



Enduris Board of Directors Workshop

November 19, 2013

Enduris Office, 1610 S. Technology Blvd., Spokane, WA

10:30 a.m.

Board Attendees: Kim Bedier, Vicki Carter, Noel Hardin, Mark Kammers, Mike Millikin, Rick Mockler, Jeri Sevier

Staff Attendees: Sheryl Brandt, Cheryl Duryea, Joy Jelsing, Rafaela Ortiz

Facilitators: Randy Quinn, Linda Dawson

The Enduris Board of Directors initially adopted its Board Governing Policies on August 17, 2007. The policies guide the direction of Enduris and allow the Board to govern from the policy level; hold the CEO and indirectly the entire staff accountable for achieving results; and establish clear performance expectations of the CEO with regular monitoring processes built in.

At the May 22, 2013 Board meeting, the Board approved to hire Aspen Group to facilitate the workshop to help resolve concerns the Board had with the Results policies and the CEO Evaluation Process.

At the conclusion of the workshop, the Board agreed on the following:

1. **Review language of R-1.** Consider amending to stop at the word "loss" to eliminate the language that drives strategy rather than indicators.
2. **Review all indicators** in terms of analyzing member benefit rather than "benchmarks" that memorialize strategies.
3. **Quantify:** Assign a number to as many indicators as possible.
4. **Surveys:** Reconsider how often the member survey is conducted – doing it fewer than every five years while keeping it short. Board involvement in questions asked.
5. **Review survey language** to inform the members while asking them questions.
6. **Vision:** Consider development of a vision to drive the organization's future and possibly alter the Results. "What do you want Enduris to look like in 20 years?"

7. **Evaluation document** – Provide quality feedback:
 - a. Move OE and Results to the action agenda for conversation and consideration rather than on the Consent Agenda.
 - b. Revise cover document to include a section for the board to offer commendation, questions for clarity to be addressed next year, identification of non-compliant sections or areas that failed to achieve reasonable progress.
 - c. Use the cover page for each monitoring document, with its majority vote on board comment, to draw summary conclusions and judgments for the summative evaluation.
 - d. Tie every “goal” to an OE or R – no random goals. Weight.
 - e. Make sure any direction is extremely clear.
 - f. Make sure any direction/goal given to the CEO is not a board responsibility – such as directing the CEO to draft policy.

8. **Annual Report:** get focused on member benefits/Results.

9. **Linkage:** 1. Attend other member conferences and association meetings to introduce Enduris and its benefits 2. Author your own surveys 3. Join staff when they come to a director area to participate in meetings 4. Ask members what they believe the vision of Enduris should be in 15 years

DiB Lomly FOR Noel Hardin
Noel Hardin, Chair