

WIND BOARD SELF-ASSESSMENT 2022
NOMINATING AND GOVERNANCE COMMITTEE REPORT
June 9, 2022

SUMMARY

- **Participation Rate – 100% (94%)**

- **Key Areas of Strength Noted**
 - Down in all ratings but two compared to last year but note last year was our highest rated self-assessment by the board
 - Strong understanding of mission, and improved use of mission in policymaking and strategy decisions
 - Impressive funding over the last year and good use of funds to support mission
 - Continued strong feedback on Margoth as Treasurer
 - Very pleased with WIND's reputation and board effectiveness
 - Strength is still the expertise of the WIND board members in promoting WIND's mission and goals
 - Committees and their mission are well understood
 - Board members are good for WIND's reputational brand
 - Board meeting agendas are sent in advance, there is an improvement in discussion during meetings (room for improvement – see below)
 - Endorsement of leadership skills and energy to move projects and goals

- **Key Areas for Development Noted**
 - Difficult to know if the board is in agreement with the long-term vision or the rationale for the re-branding, although further discussion of rebranding during strategy session may help
 - Create more discussion around strategy and reassess whether scorecards are enough to track progress of committees towards strategy
 - Need clarity and transparency around what's a management decision/committee decision/board decision and also if there are skillset gaps to fill for future board members
 - Improve process for orientation of new board members
 - Not sure current term limits fulfill the need to meet skills necessary on board
 - Disconnect about fundraising goals and eventual use of money
 - Need more engagement in fundraising by board members for the Gala
 - Board meetings sometimes get off-track

SECTION 1: PERFORMANCE OF BOARD ON ITS CORE RESPONSIBILITIES

The average score for each core responsibility is provided below, with the score from 2022 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.

General summaries of comments provided for each core responsibility are also noted below.

A. Shape mission and strategic direction

- Shape of mission and vision - 3.02 (3.38)
- Strategic planning and policy decisions – 2.95 (3.26)

Board members continue to believe that there is a strong common understanding of WIND's mission. There is broad consensus that more time should be focused on developing a common understanding of our long-term (e.g. 5 year) vision and aspirational goals for the organization. Our new re-branding decision is met with some mixed views. Some believe planning for the re-branding will give WIND a longer term vision while others still are not sure the decision fully heard all views. Some also believed that the re-branding risked losing what others understood to be the strengths of WIND. Beyond re-branding, members thought more goals were needed that are tied to a 3-5 year plan but hoped this would come in additional planning meetings throughout the year.

B. Ensure leadership and resources

- Ensure adequate financial resources – 3.20 (3.36)
- Build reputation – 3.21 (3.63)
- Provide expertise and access for organizational needs – 3.16 (3.51)

Board members generally are very pleased with the fundraising efforts over the last year. However, there needs to be more transparency and discussion regarding longer term financial planning and goals. Some thought we should consider how much money WIND needs for its goals as a point of reference for fundraising rather than fundraise and then spend.

Margoth continues to receive strong feedback as treasurer. Strong feedback regarding WIND Board members as effective brand ambassadors who enhance the reputation of the organization. Unsure what board expertise we need in the future and how the recruitment works.

C. Monitor and improve performance

- Oversee financial and risk management – 3.12 (3.15)
- Improve board performance – 3.08 (3.64)
- Monitor organizational performance – 3.22 (3.60)

Significant improvement was noted over the past three years with respect to our financial oversight and transparency regarding current financials, with more focus needed on longer term planning and use of funds. Board members noted that there have been no audited statements. Audited statements are not needed and we will take this out of next year's assessment.

SECTION 2: ENABLERS OF BOARD EFFECTIVENESS

The average score for each core responsibility is provided below (with scores from 2022 noted in brackets), as well as general summaries of comments provided. For more detail, please see the **Appendix** for the average score for each distinctive performance within each area.

- Composition – 2.92 (3.51)
- Size and Structure – 2.93 (3.33)
- Leadership – 2.88 (3.67)
- Processes – 3.61 (3.66)

Board members believe there is strength in the current board members but do not know how board members are recruited nor what skills are needed in future board members. Regarding diversity, they are not sure what we are looking for to fulfill that term. There was little discussion about the size or structure. There is a feeling that ambassadors and staff have assisted with taking some burden off board members but what gets decided and where is unclear. There is a concern that Leadership makes decisions without seeking approval of the board during meetings. It would be better to encourage diverse opinions and thoughts before making decisions. WIND should also be clear on succession planning.

SECTION 3: PERFORMANCE OF BOARD COMMITTEES

- Average Score (across committees) – 3.43 (3.50)

More strategic discussions on whether committees are aligned with board goals is recommended.

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

SECTION 1: PERFORMANCE OF BOARD ON ITS CORE RESPONSIBILITIES

Shape the Mission and Vision	Description of Distinctive Performance	Avg. Score 2022	Avg. Score 2023	YoY Chg.
Common understanding of mission	All board members share a common understanding of the mission that has been stress tested through discussion	3.66	3.38	
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	2.93	2.88	
Use of mission and vision in policy/strategy decisions	All major policy/strategy discussions include explicit consideration of fit with mission and vision	3.56	3.16	
Process for raising mission and vision issues	Formalized process (e.g., board retreats) to foster active board member participation in examining mission-related issues	3.20	2.66	
Engage in Strategic Planning and Policy Decisions	Description of Distinctive Performance	Avg. Score 2022	Avg. Score 2023	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	3.26	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	3.06	2.99	
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	3.46	2.99	
Ensure Adequate Financial Resources	Description of Distinctive Performance	Avg. Score 2022	Avg. Score 2023	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	3.26	3.10	
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	3.33	3.16	
Involvement in fundraising planning and execution	Board and management develop clear plan to meet fund-raising targets; board drives fund-raising activities	3.50	3.35	
Build Reputation	Description of Distinctive Performance	Avg. Score 2022	Avg. Score 2023	YoY Chg.
Board <i>understanding</i> 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	3.66	3.24	
Board <i>effectiveness</i> 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	3.60	3.19	

Provide Expertise and Access for Organizational Needs	Description of Distinctive Performance	Avg. Score 2022	Avg. Score 2023	YoY Chg.
Board <i>understanding</i> 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	3.33	2.93	
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	3.60	3.10	
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	3.66	3.22	
Ability of board to provide expertise	Board expertise addresses most needs and is seen as source of distinctive value to organization	3.46	3.38	
Oversee Financial Performance, Ensure Risk Management	Description of Distinctive Performance	Avg. Score 2022	Avg. Score 2023	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	3.43	
Ongoing monitoring of financial and investment performance	Board monitors financial statements regularly; key performance indicators routinely reported to whole board	3.70	3.27	
Fiduciary and other regulatory compliance	Board ensures timely, independent audit of results processes; board understands compliance required to regulatory bodies	2.33	2.66	
Improve Board Performance	Description of Distinctive Performance	Avg. Score 2022	Avg. Score 2023	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	3.66	3.10	
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	3.60	3.10	
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	3.66	3.05	
Monitor Performance and Ensure Accountability	Description of Distinctive Performance	Avg. Score 2022	Avg. Score 2023	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	3.60	3.22	

SECTION 2: ENABLERS OF BOARD EFFECTIVENESS

Composition	Description of Distinctive Performance	Avg. Score 2022	Avg. Score 2023	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”	3.56	3.10	
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	3.63	2.93	
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	3.73	3.22	
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	3.73	2.77	
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	2.93	2.60	
Size and Structure	Description of Distinctive Performance	Avg. Score 2022	Avg. Score 2023	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 	3.20	3.05	
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	3.53	2.88	
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	3.26	2.88	
Leadership (Board Chair, Committee Leaders)	Description of Distinctive Performance	Avg. Score 2022	Avg. Score 2023	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	3.46	2.88	
Effectiveness of board leadership	Current board leadership has the necessary skills, enthusiasm, energy and time to provide leadership to the board	3.86	3.16	
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	3.53	2.66	
Quality of leadership relationship with management	Board leadership has an effective working relationship with management	3.86	2.83	
Processes	Description of Distinctive Performance	Avg. Score 2022	Avg. Score 2023	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	3.66	3.27	
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	3.66	3.32	
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	3.66	3.16	

SECTION 3: PERFORMANCE OF BOARD COMMITTEES

Processes	Description of Distinctive Performance	Avg. Score 2022	Avg. Score 2023	YoY Chg.
Common understanding of committee mission	Committee members share a common understanding of the mission and remit of the Committee	3.26	3.27	
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	3.20	3.16	
Use of mission and goals in committee decisions/ meetings	Committee has regular meetings where mission and goals inform discussions and decisions	3.60	2.99	
Reporting to the board	Committee reports on its progress to the full board regularly and when needed, on an ad hoc basis	3.66	3.16	
Evaluation of committee performance against goals	Committee evaluates its performance against its goals and uses lessons learned to improve effectiveness and inform future goals	3.46	2.88	