MUTUAL INSURANCE COMPANY
CORPORATE GOVERNANCE SURVEY

Thank you for your participation in this corporate governance survey. Please take time to fill out this form and return it to NAMIC in the return envelope provided. Your individual results will be kept in confidence, but the combined results will be reported next month at the board retreat.

Please check the box that most closely matches your level of agreement with each statement below.

ROLE AND RESPONSIBILITY	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
1. The division of responsibility between the board and management is well defined.	☐	☐	☐	☐	☐
2. The division of responsibility between the board and management is appropriate.	☐	☐	☐	☐	☐
3. The board has communicated the scope of its authority appropriately.	☐	☐	☐	☐	☐
4. The board's relationship with the CEO is sufficiently challenging and sufficiently supportive.	☐	☐	☐	☐	☐
5. The board focuses with management on the issues that could have a significant impact on the company.	☐	☐	☐	☐	☐
6. The board has developed/approved performance objectives that respond to the company's specific needs.	☐	☐	☐	☐	☐
7. The board is comfortable with the plans and processes for strategy implementation by management.	☐	☐	☐	☐	☐
8. Management has the necessary resources and organizational support to function effectively.	☐	☐	☐	☐	☐
9. The board spends sufficient time learning about the company's business and understands it well enough to provide critical oversight.	☐	☐	☐	☐	☐
10. Effective communication is taking place between the board and the CEO in the area of their respective goals, expectations and concerns.	☐	☐	☐	☐	☐

BOARD AGENDA AND INFORMATION	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
11. The board has identified, prioritized and scheduled those issues that it believes should be discussed/ reviewed by the board on a regular basis.	☐	☐	☐	☐	☐
12. The board has satisfactorily identified and communicated its informational needs, including benchmarks to monitor important issues/results and to identify potential areas of concern regarding performance.	☐	☐	☐	☐	☐
13. The board is comfortable that the information systems used by the company provides both management and the board with timely, accurate and meaningful information by which to manage/monitor the business.	☐	☐	☐	☐	☐
14. The board identifies and addresses the principal risks to the company and takes reasonable steps to ensure the implementation of plans to address those risks.	☐	☐	☐	☐	☐
15. Sufficient lead-time is allowed for effective study, research and board discussion of the most important issues impacting the company.	☐	☐	☐	☐	☐

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BOARD COMPOSITION	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
16. The board is sufficiently independent of management in its assessment of the company business.	☐	☐	☐	☐	☐
17. The board has policies to ensure that the appropriate skills, experience and other characteristics are present for the board to be effective.	☐	☐	☐	☐	☐
18.The board has defined and communicated its expectations concerning director responsibilities to each member of the board.	☐	☐	☐	☐	☐
19.Directors are effectively recruited, oriented and educated regarding company matters.	☐	☐	☐	☐	☐

BOARD PERFORMANCE	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
20. The board provides good judgment.	☐	☐	☐	☐	☐
21. The board provides clear direction.	☐	☐	☐	☐	☐
22. There is an open board culture that encourages frank discussion and asking the appropriate questions of management.	☐	☐	☐	☐	☐
23. Board members are prepared for board meetings.	☐	☐	☐	☐	☐
24. Board meetings are appropriate in terms of:					
a. Productivity/results	☐	☐	☐	☐	☐
b. Frequency	☐	☐	☐	☐	☐
c. Length	☐	☐	☐	☐	☐
d. Time/agenda management	☐	☐	☐	☐	☐
25. The board is committed to continuously improving its performance.	☐	☐	☐	☐	☐
26. The board communicates the proper ethical and legal responsibilities to its members.	☐	☐	☐	☐	☐

IMPORTANCE AND PERFORMANCE

For the following question assign an importance rating between 1-10 for each topic – 1 being the lowest importance rating and 10 being the highest (you may rate topics equally).

27. Rank the importance to the board of having significant responsibilities in the following areas:

____ Strategic planning
____ Business plan monitoring
____ Management development/succession
____ CEO evaluation
____ Executive Compensation management
____ Board/Director self-evaluation

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For the following question assign a performance rating of 1-5 for each topic – 1 being the lowest performance level and 5 being highest (you may rate topics equally).

28. Rank how well the board performs its responsibilities in the following areas:

____ Strategic planning
____ Business plan monitoring
____ Management development/succession
____ CEO evaluation
____ Executive Compensation management
____ Board/Director self-evaluation

IMPROVEMENT QUESTIONS

29. If you could modify/change the role, responsibility, or agenda of the board in any respect what would you change and why?

_____

_____

_____

30. Do you feel the overall structure of the board, its size and committee structure is effective for the company? If not, how should any of these be changed?

_____

_____

_____

31. How could the information prepared for the board be improved in terms of presentation, timeliness, level of detail, content, focus or other characteristics?

_____

_____

_____

32. What will be the biggest areas of change in the work of boards in the next several years? (place these in order of rank – assigning "1" to the biggest area of challenge and then numbering the other issues accordingly (2, 3, 4 etc.), including any issues you add to the list).

____ Board or director evaluations
____ Compliance oversight activities
____ Strategic Planning activities
____ Financial oversight activities
____ Risk Management activities

____ _____

____ _____