

Thank you for your interest in the Cooperative Governance Research Initiative (CGRI).

The CGRI survey will help us learn more about the governance structures, processes, and culture of U.S. cooperatives across sectors and over time. Participation in the study consists of completing this online questionnaire, which should take about 30 minutes. You may also be asked to participate in future waves of the survey.

The survey is voluntary and confidential. You may skip any questions you do not wish to answer. Your responses will not be shared in a way that would allow your cooperative to be identified in the final results. Information collected as part of this research may be linked with survey responses in future waves and will only be used for this study. There is minimal risk for breach of confidentiality. If you decide not to participate or to withdraw from the study, you may do so without penalty.

While there are no direct benefits to you for participating in the survey, each participating cooperative will receive discounted access to recordings of the 2021 IMPACT Conference and an advance analysis of the results. The first 300 participants will also receive a \$25 gift card to REI.

If you have any questions, please contact the Principal Investigator at the University of Wisconsin Center for Cooperatives, Courtner Berner, at cberner@wisc.edu or (608) 890-0966. If you are not satisfied with the response of the research team, have more questions, or want to talk with someone about your rights as a research participant, please contact the UW-Madison IRB Office at (608) 263-2362.

Continuing with the survey indicates that you have read this information, had an opportunity to ask any questions about this study, and voluntarily consent to participate. If you consult with other people in your cooperative to complete the survey, please be sure they also have the opportunity to review the information on this page.

Instructions to complete the survey:

To choose a response, click on the button that corresponds to your answer.

If you would like to change your answer, click on a different button, or for questions with multiple answers just click the same button again.

You may go back to earlier pages by clicking the 'BACK' button at the bottom of the screen. To advance to the next page of the survey click the 'NEXT' button.

If at any time you need to discontinue taking the survey, your responses will be saved once you move on to the next page. You may resume taking the survey at your earliest convenience by clicking again on the link in our invitation email.

After the entire survey has been completed, please click on the 'SUBMIT' button on the last page. Once you click 'SUBMIT' you will not be able to re-enter the survey.

The first questions are about characteristics of your cooperative.

In this survey, we define a cooperative as an enterprise that is owned and democratically controlled by the members who use its services. This includes cooperatives, credit unions, and mutual insurance companies.

Is your organization a cooperative?

- Yes
- No

Is your cooperative currently operational?

- Yes
- No

The CGRI survey is designed to be completed by cooperatives that are currently operational but we welcome your participation in other ways.

If you are interested in getting involved by promoting, funding, or creating resources to support CGRI, please contact Courtney Berner at the University of Wisconsin Center for Cooperatives at cgri@uwcc.wisc.edu or (608) 890-0966.

Which one of the following best describes the industry of your cooperative?

- Agriculture
- Credit union, farm credit, or other financial services
- Education or childcare
- Grocery or other retail
- Healthcare or home care
- Housing
- Insurance
- Manufacturing
- Services such as restaurant, cleaning, or consulting
- Transportation
- Rural electric, water, waste, telecommunication, or other utility
- Other

In this survey, the term member includes member-owners of cooperatives and credit unions as well as policyholders of mutual insurance companies.

Which one of the following best describes the structure of your cooperative?

- A primary cooperative of individual members
- A secondary cooperative whose members are primary cooperatives
- A hybrid cooperative whose members are both primary and secondary cooperatives

Thinking about the members of your cooperative, which one of the following best describes the type of your cooperative?

- Consumer
- Insurance mutual
- Producer
- Purchasing or shared services
- Worker
- Multistakeholder or hybrid, that is a cooperative owned and controlled by more than one type of membership class
- Other

In total, approximately how many members does your cooperative have?

Number of members

In total, approximately how many units does your cooperative have?

Number of units

In total, approximately how many policyholders does your organization have?

Number of policyholders

Check all of the following that describe the types of membership classes your cooperative has.

- Consumer
- Investor
- Producer
- Worker
- Other types: Please tell us

In this survey, the term CEO represents the highest-ranking employee in your cooperative such as the Chief Executive Officer, General Manager, or Executive Director.

Does your cooperative have a CEO or another type of highest-ranking employee?

- Yes
- No

The next questions are about the board of your cooperative.

Which one of the following best describes the board of your cooperative?

- The membership elects a subset of members to serve on the board
- The entire membership serves on the board

How many people currently serve on the board of your cooperative?

Number of current board members

How many people are allowed to serve on the board? Provide a range if applicable.

Number of people allowed to serve on the board

Does a change in the size or composition of the board require member approval?

- Yes
- No

In the past 5 years, how has the number of people allowed to serve on the board changed?

- Increased
- Decreased
- Stayed the same

In the past 5 years, has the number of people allowed to serve on the board increased for any of the following reasons?

	Yes	No
Change in the number of members	<input type="radio"/>	<input type="radio"/>
Merger of organizations	<input type="radio"/>	<input type="radio"/>
To better represent stakeholders	<input type="radio"/>	<input type="radio"/>
To increase diversity	<input type="radio"/>	<input type="radio"/>
To increase skills and experience on the board	<input type="radio"/>	<input type="radio"/>
Other reason: Please tell us <input type="text"/>	<input type="radio"/>	<input type="radio"/>

In the past 5 years, has the number of people allowed to serve on the board decreased for any of the following reasons?

	Yes	No
Change in the number of members	<input type="radio"/>	<input type="radio"/>
Merger of organizations	<input type="radio"/>	<input type="radio"/>
To achieve efficiencies of a smaller board	<input type="radio"/>	<input type="radio"/>
To reduce costs	<input type="radio"/>	<input type="radio"/>
Other reason: Please tell us <input type="text"/>	<input type="radio"/>	<input type="radio"/>

The next questions are about outside directors on the board.

Recall that in this survey, the term member includes member-owners of cooperatives and credit unions as well as policyholders of mutual insurance companies. We define outside directors as individuals who serve on the board but are not members of the cooperative.

Do the governing documents of your cooperative allow outside directors to serve on the board?

Yes

No

Are outside directors allowed to vote on board matters?

Yes

No

How many outside directors currently serve on the board?

Number of outside directors currently serving on the board

How many outside directors are allowed to serve on the board?

Number of outside directors allowed to serve on the board

In your cooperative, are outside directors selected in any of the following ways?

	Yes	No
Elected by the members	<input type="radio"/>	<input type="radio"/>
Appointed by the board	<input type="radio"/>	<input type="radio"/>
Appointed by the CEO or highest-ranking employee in the cooperative	<input type="radio"/>	<input type="radio"/>
Selected in another way	<input type="radio"/>	<input type="radio"/>

How are outside directors selected at your cooperative?

Is your cooperative considering adding board seats for outside directors?

- Yes
- No

Why is your cooperative considering adding board seats for outside directors?

The next questions are about employee service on the board.

Recall that in this survey, the term CEO represents the highest-ranking employee in your cooperative such as the Chief Executive Officer, General Manager, or Executive Director.

Is the CEO allowed to serve as a voting member of the board?

- Yes
- No

Does the CEO currently serve on the board?

- Yes
- No

In this survey, an officer is a board member who has been elected to serve as board chair, vice chair, secretary, treasurer, or a comparable role.

Is the CEO allowed to serve as an officer of the board?

- Yes
- No

Does the CEO also serve as chair of the board?

Yes

No

Are employees other than the CEO allowed to serve on the board?

Yes

No

How many employees other than the CEO are allowed to serve on the board?

Number of employees other than the CEO
allowed to serve on the board

How many employees other than the CEO currently serve on the board?

Number of employees other than the CEO
currently serving on the board

The next questions are about the composition of the board.

How confident are you that the board has the right mix of people to perform its governance duties effectively?

- Not at all confident
- Slightly confident
- Somewhat confident
- Very confident
- Extremely confident

Earlier you told us that [number of current board members] people currently serve on the board of your cooperative.

In total, how many of these current board members have served on the board for ...

... less than 3 years?

... 3 to 9 years?

... 10 to 15 years?

... more than 15 years?

In total, how many current board members identify themselves ...

... as a woman?

... as a man?

... as nonbinary?

... in another way not listed?

In total, how many current board members are about ...

... 24 years old or younger?

... 25 to 40 years old?

... 41 to 56 years old?

... 57 to 75 years old

... 76 years old or older?

In total, how many current board members identify themselves as of Hispanic or Latino origin?

Number of Hispanic or Latino board members

In total, how many current board members identify themselves as ...

... American Indian or Alaska Native?

... Asian?

... Black or African American?

... Middle Eastern or North African?

... Native Hawaiian or Pacific Islander?

... White?

... Other race?

How well do you feel the demographics of current board members mirror those of the membership overall?

Not at all well

Slightly well

Somewhat well

Very well

Extremely well

In this survey, we define diversity as the representation of all our varied identities and differences, collectively and individually.

In the next 3 years, how likely is your cooperative to pursue goals related to increasing board diversity?

- Not at all likely
- Slightly likely
- Somewhat likely
- Very likely
- Extremely likely

In the next 3 years, does your cooperative plan to prioritize any of the following types of diversity?

	Yes	No
Gender	<input type="radio"/>	<input type="radio"/>
Age	<input type="radio"/>	<input type="radio"/>
Race and ethnicity	<input type="radio"/>	<input type="radio"/>
Educational level	<input type="radio"/>	<input type="radio"/>
Geographic distribution	<input type="radio"/>	<input type="radio"/>
Specific professional skills or experience	<input type="radio"/>	<input type="radio"/>
International experience	<input type="radio"/>	<input type="radio"/>
Other types of diversity	<input type="radio"/>	<input type="radio"/>

In the next 3 years, what other types of diversity does your cooperative plan to prioritize for recruiting board members?

The next questions are about board nominations and elections.

Who elects the board of directors?

- Members
- Delegates
- Other

Who elects the board of directors at your cooperative?

Proxy voting allows members of a cooperative to delegate their voting power to a representative, often the chair of the board. For example, some cooperatives that conduct elections at their annual meeting or special meetings allow members who cannot attend in person to designate a proxy who may cast votes on their behalf. Proxy voting must be authorized by a cooperative's governing documents.

Does your cooperative permit proxy voting?

- Yes
- No

What type of proxy authorization does your cooperative solicit?

- Per meeting proxy for each regular or special meeting
- Annual proxy that covers all regular and special meetings during the year
- Multi-year proxy that covers all regular and special meetings over a period of years
- Other: Please tell us

How many weeks before each regular or special meeting does your cooperative solicit a proxy?

Number of weeks

What other type of proxy does your cooperative solicit?

When does your cooperative solicit proxies?

- During the application process
- When the insurance policy is issued
- After an individual has become a member or policyholder
- Other

At what other time does your cooperative solicit proxies?

Does your cooperative solicit proxies from all members or only a percentage of members?

- All members
- A percentage of members: Please tell us

How is that percentage selected?

How does your cooperative solicit proxy materials from members?

Does your cooperative solicit proxy materials...

- | | Yes | No |
|---------------------|-----------------------|-----------------------|
| ... in person? | <input type="radio"/> | <input type="radio"/> |
| ... by mail? | <input type="radio"/> | <input type="radio"/> |
| ... electronically? | <input type="radio"/> | <input type="radio"/> |

How does your cooperative accept proxies from members?

Does your cooperative accept proxies...

	Yes	No
... in person?	<input type="radio"/>	<input type="radio"/>
... by mail?	<input type="radio"/>	<input type="radio"/>
... electronically?	<input type="radio"/>	<input type="radio"/>
... by phone?	<input type="radio"/>	<input type="radio"/>

In the past 3 years, about how many times has your cooperative conducted follow-up solicitations?

Number of follow-up solicitations in past 3 years

Does the proxy have exceptions that permit the member to do any of the following?

	Yes	No
Withhold votes for one or more director nominees	<input type="radio"/>	<input type="radio"/>
Vote against one or more director nominees	<input type="radio"/>	<input type="radio"/>
Withhold votes for a proposal	<input type="radio"/>	<input type="radio"/>
Vote against any proposal	<input type="radio"/>	<input type="radio"/>
Abstain	<input type="radio"/>	<input type="radio"/>

Can your cooperative recall a proxy?

- Yes
- No

The next questions are about selecting and recruiting board members.

Does your cooperative use any of the following strategies to recruit board members to the board?

Does your cooperative...

Yes

... identify candidates through personal or professional networks of current board members?

... identify candidates through personal or professional networks of senior management?

... recruit candidates from committees or an associate board?

... actively encourage members of specific groups to run for the board?

... use other recruitment strategies?

What other recruitment strategies does your cooperative use?

Does your cooperative use any of the following strategies to promote the opportunity to run for the board?

Does your cooperative...

Yes

... promote board service opportunities to members in regular communications such as newsletters, websites, or professional publications?

... promote board service opportunities in flyers or postings in the cooperative branch, store, or office?

... promote board service opportunities via social media channels?

... use other promotional strategies?

What other promotional strategies does your cooperative use?

Does your cooperative use any of the following mechanisms to nominate candidates for the board?

Does your cooperative use...

	Yes	No
... member petitions?	<input type="radio"/>	<input type="radio"/>
... self-nominations?	<input type="radio"/>	<input type="radio"/>
... floor nominations?	<input type="radio"/>	<input type="radio"/>
... ballot write-ins?	<input type="radio"/>	<input type="radio"/>
... caucuses?	<input type="radio"/>	<input type="radio"/>
... other nomination mechanisms?	<input type="radio"/>	<input type="radio"/>

What other nomination mechanisms does your cooperative use?

Is there a committee of the board responsible for the nomination process?

- Yes
- No

Which one of the following best describes how the nominating committee is selected?

- Appointed by the board
- Appointed by the board chair
- Appointed by the CEO
- Elected by the membership
- Other

Do people in any of the following roles serve on the nominating committee?

	Yes	No
CEO	<input type="radio"/>	<input type="radio"/>
Board chair	<input type="radio"/>	<input type="radio"/>
Board members up for reelection	<input type="radio"/>	<input type="radio"/>
Board members not up for reelection	<input type="radio"/>	<input type="radio"/>
Cooperative members who do not serve on the board	<input type="radio"/>	<input type="radio"/>
People in other roles	<input type="radio"/>	<input type="radio"/>

What other people serve on the nominating committee?

Is the nominating committee responsible for any of the following activities?

	Yes	No
Developing competency or skill profiles to establish recruitment priorities	<input type="radio"/>	<input type="radio"/>
Recruiting multiple candidates to ensure each board seat is contested	<input type="radio"/>	<input type="radio"/>
Assessing the eligibility of board candidates	<input type="radio"/>	<input type="radio"/>
Proposing an uncontested slate of candidates for the board	<input type="radio"/>	<input type="radio"/>
Maintaining a succession plan for board leadership positions	<input type="radio"/>	<input type="radio"/>
Developing a plan for board education	<input type="radio"/>	<input type="radio"/>

The next questions are about electing the board of directors. They do not refer to district or delegate elections.

In this survey, we define a contested election as an election in which the number of candidates exceeds the number of open board seats.

In the past 3 years, how many board elections have been contested?

Number of contested elections in past 3 years

Do the bylaws of your cooperative require contested elections for board seats?

Yes

No

Can members of your cooperative vote in board elections in any of the following ways?

Can members vote...

Yes

No

... in person at your cooperative's branch, store, or office?

... in person at the annual member meeting?

... by mail?

... by proxy?

... online?

... by delegates?

... in other ways?

What other ways can members vote in board elections?

In this survey, an at-large election is an election in which every member can vote for candidates to fill any and all vacant positions on the board.

Are all board members elected at-large?

Yes

No

Are board members elected ...

	Yes	No
... by geography?	<input type="radio"/>	<input type="radio"/>
... by membership classes?	<input type="radio"/>	<input type="radio"/>
... by districts weighted by patronage?	<input type="radio"/>	<input type="radio"/>
... in other ways?	<input type="radio"/>	<input type="radio"/>

What other ways are board members elected?

Does your cooperative use weighted or proportional voting based on value or volume of business?

- Yes
- No

The next questions refer to terms. We define a term as the length of time a board member serves before going up for re-election.

How many years is the standard length of a term for board members?

Years

Does your cooperative limit the number of consecutive terms a board member may serve?

- Yes
- No

How many consecutive terms may a board member serve?

Number of consecutive terms

Does your cooperative limit the total number of terms a board member may serve?

- Yes
- No

In total, how many terms may a board member serve?

Number of terms

Is there a mandated retirement age for board members?

- Yes: Please tell us
- No

Thanks so much for your responses so far! You have already completed the majority of questions in this survey. Please stick with us in these last sections, which are crucial for creating evidence-based tools that cooperatives can use to advance their governance practices.

The next questions are about board training, education, and development.

Does onboarding for new board members include any of the following activities?

- | | Yes |
|---|-----------------------|
| ... meeting with the board chair? | <input type="radio"/> |
| ... meeting with the CEO or senior management team? | <input type="radio"/> |
| ... completing an internal training process? | <input type="radio"/> |
| ... receiving training from third parties? | <input type="radio"/> |
| ... receiving a briefing on current issues facing the board such as expansion plans? | <input type="radio"/> |
| ... being matched with a board mentor? | <input type="radio"/> |
| ... receiving key documents such as bylaws, policies, position descriptions, committee charters, or calendar? | <input type="radio"/> |
| ... other activities? | <input type="radio"/> |

What other activities does onboarding for new board members include?

Do board members of your cooperative receive training on...

	Yes	No
... the cooperative model, principles, and values in general?	<input type="radio"/>	<input type="radio"/>
... board fiduciary duties and responsibilities?	<input type="radio"/>	<input type="radio"/>
... financial topics?	<input type="radio"/>	<input type="radio"/>
... ethics and compliance?	<input type="radio"/>	<input type="radio"/>
... industry-specific topics	<input type="radio"/>	<input type="radio"/>
... risk management?	<input type="radio"/>	<input type="radio"/>
... meeting facilitation?	<input type="radio"/>	<input type="radio"/>
... conflict resolution?	<input type="radio"/>	<input type="radio"/>
... legal and regulatory issues?	<input type="radio"/>	<input type="radio"/>
... corporate social responsibility, sustainability, and social impact?	<input type="radio"/>	<input type="radio"/>
... other areas?	<input type="radio"/>	<input type="radio"/>

What other areas do board members receive training on?

From your perspective, how effective are your cooperative's systems for preserving continuity of institutional knowledge on the board?

- Not at all effective
- Slightly effective
- Somewhat effective
- Very effective
- Extremely effective

In this survey, we define a board evaluation as a formal process that assesses the board's health and performance.

How frequently does your cooperative conduct the following types of board evaluations?

	Once per year	Every few years	Never	Other
Evaluation of the board as a whole	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluation of individual board members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluation of the board chair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluation of board committees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do people in each of the following roles complete board evaluations?

	Yes	No
Board members	<input type="radio"/>	<input type="radio"/>
CEO	<input type="radio"/>	<input type="radio"/>
Other management roles	<input type="radio"/>	<input type="radio"/>
Cooperative members	<input type="radio"/>	<input type="radio"/>
External evaluator who is not an employee or member of the cooperative	<input type="radio"/>	<input type="radio"/>

Do people in each of the following roles complete board evaluations?

	Yes	No
Board members	<input type="radio"/>	<input type="radio"/>
CEO	<input type="radio"/>	<input type="radio"/>
Other management roles	<input type="radio"/>	<input type="radio"/>
External evaluator who is not an employee or member of the cooperative	<input type="radio"/>	<input type="radio"/>

Does your cooperative have a formal process for removing underperforming board members or those who have failed to meet their board obligations?

Yes

No

Does your cooperative have a formal process for removing underperforming members or those who have failed to meet their member obligations?

Yes

No

Does removing a board member require member approval?

Yes

No

In the past 5 years, has a board member been removed for underperforming or for failing to meet their board obligations?

Yes

No

In the past 5 years, has a member of your cooperative been removed for underperforming or for failing to meet their member obligations?

Yes

No

The next questions are about board meetings.

In the past 12 months, approximately how many board meetings did your cooperative have?

Board meetings in past 12 months

In the past 12 months, what was the duration of an average board meeting in hours?

Hours

In the past 12 months, about what proportion of all board meetings were conducted ...

	None	Very few	Some	Most	All
... in a mix of in person, online, or telephone?	<input type="radio"/>				
... only in person?	<input type="radio"/>				
... only online?	<input type="radio"/>				
... only by telephone?	<input type="radio"/>				

In the past 12 months, who has set the agenda for board meetings?

- Board chair and CEO jointly
- Board chair with CEO approval
- CEO with board chair approval
- CEO only
- Board chair only
- Other: Please tell us

In the past 12 months, about what proportion of time in board meetings has been spent on each of the following topics?

	None	Very little	Some	Most
Organizational performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Member relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Risk management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other topics: Please tell us <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ideally, about what proportion of time in board meetings should be spent on each of the following topics?

	None	Very little	Some	Most
Organizational performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Member relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Risk management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other topics: Please tell us <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In this survey, we define an executive session as any block within an otherwise open board meeting in which minutes are taken separately or not at all, only board members are present, and the contents of the discussion are treated as confidential.

In the past 12 months, about what proportion of board meetings included an executive session?

- None
- Very few
- Some
- Most
- All

In the past 12 months, for what reasons has the board typically gone into executive session?

For a typical board meeting in the past 12 months, about what proportion of board members arrived well prepared?

- None
- Very few
- Some
- Most
- All

In the past 12 months, which one of the following best describes who typically facilitated board meetings?

- CEO
- Board chair
- Other board member
- Third party facilitator
- Other person

The next questions are about board compensation. No individual cooperative will be identifiable in the final results.

Excluding expense reimbursement, do board members receive compensation for serving on the board?

- Yes
- No

-
-

Do board members receive any of the following types of compensation?

Do they receive...

	Yes	No
... fixed annual, quarterly, or monthly payments?	<input type="radio"/>	<input type="radio"/>
... per meeting payments?	<input type="radio"/>	<input type="radio"/>
... per meeting payments contingent upon attendance?	<input type="radio"/>	<input type="radio"/>
... discounts?	<input type="radio"/>	<input type="radio"/>
... insurance?	<input type="radio"/>	<input type="radio"/>
... an hourly rate?	<input type="radio"/>	<input type="radio"/>

Recall that in this survey, an officer is a board member who has been elected to serve as board president, vice president, secretary, treasurer, or a comparable role.

Are officers of the board compensated at a higher rate than non-officers?

- Yes
- No

In total, what is the average annual compensation a non-officer receives for serving on the board?

Annual compensation for non-officer board members in USD

In total, what is the average annual compensation an outside board member receives for serving on the board?

Annual compensation for outside board members in USD

Is a member vote required to make changes to board compensation?

Yes

No

The next questions are about the CEO of your cooperative.

Recall that in this survey, the term CEO represents the highest-ranking employee in your cooperative such as the Chief Executive Officer, General Manager, or Executive Director.

In what year did the current CEO assume that role?

Year current CEO assumed role

In the past 10 years, how many CEOs, including interims, has your cooperative had?

CEOs in past 10 years

In this survey, we define a succession plan as a written document outlining a process and strategy for identifying who can replace a leader in the cooperative if they leave.

Does your cooperative have a succession plan for the CEO in the case of an emergency?

Yes

No

Does your cooperative have a long-term succession plan for the CEO?

Yes

No

Does the board use specific, quantifiable measures to evaluate the CEO's performance?

Yes

No

What measures does the board use to evaluate the CEO's performance?

Approximately what percentage of the CEO's compensation is based on performance?

% of CEO compensation

Does your cooperative use industry benchmarks to determine CEO compensation?

Yes

No

The next questions are about member participation in your cooperative.

From your perspective, how well do board members understand the needs of members?

- Not at all well
- Slightly well
- Somewhat well
- Very well
- Extremely well

Are members who do not serve on the board allowed to attend regular board meetings?

- Yes
- No

Approximately what percentage of members voted in the last board member election?

% of members who voted in last board member election

Approximately what percentage of members attended the last annual member meeting?

% of members who attended last annual member meeting

In the past 12 months, has your cooperative used any of the following tactics to promote member participation in elections and annual member meetings?

Has your cooperative...

	Yes	No
... used email?	<input type="radio"/>	<input type="radio"/>
... used mailings?	<input type="radio"/>	<input type="radio"/>
... used the newsletter?	<input type="radio"/>	<input type="radio"/>
... used social media?	<input type="radio"/>	<input type="radio"/>
... offered incentives such as gift cards or raffles?	<input type="radio"/>	<input type="radio"/>
... used online voting?	<input type="radio"/>	<input type="radio"/>
... offered a meal or entertainment at the annual member meeting?	<input type="radio"/>	<input type="radio"/>
... used other tactics?	<input type="radio"/>	<input type="radio"/>

In the past 12 months, what other tactics has your cooperative used to promote member participation in elections and annual member meetings?

There are many ways cooperatives engage members outside of elections and annual member meetings. In the past 12 months, has your cooperative used any of the following strategies to engage members?

Has your cooperative used...

	Yes	No
... committees?	<input type="radio"/>	<input type="radio"/>
... delegate structures?	<input type="radio"/>	<input type="radio"/>
... member councils?	<input type="radio"/>	<input type="radio"/>
... member surveys?	<input type="radio"/>	<input type="radio"/>
... member forums or listening sessions?	<input type="radio"/>	<input type="radio"/>
... a comment or feedback box?	<input type="radio"/>	<input type="radio"/>
... social media?	<input type="radio"/>	<input type="radio"/>
... community events?	<input type="radio"/>	<input type="radio"/>
... the newsletter?	<input type="radio"/>	<input type="radio"/>
... other strategies?	<input type="radio"/>	<input type="radio"/>

In the past 12 months, what other strategies has your cooperative used to engage members?

-
-
-
-
-
-
-
-
-
-

Think back to the last time an issue or decision at your cooperative elicited a strong reaction from members.

In a few words, please describe the issue:

What steps did the board and management of your cooperative take to address members' concerns and what was the outcome?

What steps did your cooperative take to address members' concerns and what

was the outcome?

The next questions ask you to share your perspective on the overall effectiveness of the board of your cooperative.

How well does the board understand its role in relation to management?

- Not at all well
- Slightly well
- Somewhat well
- Very well
- Extremely well

How well does the board strike an appropriate balance between supporting and challenging the CEO?

- Not at all well
- Slightly well
- Somewhat well
- Very well
- Extremely well

How much trust exists between the CEO and the board?

- None
- A little
- Some
- Quite a bit
- A great deal

How well does the board build social and interpersonal dynamics that support it in its governance effectiveness?

- Not at all well
- Slightly well
- Somewhat well
- Very well
- Extremely well

How well do board discussions allow for healthy dissent?

- Not at all well
- Slightly well
- Somewhat well
- Very well
- Extremely well

Think back to the last time there was a conflict between members of the board.

In a few words, describe what the conflict was about.

What steps did the board and management of your cooperative take to address the conflict and what was the outcome?

Think back to the last time there was disagreement between the CEO and the board about the right path forward.

In a few words, describe the CEO's preferred path and the board's preferred path.

What steps did the board and management of your cooperative take to address the disagreement and what was the outcome?

Thanks for your patience. We just have a few more questions about the performance of your cooperative and some key enterprise characteristics.

Please share financial metrics from your cooperative's most recently completed fiscal year in USD. If you don't know the exact figures, approximations are fine.

In the most recently completed fiscal year, what was your cooperative's approximate ...

- ... gross revenue?
- ... net profit?
- ... patronage allocated to members?
- ... patronage distributed to members?

Total assets are the combined amount of a company's fixed, current, and other assets as recorded in the company's balance sheet.

At the end of your most recently completed fiscal year, what were your cooperative's approximate total assets?

Total assets

Total overhead costs are the ongoing business expenses not directly attributed to creating a product or service.

In the most recently completed fiscal year, what were your cooperative's approximate total overhead costs?

Total overhead costs

Gross actual wages and salaries are the total dollars spent on worker wages and salaries.

In the most recently completed fiscal year, what were your cooperative's approximate gross actual wages and salaries?

Gross actual wages and salaries

In the past 12 months, how would you rate your cooperative's performance in each of the following areas?

	Poor	Fair	Good	Very good	Excellent
Financial performance	<input type="radio"/>				
Delivering value to members	<input type="radio"/>				
Crisis management	<input type="radio"/>				
Strategic growth	<input type="radio"/>				
Risk management	<input type="radio"/>				
Member satisfaction	<input type="radio"/>				
Reputation	<input type="radio"/>				

What metrics does your cooperative use to measure member satisfaction?

Including employees currently furloughed, about how many people does your cooperative currently employ? Please respond in full time equivalents or FTEs. For example, if you have 2 half time employees, enter 1 FTE.

FTEs currently employed

In which state is your cooperative's headquarters located?

Which one of the following best describes the market your cooperative operates in?

- Local
- Regional
- National
- International

Did your cooperative convert from a non-cooperative business form?

- Yes
- No

In what year was your cooperative established?

Year cooperative established

In the past 5 years, has your cooperative merged with another cooperative?

- Yes
- No

Thanks so much for sharing this important information about governance in your cooperative. Your survey is almost ready to submit!

In this last section, we ask questions about the people who completed this survey on behalf of your cooperative. These background questions are for statistical purposes only and no individual will be identified in the final results. You can skip any question you prefer not to answer.

How many different people completed this survey on behalf of your cooperative?

- One
- Two
- Three or more

Thinking about your current job, which one of the following best describes your role in the cooperative?

- CEO, General Manager, or other highest-ranking employee in the cooperative
- Assistant to the CEO, General Manager, or other highest-ranking employee in the cooperative
- Board administrator
- Member of the board of directors
- Other role: Please tell us

About how many years have you worked in this cooperative? If you have worked here for less than 1 year, please enter zero.

Years worked in this cooperative

About how many years have you served on the board of this cooperative? If you have served for less than 1 year, please enter zero.

Years served on the board of this cooperative

What is your gender?

- Male
- Female
- Non-binary
- Not listed: Please tell us

Are you of Hispanic or Latino origin?

- Yes
- No

Check all of the following that describe your race:

- American Indian or Alaska Native
- Asian
- Black or African American
- Middle Eastern or North African
- Native Hawaiian or Other Pacific Islander
- White
- Other: Please tell us

Thinking about the current job of the second person who completed this survey, which one of the following best describes their role in the cooperative?

- CEO, General Manager, or other highest-ranking employee in the cooperative
- Assistant to the CEO, General Manager, or other highest-ranking employee in the cooperative
- Board administrator
- Member of the board of directors
- Other role: Please tell us

About how many years has the second person who completed this survey worked in this cooperative? If they have worked here for less than 1 year, please enter zero.

Years worked in this cooperative

About how many years has the second person who completed this survey served on the board of this cooperative? If they have served for less than 1 year, please enter zero.

Years served on the board of this cooperative

What is the gender of the second person who completed this survey?

Male

Female

Non-binary

Not listed: Please tell us

Is the second person who completed this survey of Hispanic or Latino origin?

Yes

No

Check all of the following that describe the race of the second person who completed this survey:

American Indian or Alaska Native

Asian

Black or African American

Middle Eastern or North African

Native Hawaiian or Other Pacific Islander

White

Other: Please tell us

Thank you again for being part of the first Cooperative Governance Research Initiative survey! We greatly appreciate your time and contribution.

In the next phase of this research, we will conduct confidential interviews to further explore key themes that emerge from the survey data. Interviews will invite individuals to describe and reflect on governance practices at their cooperatives in their own words.

University of Wisconsin Center for Cooperatives researchers will interview volunteers by phone or Zoom in early 2022. Interviews will take 45-90 minutes and each participant will receive a \$25 REI gift card as a token of thanks for their time.

As with CGRI survey responses, all interview data will be de-identified. No individual person or cooperative will be identifiable in the final results.

We will select among volunteers in order to capture a range of perspectives and follow up in January with details.

If you or a colleague at your cooperative is interested in participating in an interview, please provide contact information below.

First Name:

Last Name:

Title:

Telephone:

Email address:

Is there anything else you would like to share with us about governance in your cooperative?

These are all the questions we have for you at this time.

After the entire survey has been completed and you are ready to submit your responses, please click on the 'SUBMIT' button below to claim your discounted access to recordings of the 2021 IMPACT Conference and \$25 gift card to REI.

Once you click 'SUBMIT' and 'NEXT' you will not be able to re-enter the survey.

Thank you for participating in this important study!

SUBMIT

Thank you so much for being part of this important research.

We look forward to sharing an advance copy of the results with you in the coming months.

Please check your email for detailed instructions about how to apply your discount code when registering to watch recordings of the 2021 IMPACT Conference.

We are also offering a \$25 REI gift card to the first 300 cooperatives that complete the survey. To claim your gift card, please submit your information below. We will send your electronic gift card to this email address within the next week if your cooperative is one of the first 300 participants.

First Name

Last Name

Email