advisory groups with well-defined roles or such options have been considered and rejected as not necessary	2.88	2.68	↓
Leadership (Board Chair, Committee Leaders)	Description of Distinctive Performance	Avg. Score 2023	Avg. Score 2024	YoY Chg.
Process for deciding who leads and for how long	Clear, well-understood and accepted process is in place to select and transition board and committee leadership. Board leadership decisions seen to strengthen performance of institution	2.88	2.91	↑
Effectiveness of board leadership	Current board leadership has the necessary skills, enthusiasm, energy and time to provide leadership to the board	3.16	3.12	=
Succession planning and development of board leaders	Process in place to identify and develop board leaders; committee assignments rotated to give board members experience and opportunity to lead; board seen to have a rich set of future leaders	2.66	2.85	↑
Quality of leadership relationship with management	Board leadership has an effective working relationship with management	2.83	3.03	↑
Processes	Description of Distinctive Performance	Avg. Score 2023	Avg. Score 2024	YoY Chg.
Quality of preparation	Calendar of meetings set and distributed for the year; agenda for the individual meetings sent out ahead of time with indication of expected focus/high impact areas for board consideration; board receives quality background materials well in advance of meetings and arrive prepared	3.27	3.29	=
Effective meeting processes	Meetings start and end on time and time is managed to ensure board discussion on all important topics; most time dedicated to board discussion and debate on important issues. Board members feel involved and their contributions valued	3.32	3.12	↓
Fun and Passion	Board interactions are productive and enjoyable; good mixture of work and fun activities including effective efforts to connect board members to the mission (e.g., site visits); board members hate to miss meetings	3.16	3.09	=

SECTION 3: PERFORMANCE OF BOARD COMMITTEES

Processes	Description of Distinctive Performance	Avg. Score 2023	Avg. Score 2024	YoY Chg.
Common understanding of committee mission	Committee members share a common understanding of the mission and remit of the Committee	3.27	3.15	↓
Goal setting for the committee as a follow on to strategic planning	Committee members have a clear understanding of a set of concrete goals coming out of the strategic plan, including timelines	3.16	3.09	=
Use of mission and goals in committee decisions/ meetings	Committee has regular meetings where mission and goals inform discussions and decisions	2.99	2.97	=
Reporting to the board	Committee reports on its progress to the full board regularly and when needed, on an ad hoc basis	3.16	3.15	=
Evaluation of committee performance against goals	Committee evaluates its performance against its goals and uses lessons learned to improve effectiveness and inform future goals	2.88	3.00	↑