

NCEO Board Survey Responses

November 9, 2016

How would you describe the amount of time you spend in your role as a member of the NCEO board of directors? Please give a real-life estimate, since the purpose of this question is to give potential directors an accurate sense of what we're asking of them.

- Board meetings by phone: 1 hour for meeting and 1 hour reading materials prior to meeting
Board meeting in person: 5 hours for meeting and 1-2 hours reading materials prior to meeting
1-2 hours per month for projects and other misc tasks
- All together, about a week to week and half worth of time for the entire year. This is if you volunteer to assist with any special projects that come up. If you're involved in many projects, than you'd spend more time. Theoretically, if we're only talking about board meetings, that's not much time. Hopefully, as a board member, you'd be more engaged than that.
- The time commitment has been 1-2 hours reading materials for the annual meeting pre annual conference then the 1/2 day meeting in April. Following that time the commitment has been minimal, a few emails and one phone in call (approximately 1 hour) with reading of related materials. There are several other projects to which I indicated interest but have not been called upon to assist
- Most weeks I spend between 1 and 3 hours on NCEO matters, including reading publications, answering staff inquiries, participating in meetings and matters related to the state centers program, where I represent the Board.
- 3 1-2 hour conference calls scheduled, one big meeting at annual conference (which I attend anyway) and ad hoc committee work.
- 2 hours per week if you do not include the time spent at the annual conference.
- between 1 and 2 hours preparing for BOD meetings and then the actual meetings. On top of that the requests are maybe 5-10 hours per year.
- Probably 15-30 hours a year
- the time commitment is minimal and always well worth the time. there are two to three calls a year as a board and then two or three calls when something specific comes up on your area of expertise. the annual conference is additional. and always rewarding.
- The amount of time varies throughout the year based on timing of meetings (only 3 full meetings per year) and involvement in projects (this is on a volunteer basis, so there is flexibility to get more or less involved). I would say on average per month the total time is less than 4 hours.
- over the course of a year, it is not a significant commitment of time. There are periods of time in which the time commitment is high, such as seasonally in conjunction with the annual conference or as needed based on having volunteered for a project
- I attend all of the calls (board and executive committee) and the in person meeting. I would include my travel time in my estimate. Otherwise I spend approximately an additional ten hours a year preparing for calls and responding to additional requests. I also spent approximately 5 hours on the audit committee.

- I think the most time so far that I have spent was at the annual meeting. Which I really enjoyed. I'm really new but to date I have spent time during that annual board meeting (1 day) - and have been on a conference call (2 hours). I have given NCEO a sense of where I can help in regard to their marketing and believe that will be dedicated time but not sure as of yet that commitment. But I will say because I believe in the mission so much, it has been a pleasure to dedicate time to this. Including talking to other ESOPs about the benefits of being one.

What would make the board of directors more effective?

- Continued trend of providing info in advance of meeting to focus on discussions during the meeting
- Employee ownership is trending and the merits of such are starting to be appreciated by the broader public. However, employee ownership via an ESOP is at a decisive and pivotal time with increased governmental oversight and dogma. Given the size of the board, I think the board could be more effective if with a governance structure more similar to traditional corporate boards with subcommittees tasked with various administrative responsibilities (audit committee, compensation committee, nomination committee, etc.). Doing so would free up the larger board to be less focused on administrative, check-the-box activities (ex., reviewing and approving financial statements, tax forms, reviewing conference speaking proposals, etc.) and more highly focused on the monitoring of executives and the progression of strategic initiatives/projects, as well as providing strategic advice on being at the forefront of communicating and educating prevailing issues in employee ownership, and supporting employee ownership within the ever evolving regulatory landscape
- There have already been some changes with regard to board meeting agenda items needing to be addressed in a more efficient manner. I think if we keep with the spirit of seeking feedback and editing our practices as we learn, we'll do great.
- I think it is pretty effective.
- We are working on focusing the time during our meetings on meatier topics where the board can add value. So, for routine governance matters, details are sent out in advance of the meeting to reduce discussion time on those types of topics. This is a work in process and, I think, has improved greatly over the last couple of years. Also, it is a constant challenge to utilize boards by tapping into individual director talents. I think NCEO has been improving its utilization of directors over the last couple of years.
- Smaller functioning sub-committees.
- Already I realized that you are sending simple voting requests via email. I think that is smart, because the real challenges should be discussed on conference calls or via our annual meeting. You have a lot of talent on the board - so use them for their thought leadership and expertise. I also think all of us should make a strong commitment to sub committees to help move the NCEO objectives.
- The board continues to evolve and become more active and influential over time.

What do you like about being on the board? How might you encourage a potential board member to join?

- I think this is a very interactive board with an enthusiastic group. The NCEO staff are extremely competent and make the board job very easy. I would encourage a potential board member to join for the interaction with others who are passionate about employee ownership and wish to make an impact relating to the employee ownership message as well as education and involvement of others.
- I love the opportunity to be a part of this highly respected organization. The staff is fantastic and I've really enjoyed getting to know some of them. It is fun to get involved in a business other than my own, and have the opportunity to add value and perspective.
- I love hearing others challenges and feeling like I'm part of something that is bigger than me. And as I stated I so believe in what the NCEO is doing and how it could impact our current workforce and future workforce as a country.
- I enjoy getting a first hand behind the scenes look at the various initiatives/projects of the NCEO. I think the general public's perception lacks an appreciation for the value added projects on which NCEO members spend time aside from just scheduling webinars and annual conferences
- the NCEO board, like all boards, can always improve. adding new points of view with new members will most certainly make it even better.
- I like contributing to the ownership community and interacting with like minded people.
- I am happy to be part of the employee ownership community and I would suggest that if you are dedicated to the proposition of employee ownership, then you should consider joining the board.
- Ability to give back to employee ownership community and ability to help the hard working staff of the NCEO.
- It is a wonderful exposure to a rather large and gifted group of individuals.
- The NCEO plays a critical role in growing Employee Ownership in the U.S. and in helping us become better run EO companies by assisting with education, networking opportunities, and mentoring. As members of the employee ownership community, we need to support these efforts in any way we can.
- Much better understanding of NCEO goals, objectives and mission as well as ways to contribute