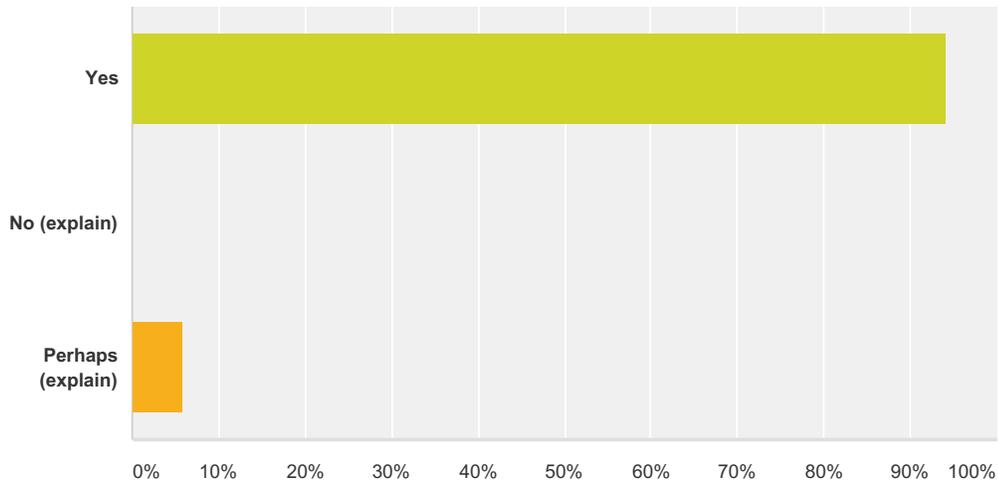


Q1 The Board Governance & Effectiveness Task Force was established to help the Board identify how it can be more strategic in its focus and efforts. Do you believe the nature of the recommendations made to date will allow the Board to begin a transition to greater strategic focus and enhanced overall effectiveness?

Answered: 17 Skipped: 0

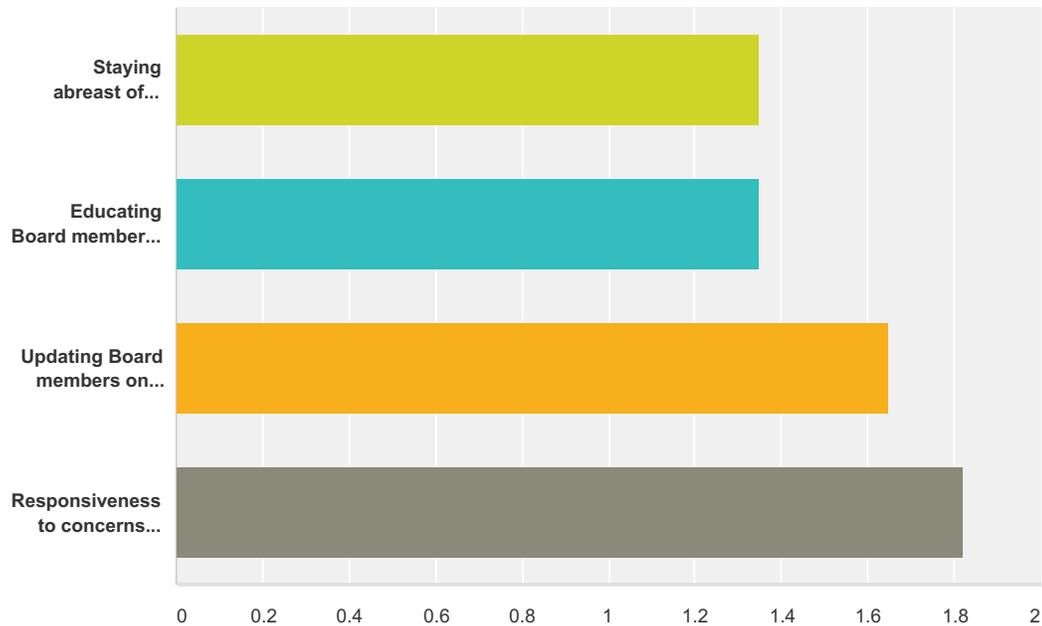


Answer Choices	Responses	
Yes	94.12%	16
No (explain)	0.00%	0
Perhaps (explain)	5.88%	1
Total		17

#	Comments:	Date
1	I think the Associations emphasis on developing an evergreen strategic focus is spot on. The profession and our members face ever changing challenges and opportunities. Our focus has to be nimble in such an environment.	4/13/2017 1:44 PM
2	The recommendations are the beginning of the journey to become a more strategic board and organization.	4/7/2017 10:48 PM
3	Scott and his Task Force did a great job with solid recommendations. The transition to greater strategic focus was already underway with the recruitment of solid performers on the Board. This plan helps document and add structure to the fine efforts and results of this Board.	4/4/2017 9:04 AM

Q2 Rate the amount of time given to each of the following during regular Board meetings:

Answered: 17 Skipped: 0



	Adequate	Too much (explain)	Not enough (explain)	Total	Weighted Average
Staying abreast of industry developments and issues	82.35% 14	0.00% 0	17.65% 3	17	1.35
Educating Board members on industry-relevant matters	82.35% 14	0.00% 0	17.65% 3	17	1.35
Updating Board members on strategic initiatives	64.71% 11	5.88% 1	29.41% 5	17	1.65
Responsiveness to concerns expressed by membership	58.82% 10	0.00% 0	41.18% 7	17	1.82

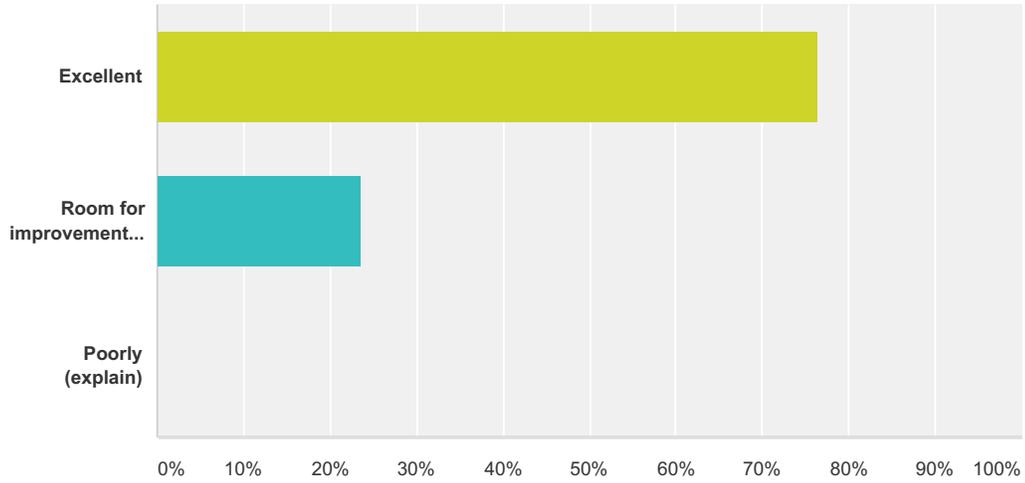
#	Comments:	Date
1	This one is hard to explain: I don't think anything is wrong with how much we do or don't talk about concerns I just can't recall us having brought any up from the membership in the past year. Perhaps there is nothing to report and so all is well.	4/21/2017 9:00 AM
2	I've checked "not enough" because other than "succession planning" I don't recall many specific presentations or discussions regarding member concerns taking place during the meeting. Does the Association track member concerns as part of the ongoing environmental scan?	4/13/2017 1:44 PM
3	Because we spend so much time on the strategic initiatives we often spend too little time talking about technical issues or other matters impacting our members.	4/13/2017 8:24 AM
4	Generally, the board meetings should focus more on environmental scan and emerging issues facing the association and members.	4/7/2017 10:48 PM

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5	My response is not enough only because there is not a "not sure" selection. My feeling is that management does a good job addressing the concerns of membership and thus they do not rise to the level to necessitate discussion at the board meetings. That being said, my thought is if there are significant concerns then they are brought to the board's attention and discussed as appropriate. However, I am not comfortable in saying that concerns expressed by membership are adequately discussed.	4/5/2017 9:13 AM
6	Not enough is probably not the best answer, but the best of the alternatives. Quiet frankly, I don't recall hearing very much about concerns expressed by membership. Perhaps that is because there are few concerns expressed. So the answer could be "Adequate" because there are few concerns expressed.	3/29/2017 9:26 AM
7	I don't feel like there is dedicated time spent on the strategic initiatives. It would be good to discuss how a topic, update, speaker, etc. specifically ties to our strategic plan/initiatives going forward.	3/28/2017 2:00 PM
8	It would be helpful for the Board to see a summary of concerns/issues addressed by membership and the action/response taken. This should be reviewed at each meeting for activity since the prior meeting.	3/27/2017 11:44 PM
9	Are we as a board staying abreast of industry developments? Do we need to discuss the AICPA's developments of 1-Big Data, 2-Personal services, 3-Risk advisory services? In regards to strategic initiatives, I get the sense we are just to "take off" into the evergreen process. Keep it up!	3/27/2017 8:00 PM
10	The time allotted to these has become more appropriate in the past 12 months.	3/27/2017 6:50 PM

Q3 How has the Board done over this past fiscal year in terms of staying focused on strategic matters?

Answered: 17 Skipped: 0

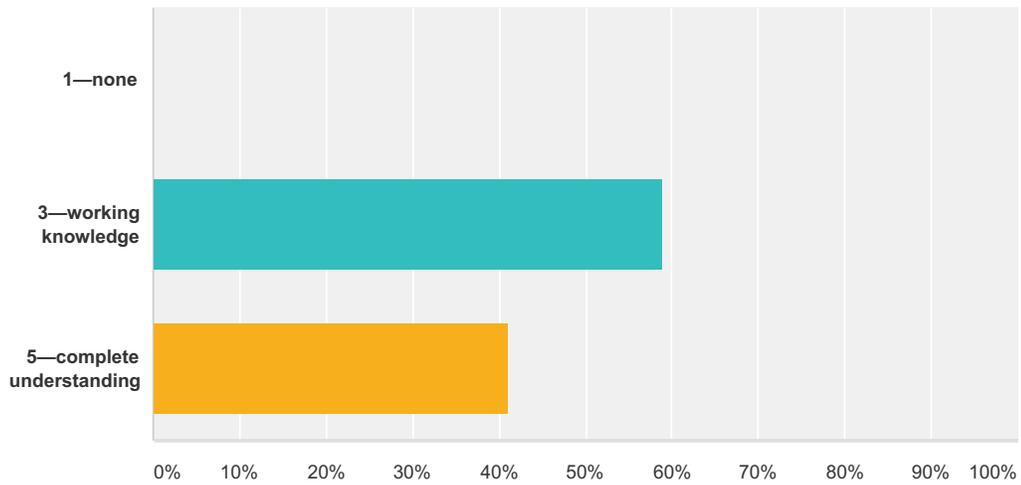


Answer Choices	Responses
Excellent	76.47% 13
Room for improvement (explain)	23.53% 4
Poorly (explain)	0.00% 0
Total	17

#	Comments:	Date
1	This year, the Board	4/13/2017 1:44 PM
2	Improving focus on strategic matters.	4/7/2017 10:48 PM
3	At times, Board dives into details on matters that are not directly tied to strategy. Unclear the process used to capture, analyze and action Board discussion/input	3/30/2017 1:48 PM
4	In the past few months great strides have been made.	3/27/2017 6:50 PM

Q4 Rate your understanding of the Board's current strategic initiatives?

Answered: 17 Skipped: 0

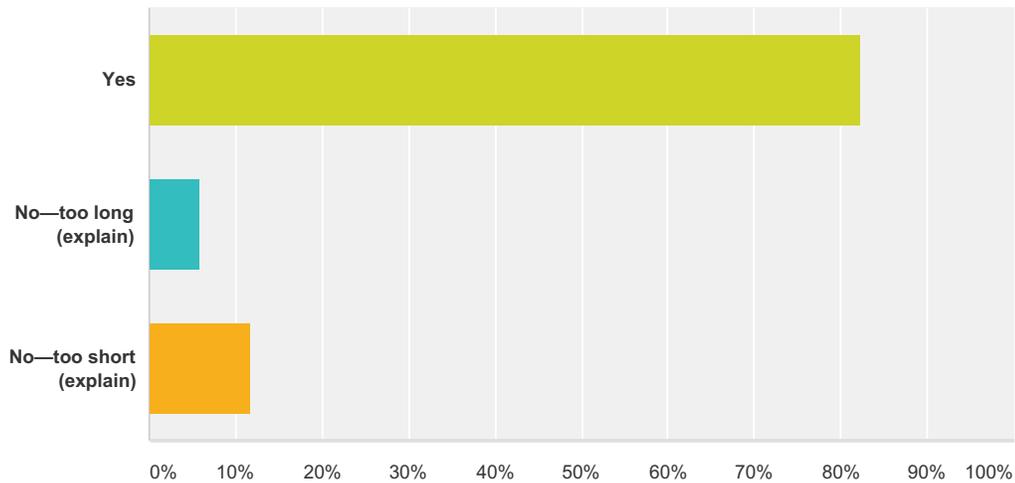


Answer Choices	Responses
1—none	0.00% 0
3—working knowledge	58.82% 10
5—complete understanding	41.18% 7
Total	17

#	Comments:	Date
1	Need to spend more time to learn all elements of the strategic initiatives and how they contribute to the overall mission of the association.	4/7/2017 10:48 PM
2	Greater understanding on some initiatives than others, perhaps because of personal interest.	3/29/2017 9:26 AM

Q5 Is the amount of time scheduled for Board meetings appropriate?

Answered: 17 Skipped: 0

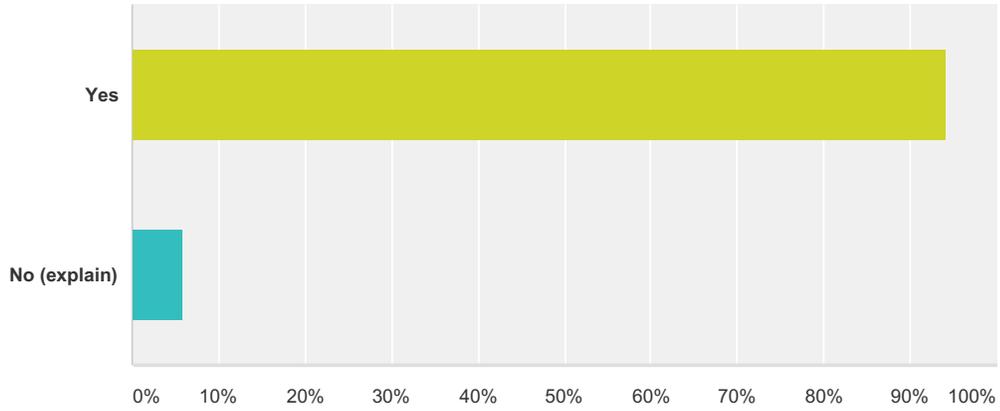


Answer Choices	Responses	
Yes	82.35%	14
No—too long (explain)	5.88%	1
No—too short (explain)	11.76%	2
Total		17

#	Comments:	Date
1	I don't think that the meetings are too long in total, however, It would be ideal if they could be combined to one full day instead of two half days. I think we could still provide the board members with a fun, educational experience of having a full day meeting plus dinner and drinks in the evening while allowing folks to travel back the following morning to their respective locations.	4/21/2017 9:00 AM
2	I appreciate the current format of meetings wherein members are expected to begin with a base level of preparation. The actual time spent in meetings is focused on sharing ideas rather than merely receiving information. The trade off is more work is required of members in smaller work groups for certain topics. However, I think the whole board benefits from the ability of smaller groups to dive deeper into critical topics.	4/13/2017 1:44 PM
3	Current scheduled time is appropriate	4/7/2017 10:48 PM
4	The overall time is adequate. However, there are times when it feels like certain topics of discussion would be better if more time was allotted. When you are constricted by time it can feel like things are not discussed fully and a true consensus is made before needing to move to the next topic. In most of these situations, it generally is stated that staff will take back the recommendations and come back to the board with a summary or next action steps.	4/5/2017 9:13 AM
5	More time needed to discuss certain topics, especially those that impact Strategy	3/30/2017 1:48 PM
6	I think the Board will need to adapt to situations where meetings may need to be longer or shorter, depending on the topics to be discussed.	3/28/2017 2:00 PM
7	Probably need 2 days so that more time can be spent on further educating on strategic initiatives and emerging industry relevant matters.	3/27/2017 11:44 PM

Q6 Are Board meetings effective considering our aim to focus on strategic matters?

Answered: 17 Skipped: 0

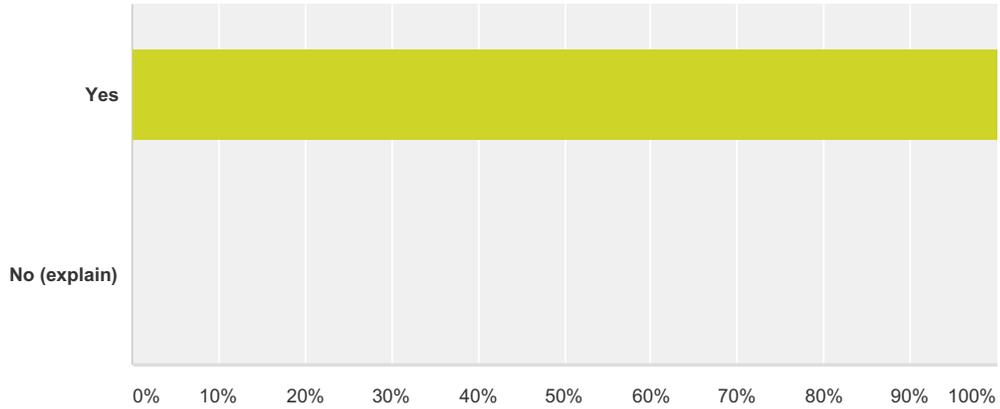


Answer Choices	Responses
Yes	94.12% 16
No (explain)	5.88% 1
Total	17

#	Comments:	Date
1	Improving. Need expanded focus.	4/7/2017 10:48 PM
2	Room to improve, but overall meetings are effective despite limited time. Seems information is given to Board but unclear level of value that the Board is providing org/staff	3/30/2017 1:48 PM

Q7 Do you believe that at times it may be beneficial to schedule Board conference calls in between regularly scheduled meetings?

Answered: 17 Skipped: 0

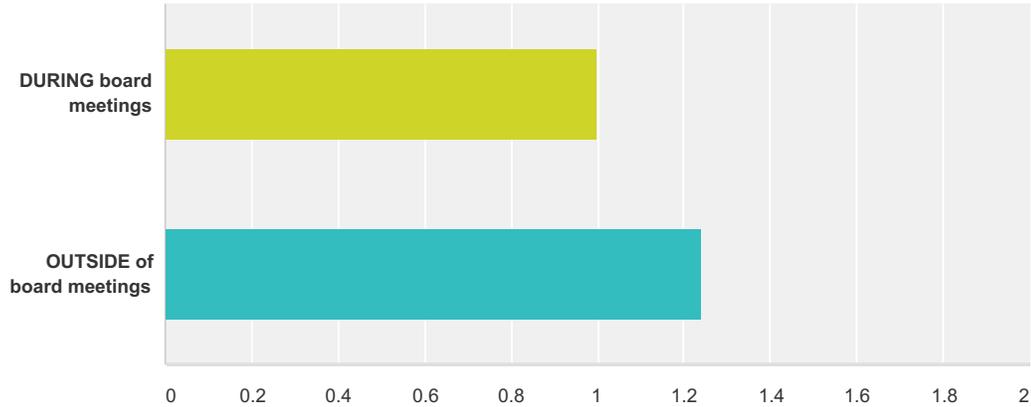


Answer Choices	Responses
Yes	100.00% 17
No (explain)	0.00% 0
Total	17

#	Comments:	Date
1	Definitely need to better utilize technology for interim meetings	4/13/2017 8:59 PM
2	Conference calls can keep efforts moving between meetings and limit need for status updates during board meetings.	4/7/2017 10:48 PM
3	I think conference calls could be beneficial depending on the topic. If going this route, to be the most effective I think it would need to be a "Go to Meeting" type call. These types of calls seem to generally keep those on the call more engaged than your standard conference call.	4/5/2017 9:13 AM
4	Conference calls are often more effective when addressing critical and time-sensitive matters.	4/4/2017 9:04 AM

Q8 Given your background and expertise, has the Board adequately engaged you (during and outside of Board meetings) to contribute to strategic matters affecting the Association?

Answered: 17 Skipped: 0

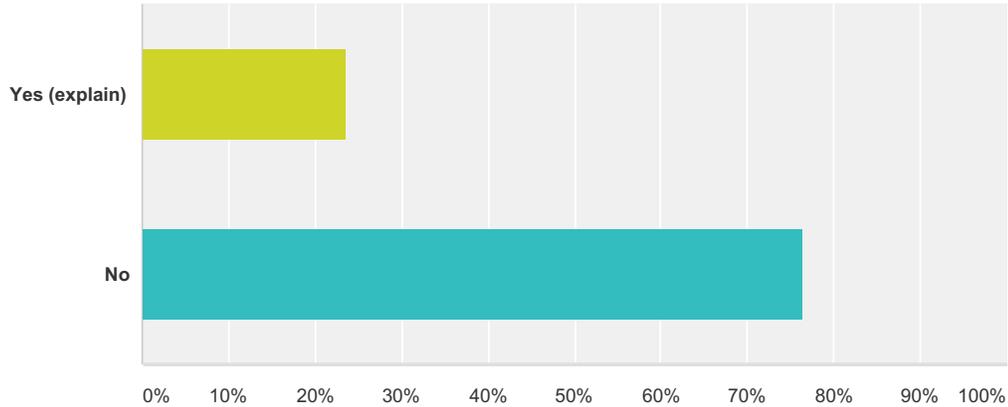


	Yes	No	Total	Weighted Average
DURING board meetings	100.00% 17	0.00% 0	17	1.00
OUTSIDE of board meetings	76.47% 13	23.53% 4	17	1.24

#	Comments:	Date
1	Being relatively new to the Board, I can't recall being told what my expectations are that would be specific to my background and expertise. I have not been asked to provide any specific help outside of being a liaison to the executive committee like all other members.	4/21/2017 9:00 AM
2	When I joined the board, I was not sure how I could contribute, but I believe it is developing	4/7/2017 10:48 PM
3	I am very engaged during board meetings. There are lots of discussion and an open environment for everyone to contribute to the conversation. However, in my opinion, outside of meetings there are not enough touch points with members to keep them engaged until the next meeting. This is exclusive of working on a task force or a subcommittee. I am not advocating more work for board members (lol), however, it might be beneficial to have action items or things for members to do that will keep them engaged between meetings. It could be correspondence, posts, or readings through Connect. It doesn't have to and shouldn't be time consuming, just something that will keep the issues at the forefront of our minds.	4/5/2017 9:13 AM

Q9 Are there issues currently impacting our profession or members that you believe are not getting the attention they deserve or that need to be emphasized more by the Board?

Answered: 17 Skipped: 0



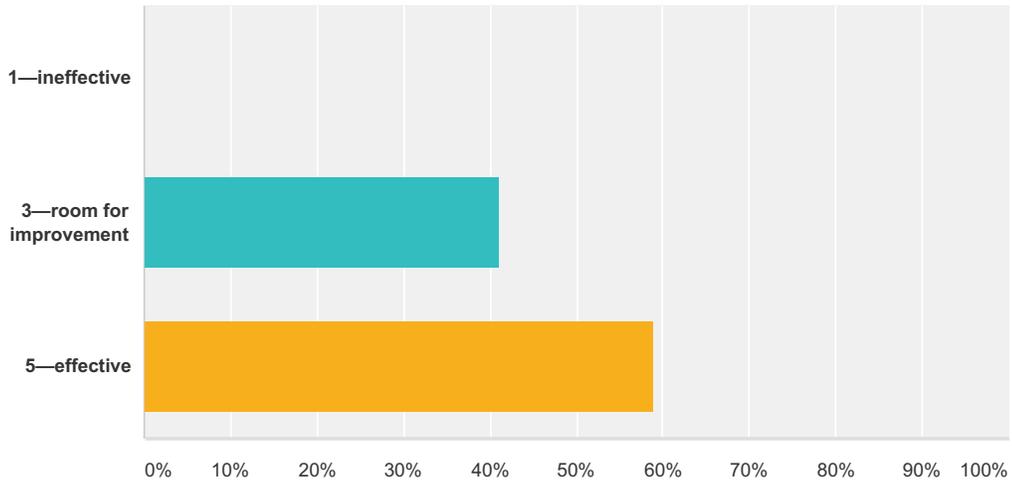
Answer Choices	Responses
Yes (explain)	23.53% 4
No	76.47% 13
Total	17

#	Comments:	Date
1	Succession Planning - I think we've begun a good conversation on the topic but I think we can do more as a board to (1) measure the impact in NC and (2) provide road maps for members to navigate the process. Diversity - With DAC taking a step back this year to help define the Association's diversity strategy and metrics for measuring our impact, I think the Board should prepare to invest in the committee's recommendations.	4/13/2017 1:44 PM
2	Perhaps a high level discussion of the main topics being discussed on Connect.	4/13/2017 8:24 AM
3	Evolving nature of the financial statement audit and its impact on the delivery by various size firms. The division between larger firms and smaller firms is expanding. Evolving need for CPE, additional competitors and delivery methods Need for engagement in association activities by larger firms	4/7/2017 10:48 PM
4	The proliferation of technology within audit and tax services throughout both the business environment and the CPA profession, and the role that NCACPA should play as a resource for smaller firms.	3/28/2017 2:00 PM

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Q10 Rate the overall effectiveness of the board.

Answered: 17 Skipped: 0



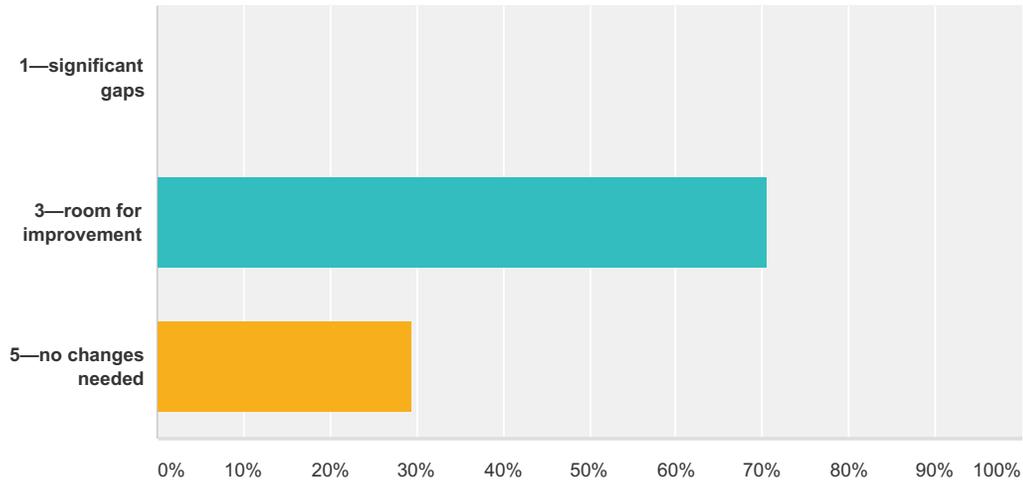
Answer Choices	Responses
1—ineffective	0.00% 0
3—room for improvement	41.18% 7
5—effective	58.82% 10
Total	17

#	Comments:	Date
1	It seems the board is transitioning to a role of ratifying the direction of the Executive Committee	4/13/2017 8:59 PM
2	Improving	4/7/2017 10:48 PM
3	This is a great board, but I always think there could be room for improvement. The biggest I think is the engagement between meetings and making sure all board members are contributing as needed and expected.	4/5/2017 9:13 AM
4	The Board can become even more effective within board meetings, but also within the State of North Carolina.	3/28/2017 2:00 PM
5	Becoming more effective the past few months. Continuing in this direction will ensure greater effectiveness.	3/27/2017 6:50 PM

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Q11 Rate the composition of the board to meet the needs of the association.

Answered: 17 Skipped: 0



Answer Choices	Responses
1—significant gaps	0.00% 0
3—room for improvement	70.59% 12
5—no changes needed	29.41% 5
Total	17

#	Comments:	Date
1	I would have to say that doing away with the local chapters has brought a lack of camaraderie that our chapter was building the last five years I was involved and now that has disappeared. I have to be charged with bringing our local area together by incorporating Connect and planning scheduled gatherings or calls to keep the tie of CPAs together in our area.	4/21/2017 9:00 AM
2	I'm extremely impressed by the current Board and in-coming Board Members. Given the Association's strategic focus is evolving, our needs will continue to change as well. Do we have anyone with insights on how Big Data analysis will impact our services?	4/13/2017 1:44 PM
3	Improving	4/7/2017 10:48 PM
4	This has been addressed through the Task Force recommendations. As the needs of the association will change, so will the composition of the board. There will be different skill sets and knowledge that will be needed. In my opinion, the board has made moves in the right direction to make these improvements.	4/5/2017 9:13 AM
5	I believe we have an effective board. The improvement may come from the effort to identify the knowledge and skills needed to effectively address issues, and appoint new members with those skills.	3/29/2017 9:26 AM
6	I believe that strong consideration should be made to having a non-CPA board member or two to help discuss some of the changes and impact to the profession from technology, local/regional politics, cyber security and/or data analytics.	3/28/2017 2:00 PM

Q12 General comments/feedback:

Answered: 0 Skipped: 17

#	Responses	Date
	There are no responses.	

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Q13 Name (optional):

Answered: 8 Skipped: 9

#	Responses	Date
1	Shawana Karkouki	4/13/2017 1:44 PM
2	Zach Donahue	4/13/2017 8:24 AM
3	Scott Showalter	4/7/2017 10:48 PM
4	Donna Taylor	4/5/2017 6:33 PM
5	Go Heels!	4/4/2017 9:04 AM
6	Mark Sotichack	3/28/2017 2:00 PM
7	Rollin Groseclose	3/27/2017 6:50 PM
8	Art Winstead	3/27/2017 4:23 PM