

Martha & Mary Board of Trustees Self Evaluation Results

February 23, 2017

Board of Trustees - Effectiveness

Question One – Ratings of Effectiveness

	1 - Strongly Agree	2 - Agree	3 - Neither Agree or Disagree	4 - Disagree	5 - Strongly Disagree
Board of Trustees made a difference during 2016 in the long-term success of Martha & Mary.	62.50% 5	37.50% 3	0.00% 0	0.00% 0	0.00% 0
During the past year, the Board of Trustees provided appropriate direction to the outgoing, interim and the new CEO.	37.50% 3	50.00% 4	12.50% 1	0.00% 0	0.00% 0
The Board of Trustees conducted an organized and thorough search for a new CEO.	75.00% 6	25.00% 2	0.00% 0	0.00% 0	0.00% 0

Comments: I think the board did extremely well in the search and with our interim. I was not at all happy with the way the board handled giving Chad the news of his dismissal.

Board of Trustees - Effectiveness

Question Two – What could have been differently?

➤ Responses:

- “While we are working on it still, its to provide our new CEO with specific measurable desired outcomes. I think she knows enough that she might lead the board to its own measurements.”
- “Been more aware of what was going on behind the scenes earlier in 2016 is the only thing I can think of.”
- “Not given the farewell news to the CEO right before the Gala celebrating 125 years – bad timing.”
- “A lot of people put in a great amount of time this year. Great job!”
- “I think there could have been more thoughtful considering of the events surrounding Chad’s dismissal. I think some of the members could have consulted the other members before giving Chad the news when they did. The news of Helen’s appointment to President was a surprise. No discussion prior to the announcement.”
- “I hope the members will have suggestions. I was too closely involved to reflect adequately or helpfully on this question.”
- “Hindsight is always perfect.”

Board of Trustees - Commitment

Question Three – Ratings of Commitment

	1 - Stongly Agree	2 - Agree	3 - Neither Agree or Disagree	4 - Disagree	5 - Strongly Disagree
I understand how a Governance Board operates.	12.50% 1	62.50% 5	12.50% 1	12.50% 1	0.00% 0
I understand my role as a Trustee of Martha & Mary Board.	37.50% 3	50.00% 4	12.50% 1	0.00% 0	0.00% 0
The Martha & Mary Board of Trustees have good policies that defines the role and expectations of a trustee.	12.50% 1	87.50% 7	0.00% 0	0.00% 0	0.00% 0
The role of the CEO and the Board are clearly defined in the board policies.	12.50% 1	87.50% 7	0.00% 0	0.00% 0	0.00% 0
The Board policies clearly states what results the Board expects of Martha & Mary to achieve.	12.50% 1	87.50% 7	0.00% 0	0.00% 0	0.00% 0
The Board policies provides a clear direction to the CEO.	0.00% 0	87.50% 7	12.50% 1	0.00% 0	0.00% 0
The Board of Trustees for Martha & Mary is fully functioning as a policy driven Board.	0.00% 0	62.50% 5	25.00% 2	12.50% 1	0.00% 0

Comments: We, perhaps appropriately, approve exceptions to our policies.

Set up the way it is; the board officially has one employee, the CEO. That did not serve us well. We need to be more involved and our new CEO is much more forthcoming with information. Still, she is officially the only one we supervise.

Board of Trustees - Effectiveness

Question Four – Uncharted Territory for the Board

■ Responses:

- “Our board chair did an excellent job in arranging for and selecting interim leadership AND in creating the process by which to select Lynette.”
- “I think the entire search process went well. I believe both the interim and current CEO searches were extensive and effective.”
- “The search was thorough & a great learning process.”
- “It was good to get Richard in as interim CEO. He seemed to do a great job.”
- “I think employing CLA was a good move. They were professional and timely and all board members are included in the process.”
- “The board members stepped up immediately to their responsibilities for more meetings and closer scrutiny of operations. No audible grumbling about the added burdens.... The hiring of the interim CEO and the search and eventual hiring of the new CEO went smoothly. After a rushed transition to interim CEO, the interim period was able to address SOME entrenched patterns, staffing efficiencies, policy and survey shortcomings and provide well-received support to staff at all levels. The transition and onboarding planning made the move from interim to new CEO as least disruptive to the organizations as possible and supported the new CEO.”
- “We found a great new CEO.”

Board of Trustees - Transitioning

Question Five – Transition between Previous CEO and Search Process

➤ Responses:

- “Working closely with our current CEO on expectations, limitations, and where we want to go - and how fast. Good communications from the board, and from the CEO are vital - particularly in having the CEO work to achieve what the board desires - and in the CEO helping ensure that the board desires are appropriate.”
- “More than just the Board President managing the outgoing CEO alone. Some support would have been nice. A planned welcome for the new CEO would have been appropriate.”
- “The timing of the previous CEO's notice was handled poorly. Let's be more thoughtful if we need to do this again. “
- “Announce the CEO's departure several months in advance giving time for the board to begin a search and for staff to anticipate the change. Hopefully, this would also shorten or eliminate necessity for an interim CEO thus cutting costs. However, if necessary, the model generally pursued during the CEO transition worked well.”

Board of Trustees - Meetings

Question Six – Effectiveness of Meetings

	1 - Strongly Agree	2 - Agree	3 - Neither Agree or Disagree	4 - Disagree	5 - Strongly Disagree
The frequency of the Board of Trustees meeting (monthly) is appropriate and necessary.	62.50% 5	37.50% 3	0.00% 0	0.00% 0	0.00% 0
The Board of Trustees meetings are well organized and a good use of my time.	28.57% 2	71.43% 5	0.00% 0	0.00% 0	0.00% 0
The Board of Trustees spend amount of time at the meetings.	16.67% 1	50.00% 3	33.33% 2	0.00% 0	0.00% 0
The Board of Trustees spend the appropriate amount of time listening to each services Administrator reports.	37.50% 3	37.50% 3	12.50% 1	12.50% 1	0.00% 0
The Board of Trustees spend the appropriate amount of time in discussions (the board, not staff) during board meetings.	25.00% 2	62.50% 5	0.00% 0	12.50% 1	0.00% 0

Comments: The board retreat is good though not sure it provides any real strategic guidance to the CEO. I think it does help the board discuss issues and helps coalesce the board thoughts on the future.

Retreats are worthwhile but often there is no follow through after the retreat.

There are times when the reports go long, but I think the openness is more important for the time being. Maybe the reports can be more succinct as we progress.

Board of Trustees - Joining

Question Two – Reasons for Joining the Board

➤ Responses:

- “To feel good about assisting a deserving not for provide. To provide some oversight to the organization - though ideally the organization is in such position that it can be to provide some long term direction to the organization.”
- “To become more involved in the community and feel like they are making a contribution.”
- “They have a personal connection or passion for the services we provide.”
- “Service to MM’s mission.”
- “Community service; a person’s loved one has been cared for by Martha & Mary’s corps either as a child or an adult.”
- “Outstanding way to give back to the community.”
- “To be part of an important community organization; to help meet significant challenges.”

Board of Trustees - Leaving

Question Two – Reasons for Leaving the Board

➤ Responses:

- “End of term, term limits or they don’t feel they are able to make a lasting difference to MM.”
- “They don’t agree with the mission of the organization or the direction it is headed or they have other personal obligations that interfere with the time needed.”
- “Termed out or time commitment.”
- “This could be simply their time and interests lie in another direction. Possibly one might think their ideas and thoughts are not deemed relevant.”
- “Time demands; Lack of clarity regarding board function.”
- “Insufficient time.”
- “Amount of time required.”

Board of Trustees - Comments

➤ Responses:

- “While our financial position is dire, and we finally getting to the point we can have a real understanding of our financial position, I feel a positive energy is developing – among the board, and particularly that the top management staff is feeling that a team is forming and that they are a part of that team – with the necessity to perform.”
- “It feels like the board ran a marathon last year. We have finished and come out the other side. Still, Helen and others put so much extra time. Thank you.”
- “I believe our board orientation practices need to be reviewed and made more robust.”