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ARAW Board Self-Evaluation 2019

17 Board members completed the survey in June 2019

key	
weighted average: 1 (low) to 5 (high)	
green	= highest scores
red	= lowest scores

Q1. How long have you served on the ARAW Board of Directors?

less than 1 year	2	12%
1 to 3 years	4	24%
more than 3 years	11	65%

MISSION AND GOALS

Q2. The mission statement clearly communicates the work of ARAW.

	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	1	3	13	0	4.71

Q3. There is an effective strategic plan in place for the implementation of the mission.

	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	6	3	3	4	1	0	2.47

Q4. Board members are knowledgeable about ARAW's objectives and goals.

	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	1	2	8	6	0	4.12

Q5. The board regularly measures performance in carrying out the mission.

	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	1	7	2	3	3	1	3.00

Q6. Feel free to provide comments on the above questions (optional):

The mission statement, while sacred to many, needs to be looked at because it never has been.

We have begun assessments of the performance of our grants over the last 4 years that has led us to a more determined review this year--in progress

We were unsuccessful in establishing staff time accountability to evaluate office efficiency but with upcoming staff changes and auditor advice expect more progress here

Consistently true on 5 as in conversations we continue to ask about how well we have assisted a lady; how we can serve better; the efficacy of programs work. However, we don't have measurable guidelines.

Very mission driven organization. We need to tweet how we do things.

Financials as measured against the budget are reviewed by the board monthly. The performance against mission is directional and indicative but not quantified by specific measures.

The ARAW I in a state f positive change where we are examining how we do things and how best to help the women we serve. We recognize that we need to continually improve the process of how we do things.

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I'm aware that the board developed a strategic plan 10-12 years ago, but I haven't seen it and not sure how relevant it would be to this process.

We've grown out of our current "strategic plan" and I'm excited to be bringing us up to date

Bd members are knowledgeable re: objectives, not sure about goals. Performance is measured somewhat when new budget is formulated.

ROLES AND RESPONSIBILITIES

Q7. The role of the board is clearly defined and understood.

	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	2	1	2	6	6	0	3.76

Q8. The board understands the difference between board and staff functions and operates accordingly.

	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	2	4	4	5	1	1	2.94

Q9. Board members are familiar with the ARAW by-laws.

	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	4	10	3	0	3.94

Q10. ARAW and the board are in compliance with the by-laws.

	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	1	6	10	0	4.53

Q11. The board operates under a clear set of governance policies and procedures.

	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	1	3	9	4	0	3.94

Q12. Board members avoid conflicts of interest and put ARAW's interests first in all decision-making.

	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	2	2	13	0	4.65

Q13. The board has sufficient knowledge about ARAW's programs and services.

	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	1	2	6	8	0	4.24

Q14. The board ensures operational policies are in place and current.

	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	3	11	3	0	4.00

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Q15. Board members are generous with their time and work hard for ARAW.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	0	1	16	0	4.94

Q16. Board members actively promote ARAW to their friends and networks.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	1	1	5	0	7	3	3.79

Q17. The board periodically assesses its performance as a board.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	2	5	3	3	2	2	2.87

Q18. Feel free to provide comments on the above questions (optional):							
Policies are being reviewed and updated as needed now. We have not historically assessed our performance. New in the past 2 years.							
Tools in the future will make this an annual occurrence							
The board has spent too much time in office duties expect this to change with staff change. We have not crafted a board assessment performance per se; I think this has manifested itself in our understanding of the women we served and how we serve them. We have recognized the need to review our policies and have undertaken that via our Governance committee; we are lacking in human resource policies and we need to remedy this in light of present and anticipated staff changes.							
Under 8. With extenuating circumstances over a number of years board members have assumed more responsibilities/tasks. While it offered an opportunity to learn more, it offset an appropriate balance of staff and board work.							
Board members are a working board for the organization, much more so than other boards.							
Governance and operational policy review and update have been assigned to the Governance Committee. Work had commenced on this.							
I cannot attest if all board members actively promote ARAW, but feel certain they do.							
I think we have worked very hard the last few years in preparation for our 150th and oftentimes bringing staff and ED along							
During my 18 month tenure as a board member, we have not assessed our performance as a board.							
Actively promoting ARAW is fairly recent. It used to be a secret organization. Some members & staff haven't been comfortable with becoming public.							
Policies are often looked at as "suggestions" b/c often exceptions are made to a policy to accommodate a lady.							
Policies are not taken seriously in my opinion.							

BOARD & EXECUTIVE DIRECTOR

Q19. Board members actively support the executive director.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	3	3	7	3	1	3.63

Q20. The executive director is evaluated annually with input from the board.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	1	2	0	0	13	1	4.38

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Q21. The executive director works with the board to develop realistic annual goals.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	2	1	1	6	5	2	3.73

Q22. Mutual trust and respect exist between the board and the executive director.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	2	7	2	5	1	0	2.76

Q23. Feel free to provide comments on the above questions (optional):							
<p>There was a resistance to change that made this relationship strained. Vitality and forward thinking on the board was not supported by the executive. ARAW changed a great deal from when the previous director was hired so the relationship over the past few years was strained.</p>							
<p>The interactions between the board and ED (outgoing) deteriorated in the last 3 years with the ED resisting board initiatives. The President traditionally annually evaluated the ED; this last year we used board surveys and Exec Comm reviews to achieve a wider board evaluation. I think the board has as a rule actively supported the ED, though the reverse has not been true in important initiatives, such as our 150th Community celebration, but again the current ED is leaving at the end of June.</p>							
<p>20 More recently, the full board has been asked to evaluate the Ed's performance. 22 There have been areas/times when the board and Ed are not in sync and often that has created unnecessary distraction from goals and mission.</p>							
<p>Members of the board have not been happy with the exec director who is leaving as she did not have the skill set they were looking for. Hopefully they will embrace the new exec director!</p>							
<p>I believe it is the Executive Committee, not the full board, who develops annual goals for the ED. Tiny rifts between ED and some board members seem to exist but are fairly minimal and discreet.</p>							
<p>Differing vision of ARAW going forward often stressful</p>							
<p>There was a disconnect with Cheryl. Clare has more of the qualities that the board members are looking for</p>							
<p>I don't know if the board worked closely with the outgoing executive director to develop annual goals. Many of us were involved in a goal setting process for the new executive director; I'm confident that we will revise those goals in tandem with the new executive director after the development of ARAW's new strategic plan.</p>							
<p>Our retiring executive director doesn't show the initiative the board would hope to see. She is very resistant to change. I'm very excited about Clare coming on board!</p>							
<p>We have a new Ex. Dir. so these answers will change</p>							

RESOURCE MANAGEMENT

Q24. The board reviews and approves the annual budget.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	0	0	17	0	5.00

Q25. The board receives timely and regular financial reports.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	0	0	17	0	5.00

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Q26. Board members understand the financial statements.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	2	9	6	0	4.24

Q27. The board monitors financial performance and takes the necessary steps to ensure the operations of the organization are sound.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	1	0	3	13	0	4.65

Q28. Feel free to provide comments on the above questions (optional):							
I do think we need to be sure all board members are familiar. New members may need more thorough review. In fact we could all use review.							
The board is very hands on in its financial reviews of beneficiary payments and in the annual budget. The Grants and Finance committee develop the annual budget based on current obligations, projections from our financial advisor and any new initiatives							
Follow-up to grantees (COA's) have been lacking.							
Monthly financial reports are reviewed at board meetings and provided the time for newer members to ask questions and receive clarification. The portfolio manager reviews performance at least twice per year with the entire board.							

BOARD MEETINGS & EVENTS

Q29. Board meetings are frequent enough to ensure effective governance.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	0	2	15	0	4.88

Q30. Board members are diligent about attending all board meetings.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	0	5	12	0	4.71

Q31. Board members receive written reports sufficiently in advance of meetings to allow time for review.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	0	3	13	0	4.81

Q32. Board members come to meetings prepared.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	0	9	7	0	4.44

Q33. The agenda at board meetings is well planned to ensure completion of all board business.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	1	0	0	1	14	0	4.69

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Q34. All board members speak freely and actively participate in board meetings.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	1	1	0	4	11	0	4.35

Q35. The board does a good job encouraging and dealing with different points of view.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	1	7	8	1	4.44

Q36. Board meetings allow for strategic discussion and decision making.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	1	0	2	5	8	0	4.19

Q37. Board members make a real effort to attend ARAW's programs and events.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	1	3	12	0	4.69

Q38. Feel free to provide comments on the above questions (optional):							
Historically we have a report from every committee at every meeting and I don't think this is efficient or necessary.							
I think we need to examine this.							
Several board members are consistently heard.							
I believe all board members feel comfortable speaking up if they have something to say.							
I'll be interested if anyone indicates they don't feel comfortable doing so.							
If that's the case we need to work on that.							
Much of the strategic discussions are committee based. The recommendations of the committees are presented to the Exec Comm and then the Board for discussion and adoption. In the hiring of our new ED, we held special full board meetings to address all board concerns and achieve a consensus. Most of the board is prepared for discussions; sometimes the beneficiary discussions are rehashments							
Meeting agendas are of a general format but really provide no detail of topics that may be discussed during the meeting as part of a committee report. (It may possibly be inferred having been covered at the Executive Committee meeting.							
Lots of discussion at Executive level because the Comte is so large, seems full board meeting is a review							
We need guidance, but I feel that the makeup of this Board is v.good. We have caring, informed and respectful members who believe in our mission.							

BOARD MEMBERS & COMMITTEES

Q39. The qualifications and experience of current board members provide the board with the expertise it needs.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	0	9	8	0	4.47

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Q40. Board members are actively engaged in recruiting new board members.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	1	2	2	6	6	0	3.82

Q41. New board members receive sufficient orientation to fully understand their roles and responsibilities.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	1	0	1	4	10	1	4.38

Q42. The current committee structure is appropriate to undertake the work of the board.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	1	0	2	5	9	0	4.24

Q43. The board channels its work through active and effective committees/task forces whose responsibilities are clearly articulated.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	1	0	6	9	1	4.44

Q44. Board members are diligent about fulfilling their committee roles and assignments.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	0	2	15	0	4.88

Q45. The following committees have operated effectively:							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
Executive Committee	0	2	0	2	13	0	4.53
Governance	0	0	0	4	11	2	4.73
Membership/nominating	0	0	1	1	14	1	4.81
Finance	0	0	0	2	14	1	4.88
Beneficiary	0	0	1	1	15	0	4.82
Grants	0	1	1	1	12	2	4.60
Visiting	2	1	0	3	9	2	4.07
Outreach	0	0	0	3	13	1	4.81

Q46. The board chair effectively and appropriately leads and facilitates board meetings and the policy and governance work of the board.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	1	4	11	0	4.63

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Q47. Feel free to provide comments on the above questions (optional):
Visiting has been chairless due to illness so understandable. I think Executive Committee and monthly meetings try to touch on everything and often aren't efficient and often take 3 or more hours.
I believe the committee structure works well but in fact it's what I know. I'll be interested to hear the opinion of the consultants and our new executive to see if changes need to be made. A lot was done by committees that I think will be taken on by the office administration going forward.
As chair, I strive to accomplish #46!!! I think our committees work very well and members are committed to do the best job. We do need to offload clerical duties from committees to office staff as we go forward. There are efficiencies to be had in bill processing, visiting schedules and other aspects of our business of benevolence. In particular, we think the \$\$/outreach worker at the COA's per our mission is not a good model at this point--one of the Grants committee objectives to evaluate
I would like to explore the purpose of the exec committee meetings. We repeat everything we do at the exec meeting at the board meeting the next week. Do we need monthly exec meetings??
There will be a need for the board to gain expertise in resources and government programs due to illness (J Silver) and the loss of the ED. I am confident this will happen. Governance has been active and effective in its short period of existence.
I think Committee chairs work diligently and ED Supports efforts as best she can - she is not enthusiastic for the future, happy with the status quo
I would like to see the format of the executive committee updated. We review everything that will be reviewed again the following week. Maybe we don't need monthly exec meetings??
I wish I knew more about the committees that I'm not on. We discuss the possibility of each member serving on each committee during their tenure.
Governance is a new committee this year. Outreach new the previous year. Visiting has been a challenge in the last few years. I am the chair of that committee and have not been as active as I usually am due to back surgery. Looking forward to a resurgence of our committee and have a new program underway. I am looking forward to returning in fine form asap.
Governance & Outreach are relatively new committees.

GENERAL QUESTIONS

Q48. The board functions as an effective decision making and governing body.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	1	2	13	0	4.75

Q49. I find serving on the board to be a satisfying and rewarding experience.							
	not really true	sometimes true	often true	usually true	consistently true	don't know	Weighted Average
	0	0	0	4	13	0	4.76

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Q50. Please list up to 3 areas where the board needs to focus in order to improve its performance and be a more effective board.	
Summary	# times mentioned
Meetings - board and EC	7
Board vs. staff roles	7
ED and staff oversight	5
Funding/granting model	5
Committees - structure communications	4
<p>1. streamline exec meetings and monthly meetings 2. better understand and delineate board vs administrative jobs 3. more participation by all member at meetings</p>	
<p>reorganization of executive committee communication between committees</p>	
<p>Better clarification of Board vs Administrative work Stricter adherence to Board business at monthly meeting. Less committee work at monthly meetings. More or better clarification of procedures so we don't have to review at every meeting.</p>	
<p>The impending changes that are taking place in the executive director and the support staff will make it possible for the board to be less hands on and more governance. Staffing in the office has been compromised in the past, motivation, health issues and related absence and general avoidance of necessary adaptation. We need to look closely at how we're serving our mission by examinations how we using our funds, i.e.. Grants as we know them may be a funding model that no longer serves the association.</p>	
<p>ARAW has transformed itself from a "secret" under-the-radar organization into a public presence in the course of the last 3-4 years. This has presented some challenges to the board in new territories, like having a website. My answer to #49 reflects less board interactions than ED (again outgoing) lack of initiative and pro-active problem solving. The board consequently became involved in what was properly in the realm of an ED. Our expectation with our new ED is that the board will able to think strategically about the future and how to best meet our mission in a changing environment of need and governmental policies that affect our beneficiary population. We sense we are not reaching the population in our community effectively and need to broaden our partnerships; and in this effort reconfigure our staff support approach. To do this, 3 areas of focus could be 1) board education of laws and programs affecting our population in a formalized framework (we did start some of this by inviting speakers to our board meetings); 2) board understanding of our office technology (we are installing new hardware and software to assist in committee meetings) and 3) articulating a strategic plan and framework for periodic evaluations that each board member can use to advantage in their work for ARAW and in their personal satisfaction level.</p>	
<p>Governance - understanding best practices and ways to complete/advance mission. ED bigger leadership role - assessments in clarifying/defining committee work/goals. Focus on beneficiary request and visiting - the core mission</p>	
<p>Follow-up on grant awards against services provided Allow Exec. Director more autonomy Visiting program needs to be restructured</p>	
<p>I think the board functions in a great way. All viewpoints are encouraged and people feel that they are heard. We have always functioned with a monthly exec board meeting before the regular meeting. Do we need this?</p>	
<p>As stated previously, technical expertise in local and government programs and regulations may be light in the short-term. Streamlining of processes involving review and approvals of request for assistance is needed. Roles of ED, outreach workers, beneficiary committee, Executive Committee and board make the process unduly cumbersome. Communications need to be clearly defined: much is discussed at Exec Comm level with the assumption that the entire board is aware of discussion and decisions, which is not always the case. (Most members are on the Exec Comm and hence the assumption.)</p>	

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. clarify role of Board and staff with new ED. . improve Beneficiary Committee efficiency with Intake and communication with workers Develop a shared vision for the next few years
Meeting tend to be long. Giving u help I how to direct a meeting might be good Exec board reviews everything in a long meeting that gets reviewed again at the regular board meeting. Is this necessary? All board members live the mission of ARAW and make decisions based on mission. This is great!.
1. Better defining the service delivery model (for example I like that we are a hands on board, but could we reach more needy elderly women if we hired more staff?). 2. Examine our committee structure and committee member rotation process. 3. Continue to improve our board diversity.
We need help in staffing. We have a new executive director and now need to address proper staffing to improve the board's performance. All of our meetings tend to be very long! Having the right systems in place to support the board's growth and ability to serve our ladies. Too much to do in too little time. Hmmm ☹️
Grants, Office Procedures and delegating staff assignments Sep of Staff and Board functions

Q51. Please list up to 3 things ARAW does best.	
Summary	# times mentioned
Taking care of beneficiaries - assisting women, compassion, visits	13
Board - cohesive, thoughtful	9
Financial oversight	3
Dedication to mission	3
1. Takes care of our beneficiaries 2. Stays focused on our financial situation 3. Benefits from a Board that is cohesive and thoughtful.	
Assisting needy women Maintaining contact with area service organizations. Putting the needs of the ladies first.	
Caring for our beneficiaries.	
Compassionate care to the women we serve Related to this is the care extended in the actual visits to the beneficiaries Always trying to err on the behalf of the applicants needing help	
Financial oversight; dedication to our mission; support of committee objectives and goal assessment.	
Brings assistance to women who need various types of help Brings compassion to beneficiary requests and visits Bonds board members in mission and friendship	
Providing financial resources to individuals Considerate of well-being of ladies in the program Everyone on the Board believes in mission of organization	
Living the mission Listening to all board members viewpoints Moving to the future	
Runs effectively with a simple organizational structure. Keeps the mission at the heart of all its work with the focus on 'our ladies'. Is financially independent (currently) of the need and pressure of fundraising.	
Serve the women who have been referred to ARAW Work together as a board to actively complete our mission	

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Work well together as Board, not withstanding differences. Board has compassion for the ladies we serve and is faithful to that vision Seek to support one another as board members
1. The personal, caring outreach to many needy, elderly women in the Greater New Bedford area. 2. Each board member devotes a considerable amount of her time to providing face-to-face support to needy women in their homes. 3. The board members are deeply devoted to the mission and to each other.
Wonderful support of the ladies we take care of. Our board members are supportive of one another. Building trust, rapport and friendship with our ladies.
It allows each member to state her position, it listens to new information and is willing to change position, and we work well together.
Supporting ladies in need. Visiting those in need of company/friendship. Bending the rules when a lady's needs are outside the usual.

Q52. Please list up to 3 priorities that ARAW should focus on over the next 3 years.

Summary	# times mentioned
Review efficacy of grant programs	7
Reach more women, ID target population and needs	5
Community outreach	4
1. Delineation of Board vs Administrative tasks 2. Review the efficacy of our Grants Program 3. Find ways to reach more women in need within the scope of our capacity	
Identifying target population Identifying changing areas of need Planning for the future	
Examining effectiveness of grant funding Possibly doing outreach with staff under the direction of the executive director Looking more closely at the needs of younger women ,ie. The 60 to 65 when risky financial decisions are made Reverse mortgages at 62 Struggling with no health insurance And the dilemmas that arise and come to ARAW when a 75 year old has lost all equity in her home and is in credit card debt Timely and effective money management services that can be made available	
Governance; staff needs; community awareness and reassessment of our grants program effectiveness	
Evaluating the way/how we do things...put the house in order 1. Distribution of assistance funds: Grants, individuals, discretionary, programs 2. Adequate Staffing in house/adequate office space 3. Use technology to our advantage 4. continue outreach in the community	
Strategic Plan with goals, objectives and timelines More outreach and visibility in the New Bedford community Balance and checks with grantee organizations	
Grants and how money is dispersed. Could we do this better? We only review 10 potential new clients per month- could we do better here? It is time consuming. Time management? Meetings are very long	
Expand the outreach to the broader community with a focus on diversity. Measure and understand the ROI of programs and personnel for the best use of our funds. Define a structure and operational parameters to best suit our mission as it changes.	

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Keep seeking ways to complete our mission
Study best way to use our resources to further the committee goals
Clarification of role of board and staff and effective interactions -how do we work together?
1. Reach more of our target population. 2. Diversify our board membership to reflect the area's demographics. 3. Explore and optimize our organization model to achieve our goals.
Finding more ladies in need to serve. Creating the systems to support all the committees. Educating the board on all the new equipment we now have in place. Building and utilizing our website.
That is what we want from you!
Continue on our current track.

Q53. Any other comments?
How fortunate we are as a board that all we have to do is give money away. No fund raising required. God bless Rachael Howland and her cohorts And the women who ran this organization, as volunteers, for 140 years Personally it's been a wonderful experience Working with a group of great women. Tremendous opportunity for growth as well on many levels. I'm sure as soon as I log off I'll think of something else
I wonder if we could consider changing some monthly meetings into board education meetings. Also change board agendas to reflect the major schedules of committees.
I have great admiration for my fellow board members. They stay on board and pick up tasks as offered or needed. We share a commitment to the women we serve and each other. It is a very special gift to serve.
As a newish Board Member, I am still in observation mode and my comments are all based on my interpretation of discussions at meetings.
This organization provides a great service to the community and I am honored to serve on it.
I've been excited to join this organization because of its mission and focus. More importantly, I've been impressed by the dedication, energy and expertise of fellow board members.
Really looking forward to going through this process- I am optimistic for the future
I'm deeply devoted to ARAW. As one of the newer members, I wish the on-boarding process had been more thorough. I still have a lot to learn. I'm glad that we've embarked on this strategic planning process.
Being on the board of ARAW is one of the highlights of my life!