

# Our Findings

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1. The Board is not aligned in its goals.
2. The Board is not providing sufficient direction to the organization.
3. The organization appears to have weaknesses which need to be addressed before it can mount an effective expansion strategy.
4. The organization faces substantial risks brought on by the COVID-19 crisis.

The following slides address each of these points.

# Finding One: The Board is not aligned in its goals

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## Observations

Board members do not share a common vision regarding the strategic direction of NYSW, its current situation, and the effectiveness of the Board.

## Recommendations

Consider a dedicated brainstorming session to articulate and agree on a mission using an outside facilitator.

# Finding Two: The Board is not providing sufficient direction to the organization.

## Observations

There is a lack of satisfactory communication between the Board and management and within the Board itself.

Based on our interviews, it appears that:

- Board members may not receive complete, timely operational and financial information in order to be well prepared for meetings.
- Board meetings are not well structured:
  - members sometimes arrive late
  - there often is not a clear agenda
  - there is not sufficient time for committees to report

## Recommendations

Set up a Governance Committee to professionalize the operations of the Board

Assign a board liaison responsibility to someone within the organization

# Finding Two: The Board is not providing sufficient direction to the organization

## Observations

The Board is not providing the support and direction the organization needs to grow or to navigate the current uncertain times.

## Recommendations

Fill functional gaps around strategic planning and other functions (marketing, legal, social media, digital content)

Set short and long-term goals (3,6,12-months) for the Board and its committees

Set up flexible, rolling committees to foster more engagement from board members and address:

- Governance
- Strategic planning
- Operational effectiveness
- Covid-19 crisis response

Give committees a voice and adequate time to report their findings

# Finding Three: Organizational weaknesses need to be addressed

## Observations

NYSW needs to strengthen internal organizational capabilities around:

- Strategic planning
- Financial accounting and reporting
- Fundraising

## Recommendations

Maximize use of current board members that have a specific and relevant functional expertise

Consider recruiting a new board member for strategic planning to jumpstart the process until funding allows for staffing

Consider bringing in an outside financial consultant to implement accrual accounting methods and effective financial reporting tools that will more effectively present the financial status of the organization