

Board Self-Assessment Data Report



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Participation Statistics:

- 10 surveys distributed
- 10 surveys completed
- 100% response rate

Guide to the Data Report

The data report is divided into the following six parts:

Summary Checklist of Practices: Presents an overview of your board's practices in four areas. (Page 2) These questions were answered by the chief executive.

Summary Performance of the Board: Presents an overview of your board's performance across nine areas of responsibility. The nine responsibilities are nested under 4 major board roles. (Page 3) These questions are typically answered by board members and the chief executive.

Detailed Performance of the Board: This section (beginning with Mission on page 5) presents detailed data for individual questions in each of the nine areas of responsibility, along with answers to open-ended questions. These questions were answered by the chief executive and all other individuals who completed the survey.

Detailed Checklist of Practice: Begins with "Organizational Practices" and includes Oversight Practices, Board Practices and Chief Executive Supervision. This section presents the detailed results of the yes/no questions asked of the chief executive.

Board Information and Organizational Demographics: Provides information about board structure and other information about the organization.

General Questions: The last page provides responses to additional questions about board service and individual board members.

How to Read the Summary Checklist of Practices

For this board self-assessment process, BoardSource identified concrete, tangible practices that characterize an effective nonprofit board. Some of these practices are required by law, and many others have become widely accepted as good practice. These yes/no questions were answered only by the chief executive. The table above indicates how many checklist questions were asked, the number of questions marked "Yes" by your chief executive and what percent of these practices your board currently has in place.

These practices are divided into four areas:

- (1) **Organizational Practices** relate to strategic planning documents and procedures,
- (2) **Oversight Practices** include financial and legal policies and procedures,
- (3) **Board Practices** address issues related to orientation, terms, retreats, and committees, and
- (4) **Chief Executive Supervision** covers practices related to performance evaluation and executive compensation.

Summary Checklist of Practices

#	Practice Areas	All Q's on client's survey		
		# of Yes	# of Q's	% of Yes
1	Organizational Practices	5	5	100%
2	Oversight Practices	7	10	70%
3	Board Practices	5	6	83%
4	Chief Executive Supervision	4	4	100%

Summary Performance of the Board

Board Roles	Roles/Responsibilities	All Q's on client's survey		
		Org Avg	DoC	# of Q's
A	Set Direction	3.30	72.9%	11
1	Mission	3.37	73.4%	5
2	Strategy	3.25	72.5%	6
B	Ensure Resources	2.90	67.9%	19
3	Funding & Grantmaking	3.11	70.4%	11
4	Board Composition	2.78	66.4%	8
C	Provide Oversight	3.31	75.9%	21
5	Program Oversight	3.10	75.5%	6
6	Financial Oversight	3.60	77.5%	8
7	CEO Oversight	3.15	74.5%	7
D	Board Structure and Operations	3.31	77.1%	34
8	Board Structure	3.37	73.5%	8
9	Meetings	3.18	72.3%	7

How to Read the Summary Performance of the Board

This page is a snapshot of the board's perception of its performance. The assessment has been divided into four board roles with nine areas of responsibility nested within these roles. The scores for individual questions are averaged within each area of responsibility and the scores for each responsibility are then rolled-up within each role. For example, the score for Section A: Set Direction, shown in grey and bold, is an average of the scores for Responsibility 1: Mission, and Responsibility 2: Strategy.

Section A: Set Direction (Includes Mission and Strategy):

Setting direction requires looking beyond the immediate horizon and includes developing a shared vision, articulating guiding values for organizational action, establishing major goals, and outlining strategies for achieving those goals.

Section B: Ensure Resources (Includes Funding/Public Image and Board Composition):

Once the board has established a sense of direction, its second role is ensuring that the organization has the resources needed to achieve its goals. An organization needs three principal types of resources: people to do the work; money to pay salaries and expenses; and credibility with the public on whose support it depends. While the board itself does not necessarily have to develop these resources, it makes sure that people and systems are in place to make them available.

Section C: Provide Oversight (Includes Program Oversight, Financial Oversight and Oversight of the Chief Executive):

All of a board's work involves both authority and accountability. However, in the board's oversight role, the emphasis is on accountability. As a governing body, the board provides oversight, not only of the finances and programs, but also of the organization's legal and moral conduct. Furthermore, the board delegates authority to the chief executive, who is therefore accountable to the board. Thus, the board's oversight role also includes supervising, providing feedback to, and supporting its chief executive.

Section D: Board Structure and Operations (Includes Board Structure and Meetings):

A well-functioning board is a strategic resource for the organization. A board that attends to the quality of its performance will serve the organization and its constituencies well. Among the factors that go into functioning effectively are board size and composition; clarity of roles and responsibilities; productive meetings; well-functioning committees; access to necessary information; and use of a team approach.

How to Read the Detailed Performance of the Board

This section of the report starts on page 5 and begins with Mission. The table provides detailed data for each question within the nine areas of board responsibility followed by answers to the open-ended questions.

1. **Average:** respondents were asked to rate the board's performance on a scale ranging from poor to excellent. The results are reported on a scale that equates to a typical A to F grading scale, with a numerical value of "0" for "Poor or needs improvement"; "1" for "Fair or Marginal", "2" for "OK or acceptable", "3" for "Good or above average" and "4" for "Excellent or superior." The lower the average, the lower the level of performance. Higher scores indicate your areas of strength.
2. **Degree of Consensus (DoC):** This measures the level of agreement among board members. If all board members selected the same answer the DoC would be 100%. When the DoC falls below 70% it may be useful to explore the diversity of opinion among the board. The DoC is calculated using standard variation.
3. **Participants (Part):** This number indicates how many respondents answered each question along the continuum from poor to excellent. It does not include those who selected DK or NA.
4. **Not Applicable (NA)/Don't Know (DK):** Respondents were instructed to select "Not Applicable" or "Don't Know" when they were either too new to the board to know the answer or the question did not apply to the organization. These responses are not included in the averages.
5. **Open-Ended Questions:** The open-ended responses offer insights into strengths and challenges that numeric ratings cannot provide.

The findings in the data report are a rich source of information about your board's current performance and practices. As you review the findings, keep in mind the following tips:

Look at the whole picture first, then drill down. The findings are divided into the 4 overarching board roles. See which roles are the most challenging for your board. Then, look at the responsibilities within each of those roles to understand the root causes.

Solid practices lay the foundation for a well-functioning board. Look at the scores in the four practice areas to see what percent of these practices your organization has in place. This list, as defined by BoardSource, is based on concrete, tangible practices that characterize an effective nonprofit board. Some are required by law and others have become widely accepted as good practice.

Review the Board's Perception of its Performance. The scores in the nine areas of responsibility provide a picture of how your board has evaluated its own performance. This self-reflection is invaluable and provides a starting point for strengthening the governance of your organization. The questions provide a framework for recognized roles and responsibilities for nonprofit boards.

Identify patterns in the ratings, rather than focus on the specific numbers themselves. Which questions were the highest rated? Which received the lowest ratings?

Delve into the degree of consensus data. Where there is a high degree of consistency, celebrate your strengths and address your limitations. Where there is less consistency, explore why.

Look for the "lone wolf" response, and ask why. Sometimes the difference is in expectations or a communication issue. Other times, a board member may be disgruntled or overly optimistic. Once in a while, the lone wolf sees a problem before it becomes obvious.

Detailed Performance of the Board: 1. Mission

DETERMINE THE COMMUNITY FOUNDATION'S MISSION AND PURPOSE -- One of the board's fundamental responsibilities is to set direction for the organization. This includes establishing the mission and defining a vision of the future for the organization. The mission statement should be clear and concise, and the board should use it as the foundation for making decisions. The board, working closely with the chief executive, should review it periodically and revise it if necessary.

Please rate the board's performance in:	Avg	DoC*	Poor	Fair	OK	Good	Excellent	Part**	NA / Don't Know
*1.1. Supporting the organization's mission.	3.60	75.5%	0.0%	0.0%	0.0%	40.0%	60.0%	10	0
*1.2. Agreeing on how the community foundation should fulfill its mission.	3.20	70.0%	0.0%	0.0%	10.0%	60.0%	30.0%	10	0
*1.3. Periodically reviewing the mission to ensure it is appropriate.	3.20	70.0%	0.0%	0.0%	10.0%	60.0%	30.0%	10	0
*1.4. Articulating a vision that is distinct from the mission.	3.33	76.3%	0.0%	0.0%	0.0%	66.7%	33.3%	9	1
*1.5. Using the organization's mission and values to drive decisions.	3.50	75.0%	0.0%	0.0%	0.0%	50.0%	50.0%	10	0

* Degree of consensus - A measure of how well the board members agreed, with 100% being total consensus

** Part. - The number of participants who answered the question, not counting those who selected NA (Not Applicable)

Detailed Performance of the Board: 1. Mission

Answers to Open-Ended Questions

How can the board do better in this area?

This is a strong area for us.

Although we have strategic goals, recently modified the Mission, we have not review the Vision for some time.

Make sure we constantly keep them in mind as we wrestle with other issues.

always a bit of confusion about mission and vision

I am so new to the Board that my perception is from the outside, I will have a better idea of improvement strategies with some time to observe the Boards action.

4. Board Composition

SELECT AND ORIENT NEW BOARD MEMBERS AND BOARD LEADERS -- A good board is made up of individuals who can contribute critically needed skills, experience, perspective, wisdom, time, and other resources to the organization. Therefore, the board needs a well-conceived plan to identify and recruit board members and to cultivate board officers. New members should be oriented to board responsibilities and the organization's activities. Officers are responsible for guiding the board in its governance duties and keeping the entire board engaged. All members, new and seasoned, should be regularly rotated off to ensure that the board is infused with new ideas yet remains a manageable size.

Please rate the board's performance in:	Avg	DoC*	Poor	Fair	OK	Good	Excellent	Part**	NA / Don't Know
*4.1 Ensuring the current board has the capacity to lead the organization into the future.	3.22	68.4%	0.0%	0.0%	11.1%	55.6%	33.3%	9	1
*4.2 Examining the board's current composition and identifying gaps, e.g., in expertise, influence, ethnicity, age, gender.	3.30	68.0%	0.0%	0.0%	10.0%	50.0%	40.0%	10	0
*4.3 Identifying and cultivating potential board members.	2.60	66.8%	0.0%	10.0%	20.0%	70.0%	0.0%	10	0
*4.4 Using an effective process for nominating and electing board members.	3.00	66.5%	0.0%	0.0%	22.2%	55.6%	22.2%	9	1
*4.5 Effectively orienting new board members.	1.88	53.6%	12.5%	12.5%	50.0%	25.0%	0.0%	8	2
*4.6 Establishing and enforcing policies for length of board service, e.g., length of terms and number of terms.	3.00	76.3%	0.0%	0.0%	11.1%	77.8%	11.1%	9	1
*4.7 Planning for board officer succession.	2.22	53.9%	0.0%	22.2%	44.4%	22.2%	11.1%	9	1
*4.8 Utilizing the skills and talents of individual board members.	3.00	77.6%	0.0%	0.0%	10.0%	80.0%	10.0%	10	0

* Degree of consensus - A measure of how well the board members agreed, with 100% being total consensus

** Part. - The number of participants who answered the question, not counting those who selected NA (Not Applicable)

4. Board Composition

Answers to Open-Ended Questions

How can the board do better in this area?

Orientation needs to happen.
We have more work to do yet.
nothin specific
Continue to put into place the structures and processes that create good governance. Pay attention to utilizing good governance practices in the conduct of meetings. Continue to cultivate potential board members. Pay attention to diversity.

Organizational Practices

Checklist of Board Practices (answered only by the CEO)

	Yes	No	DK	NA
*1. Does the organization have a written mission statement?	X			
*2. Does the organization have a written vision statement?	X			
*3. Does the organization have a written code of ethics?	X			
*4. Does the organization have a written strategic plan?	X			
*5. Did the full board formally approve the organization's strategic plan?	X			