An Assessment of Nonprofit Governing Board Roles and Responsibilities in Genesee County

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I. Introduction to the Study

Central Focus

Nonprofit organizations are required, by law, to have boards of directors. As of 1987, there were over 1,250,000 private nonprofit institutions in the United States.[1] These nonprofit organizations have been frequently portrayed as "...the foundations of democratic pluralism and the source of creative social innovation."[2] Given these enormous expectations, several key questions become evident. Who are the people that serve on these nonprofit boards and how do they know what to do?

A review of the literature on nonprofit board governance, responsibilities, assessment, effectiveness, success, practices, and functions provided very limited information. In fact, one of the authors concluded that "Studies investigating what nonprofits (board of directors) actually do are rare."[3]

Middleton summarized the roles of boards of directors. She stated that in general, there are two main views concerning those roles and they tend to be on the opposite ends of the spectrum. The optimistic view

> As I see it, there is no other way that as few people can raise the quality of the whole American society as far and

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[1]Cyril O. Houle, Governing Boards: Their Nature and Nurture (San Francisco, California: Jossey-Bass, Inc., 1989) 196.

[2]Robert D. Herman. The Jossey-Bass Handbook of Nonprofit Leadership (San Francisco, California: Jossey-Bass Publishers, 1994) 4.

[3]Herman 4.

> as fast as can the trustees and directors of our voluntary institutions using the strength they have now in the positions they now have.[4]

and the pessimistic view.

> Indeed except for a stubborn prejudice to the contrary, the fact should readily be seen that the boards are of no material use whatsoever; their sole effective function being to interfere with the management in matters that are not of the nature of business and that lie outside their competence and outside the range of their habitual interests.[5]

Fifty years ago, Michael Davis of the Rosenwald Fund listed an interesting set of objectives for the ideal board member. Some of the objectives were

> Know why the organization exists, and annually review why it should. Give money, or help get it, or both. Face budgets with courage, endowments with doubt, deficits with dismay, and recover quickly from the surplus. Interpret the organizations's work to the public in words of two syllables.[6]

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[4]Veblum (1918) in Middleton 187.

[5]Middleton 187.

[6]Brian O'Connell. The Board Member's Book: Making a Difference in Voluntary Organizations (Washington D. C.: The Foundation Center, 1993) 19.

While this set of objectives seems overly simplistic, it also conveys a sense of governance within a framework of a few important roles and responsibilities.

Research conducted more recently has found

> Board functions, behaviors and performance have received relatively little research attention. Most of what we "know" about nonprofit boards is based on experience. Much of what has been published is chiefly prescriptive...Noting the disparity between reality and widely-accepted beliefs is a lonely and necessary role for empirical researchers...(but) seldom satisfying or useful to practitioners.[7]

This is reinforced by a statement made by Ostrowski

> Almost any book on nonprofit organizations will include a list of roles, responsibilities, or qualities that a good board ought to have...Very little research exists on the actual roles of boards of directors as they are carried out in nonprofit organizations.[8]

Middleton and Widmer have completed research using actual board members in a structured process in the areas of what motivates people to serve on nonprofit boards

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[7]Herman 6.

[8]Michael R. Ostrowski. "Nonprofit Boards of Directors" in David Gies, Steven Ott, and Jay Shafritz (eds) The Nonprofit Organization: Essential Readings (Pacific Grove, California: Brooks/Cole Publishing Company, 1990) 184.

and the environment of a nonprofit board. Characteristics of nonprofit boards have been collected via several national groups such as the Independent Sector which give us a profile of who is serving, where and why. But very little research has been completed as to what board members see as their board roles and/or how well they carry out their roles.

Most of the literature which describes board roles, responsibilities and functions has been written within the last 10 to 15 years. The overwhelming majority of the findings are prescriptive in nature, written by practitioners from either a board member or executive director perspective and very often the words "governance" and "management" are used interchangeably when describing board roles.

Ingram, in his book Ten Basic Responsibilities of Nonprofit Boards, states that

> ...boards and board members begin to reach their optimum levels of performance when they exercise their responsibilities primarily by asking good questions rather than by "running" programs or implementing their own policies.[9]

He also asserts that board and board member responsibilities are fundamentally the same, but how they

> ...actually fulfil their responsibilities will vary as a function of many factors. These may include whether the agency is

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[9]Richard T. Ingram. Ten Basic Responsibilities of Nonprofit Boards (Washington D.C.: National Center for Nonprofit Boards, 1994) 2.

> membership or nonmembership based, whether the budget and staffing levels are modest or substantial, and whether it is newly formed or has a long history of growth and development.[10]

Ostrowski looked at the changing needs and functions in organizations at different stages of maturation. He painted a model of

> ...how organizations go through different phases paying attention to the role of the board and staff in each organizational phase. (i.e. organizational life cycles). As nonprofit administration becomes more complex and full time staff are hired, the board must step back from its hands on operations and assume a policy role. Policy and administration become more defined and the differentiation between the two causes stress at both the board and staff level.[11]

If the organization cannot differentiate successfully between policy and administration during this phase, the organization may develop a rationale for the creation of prescriptive "lists" of functions and responsibilities as is evident in much of the nonprofit literature when dealing with board roles.

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[10]Ingram 2.

[11]Ostrowski 186

Slesinger, in Self Assessment for Nonprofit Governing Boards, contends that "one of the most reliable ways a board of a nonprofit organization can strengthen its performance as a governing body is to periodically assess its own performance."[12] Slesinger created a self assessment instrument using eleven generally accepted board roles and/or responsibilities. These "prescriptive" sets of lists continue to define what a board of directors should do.

Houle, in Governing Boards: Their Nature and Nurture, also cites a list of eleven central board functions. His list of functions "...is based upon independent continuing scrutiny of the tripartite system and on discussions with a large number of board members".[13] Other articles by Dayton ("Governance is Governance") and Axelrod ("Board Leadership and Board Development") also allude to several key roles assumed by a board of directors. These lists include both traditional governance (policy) roles as well as management roles. Rarely are the two roles separately described, which only reinforces how closely policy and administration are interconnected.

Having worked in the nonprofit sector for the past eighteen years, I became convinced that the answers to some of the questions were right in my own community. Much of what has been said in the literature can be corroborated by my own experience, but it seemed important that a research project be initiated using local nonprofit organizations as the population group. It also seemed important to develop the research project to assess nonprofit boards of directors in a way that provided key information in

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[12]Slesinger 1.

[13]Houle 90.

terms of satisfaction levels but also finding out about a board members' "learning curve", recognizing that it takes time as well as information to become informed.

The idea of researching the "life cycle" of a nonprofit board member within the framework of board roles and responsibilities was intriguing. Another thrust of this research was to find an area within the context of board governance roles and responsibilities which would contribute not only to the current research, but also provide useful information to the practitioners who assisted with the research project. This idea immediately generated a series of questions designed to narrow and define the scope of this research project.

How do board members become informed through their tenure on a nonprofit board? How might this affect the ability of the board to carry out its functions with different levels of understanding, skill and self confidence? If every year potentially one third of the nonprofit board is beginning a first term of office, how does this affect and reflect the training and information provided to board members? Which roles and responsibilities are easily assimilated by board members and which roles take time?

II. Problem Statement

Specific Focus

Can you imagine seeking and securing employment with a set of expectations, but not finding out until after you were employed that the job and associated benefits did not come close to meeting your expectations? Can you imagine an employer advertising for a job and not having a specific vacancy identified and no job description available with minimum required qualifications?

In the majority of cases, most nonprofit organizations have absolutely no idea why people serve on their boards and have not developed formalized board recruitment and selection criteria which take into consideration the needs of the prospective board member. The reasons people serve on boards, in all probability, have nothing to do with the board selection criteria and specific board needs. Added to this is the "...widespread condition existing in many nonprofit organizations in which board members are not given and do not develop clear expectations of their roles and responsibilities."[14] And in fact, "A well-functioning, informed, and to an extent, influential board of directors is essential for long-term organizational survival".[15]

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[14]Terry W. McAdam and David L. Gies. "Managing Expectations: What Effective Board Members Ought to Expect from Nonprofit Organizations" in David Gies, Steven Ott and Jay Shafritz (eds) The Nonprofit Organization: Essential Readings (Pacific Grove, California: Brooks/Cole Publishing Company, 1990) 189.

[15]Gies, Ott, and Shafritz 179.

Axelrod, a proponent of board development programs, provided additional information concerning roles and expectations and their influence on a board.

> Two related facts have become increasingly obvious; the hunger for information about governance issues is immense and growing, and the need for governing boards to be informed, engaged, and effective has never been greater...New and more experienced board members also approach their positions with a wide array of expectations about what it means to be a trustee and how they can best serve their organization.[16]

Axelrod then proposed that informing board members might best be accomplished via the board development process.

> ...(the) characteristics of a meaningful board development program (include the following) ...(1) It is a continuing process rather than a single event ... Organizations that provide formal board orientation programs often deluge individuals with information on the organization and touch lightly, if at all, on the role of the board...(2) The board chairperson and chief executive are committed to it (and)

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[16]Nancy R. Axelrod. "Board Leadership and Board Development" in Robert D. Herman and Associates The Jossey-Bass Handbook of Nonprofit Leadership and Management (San Francisco, California: Jossey-Bass Publishers, 1994) 125.

(3) The board is willing to invest in its own development.[17]

In all of the literature on nonprofit boards of directors there seems to be a recurring list of between eight and twelve key roles and responsibilities of boards. While much has been said concerning what the nonprofit board should ideally be doing, very little research has been attempted concerning what nonprofit boards actually do and how well they perceive they are doing in fulfilling their roles. Even less can be found as to what part individual board members play in fulfilling the overall roles and responsibilities of a board of directors or "Who is responsible for what part of the action and how?"[18]

A board of directors self assessment instrument was suggested by several authors as a means to address not only board role strengths and weaknesses but also individual board member strengths and weaknesses. These self assessment instruments are typically used to

- Refresh the board's understanding of its roles and responsibilities;
- Identify important areas of board operation that need attention or improvement;
- Measure progress toward existing plans, goals, and objectives;
- Shape the future operations of the boards;

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[17]Axelrod 126.

[18]Gies, Ott and Shafritz 180.

- Define the criteria for an effective and successful board;
- Build trust, respect, and communication among board members and with the chief executive; and
- Enable individual board members to work more effectively as part of a team.[19]

Using a nonprofit self assessment tool for the purpose of addressing, finding, and assessing the needs of board members in general would provide a distinctive approach to the issue. Slesinger's self assessment instrument used a widely accepted list of key board roles and responsibilities. The results of the self assessment instrument could be provided to many nonprofit boards and, while assessing their own boards needs, the results could also provide much needed information to clarify and distinguish the differences between a board role "myth", "reality" and perhaps even establish new role standards.

Certain strengths and weaknesses within board roles and responsibilities seem to be a function of board member tenure while other strengths and weaknesses may exist regardless of board member tenure and may be a function of the role itself. Houle stated that board members are apt to pass through several phases while on the board.

> He will first have a time of orientation and settling in. It will be succeeded by a period of major service and contribution. This in turn, will gradually merge into a time

[19]Slesinger 1-2.

> of seasoned wisdom, strength, and provision of solid backing. These phases are related to chronological age, but only to a limited extent. A woman of thirty-five can be an accomplished veteran on one board and an eager novice on another.[20]

Carver, in Boards That Make A Difference, stated that "Excellence can be lost simply through the influx of new members who have not agonized through the process of improvement. Bringing their expectations about governance from other settings, they may cause a regression to the norm".[21] Even though his comments relate specifically to redefining policy and governance within a new framework, his remarks strike true to someone who has felt the frustration of a board that seems to take three steps forward and two steps backward.

Anthes, in The Nonprofit Board Book, reinforced the concept of a board member life cycle.

> During the first few months of a new member's term, the staff and board should be particularly sensitive to the new member's need for background information about the organization, its programs and jargon...both the staff and board are conscious of the special need for more detailed

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[20]Houle 57-58.

[21]John Carver. Boards That Make A Difference (San Francisco, California: Jossey-Bass Publishers, 1990) 204.

> explanations of issues and background information during the early part of the member's term.[22]

While there may be a life cycle of board members' information needs to assist in making them informed and productive members of the board, there is also the issue of those board roles and responsibilities which may be troublesome for the board but are not a function of tenure on the board.

> It's not realistic to expect that all board members will have an interest in or a grasp of all things the organization is doing...I find that if a board is effectively organized, some people participating will have an intensive interest in certain topics, and others will have a like interest in other issues and that, in total, the group will provide an effective screen for all the issues and reasonable discussion of them.[23]

Kenneth Dayton, in Governance is Governance, made the following comment when asked a question concerning board member rotation.

> I think every director or trustee has a certain bell-shaped curve of contribution to make. It usually takes a year or two to really understand an organization and its needs,

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[22]Earl Anthes, Jerry Cronin and Michael Jackson (eds). The Nonprofit Board Book (West Memphis and Hampton, Arkansas: Independent Community Consultants, 1985) 80.

[23]Brian O'Connell. The Board Member's Book 32.

> problems, and opportunities. After gaining that understanding, a board member then provides several years of ideas, input, and productivity. But after a certain time, the organization would be better off with fresh, new ideas.[24]

While it is not the intent of this study to determine if there is indeed a "bell shaped curve" of board member production, Dayton's statement does present a challenge to identify the learning process as well as the information needs of board members at differing tenure levels.

What roles and responsibilities are understood as a function of time spent on the board? What roles and responsibilities remain problematic regardless of time served? What are the specific information needs of board members and how can the board and executive director plan for and provide critical board development training? Is there a "learning curve" and/or "life cycle" for the individual board member? If so, how might it affect both the accomplishment and frustration levels of boards of directors? What are the needs of new members? How can we best utilize the wisdom and knowledge of those board members who have "been around the block" one or twice?

These questions provided the framework for the research project. The next section provides a detailed explanation of the methodology and design of the project.

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[24]Kenneth N. Dayton. Governance is Governance (Keynote address at the Independent sector's Second Professional Forum, May 7, 1985) 12-13.

III. Methodology and Research Design

The initial boundaries of this project were set by limiting the response to boards of directors of nonprofit organizations and selecting a self administered questionnaire as the method to secure the required information.

Because of the proliferation of nonprofit organizations within Genesee County, the local United Way Sourcebook was used to select the sample population. Additional selection criteria for nonprofit participation was determined and included the following:

(1) Current 501(c)(3) status

(2) Provide direct services to individuals (excluding referral/support/informational nonprofits)

(3) Services must be provided in Genesee County at a minimum

(4) No direct linkage to a local government or religious group

(5) Boards elected internally (as opposed to appointed or elected external to the organization)

(6) An established organization with local name recognition

A nonprobability, purposive sampling plan was used. The researcher used professional judgment in narrowing the focus of the study due to time and resource limitations. A list of the thirty nonprofits who were solicited to participate can be found

in Appendix B. Biases inherent in this type of selection sample were many. They included the following items. (1) The selection of the nonprofit was based on a predetermined procedure that set a rate of selection for a predefined population. (2) The rate of availability and/or absence of board members might affect the outcome. Nonprofits who were willing to cooperate may have had some key reason for doing so, such as the time of their funding cycle, the board of directors meeting schedule and/or familiarity with the researcher. The questionnaire completion time frame was from June 1 - July 15. Many nonprofits do not schedule board meetings during the summer months and therefore could not participate in this study. Furthermore, within the nonprofits electing to participate, active board members who regularly attend may have been the only board members responding, excluding the inactive or nominally involved board member which could bias the results toward those board members most available and willing to participate in the project.

(3) Normal assumptions for calculating sampling error did not apply to this study. Because of the type of sampling procedure used, results of the study can only be described by percentiles, mean and rank ordering rather than tests of statistical significance.

A survey method utilizing a structured, self administered, closed response questionnaire was utilized for this project. This decision was made based upon several factors. (1) The nature of the information collected concerning the internal roles and responsibilities of local nonprofit boards was a sensitive topic. A self administered questionnaire could preserve individual board member anonymity. (2) The respondents

were volunteers and their time was at a premium. The decision to use a structured, self administered, closed response questionnaire allowed them to answer at their convenience (within the established response time). (3) The data collected would be easy to categorize, code, assess and analyze, which addressed the time and resource limitations of this study.

The Self Assessment for Nonprofit Governing Boards by Larry H. Slesinger was selected as the questionnaire. (See Appendix E.) This questionnaire was discovered during the initial research phase of this project. It directly addressed the key roles and responsibilities which had been substantiated by the literature review and met the immediate needs in response to the limited time and resources of the researcher. This questionnaire was designed to assist organizations in self study, and had not been used, to my knowledge, as the basis for a comparative study. The National Center for Nonprofit Boards, which prints as well as distributes the questionnaire, was contacted for permission to copy the questionnaire for academic purposes. Agreement was secured for purposes of this thesis.

The questionnaire was modified. The opening paragraph under each responsibility was deleted. Even though the paragraphs provided extremely useful information clarifying each board responsibility, it was felt that it could bias the response. The informational paragraph also included "best practice". Even though it provided a standard against which to respond, it could also bias the "not sure" response which was a critical variable of the board members' response. Only the questions themselves under each responsibility were given to the participants. One additional response item was

added at the end of the questionnaire to determine length of service on the board of directors. (See Appendix F for the modified questionnaire).

The questionnaire itself covered eleven responsibility areas. These areas, the actual descriptive paragraphs are included below.

1. Determine the Organization's Mission and Purpose - One of the board's fundamental responsibilities is to establish the mission of the organization. In addition, the board should review the mission periodically and revise if necessary. The mission statement should be clear and concise, and each member of the board should understand and support it.

2. Select and Support the Executive, and Review His or Her Performance - Perhaps the most significant decision a board makes is whom to select as chief executive. An effective board will draft a clear job description that outlines the duties of the chief executive, and will undertake a carefully planned search process whenever the position is vacant. In addition, the board will support its chief executive by providing that person with frequent and constructive feedback, and by periodically conducting an evaluation to help the chief executive strengthen his or her performance.

3. Approve and Monitor the Organization's Programs and Services - A nonprofit organization carries out its mission by offering programs. The board, administering these programs, is responsible for deciding which programs, among the many that an organization could offer, are the most consistent with the mission. In addition, the board is responsible or monitoring the programs to ensure that their quality is as high as possible. Such monitoring can be done, for example, by reviewing performance data, seeing the programs first-hand, conducting a survey of program participants, or retaining a consultant to carry out an evaluation.

4. Raise Money - The board must take an active role in raising money for the organization regardless of the amount of time that the chief executive or development director devotes to fund raising. Board members can, for example, make personal contributions to the organization, ask friends and colleagues to consider supporting the organization, and recommend to the staff particular individuals, corporations, and foundations that might be asked for support. In addition, the board should help develop the organization's fund raising strategy, including formulation of the critical

case statement that sets out the rationale for financial support.

5. Ensure Effective Fiscal Management - Ensuring that income is managed wisely is especially important for a tax-exempt nonprofit that is operating in the public trust. The board should approve an annual operating budget, and then monitor throughout the year the organization's ability to adhere to the budget. In addition, the board should require an audit once a year by an independent accountant to verify to itself and to the public that the organization is reporting accurately the sources and uses of its funds.

6. Engage in Strategic Planning - One of the major contributions that a board can make to a nonprofit organization is to consider what the organization needs to accomplish over the next three to five years, and to recommend action to reach those goals...At least every three to five years, the board should engage in a formal planing process to better understand the fluctuating environment in which the organization is operating, and to then decide what changes should be made to function more effectively in that environment.

7. Carefully Select and Orient New Board Members - A good board is made up of individuals who can contribute critically-needed skills, experience, perspective, wisdom, and time to the organization. Because no one person can provide all of these qualities, and because the needs of an organization continually change, a board should have a well-conceived plan to identify and recruit the most appropriate people to serve on the board. Once new members are selected, a board should orient new members to their responsibilities and to the activities of the organization. In addition, a board should regularly rotate people off the board to ensure that it can be infused with new ideas without making the board so large that it becomes unwieldy.

8. Understand Relationship Between Board and Staff - One of the most important responsibilities for a board is to define and understand its relationship with the staff and in particular the chief executive. The old dictum that "a board sets policy and the staff carries it out" is oversimplified; an effective board should have a clear understanding of the differences between its role and the role of the staff. Because many important organizational

issues require a partnership of the board and staff if they are to be addressed effectively, the quality of the working relationship between the board and chief executive should be high.

9. Enhance the Organization's Public Image - Board members coming from various parts of the community, can do much to develop the organization's image. If an organization is successful but its achievements are kept secret, it will not succeed in raising money, attracting new leaders for positions of responsibility on the board and staff, or most important, serving a broad range of people. Accordingly, the board should ensure the development of a marketing and public relations strategy that includes written and visual communications pieces such as annual reports, newsletters, fact sheets, and press releases. In addition, board members should periodically seek out key business, government, media and other leaders to inform them about the activities and plans of the organization, and to learn about the concerns and interests of various groups. While encouraging board members to spread the word about the organization they help govern, the board should also have a policy about who should serve as the

organization's official spokesperson when, for example, a news reporter requests an interview about a possibly controversial issue.

10. Organize Itself So That the Board Operates Efficiently Boards carry out much of their work in meetings. Because meetings of the full board cannot always accommodate in-depth discussion and analysis of key issues, boards often work through committees, each of which draws on a small number of board members to focus on a particular area, such as fund raising, programs, nominating (of new board members), or finance. To make board meetings productive, board members need to understand the bylaws and policies under which they operate, and to receive agendas and written materials prior to meetings. In addition, each committee needs a statement of purpose and strong leadership to operate effectively and serve the needs of the full board.

11. Ensure Sound Risk Management Policies - Boards of directors need to reduce to a tolerable level the myriad risks that can severely endanger an organization. No organization is immune from the possibility of a lawsuit from, for example, a recently dismissed employee or an

> individual who slips while walking in your hallway. Obtaining the proper kinds and levels of insurance can offer some protection to the board and organization; more importantly, appropriate action by the board and staff can reduce the likelihood of accidents or negligent actions.[25]

Under each responsibility area, several questions were asked beginning with the phrase, "How satisfied are you that...". In total, forty-five questions comprised the first section of the questionnaire. The second section of the questionnaire included the final responsibility entitled

> 12. Individual Board Member Self-Evaluation - In addition to the full board's assessing its own performance as a governing body, individual board members should also take stock of their own performance as members of the board...Candid responses can help you rate your own performance on the board, and can help you formulate a personal development plan for the coming year.[26]

In this section twenty-four questions were asked beginning with the phrase "How satisfied are you that YOU...". Board members were asked to complete the entire questionnaire.

The Executive Director of each nonprofit organization was also asked to complete the first section of the questionnaire which began with the phrase "How satisfied are you

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[25]Slesinger 5-16.

[26]Slesinger 20.

that the board...". Though the intent of the study was to determine board role and responsibility strengths and weaknesses based upon tenure of the board member, it was felt that the same information collected from the executive directors might provide some insight as to major agreements and differences concerning the perception of board and staff roles. It could potentially assist the individual directors when they reviewed their own board of directors responses to the questionnaire.

The rating scale used consisted of three labeled categories and did not establish intensity. The rating scale included "Satisfied" with the option of marking a 4 or 3, "Not Satisfied" with the option of marking a 2 or 1, and "Not Sure". Ten percent of the 113 board members who responded were asked, after the completion of the questionnaire, how they determined which response to check. Without exception, all respondents stated that marking a 4 was interpreted as very satisfied, a 3 satisfied, a 2 not satisfied and a 1 very dissatisfied. Even though intensity was not prescribed, results could be explained in terms of intensity.

Initially, thirty local nonprofit organizations which met the selection criteria were solicited to participate. Thirty percent (nine nonprofits) responded. (See Appendix D.) A packet of information was sent to the nine nonprofit organizations. (See Appendix C.) After the information was reviewed, an onsite visit was scheduled with the executive director to discuss the research project, the level of participation required, and to determine how the questionnaire would be disseminated.

The method used to secure the completion of the questionnaire was comprised of three options and left up to the discretion of the Executive Director. In some cases the

questionnaire was mailed out to all board members with an accompanying letter signed by the Executive Director and/or the Chairperson of the Board. In other cases the questionnaire was distributed at a board meeting to those present at the time. (Response rate was thirty five to fifty eight percent). The rest of the questionnaires were distributed and completed during a board and/or committee meetings. (Response rate was sixty eight to eighty percent).

Collection of responses was closed at the preestablished cut off date of July 15. Information was collated by organization and readied for data input. The SPSS statistical software for the storage, retrieval, and analysis of data was used for this study.

When assigning values to the response categories, a 0 was assigned to the "Not Sure" response. All other values were left as included on the questionnaire. This was in line with the purpose of the study. A not sure response carried important weight when analyzing familiarity and knowledge of board roles and responsibilities. Throughout the analysis and presentation of results the "not sure" response weight of 0 was included in all calculations of means. The Project for Urban and Regional Affairs (PURA) staff developed the programming for the study, the researcher performed the data input, and PURA staff produced data runs and analysis as required by the researcher.

Slesinger, in the User's Guide for the Self Assessment for Nonprofit Governing Boards, provided a tabulation method for the questionnaire which was "...designed to provide the board with an easy-to-read snapshot of its general level of satisfaction in the areas covered by the questionnaire."[27] His method included adding up the total

[27]Slesinger 34.

responses in the three categories (Not Satisfied, Satisfied and Not Sure) and dividing each of these numbers by the total number of questionnaires for a percentage response rate.

His suggestions for interpretation of the results were general in nature and were geared toward a presentation to an individual board. His tabulation method and interpretation of the responses is included in Table 1. Slesinger's tabulation methods were also completed and compared to the results using the means as an indicator of response intensity.

The data also were sorted by the "satisfied", "not satisfied" and "not sure" responses, without assigning a given value for each response. Percentages were calculated based upon these responses.

A list of all data used in this study can be found in Appendix G. The data (nearly 1000 pages) is available for review upon request.

Table 1. Slesinger Tabulation Method and Interpretation of Results

Response	Interpretation
Satisfied (Columns 1+2)	A high percentage of **Satisfied** responses represents a positive response to a particular question and generally indicates that the board as a whole feels its performance in that area is strong.
Not Satisfied (Columns 3+4)	A high percentage (50%) of **Not Satisfied** responses represents a negative response to a particular question, indicating that the board is dissatisfied with its performance in that area of responsibility.
Not Sure	A high percentage of **Not Sure** responses generally means one of two things. Either the respondent isn't sure how he or she feels about the question, or does not know enough about the subject to answer appropriately.
Not Sure + Not Satisfied	When the combined **Not Sure** and **Not Satisfied** responses are high (50%), the issue is worth a second look.

IV. Presentation and Analysis of Research Findings

Board members and executive directors of nine nonprofit organizations responded to the questionnaire. Response rates varied from a high of eighty percent to a low of thirty-five percent. The total number of board members who could have responded was 204. 113, or fifty-five percent, actually responded. (See Appendix G for the response data for all participating nonprofit organizations.) Five nonprofit organizations had their board members complete the questionnaire at a board of directors meeting and mailed questionnaires to those who were absent. Four of the nonprofits mailed the questionnaire to board members because there would not be a board of directors meeting during the data collection time frame. Eight nonprofits mailed their questionnaires with self addressed, stamped envelopes and one did not. Table 2 indicates the nonprofit response rate and methodology of questionnaire dispersement.

Table 2. Participant Response Rate and Methodology of Questionnaire Completion

Nonprofit Organization	Number of Board Members Who Responded	Total Number of Current Board Members	% Response Rate	Questionnaire Completion Method
1	13	19	68	meeting
2	12	15	80	meeting
3	12	34	35	meeting/mail
4	14	26	54	meeting/mail
5	10	18	56	meeting/mail
6	9	20	45	mailed
7	22	28	79	meeting
8	14	24	58	mailed
9	7	20	35	meeting/mail
Total	113	204	55	

Eight of the nine nonprofit executive directors responded to the questionnaire. One nonprofit director resigned during the collection period. This may have biased some of that particular nonprofit's board members when responding to some of the board responsibility areas.

Of the board members who responded, the responses were broken out by the following years of tenure.

< Than 1 Year	17
1-5 Years	59
6-10 Years	26
10 + Years	9

Because of the small number of responses in the ten or more years category, the nine responses were added to the six to ten years category. The new category became six or more years with thirty-five respondents.

Description of Population

Included in the information packets mailed to the nonprofit organizations were two general information forms. One form requested general information concerning the organization and included items such as revenues, staffing levels and agency and executive director tenure. The other form requested general information on the nonprofit's board of directors and included such items as the size of the board,

committees, board training, strategic planning and meeting frequency. (See Appendix C for these two forms.)

The nonprofit organizations participating in this project covered a wide cross section of the local nonprofit organization population. Two nonprofit organizations (NPO's) had state affiliations and seven had national affiliations. Paid full time staff ranged from 1 to 311 and part time paid staff ranged from 1 to 138. Unpaid volunteer staff ranged from 8 to over 300.

Total current revenues of the nonprofit organizations were as low as $49,000 and as high as $5,600,000. Three NPO's received federal revenues and four received state revenues. Six of the NPO's received allocations from the local United Way and four of the NPO's had endowment funds established.

Four of the NPO's have had four or more executive directors since 1980. Only one NPO had the same executive director since 1980. Five of the NPO's have been in existence for thirty years or less. The other four NPO's have been in existence in the community from 65 to 117 years.

The maximum number of respondents per board ranged from twenty to forty-one while the actual number of board members currently serving ranged from fifteen to thirty-four. The number of standing committees varied from one to ten.

All NPO's provided some form of new board member orientation and five NPO's provided some additional formal board training. Eight of the nine NPO's had completed a strategic planning document within the past ten years, five of which had been revised since 1994. Six NPO's reported that the strategic plan was considered "very important"

and three NPO's stated that the plan was "not important". Seven of the NPO's met on a monthly basis while one met bimonthly and one met quarterly.

Presentation of Findings

First, the questionnaire results were separated into the eleven specific responsibility areas highlighted in Section III of this thesis. The data were then analyzed by individual question within the responsibility area to further define satisfaction levels within responsibility areas.

The questions within each responsibility area could not be categorized into any one typology. For example, some questions were time bound and/or based upon events. Knowledge was based upon the length of board service and information gained over time (strategic planning, hiring the executive, annual budget approval). Some questions were based upon receipt of very specific information (financial reports, agendas and related materials, bylaws).

Other questions related to current policies and/or current strategies (risk policy, procedures, fund raising strategy, marketing and public relations strategy). Many of the questions included words which could not be uniformly defined and interpreted by each and every board member. Some of these words included "competent, effective, respective, successfully and substantive." It was also determined that some board roles were made up of several different responsibilities and board members could be strong in one area and weak in another. Those differences needed to be highlighted.

The first set of findings presents the questionnaire results by each responsibility area. Response results include a composite mean for each individual question as well as the actual number of "Not Sure" responses. The mean was calculated based upon the

total number of responses in each value (4, 3, 2, 1, and 0) by each label (Satisfied, Not Satisfied, and Not Sure) and divided by the total number of responses in each tenure category (All Board Members, less than one year, one to five years and six or more years and All Executive Directors.)

A review of Responsibility 1 (Determine the Organization's Mission and Purpose) showed a general level of "satisfied" responses within this area of board responsibility. (See Table 3.) Mean responses to all questions scored above a 3.0 and the number of "not sure" responses overall was five percent. Board members seemed satisfied that their boards understood the mission of the organization, that it was appropriate for the next two to four years and that the mission was reflected in the current programs and services.

Table 3. Board Member Response by Tenure to Mission Determination Responsibilities

Responsibility 1. Determine the Organization's Mission and Purpose

How Satisfied are you that:

1-1 All board members are familiar with the current mission statement?

1-2 The current mission statement is appropriate for the organization's role in the next two to four years?

1-3 The board's policy decisions and the organization's programs and services reflect the mission?

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
1-1	3.168	11	3.235	0	3.102	6	3.257	3	3.500	0
1-2	3.460	4	3.235	2	3.407	3	3.657	0	3.600	0
1-3	3.571	1	3.647	1	3.458	1	3.735	0	3.750	0
Total		16 5%		3 6%		10 6%		3 3%		0

Responsibility 2. (Select and Support the Executive, and Review His or Her Performance) presented a somewhat different response by board members. (See Table 4.) Board members with less than one year of service rated the questions in this area the lowest. In fact, over thirty seven percent of that same group responded with "not sure" to questions in this area. Question 2-3 and 2-4 which dealt with how the last executive director search was conducted and how the board assesses the executive director, were rated the lowest by not only those who had served less than one year but also by those who had served one to five years.

This seems to indicate that information regarding the selection and assessment of the executive director is not readily available and/or communicated to a fairly new board member. Knowledge seems to be gained as a direct result of serving time on the board.

Table 4. Board Member Response by Tenure to Executive Director Responsibilities

Responsibility 2. Select and Support the Executive, and Review His or Her Performance

How Satisfied are you that:

2-1 A written job description clearly spells out the responsibilities of the chief executive?

2-2 The board respects the responsibilities distinct to the chief executive?

2-3 The board conducted its last search for a chief executive in a professional and competent manner?

2-4 The board assesses the chief executive's performance in a systematic and fair way on a regular basis?

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
2-1	3.018	16	2.059	6	3.051	7	3.400	3	3.625	0
2-2	3.584	2	3.706	0	3.441	2	3.771	0	3.750	0
2-3	2.705	32	1.438	10	2.627	18	3.343	4	2.875	2
2-4	2.885	18	1.706	9	2.898	7	3.400	2	3.375	0
Total		68 15%		25 37%		34 14%		9 6%		2 6%

Or perhaps it could indicate that senior members of the board are more involved in the process.

A review of Responsibility 3. (Approve and Monitor the Organization's Programs and Services) indicated a "satisfied" response within this area. (See Table 5.) All mean responses were 2.8 or above. The "not sure" response was three percent overall. The lowest scoring question concerned the knowledge of the strengths and weaknesses of each major program. This may indicate the lack of regular evaluation reports to the board, or the general lack of knowledge by board members as it relates to this item. Based upon questions 3-1 and 3-3, the board is satisfied that it is knowledgeable about the organization's current programs and considers changes to the current programming, as needed.

Table 5. Board Member Response by Tenure to Programmatic Responsibilities

Responsibility 3. Approve and Monitor the Organization's Programs and Services

How Satisfied are you that:

3-1 The board is knowledgeable about the organization's current programs and services?

3-2 The board knows the strengths and weaknesses of each major program?

3-3 The board periodically considers adopting new programs, and modifying or discontinuing current programs?

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
3-1	3.407	1	3.706	0	3.237	1	3.514	0	3.125	0
3-2	2.805	6	2.882	1	2.678	3	2.971	2	3.000	0
3-3	3.292	4	2.941	2	3.186	2	3.629	0	3.375	0
		11 3%		3 6%		6 3%		2 2%		0

Responsibility 4. (Raise Money) provided a mixed set of results. (See Table 6.) The first question which dealt with board's understanding of the fund raising strategy indicated a "satisfied" response. The mean response was around 3.0 for all tenure categories. Yet question 4-4, which asked about the satisfaction level concerning a clear policy on the individual's responsibility to raise money, had means among the lowest of all question responses, ranging from 1.5 to 2.0. The numbers of "not sure" responses were in the fourteen to twenty-one percent range. This could indicate that the overall fund raising strategy is clear, but as it translates down to the individual board member, it becomes unclear. Or perhaps the organization has not developed any specific strategies concerning board member expectations.

Questions 4-2 and 4-3 were different types of questions. They asked for a response based upon very specific knowledge of other board member's actions in the areas of providing individual financial support and individually calling upon others in the community and asking for contributions. Means for these two questions averaged around 2.2. This could indicate that information about contributors is not regularly communicated to board members, or if it is, the typical board member is not aware whether other board members have made financial contributions.

There does seem to be a conflict between the overall board strategy and policy and the individual board member's role within the strategy and/or policy. One explanation of the conflict is that each nonprofit organization relies on different strategies for its fund raising. Some organizations have full or part time fund development staff

while other organizations rely totally on their board members and/or executive director for fund development.

Table 6. Board Member Response by Tenure to Fund Raising Responsibilities

Responsibility 4. Raise Money										
How Satisfied are you that:										
4-1	The board understands the fund raising strategy for the organization?									
4-2	The full board provides financial support to the organization on an annual basis?									
4-3	Board members actively ask others in the community to provide financial support to the organization?									
4-4	The board has a clear policy on the individual board member's responsibility to raise money?									
Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
4-1	3.027	2	3.353	0	2.949	0	3.000	2	2.250	1
4-2	2.243	27	1.765	6	2.293	13	2.324	8	2.875	0
4-3	2.330	17	2.412	3	2.254	10	2.382	4	1.875	1
4-4	1.864	25	1.471	5	1.845	14	2.061	6	1.875	2
Total		71 16%		14 21%		37 16%		20 14%		4 13%

A review of Responsibility 5. (Ensure Fiscal Management) indicated a "satisfied" response with this area. The "not sure" response was five percent overall, with the highest "not sure" response of ten percent in the tenure category of less than one year. Across all tenure categories, question 5-4, which asked about an annual audit provided the lowest mean response.

Based upon questions 5-1, 5-2 and 5-3 the board members were satisfied that the annual budget was thoroughly discussed before approval, that the board discussed other funding options and allocations, and that board members received financial reports that

were understandable, accurate and timely. Question 5-3 drew a very high satisfaction score which underlines the need for good communication between staff and board on financial issues and reporting requirements.

Question 5-4 addressed the annual audit and consideration of the recommendations therein. Satisfaction levels steadily increased with longevity of service on the boards. The satisfaction levels ranged from a low of 2.5 (less than one year) to a high of 3.4 (six or more years). This could be explained by understanding the process, familiarity with the terminology, and knowledge gained over time.

Table 7. Board Member Response by Tenure to Fiscal Management Responsibilities

Responsibility 5. Ensure Fiscal Management

How satisfied are you that:

5-1 The board discusses thoroughly the annual operating budget of the organization before approving it?

5-2 The board takes advantage of the budget process to consider the most effective allocation of limited resources?

5-3 The board receives financial reports on a regular basis that are understandable, accurate, and timely?

5-4 The board requires an annual audit and considers all recommendations made in the independent auditor's report and management letter?

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
5-1	3.416	1	3.353	1	3.373	0	3.486	0	3.750	0
5-2	3.301	3	3.353	1	3.169	1	3.457	1	3.250	0
5-3	3.752	1	3.765	0	3.644	1	3.914	0	3.750	0
5-4	3.098	17	2.529	5	3.051	8	3.441	4	3.625	0
Total		22 5%		7 10%		10 4%		5 4%		0

Responsibility 6. (Engage in Strategic Planning) evoked a "satisfied" response overall. The "not sure" response was highest for the tenure category of less than one year. This would make sense given the board member's short tenure on the board and the fact that most organizations engage in strategic planning every three to five years. (See Table 8.)

Board members who had served six or more years expressed the highest level of satisfaction with strategic planning. Given their longer tenure on the board and ability to see the plan from formulation to implementation and revision, they were satisfied that the process was both useful and meaningful. This could be inferred from questions 6-1 and 6-2 which questioned the board satisfaction with the long term strategic vision of the organization verses the day to day administrative operations.

Table 8. Board Member Response by Tenure to Strategic Planning Responsibilities

Responsibility 6. Engage in Strategic Planning

How satisfied are you that:

6-1 The board focuses much of its attention on long-term, significant policy issues rather than short-term administrative matters?

6-2 The board has a strategic vision of how the organization should be evolving over the next three to five years?

6-3 The board periodically engages in a strategic planning process that helps it consider how the organization should meet new opportunities and challenges?

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
6-1	3.053	3	2.882	1	2.831	2	3.486	0	2.750	0
6-2	3.142	2	3.059	0	2.881	2	3.600	0	3.000	0
6-3	3.142	5	2.294	5	3.153	0	3.486	0	3.125	0
Total		10 3%		6 12%		4 2%		0		0

The response to Responsibility 7. (Carefully Select and Orient New Board Members) demonstrated the need for the development of specific policy and related procedures in the area of new member selection (question 7-1) and training (question 7-4.) Both of these items scored the lowest within this responsibility area. The overall response indicated a "satisfied" response with the board's composition, recruitment of individuals with special skills, and term limitations as it related to board service and rotation. (See Table 9.)

Table 9. Board Member Response by Tenure on New Board Member Selection and Training Responsibilities

Responsibility 7. Carefully Select and Orient New Board Members

How satisfied are you that:

7-1 The board has an effective process to identify the qualifications and expertise that new board members should bring to the organization?

7-2 The board's composition reflects the diversity needed by the organization?

7-3 The board cultivates and recruits candidates who possess the qualities needed to strengthen board composition?

7-4 The board provides new board members with a comprehensive orientation to board responsibilities, the organization's services and programs, and administrative procedures?

7-5 The board has established policies for length of board service and rotation of board members?

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
7-1	2.637	16	2.706	2	2.373	12	3.000	2	2.750	1
7-2	3.150	3	3.412	0	3.000	3	3.286	0	2.750	0
7-3	3.018	8	2.765	3	2.879	5	3.343	0	2.625	1
7-4	2.947	7	3.118	1	2.864	3	2.971	3	3.000	1
7-5	3.381	7	3.353	2	3.356	3	3.429	2	4.000	0
Total		41 7%		8 9%		26 9%		7 4%		3 8%

The lowest overall mean was 2.6 for question 7-1 which questioned the effectiveness of the process to identify the qualifications and expertise new board members should bring to the organization. Yet question 7-3 which stated that the board cultivates and recruits candidates who possess qualities needed to strengthen the board had a mean of 3.0. The two items seem to contradict each other, yet may be a function of the lack of specific policy and/or the expectations of individual board members.

An analysis of Responsibility 8. (Understand Relationship Between Board and Staff) revealed a very strong "satisfied" response (a mean score of 3.8) in the area of board delegation of authority to the executive director and fairly high levels of satisfaction (a mean score of 3.2 - 3.5) concerning the issues of mutual respect and trust between the board and executive director and clearly defined roles between the board and executive. The number of "not sure" responses overall was six percent. (See Table 10.)

The only question within this responsibility area that scored moderately low, with a mean score of 2.7, was question 8-4. This question addressed the adoption of adequate policies for staff selection, promotion and grievance procedures. Unfortunately, there is no way of knowing if one of the three procedural areas produced a more negative response than the others. It may highlight the need, once again, for clearly defined and well communicated board policy and/or taking the time to revisit a specific policy area which is problematic.

An examination of Responsibility 9. (Enhance the Organization's Public Image) showed a "satisfied" response. (See Table 11.) The newest board members demonstrated a high satisfaction level on questions 9-2 and 9-3 in particular. This may have reflected

their desire to serve on the board because they felt that the board promoted a positive image itself and they were comfortable (or new enough) to feel that someone was the official spokesperson for the board. There was an interesting drop in the mean scores for those board members who had served between one and five years. Those serving from one to five years on the board scored from .6 to 1.0 lower on the same questions. Those serving six or more years scored .2 to .5 higher on the same questions.

Table 10. Board Response by Tenure on Board/Staff Relationship Responsibilities

Responsibility 8. Understand Relationship Between Board and Staff

How satisfied are you that:

8-1 The respective roles of the board and staff are clearly defined and understood?

8-2 A climate of mutual trust and respect exists between the board and chief executive?

8-3 The board gives the chief executive enough authority and responsibility to lead and manage the organization successfully?

8-4 The board has adopted adequate policies for staff selection, training, promotion, and grievance procedures?

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
8-1	3.239	2	3.235	0	3.153	2	3.400	0	3.500	0
8-2	3.487	6	3.647	1	3.288	5	3.743	0	3.750	0
8-3	3.768	1	3.765	0	3.741	1	3.829	0	3.750	0
8-4	2.688	19	2.529	4	2.431	12	3.143	3	3.375	0
Total		28 6%		5 7%		20 8%		3 2%		0

Table 11. Board Response by Tenure on Public Image Responsibilities

Responsibility 9. Enhance the Organization's Public Image

How satisfied are you that:

9-1 The board has approved an effective marketing and public relations strategy for the organization?

9-2 Board members promote a positive image of the organization in the community?

9-3 The board understands who can serve as the official spokesperson for the organization?

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
9-1	2.867	4	3.059	0	2.678	4	3.086	0	2.250	0
9-2	3.345	5	3.824	0	3.237	3	3.400	1	3.375	0
9-3	3.035	12	3.706	0	2.712	11	3.286	1	3.250	0
Total		21 6%		0		18 10%		2 2%		0

This may suggest that once the "newness" wears off and the reality of routine board governance sets in, board members see the weaknesses of the organization for the first time.

Responsibility 10. (Organize Itself So That the Board Operates Efficiently) was broken into two separate sections. (See Table 12.) The first five questions (10-1 through 10-5) examined familiarity with bylaws, procedures, policies, agendas and supporting materials, agenda content, and board discussions. The second set of questions (10-6 through 10-9) addressed issues related to the board committee structure such as contributions of the committee structure, matching committee assignments with board member interests and skills, purpose and plan of work for each committee, and the opportunity for leadership development.

Table 12. Board Member Response by Tenure on Board Operation Responsibilities

Responsibility 10. Organize Itself So That the Board Operates Efficiently

How satisfied are you that:

10-1 Board members are familiar with the bylaws?

10-2 The board regularly reviews its policies, procedures, and bylaws?

10-3 Board members receive clear and succinct agendas and supporting written material sufficiently prior to board and committee meetings?

10-4 The agendas of board meetings focus on substantive issues appropriate for board consideration?

10-5 Board members have adequate opportunities to discuss issues and ask questions?

Board Committees

10-6 Current committee structure contributes to board productivity?

10-7 Committee assignments reflect the interests, experience, and skills of the board members?

10-8 Each committee has a stated purpose and an annual plan of work?

10-9 Policies regarding committee assignments offer adequate opportunities for leadership development?

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
10-1	2.389	19	2.765	2	2.305	12	2.400	2	2.500	1
10-2	2.602	11	1.941	6	2.627	3	2.943	1	2.250	1
10-3	3.455	0	3.765	0	3.276	0	3.588	0	3.375	0
10-4	3.584	1	3.824	0	3.407	1	3.800	0	3.000	1
10-5	3.655	1	3.941	0	3.458	1	3.857	0	3.625	0
10-6	3.455	26	3.688	0	3.271	22	3.657	0	3.625	0
10-7	3.339	5	3.647	0	3.103	4	3.571	1	3.000	1
10-8	2.947	10	3.059	2	2.627	7	3.343	1	3.250	1
10-9	2.903	10	3.059	2	2.627	7	3.257	1	2.875	1
Total		83 8%		12 8%		57 11%		6 2%		6 8%

The question with the strongest overall "satisfied" response (mean of 3.7) was question 10-5; board members felt that there were adequate opportunities to discuss issues and ask questions. The question with the lowest level of satisfaction was 10-1;

familiarity with the bylaws (mean of 2.4). Lack of familiarity with the bylaws may not present much of a problem and perhaps the question should have addressed if the board members had a copy of the current bylaws. Bylaws, in particular, are referenced occasionally, but rarely memorized because of their lack of day to day application.

The next lowest item, question 10-2, addressed the regular review of bylaws, procedures and policies. The overall mean score was 2.6 which demonstrated a less than satisfied response. Policies, procedures and bylaws are sometimes the hardest items to reach agreement on, and once addressed, may rarely be revisited because of the controversy which may erupt. At the same time it would seem imperative to review these documents on a yearly basis, even if the sole reason is for new board member familiarity.

A review of Responsibility 11. (Ensure Sound Risk Management Policies) presents the board responsibility area with the lowest overall means as well as, the most "not sure" responses. (See Table 13.) The "not sure" responses comprised twenty-six percent of all responses. The strongest "satisfied" response was found in question 11-1 (overall mean of 2.8) which stated that the board had approved policies that would reduce risks to a tolerable level. This would seem to contradict directly questions 11-2 and 11-3 which included having an adequate amount of liability insurance in the event of lawsuits (mean of 2.1) and that the board periodically reviewed its insurance to insure that it was adequate and competitively priced (2.2).

The number of "not sure" responses was very high for those board members who had served less than one year (33%) and one to five years (31%), but dropped to 16%

for those board members who had served more than six years. The mean score for questions 11-2 and 11-3 were, 1.9 and 2.1 for those who had served less than one year, 1.7 and 1.7 for those who had served one to five years on the board, and then increased to 2.7 and 3.1 for those who had served more than six years.

Table 13. Board Member Response by Tenure on Risk Management Responsibilities

Responsibility 11. Ensure Sound Risk Management Policies

How satisfied are you that:

11-1 The board has approved policies that enable the organization to manage and reduce risks to a tolerable level?

11-2 The board has an adequate amount of liability insurance to cover board members and staff in the event of lawsuits filed against them as individuals or against the organization as a whole?

11-3 The board periodically reviews all of the insurance carried by the organization to ensure that it is adequate and competitively priced (e.g. directors and officers, general liability, workers' compensation)?

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
11-1	2.779	14	2.471	4	2.661	7	3.086	3	3.500	0
11-2	2.088	41	1.941	7	1.695	26	2.743	8	3.500	0
11-3	2.204	34	2.118	6	1.678	21	3.143	6	2.875	0
Total		89 26%		17 33%		54 31%		17 16%		0

This may indicate that experience and/or having worked through a risk-related crisis on this board or another board provides a comfort level with the risk management policies. But it could also demonstrate that newer board members have not considered carefully the risk involved with board service and/or specific information has not been communicated to them concerning the nonprofit organization's risk management policies.

The responses do, however, indicate a general lack of information on a key board member responsibility. Though technical in nature, risk management policies and issues should become a standard part of the new member orientation, and reviewed on a yearly basis.

The second major area to be analyzed concerned individual question responses which received the lowest perceived satisfaction ratings regardless of the role and/or responsibility area. It should be noted that a lower mean often indicated a high response rate of "not sure" which had a 0 value. The information was also compiled by the Slesinger method using percentages of responses. Generally the questions receiving the lowest satisfaction means corresponded to those areas receiving the highest percentages when adding the not satisfied results to the not sure results. Both methods and results were used to assure that the results were similar in number and for purposes of clarification and interpretation.

The first cross section of the data provided a look at the composite means in the bottom quartile by tenure. Means were rounded off to the nearest tenth. (See Table 14.)

The range of means for the composite responses is 1.9 to 2.7. Only the first seven questions fall into the category of "not satisfied". In general the questions deal with roles or responsibilities which lack specificity, or are not characteristic of the board members skills and knowledge which they bring to the board. These items which include fund raising, insurance, bylaws, and policies and procedures, are typically areas where only one or two board members have a command of the topic and the rest of the board members accept the knowledge disseminated in a board meeting at "face value".

Table 14. Composite Response - Individual Questions with 10 Lowest Means Scores

Question Number	How satisfied are you that the board...	Mean	Not Sure	Not Satisfied 1 + 2	Satisfied 3 + 4
4-4	The board has a clear policy on the individual board member's responsibility to raise money.	1.9	23%	44%	34%
11-2	The board has an adequate amount of liability insurance to cover board members and staff in the event of lawsuits.	2.1	36%	10%	54%
11-3	The board periodically reviews all of the insurance carried by the organization to ensure that it is adequate and competitively priced.	2.2	30%	21%	48%
4-2	The full board provides financial support to the organization on an annual basis.	2.2	24%	23%	52%
4-3	Board members actively ask others in the community to provide financial support to the organization.	2.3	15%	37%	48%
10-1	Board members are familiar with the bylaws.	2.4	17%	21%	62%
10-2	The board regularly reviews its policies, procedures, and bylaws.	2.4	10%	28%	62%
7-1	The board has an effective process to identify the qualifications and expertise that new board members should bring to the organization.	2.6	14%	19%	66%
8-4	The board has adopted adequate policies for staff selection, training, promotion, and grievance procedures.	2.7	17%	13%	70%
2-3	The board conducted its last search for a chief executive in a professional and competent manner.	2.7	29%	0%	71%

A review of the ten questions with the lowest means for those board members who had served less than one year shows a range of means from 1.4 to 2.4. All responses fell within the "not satisfied" category showing evidence of a greater level of dissatisfaction than any other tenure category. (See Table 15).

A review of the particular items which scored low indicate some evidence that knowledge is gained as a function of time on the board. When looking at the top "not satisfied" items, two of them dealt with the CEO search and evaluation. Over fifty percent responded "not sure" to these items. The "not sure" response ranged from a high of fifty-nine percent to a low of eighteen percent.

Key items which rated lower in satisfaction included the CEO search, job description, and assessment, policies in general, liability and over all strategic planning. These low ratings are obviously a direct result of limited service on the board and as is evidenced in the next tenure category, tend to move from dissatisfaction to satisfaction as the board member actually works through and participates in the governance process.

Table 15. < 1 Year Response - Individual Questions with 10 Lowest Means Scores

Question Number	How satisfied are you that...	Mean	Not Sure	Not Satisfied	Satisfied
2-3	The board conducted its last search for a chief executive in a professional and competent manner.	1.4	59%	0	38%
4-4	The board has a clear policy on the individual board member's responsibility to raise money.	1.5	29%	47%	24%
2-4	The board assesses the chief executive's performance in a systematic and fair way.	1.7	53%	0	47%
4-2	The full board provides financial support to the organization on an annual basis.	1.8	35%	18%	47%
10-2	The board regularly reviews its policies, procedures, and bylaws.	1.9	35%	18%	47%
11-2	The board has an adequate amount of liability insurance to cover board members and staff in the event of lawsuits.	1.9	41%	6%	53%
2-1	A written job description clearly spells out the responsibilities of the chief executive.	2.1	35%	6%	59%
11-3	The board periodically reviews all of the insurance carried by the organization to ensure that it is adequate and competitively priced.	2.1	35%	12%	53%
6-3	The board periodically engages in a strategic planning process that helps it consider how the organization should meet new opportunities and challenges.	2.3	29%	12%	59%
4-3	Board members actively ask others in the community to provide financial support to the organization.	2.4	18%	24%	59%

An analysis of the ten questions with the lowest means by those who had served from one to five years shows a range of means from 1.7 to 2.6. (See Table 16). The ten lowest means reflect and mirror most of the composite scores for all board members and the last three items in this tenure category had satisfaction scores of sixty-one percent

or better and cannot be qualified as "not satisfied" responses. Those serving one to five years had only one item that was not included in any other tenure category. This was item 8-4 which dealt with staff related policy development. This response may indicate that the board members may be experiencing the "governance vs. management" dichotomy.

Table 16. 1-5 Years Response - Individual Questions with 10 Lowest Means Scores

Question Number	How satisfied are you that...	Mean	Not Sure	Not Satisfied	Satisfied
11-3	The board periodically reviews all of the insurance to cover board members and staff in the event of lawsuits filed against them as individuals or against the organization as a whole.	1.7	36%	29%	36%
11-2	The board periodically reviews all of the insurance carried by the organization to ensure that it is adequate and competitively priced.	1.7	44%	15%	41%
4-4	The board has a clear policy on the individual board member's responsibility to raise money.	1.8	24%	46%	29%
4-3	Board members actively ask others in the community to provide financial support to the organization.	2.2	17%	41%	42%
4-2	The full board provides financial support to the organization on an annual basis.	2.3	22%	26%	52%
10-1	Board members are familiar with the bylaws.	2.3	20%	22%	58%
7-1	The board has an effective process to identify the qualifications and expertise that new board members should bring to the organization.	2.4	20%	25%	54%
8-4	The board has adopted adequate policies for staff selection, training, promotion, and grievance procedures.	2.4	21%	15%	64%
2-3	The board conducted its last search for a chief executive in a professional and competent manner.	2.6	31%	0	73%
10-2	The board regularly reviews its policies, procedures, and bylaws.	2.6	5%	34%	61%

A review of the ten questions with the lowest means for those serving six or more years produced higher means than any other tenure group. The means ranged from 2.1 to 3.0. (See Table 17). Only the top four items actually scored in the "not satisfied"

range. These items dealt with the issues of fund raising and bylaw familiarity. It is extremely hard to justify the next six items as "not satisfied" when the percentage of satisfaction ranged from seventy-four to eighty-six percent.

This seems to indicate that the longer a board member serves of the board, the more trust is developed over time and experience because they have lived through the "ups" and "downs" of the organization, may have seen board members and executive directors come and go, yet have enough wisdom to see the "big picture" and feel satisfied on the whole.

Table 17. 6+ Years Response - Individual Questions with 10 Lowest Means Scores

Question Number	How satisfied are you that...	Mean	Not Sure	Not Satisfied	Satisfied
4-4	The board has a clear policy on the individual board member's responsibility to raise money.	2.1	18%	36%	45%
4-2	The full board provides financial support to the organization on an annual basis.	2.3	24%	24%	47%
4-3	Board members actively ask others in the community to provide financial support to the organization.	2.4	12%	38%	50%
10-1	Board members are familiar with the bylaws.	2.4	11%	26%	63%
11-2	The board has an adequate amount of liability insurance to cover board members and staff in the event of lawsuits filed against them as individuals or against the organization as a whole.	2.7	23%	3%	74%
10-2	The board regularly reviews the policies, procedures, and bylaws.	2.9	3%	26%	71%
4-1	The board understands the fund raising strategy for the organization.	3.0	6%	18%	76%
7-4	The board provides new members with a comprehensive orientation to board responsibilities, the organization's services and programs, and administrative procedures.	3.0	9%	11%	80%
7-1	The board has an effective process to identify the qualifications and expertise that new board members should bring to the organization.	3.0	6%	11%	83%
3-2	The board knows the strengths and weaknesses of each major program.	3.0	6%	9%	86%

The occurrence of items 7-1 and 7-4 presents an interesting set of questions. Could this mean that there is a loss of contact with the new board member recruitment process? Or could it mean that, having served on the board and observed the new board member recruitment process, they have questions concerning the effectiveness of the current process? A careful interpretation must be made, not only in light of these two questions, but because the means for these questions was a 3.0 (satisfied).

A comparison of the range of means for the lowest quartile responses by years of tenure tends to show a general decrease of intensity of dissatisfaction and/or fewer "not sure" responses with longer tenure on the board.

Board Tenure	Range of Mean	Percentage
< 1 Year	1.4 - 2.5	66-35%
1-5 Years	1.7 - 2.7	70-36%
6+ Years	2.1 - 3.0	54-20%

A review of the responses with means < 2.5 by years of tenure also showed the same trend.

Board Tenure	< 2.5 Response Items
< 1 Year	10
1-5 Years	7
6+ Years	6

Only twenty-three responses fell in the category of <2.5 which indicates that even when the bottom quartile of each board tenure category was highlighted, only

twenty-three responses out of 180, or thirteen percent scored "not satisfied". (See Table 18.

Table 22. Composite Range of Means

Range of Means	Tenure of Board Members		
	< Than 1 year	1-5 Years	6+ Years
3.5 - 4.0	13	2	14
3.0 - 3.5	13	21	23
2.5 - 2.9	8	14	4
Total Satisfied Means	34 (76%)	37 (82%)	41 (91%)
2.0 - 2.4	5	5	4
1.5 - 1.9	4	3	0
1.0 - 1.4	2	0	0
< Than 1.0	0	0	0
Total Not Satisfied Means	11 (24%)	8 (18%)	4 (9%)

The overwhelming reason for low means was the number of "not sure" responses. The percentages of actual "not sure" responses is indicated below.

Board Tenure	% of Not Sure Responses
< 1 Year	13.1%
1-5 Years	9.7%
6+ Years	3.0%

This trend supports the view that as board members spend more time on the board, their knowledge base increases. A review of the bottom quartile for "not sure" responses also supports the concept of "time equals knowledge".

Board Tenure	% of Ten Highest Not Sure Responses
< 1 Year	59 - 24%
1-5 Years	44 - 17%
6+ Years	24 - 9%

Certain "not sure" responses were evident regardless of board tenure. These included items 2-3 (quality of last CEO search), 4-2 (makes personal gifts), 11-2 (liability insurance coverage) and 11-3 (periodic review of insurance). These are, for the most part, a function of the "time bound" and/or "acquisition of specific information" nature of the question.

For those board members serving less than one year the following items rated high in the "not sure" category; 2-1 (CEO job description), 2-4 (assessment of CEO), 5-4 (annual audit), and 10-2 (review of policies and procedures). Again, the not sure response is in direct relation to the time spent on the board and familiarity with process and information. These items mirrored many of the items identified with a "not satisfied" response.

The results of the "not satisfied" and the "not sure" indicate different types of training and/or board development needs for the board members. It seems very important that new board members receive not only a new board member orientation, but

ongoing information, training and assistance from the CEO and other board members. Some information can only be learned by direct and active involvement on the board and the experience and wisdom gained by playing an active role on the board.

The items which scored low on the satisfaction scale regardless of tenure, suggest a different information and/or training need. Most of the items concerned policy development (or perhaps lack of policy development). The board may need to take an active role in the development of board member roles and responsibilities (via a board member job description) and continually revisit and clarify board policy to insure understanding and comprehension.

The second cross section of the data deals with the perceived levels of role and responsibility satisfaction of the board. (See Table 19).

A comparison of the range of means for responses in the top quartile by years of tenure tends to show a general increase of intensity of satisfaction and fewer "not sure" responses the longer the tenure on the board.

Board Tenure	Range of Means	Percentage
< 1 Year	3.7 - 3.9	100%
1-5 Years	3.3 - 3.7	98-88%
6+ Years	3.6 - 3.9	100-97%

Table 19. Composite Response - Individual Questions with 10 Highest Means Scores

Question Number	How satisfied are you that...	Mean	Not Sure	Not Satisfied	Satisfied
8-3	The board gives the chief executive enough authority and responsibility to lead and manage the organization successfully.	3.8	1%	0	99%
5-3	The board receives financial reports on a regular basis that are understandable, accurate and timely.	3.8	1%	0	99%
10-5	Board members have adequate opportunities to discuss issues and ask questions.	3.7	1%	4%	96%
2-2	The board respects the responsibilities distinct to the chief executive.	3.6	2%	1%	97%
10-4	The agendas of board meetings focus on substantive issues appropriate for board consideration.	3.6	1%	4%	96%
1-3	The board's policy decisions and the organization's programs and services reflect the mission.	3.6	1%	4%	96%
8-2	A climate of mutual trust and respect exists between the board and chief executive.	3.5	5%	3%	92%
1-2	The current mission statement is appropriate for the organization's role in the next two to four years.	3.5	4%	3%	93%
10-3	Board members receive clear and succinct agendas and supporting written materials sufficiently prior to board and committee meetings.	3.5	0	13%	87%
10-6	Current committee structure contributes to board productivity.	3.5	2%	4%	94%

The ten questions with the highest "satisfied" responses had a range of means between 3.8 and 3.5. The intensity of the satisfaction levels should be noted. When reviewing the responses which scored highest on the satisfaction scale, the following five questions appeared regardless of board tenure; 2-2 (respects CEO responsibilities), 5-3 (receives financial reports), 8-3 (appropriate delegation of authority to CEO), 10-4 (meeting agendas focus on substantive issues) and 10-5 (adequate opportunity for discussion). For those board members serving longer than one year, three additional questions appeared; 1-2 (mission statement appropriate), 1-3 (board decisions reflect mission), and 8-2 (climate of trust exists between board and CEO).

All of these items are very key roles and responsibilities which assist a board in responsible and effective governance. These items indicate a basic satisfaction with the CEO and the CEO's relationship with the board, the materials and information the board receives to make informed decisions, and the ability to freely discuss and communicate with one another. For a more indepth review of the satisfaction responses, the data was analyzed by years of service on the board to see what roles affect the satisfaction levels of board members during their "life cycle".

The first tenure category reviewed was board members who had served less than one year. The range of means was 3.9 to 3.7. (See Table 20). These items indicate a very high level of satisfaction with certain roles and responsibilities. A closer review of those areas indicates that fact gathering and information needs were perceived as very important. Group discussion, the image of the organization, and the receipt of an agenda and related materials and reports provided the most satisfaction.

Policy and long term issues do not occur among the top ten items. In order to gain knowledge, one must have a firm grip on the environment and related key information. And in fact, that is what board members who have served less than one year found to be most satisfactory. In order to feel productive and informed, information about the organization from written materials combined with observation of other board members' behavior play an important role during the first year of board service.

Table 20. < 1 Year Response - Individual Questions with 10 Highest Means Scores

Question Number	How satisfied are you that...	Mean	Not Sure	Not Satisfied	Satisfied
10-5	Board members have adequate opportunities to discuss issues and ask questions.	3.9*	0	0	100%
9-2	Board members promote a positive image of the organization in the community.	3.8	0	0	100%
10-4	The agendas of board meetings focus on substantive issues appropriate for board consideration.	3.8	0	0	100%
5-3	The board receives financial reports on a regular basis that are understandable, accurate, and timely.	3.8	0	0	100%
8-3	The board gives the chief executive enough authority and responsibility to lead and manage the organization successfully.	3.8	0	0	100%
10-3	Board members receive clear and succinct agendas and supporting written materials sufficiently prior to board and committee meetings.	3.8	0	0	100%
2-2	The board respects the responsibilities distinct to the chief executive.	3.7	0	0	100%
3-1	The board is knowledgeable about the organization's current programs and services.	3.7	0	0	100%
9-3	The board understands who can serve as the official spokesperson for the organization.	3.7	0	0	100%
10-6	Current committee structure contributes to board productivity.	3.7	0	0	100%

The ten questions with the highest satisfaction responses from board members who served from one to five years had a range of means of 3.7 to 3.2. (See Table 21). While these means are not quite as high as those for the less than one year category, the particular items listed begin to show a different emphasis reflective of the learning curve and life cycle of a board member.

In general, the items rated highest in satisfaction concerned issues relating to process, governance, and trust in the CEO. Items concerning mutual board/CEO trust and budget review emerged for the first time. This would seem to indicate that board members at this stage have a firmer grasp of the facts and routine and can now spend more time with governance and relationship issues in order to move the organization

forward. It also seems to reflect a deeper understanding of the key issues as well as a broader view of the board's structure and roles.

Table 21. 1-5 Years Response - Individual Questions with 10 Highest Means Scores

Question Number	How satisfied are you that...	Mean	Not Sure	Not Satisfied	Satisfied
8-3	The board gives the chief executive enough authority and responsibility to lead and manage the organization successfully.	3.7	2%	0	98%
5-3	The board receives financial reports on a regular basis that are understandable, accurate and timely.	3.6	2%	0	98%
1-3	The boards's policy decisions and the organization's programs and services reflect the mission.	3.5	2%	5%	93%
10-5	Board members have adequate opportunities to discuss issues and ask questions.	3.5	2%	7%	92%
2-2	The board respects the responsibilities distinct to the chief executive.	3.4	3%	2%	95%
1-2	The current mission statement is appropriate for the organization's role in the next two to four years.	3.4	5%	3%	92%
10-4	The agendas of board meetings focus on substantive issues appropriate for board consideration.	3.4	2%	5%	93%
5-1	The board discusses thoroughly the annual operating budget of the organization before approving it.	3.4	0	15%	85%
7-5	The board has established policies for length of board service and rotation of board members.	3.4	5%	5%	90%
8-2	A climate of mutual trust and respect exists between the board and chief executive.	3.2	8%	3%	88%

Very high satisfaction levels with means between 3.9 and 3.6 were found for those board members who had served six or more years. (See Table 22).

Of interesting note is that the issue of mutual trust is higher on the scale than previously for those who had served less time on the board. For the first time, a long term perspective on the development of new programs was included on the list. Also, the level of trust between the CEO and board and the power delegated to the CEO moved to the highest point on the satisfaction scale thus far. Board discussion about issues and

receipt of "good" information was also important to those who had served six or more years. A much broader perspective was evident as those with more years of service viewed many different roles as satisfactory.

Table 22. 6+ Years Response - Individual Questions with 10 Highest Means Scores

Question Number	How satisfied are you that...	Mean	Not Sure	Not Satisfied	Satisfied
5-3	The board receives financial reports on a regular basis that are understandable, accurate, and timely.	3.9	0	0	100%
10-5	Board members have adequate opportunities to discuss issues and ask questions.	3.9	0	0	100%
8-3	The board gives the chief executive enough authority and responsibility to lead and manage the organization successfully.	3.8	0	0	100%
2-2	The board respects the responsibilities distinct to the chief executive.	3.8	0	0	100%
10-4	The agendas of board meetings focus on substantive issues appropriate for board consideration.	3.8	0	0	100%
1-2	The current mission statement is appropriate for the organization's role in the next two to four years.	3.7	0	3%	97%
8-2	A climate of mutual trust and respect exists between the board and chief executive.	3.7	0	3%	97%
1-3	The board's policy decisions and the organization's programs and services reflect the mission.	3.7	0	3%	97%
10-6	Current committee structure contributes to board productivity.	3.7	0	9%	91%
3-3	The board periodically considers adopting new programs, and modifying or discontinuing current programs.	3.6	0	6%	94%

The differences between the new board members and the tenured board members began to show in experience as well as expectations. New members rated high those items which were valuable in acclimation to the general board environment such as basic information and perceived roles and information provided by seasoned board members. Those who had served the longest expressed satisfaction with the bigger picture and the flexibility of the board in response to the changing environment.

A different viewpoint of board member satisfaction levels is evident when reviewing the board responses to the final set of questions on the self assessment questionnaire. Responsibility 12. (Individual Board Member Self Evaluation) provided a "self portrait" of the board members satisfaction of their own individual contribution to the board. While these questions cannot be compared or contrasted to the items in the first eleven sections of the questionnaire, they do provide an interesting perspective. (See Tables 23, 24 and 25).

Overall, levels were higher for "self" than of their board as a whole. These results may be indicative of perceived problems with those board members who are not active. The results may indicate that the individual board member is doing the best they can with what they have. None of the means scored below a 2.8 and only three items scored below a 3.0. Over one half of the items scored above a mean of 3.5.

Perhaps item 12-24 best summarizes the general satisfaction level of board members regardless of which board they participate on. Of the 111 responses to the question of whether they found serving on the board to be a satisfying and rewarding experience, ninety-six percent were satisfied and only four responses fell in the "not satisfied" category.

Table 23. Board Member Self Evaluation

Responsibility 12. Individual Board Member Self-Evaluation

How satisfied are you that YOU:

12-1 Understand the organization's mission?

12-2 Support the mission?

12-3 Have a good working relationship with other board members and with the chief executive?

12-4 Are knowledgeable about the organization's major programs and services?

12-5 Follow trends and important developments in the organization's substantive field of interest?

12-6 Assist in fund raising by, for example, identifying prospective donors, personally asking others to make a contribution, or signing thank-you letters to contributors?

12-7 Give a significant annual gift to the organization commensurate with your personal circumstances?

12-8 Read and understand the organization's financial statements?

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
12-1	3.655	0	3.647	0	3.627	0	3.714	0
12-2	3.717	1	3.824	0	3.678	1	3.771	0
12-3	3.616	0	3.588	0	3.492	0	3.853	0
12-4	3.549	1	3.353	1	3.492	0	3.771	0
12-5	3.173	1	2.882	0	3.121	1	3.424	0
12-6	2.900	2	3.353	0	2.825	2	2.794	0
12-7	3.064	4	3.294	1	2.982	3	3.059	0
12-8	3.496	0	3.471	0	3.424	0	3.629	0

Table 24. Board Member Self Evaluation (continued)

Responsibility 12. Individual Board Member Self-Evaluation (continued)

How satisfied are you that YOU:

12-9 Act knowledgeably and prudently when making recommendations about how the organization's funds should be invested?

12-10 Focus your attention on long-term and significant policy issues rather than short-term administrative matters?

12-11 Recommend qualified individuals with relevant skills and experience as possible nominees for the board?

12-12 Prepare for and participate at board and committee meetings, as well as other activities of the organization?

12-13 Willingly volunteer and use your special skills to further the organization's mission?

12-14 Complete all assignments in a responsible and timely manner?

12-15 Take advantage of opportunities to enhance the organization's public image by periodically speaking to leaders in the community about the work of the organization?

12-16 Respect the confidentiality of the board's executive sessions?

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
12-9	3.286	3	3.250	0	3.136	3	3.543	0
12-10	3.152	3	2.647	1	3.052	2	3.571	0
12-11	2.883	9	2.647	2	2.702	6	3.286	1
12-12	3.522	0	3.412	0	3.508	0	3.600	0
12-13	3.885	0	3.471	0			3.657	0
12-14	3.348	2	3.412	0	3.322	1	3.343	1
12-15	2.804	3	3.000	1	2.746	2	2.882	0
12-16	3.624	4	3.882	0	3.509	3	3.714	1

Table 25. Board Member Self Evaluation (continued)

Responsibility 12. Individual Board Member Self-Evaluation (continued)

How satisfied are you that YOU:

12-17 Speak for the board or organization only when authorized to do so?

12-18 Suggest agenda items for future board and committee meetings?

12-19 Advise and assist the chief executive when your help is requested?

12-20 Avoid burdening the staff with requests for special favors?

12-21 Ensure that any communication with staff below the chief executive does not undermine the relationship between the chief executive and his or her staff?

12-22 Avoid, in fact and in perception, conflicts of interest that might embarrass the board or organization, and disclose to the board in a timely manner any possible conflicts?

12-23 Are heard and considered when you give your opinions?

12-24 Find serving on the board to be a satisfying and rewarding experience?

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
12-17	3.446	6	3.529	1	3.448	3	3.514	3
12-18	3.063	2	3.000	0	2.915	1	3.353	1
12-20	3.786	1	3.882	0	3.707	1	3.886	0
12-21	3.759	1	3.882	0	3.695	1	3.829	0
12-22	3.703	1	3.824	0	3.603	1	3.829	0
12-23	3.661	0	3.647	0	3.610	0	3.771	0
12-24	3.694	0	3.588	0	3.638	0	3.857	0

Executive Directors were also asked to complete the questionnaire as to their satisfaction with their board. The number of responses (8) does not merit any particular significance in itself, yet the results do show some interesting insight into areas which may cause frustration and/or disagreement at each individual nonprofit board level. (See Tables 3 - 10). These areas include the following questions where the mean response for all board members differed from the executive directors' responses by more than .5.

2-1 A written job description clearly spells out the responsibilities of the chief executive. (Board=3.0, Director=3.6)

2-4 The board assesses the chief executive's performance in a systematic and fair way. (Board=2.9, Director=3.4)

4-1 The board understands the fund raising strategy for the organization. (Board 3.0, Director=2.2)

4-2 The full board provides financial support to the organization on an annual basis. (Board=2.2, Director=2.9)

5-4 The board requires an annual audit and considers all recommendations made in the independent auditor's report and management letter. (Board=3.1, Director=3.6)

7-5 The board has established policies for length of board service and rotation of board members. (Board=3.4, Director=4.0)

8-4 The board has adopted adequate policies for staff selection, training, promotion, and grievance procedures. (Board=2.7, Director=3.4)

9-1 The board has approved an effective marketing and public relations strategy for the organization. (Board=2.9, Director=2.2)

10-4 The agendas of board meetings focus on substantive issues appropriate for board consideration. (Board=3.6, Director=3.0)

11-1 The board has approved policies that enable the organizations to manage and reduce risk to a tolerable level. (Board=2.8, Director=3.5)

11-2 The board has an adequate amount of liability insurance to cover board members and staff in the event of lawsuits filed against them as individuals or against the organization as a whole. (Board=2.1, Director=3.5)

11-3 The board periodically reviews all of the insurance carried by the organization to ensure that it is adequate and competitively priced. (Board=2.2, Director=2.9)

V. Conclusion and Recommendations for Further Research

> Many factors influence the competence with which a board carries out its responsibilities, including the quality and commitment of those selected to serve on the board...Adequate resources must be channeled into the recruitment, education and retention of board members. This process, typically referred to as "board development" represents the educational component of trusteeship.[28]

As evidenced in the findings, some informational areas within board roles and responsibilities are weak regardless of tenure. These include fund raising and board liability issues. Other findings support the concept of a "learning curve" based upon the time spent on a board and indicate differing areas of perceived strength based upon tenure.

Identifying the composite gaps and/or weaknesses within local nonprofit board roles and responsibilities can also provide the basis for local training and assistance for nonprofits. Once we become aware of these areas, nonprofit organizations can integrate regular, specific training and board development on a yearly basis, based upon the years of tenure of board members.

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[28]Axelrod 126.

The results of the questionnaire both compositely and by individual nonprofit was given to each nonprofit organization that participated in this project. Local boards could choose to review and hopefully follow up in response to the findings to meet the needs not only within their own organization, but also within the context of the general needs of the local nonprofit community.

The composite results were also provided to the local United Way and local foundations for possible future training and assistance for local nonprofit organizations. Action begins with awareness.

Recommendations for Further Research

Many additional variations on this research project could be conducted based upon the wealth of information available on local nonprofit boards. These results could in turn, enhance the growing body of research and information on nonprofit organizations in general and their boards of directors specifically.

At a minimum, the closed response characteristic of the questionnaire precluded additional clarification. In Slesinger's assessment instrument, board members are allowed to provide a written response after each set of responsibility questions, as well as, at the conclusion of the questionnaire. This would have provided extremely valuable information but was prohibitive because of the time and resource limitations of this study.

Additional information could be collected on the board members themselves including detailed demographics such as age, sex, race, occupation and number of other nonprofit boards they have served on or are currently serving on. It would be interesting to see if any of these factors influence a board members' general knowledge base, learning curve or comfort with certain roles and responsibilities.

Years served could be broken out into greater detail by itemizing each year's service to track the specific learning curve between year 1 and year 2 and so on. It could also provide more detailed information on when board development and training should be provided. Imagine being able to plan, in advance, for your board's general training needs and perhaps share the training costs with other nonprofits.

The values listed on the questionnaire could be broken out into very specific levels of intensity from very satisfied, satisfied, dissatisfied, and very dissatisfied. Even the category of "not sure" could be expended to include a "don't know". All of these levels of intensity could help to clarify the learning curve and information needs of board members.

The research, information, findings and recommendations are in themselves useful because they provide a deeper insight into the nature of nonprofit board members and how they fulfill their volunteer jobs within a nonprofit organization. But it is critical that the information be used in the next step of the process and that step is implementation. Both composite and individual organization results of the questionnaire have been given to each nonprofit that participated in this study. They have before them a base of knowledge of their board strengths and weaknesses.

The executive directors will, most likely, share the results with their boards and there will probably be some nods of "I'm not surprised" and "Is this really how our board operates?" to "I didn't know that everyone else felt that this was a weak (or strong) area." From there, the board leadership, along with the executive director needs to explore those areas of agreement, surprise or concern and congratulate itself on those areas of competence and commit to work on those areas of weakness. And the cycle should continue year after year, as board members and executive directors change.

Another interesting study could revolve around a comparison between the executive director's perception of the board and its role and the boards own perception of itself. This could provide some key information on those areas which tend to frustrate both sides as they work toward a common vision for their individual nonprofit organizations.

Overall, the results of the questionnaire were encouraging. Responses indicated excitement and enthusiasm from the new board members (with a number of 100% satisfaction levels), the "blood sweat and tears" from those who have served from one to five years (working out policy and general nonprofit vision), and the wisdom of those who have served six or more years on a board (evident by their satisfaction with the bigger picture from vision to implementation to revision). Satisfaction levels were generally high. The board members who responded enjoyed serving and felt that overall, their boards were doing a good job.

The board roles which included question items of a more technical and/or process nature tended to provide higher levels of dissatisfaction and/or general lack of knowledge

by all members. The good news is that training and board development is easily accessible and available if board members are willing to commit themselves to a level of quality beyond their current level of contentment and awareness.

The volunteer spirit is alive and well in Genesee County, but our expectations and desire for improvement should be pursued over and over again as yearly, new faces make their contribution to local nonprofit organizations. Knowledge without action is meaningless.

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ATTACHMENT A

SELECTION CRITERIA FOR NONPROFIT ORGANIZATIONS IN GENESEE COUNTY

SELECTION CRITERIA FOR NONPROFIT ORGANIZATIONS

IN GENESEE COUNTY

1. 501(c)(3) status

2. Provide direct services to individuals (excluded referral/support/ informational)

3. Services provided in Genesee County at a minimum, and contingent to Genesee County at a maximum.

4. Not directly linked to government or religious groups

5. Boards are elected internally (as opposed to appointed or elected external to the organization)

6. Established organization with name recognition

ATTACHMENT B

NONPROFIT ORGANIZATIONS MEETING SELECTION CRITERIA

FOR RESEARCH PROJECT

NONPROFIT ORGANIZATIONS MEETING SELECTION CRITERIA

FOR RESEARCH PROJECT

Nonprofit Organization Name, Address, Phone Number Executive Director	Services Provided	Source of Funding
4-C Association G,L,Sa,Tu 310 E. Third St. 5th Floor Flint, MI 48502 232-0145 EX: Jan Nieuwenhuis	Child care	United Way MI DSS grants, donations GSAS
American Cancer Society G 2367 S. Linden Oak Creek Office Park Flint, MI 48532 733-3702 EX: Erin Warren	Service assistance and information	Contributions
American Lung Association G,L,S P.O. Box 529 1511 W. Third Ave. Flint, MI 48501 232-3177 EX: Juliana Huston	Information and services	Special events donations Christmas seals
American Red Cross G,L P.O. Box 333 1401 S. Grand Traverse Flint, MI 48501 232-1401 EX: Kim Yecke	Disaster assistance	United Way Other
Arthritis Foundation G,L,S 1000 Professional Dr. Flint, MI 48532 230-8290 EX: Joyce Combs	Information and services	Local contributions
Big Brothers/Big Sisters G 902 E. Sixth St. Flint, MI 48503 235-0617 EX:	Volunteer placement	United Way private fund raising

Boy Scouts of America G,L,S 202 E. Boulevard Dr. Suite 300 Flint, MI 48503 235-2531 EX: Raymond Morrell	Youth development	United Way memberships camp fees endowments
Cedar Street Children's Center 924 Cedar St. Flint, MI 48503 239-2806 EX: Barbara Read	Day Care	United Way fees/parents
Easter Seal Society 1420 W. Third Ave. Flint, MI 48504 238-0475 EX: Elliot Fauster	information and services	Easter seals donations
Flint Executive Service Corps P.O. Box 66 1300 Dort Hwy. Flint, MI 48501 238-7170 EX: Annette Duso	executive assistance for nonprofits	foundations, trusts, business and industry
Flint Odysssey House 1226 M.L. King Flint, MI 48503 238-0483 EX: Ronald Brown	substance abuse	federal, City of Flint, donations, fundraising
Genesee Valley Indian Association 609 W. Court St. Flint, MI 48503 239-6621 EX: Pat Sayers	Programs for Native Americans	United Way federal
Girl Scouts of America 2029-C S. Elms Rd. Swartz Creek, MI 48473 230-0244 EX: JoAnne Neil	youth services	United Way product sales contributions grants
Goodwill Industries of Mid-Mich. 501 S. Averill Ave. Flint, MI 48506 762-9960 EX: Gary Smith	services for the impaired	United Way sales of goods grants rehab fees

Habitat for Humanity P.O. Box 13066 Flint, MI 48501 238-1366 EX: Tom Williams	homes for low income	donations
Harvest House Shelter, Inc. P.O. Box 1377 101 N. Grand Traverse Flint, MI 48501 EX: Tom Sedgewick	long term emergency housing for women and children	donations fundraising
International Institute 515 Stevens St. Flint, MI 48502 767-0720 EX: Jennifer Smith	acculturation services and information	United Way, Kellogg Foundation fundraising
Leadership Flint 1160 Robert T. Longway Flint, MI 48503 232-7398 EX: Karen West	leadership training	United Way grants, fees donations
March of Dimes G-3308 Miller Rd. Suite H Flint, MI 48507 230-2855 EX: Sue Gregory	information and services	fundraising donations
Planned Parenthood 310 E. Third St. Flint, MI 48502 234-1659 EX: James Richardson	family planning services and information	federal patient fees grants
REACH G,L,S, 914 Church St. Flint, MI 48502 233-8700 EX: Robert Edgar	information and services, shelter for youth	United Way State and Federal donations
Salem Housing Task Force 2610 M.L. King Ave. Flint, MI 48505 235-6191 EX: Jane Richardson	housing for low income families	grants loans
Shelter of Flint, Inc. 1917 Delaware Flint, MI 48506 233-0689 EX: Mary Gian-Norman	services/housing for the homeless	United Way federal and state grants donations

Spanish Speaking Info. Center 202 E. Boulevard Dr. 3rd floor Flint, MI 48503 239-4418 EX: Lily Tamez Kehoe	information and services for Hispanic Americans	United Way State of MI SOAP Three
Statewide Services for Hearing Impaired 202 E. Boulevard Dr. Flint, MI 48503 239-3112 EX: Julie Miron	services for hearing impaired	United Way donations and fees
Urban League of Flint 5005 Cloverlawn Dr. Flint, MI 48504 789-7611 EX: Melvyn Brannon	poverty and discrimination services and information	United Way federal grants state of MI FEMA
Visually Impaired Center G,L,S 725 Mason Flint, MI 48503 235-2544 Ex: Donald Stevens	information and services	United Way VAAA, grants fundraising
Whaley Children's Center 1201 N. Grand Traverse Flint, MI 48503 234-3603 EX: Carl Bloom	residential/group home for children	DSS, DMH Probate court
YMCA of Flint G,L,S 411 E. Third St. Flint, MI 48503 232-9622 EX: James Augustine	information and services for men and youth	United Way dues program fees
YWCA of Greater Flint G,L,S 310 E. Third St. Flint, MI 48502 238-7621 EX: Kathryn McClanahan	information and services for youth and women domestic violence	United Way DSS, FEMA, dues contributions fees

ATTACHMENT C

CORRESPONDENCE PACKAGE SENT TO NONPROFIT ORGANIZATIONS MEETING SELECTION CRITERIA

May 20, 1996

Kathryn McClanahan
YWCA of Flint
310 E. Third St.
Flint, MI 48502

Dear Ms. McClanahan:

My name is Karen West and I am completing the Master of Public Administration degree from the University of Michigan-Flint. My thesis is entitled "An Assessment of Nonprofit Board of Director Roles and Responsibilities in Genesee County". The YWCA meets the selection criteria for this study.

The aim of the research project is to identify the "actual practice" of local nonprofit boards of directors in fulfilling their roles and responsibilities. The assessment will be completed by each board member from two perspectives: 1) the board of directors as a body, and 2) as an individual board member. It will take approximately twenty minutes to complete the assessment instrument. An information sheet on the research project has been enclosed for your review. The assessment instrument was developed by the National Center for Nonprofit Boards. Once the research has been completed, your organization may request the completed assessment instruments for your organization for further internal use. Also, a copy of the thesis will be available upon request.

If you are interested in participating in this study, please complete the enclosed General Nonprofit Information Form and Board of Director's Form and call me (or leave a message) at 742-7662 by May 31. The assessment instrument will need to be distributed, completed, and collected at your next board of directors meeting in June or July, 1996.

I would like to meet with you prior to the board meeting so that you can review the assessment instrument, discuss placement on the agenda, and mail information about the project to your board members in your next board meeting packet. I am also available to attend the board meeting and administer the assessment instrument and answer any further questions.

I am excited about this opportunity. The information gathered can be used to strengthen the performance of nonprofit organization board of directors in Genesee

County. Thank you for your time and interest in participating in this exciting research project.

Sincerely,

Karen West
3314 Dearborn
Flint, MI 48507
(810) 742-7662

Enclosures

1. General Information Sheet on Research
2. General Nonprofit Information Form
3. Board of Directors Information Form
4. Assessment Instrument

GENERAL INFORMATION SHEET ON RESEARCH

Student Name: **Karen West**

Research Project Title: **An Assessment of Nonprofit Board of Directors Roles and Responsibilities in Genesee County**

1. **What is the aim of the research project?** The aim of the project is to identify the "actual practice" of local nonprofit board of directors in fulfilling their roles and responsibilities. The assessment will be performed from two perspectives: 1) your assessment of the board of directors as a body, and 2) your assessment as an individual member of the board of directors.

2. **How was I chosen?** A letter and preliminary questionnaire was mailed to the Executive Directors of approximately thirty nonprofit organizations in Genesee County. The letter outlined the intent of the project and time needed for completion of the actual assessment. Once the organization agreed to participate, time was set aside on the next board of directors agenda or mailed to board members for completion of the assessment.

3. **What will be involved in participating?** At the next board of directors meeting (or in the mail) each board member will complete the questionnaire on board roles, functions and responsibilities. It should take no longer than fifteen minutes to complete the questionnaire.

4. **Who will know what I say?** Responses will be kept confidential. Your name will not appear on any document or identified in any reports. All assessment questionnaires will be coded and compiled by agency only. The agency's name will appear only on the master list of organizations agreeing to participate.

5. **What risks and benefits are associated with participation?** We do not foresee any risks to you personally. The assessment questionnaires will be held by the researcher and access to them will be limited to data entry personnel at the University of Michigan-Flint PURA Office of Research. If requested, the assessment questionnaires will be given to each organization at the end of the project for review and possible further exploration at the organization level.

6. **What are my rights as a respondent?** You may ask any questions regarding the research, and they will be answered fully. You may withdraw from the project at any time. Your participation is voluntary.

7. **What will be published?** The findings will be published in a thesis document in partial fulfillment of the requirements for the Master of Public Administration Degree (Concentration in Management of Nonprofit Organizations) at the University of Michigan-Flint. The findings may also be presented to local nonprofit organizations.

8. **If I want more information, whom can I contact about the research project?** This study has been approved by the University of Michigan-Flint Review Committee for the Use of Human Subjects in Research. The research sponsors for the thesis are Dr. Ellis Perlman and Dr. Peter Gluck. They can be contacted at U of M - Flint.

NONPROFIT INFORMATION FORM

1.	Name of organization	
2.	Address Street City Zip Code	
3.	Phone Number	( )
4.	Fax Number	( )
5.	Name of Executive Director	
6.	Name of other contact person	
7.	Geographic area served	___Genesee ___Lapeer ___Shiawassee ___Saginaw ___Other_____
8.	Affiliations	___State ___National
9.	Number of paid full time staff (35+hrs/week)	
10.	Number of paid part time staff (less than 35 hrs/wk)	
11.	Number of unpaid volunteer staff	
12.	Current total revenues	
13.	Sources of revenue	___federal ___state ___United Way ___fund raising ___donations/contributions ___fees ___endowments ___foundations ___sales ___other ___
14.	Number of Executive Directors from 1980 to present	
15.	Notes	

BOARD OF DIRECTORS INFORMATION FORM

1.	Maximum number of board members per bylaws	
2.	Current number of board members	
3.	Length of term	
4.	Term limitations	
5.	Number of standing committees per bylaws	
6.	List of standing committees per bylaws	a. b. c. d. e. f.
7.	Is new board member orientation offered?	Yes___ No___
8.	Is other board member training offered?	Yes___ No___
	If yes, please specify.	
9.	Does the board have a strategic/long range planning document?	Yes___ No___
	If yes, when was it adopted? Date of last revision	Date Date
10.	How important/useful is the plan in the board's decisions?	___Very important ___Somewhat important ___Not important
11.	Frequency of Board of directors meetings	___monthly ___bimonthly ___quarterly ___biannually ___annually ___other(specify)_____

SAMPLE LETTER TO BOARD MEMBERS
(Please personalize to fit the needs of your organization)

June , 1996

TO: **Board of Directors**

FROM: **Executive Director**

RE: **Participation in Board Assessment Research Project**

Our nonprofit board of directors has been chosen to participate in a research project entitled "An Assessment of Nonprofit Governing Board Roles and Responsibilities." Karen West (also the Executive Director of Leadership Flint) is completing her Master's of Public Administration degree (with a concentration in Management of Nonprofit Organiztions) from the University of Michigan and this is her thesis project.

The aim of the research project is to identify the "actual practice" of local nonprofit governing boards in fulfilling their roles and responsibilities. The assessment will be completed by each board member from two perspectives: 1) the board as a whole, and 2) as an individual board member.

I have met with Karen and discussed the project. The information gathered can be used to strengthen the performance of our own nonprofit and serve as a starting point for discussion of our own strengths and weaknesses. While our organization and individual board responses will be kept confidential, the information specific to our own organization

will be returned to us to use as we see fit.

Please take a moment to read through the attached materials, complete the questionnaire and mail it today in the envelope provided. It should only take a few minutes of your time and will provide our organization with some important information. If you have any questions, please feel free to call me. **Questionnaires must be returned no later than June 28, 1996.**

ATTACHMENT D

LIST OF PARTICIPATING NONPROFIT ORGANIZATIONS

LIST OF PARTICIPATING NONPROFIT ORGANIZATIONS

1. Flint Executive Service Corps
2. Goodwill Industries of Mid Michigan
3. Habitat for Humanity
4. Leadership Flint
5. Planned Parenthood
6. Visually Impaired Center
7. Whaley Children's Center
8. YMCA of Flint
9. YWCA of Greater Flint

ATTACHMENT E

ASSESSMENT INSTRUMENT

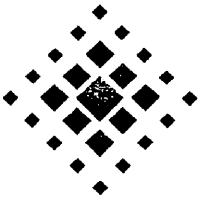
"SELF ASSESSMENT FOR NONPROFIT GOVERNING BOARDS"

Questionnaire *for Board Members*

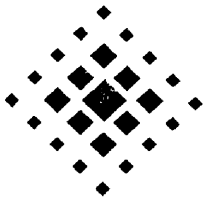
Self-Assessment

FOR NONPROFIT GOVERNING BOARDS

by Larry H. Slesinger



NATIONAL CENTER FOR NONPROFIT BOARDS



NATIONAL CENTER FOR NONPROFIT BOARDS

Suite 510
2000 L Street, NW
Washington, DC
20036-4907

Tel. 202 • 452 • 6262
Fax 202 • 452 • 6299

THE MISSION OF THE National Center for Nonprofit Boards (NCNB) is to improve the effectiveness of the more than one million nonprofit organizations throughout the United States by strengthening their boards of directors.

To carry out its mission, NCNB provides several programs and services to board members, chief executives, and other nonprofit leaders. Specifically, NCNB:

- Publishes booklets and other material related to nonprofit boards. By the end of 1995, nonprofit leaders had purchased more than 375,000 copies of these publications, making NCNB the world's largest publisher of material on nonprofit governance.

- Conducts workshops, conferences, and other meetings, including an annual National Leadership Forum, a series of workshops throughout the country, and tailored board development programs.

- Provides information and advice to thousands of nonprofit leaders, journalists, educators, and others who call the Board Information Center each year.

- Offers membership to nonprofit leaders. More than 6,000 board members, executive directors and nonprofit professionals benefit from member discounts on NCNB's publications and services, special member offers, subscriptions to *Board Member*, NCNB's periodical on nonprofit governance, and information and networking opportunities.

Established in 1988 by INDEPENDENT SECTOR and the Association of Governing Boards of Universities and Colleges, the National Center for Nonprofit Boards is a 501(c)(3) nonprofit organization.

NCNB received a lead grant from the W.K. Kellogg Foundation and continues to receive grants from corporations, foundations, and individuals. Income from the sale of publications, fees for meetings and training programs, and dues from NCNB members are now the primary source of financial support for NCNB's activities and programs.

The views in each NCNB publication are those of its author, and do not represent official positions of the National Center for Nonprofit Boards or its sponsoring organizations. Please contact NCNB to obtain information about other publications, the nationwide Board Information Center, workshops and conferences, and membership.

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Support from a number of generous donors enabled NCNB to undertake an intensive and carefully evaluated series of board self-assessments with a broad cross-section of nonprofit organizations. The revisions to the questionnaire and the expansion of the user's guide reflect our experiences in how to make the best use of an important resource for board development.

NCNB would like to thank the boards and senior staff of the organizations that collaborated in the study and to acknowledge with gratitude the support it received from the Charles Stewart Mott Foundation, the Hearst Foundation, Inc., the Prudential Foundation, and others.

Jane Kornblut, one of NCNB's senior board development associates, suggested many revisions and improvements to this edition. She has helped plan and facilitate numerous board self-assessments, and based the revisions to NCNB's board self-assessment questionnaire and user's guide on her experience with the process and the experiences of other NCNB board development associates. Ms. Kornblut serves on a number of boards, including the board of the American Symphony Orchestra League, and consults with nonprofits on strategic planning, governance, and organizational development.

Introduction
The Benefits of Self-Assessment

The opportunity to serve on a board and govern a nonprofit organization is an opportunity to contribute skills, experience, knowledge, and wisdom to an organization carrying out valuable and vital services for society. Organizations that care for the sick, enrich a community's cultural life, serve as advocates for the environment, or advance the interests of a particular profession cannot achieve their important goals unless they are governed well.

To rule is easy; to govern, difficult.

G

Given the impact of a board on the quality and effectiveness of the organization it governs, it is encouraging that people who work closely with nonprofits are paying more attention to the important role of the board and looking for ways to help boards become more effective.

One of the most significant ways the board of a nonprofit organization can strengthen its performance as a governing body is to periodically assess its own performance. This booklet addresses what board self-assessment is, how to carry it out, and how to use the results.

Board members typically are busy people. When they devote their valuable time to serving as volunteer trustees of a nonprofit organization, they must use their time wisely. A good board, for example, should ask hard questions about critical issues facing the organization rather than concern itself with administrative detail. It should approve the guidelines and policies on strategic concerns rather than debate which photocopier the organization should purchase.

A self-assessment gives the board an opportunity to step back from its everyday business and reflect on how well it is meeting its responsibilities. It is *not* meant to produce a report card, place blame, or embarrass or demean particular members of the board.

Properly conducted, a self-assessment offers tangible and intangible benefits to the participating board members and the chief executive, to the organization that they are governing and assisting, and, ultimately, to the people the organization serves.

Board self-assessment can help:

- Refresh the board's understanding of its role and responsibilities;
- Identify important areas of board operation that need attention or improvement;
- Measure progress toward existing plans, goals, and objectives;

- Shape the future operations of the board;
- Define the criteria for an effective and successful board;
- Build trust, respect, and communication among board members and with the chief executive; and
- Enable individual board members to work more effectively as part of a team.

How to Complete the Questionnaire

This questionnaire is designed to help you and your colleagues assess how well your board is functioning, and to identify areas where the board might improve its performance. It should take you 30 to 60 minutes to complete. To encourage candor, the questionnaire does not ask for your name. Your confidential responses, and the responses of your colleagues, will be aggregated before they are distributed for discussion at the board retreat.

Each section begins with a description of an important board responsibility. Please read it and then answer the questions that follow. The answers range on a scale from 1 to 4, with 1 representing "very dissatisfied" and 4 representing "very satisfied." You also have the option of answering "not sure." Check the one box that best represents your level of satisfaction.

Each section ends with the question: How can the board do better in this area? This gives you the opportunity to respond with comments, ideas and suggestions. Please take the time to answer the last question in each section because your comments will be helpful in formulating strategies to strengthen the board.

While most of the questionnaire asks you to assess the board *as a whole,* the questionnaire also includes an individual self-evaluation. The purpose of the individual evaluation is to give you an opportunity to improve your own effectiveness as a board member. You may want to make a copy of this portion to chart your progress in the coming months.

The National Center for Nonprofit Boards requests that questionnaire users respect NCNB's copyright and use only printed questionnaires, not photocopies of the publication. Distributing photocopies of the questionnaire violates copyright laws.

Responsibility 1

Determine the Organization's Mission and Purpose

One of the board's fundamental responsibilities is to establish the mission of the organization. In addition, the board should review the mission periodically and revise it if necessary. The mission statement should be clear and concise, and each member of the board should understand and support it.

How satisfied are you that:		Not Satisfied		Satisfied		Not Sure
1–1	All board members are familiar with the current mission statement?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
1–2	The current mission statement is appropriate for the organization's role in the next two to four years?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
1–3	The board's policy decisions and the organization's programs and services reflect the mission?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How can the board do better in this area?

Responsibility 2

Select and Support the Executive, and Review His or Her Performance

Perhaps the most significant decision a board makes is whom to select as chief executive. An effective board will draft a clear job description that outlines the duties of the chief executive, and will undertake a carefully planned search process whenever the position is vacant. In addition, the board will support its chief executive by providing that person with frequent and constructive feedback, and by periodically conducting an evaluation to help the chief executive strengthen his or her performance.

How satisfied are you that:		Not Satisfied		Satisfied		Not Sure
2–1	A written job description clearly spells out the responsibilities of the chief executive?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
2–2	The board respects the responsibilities distinct to the chief executive?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
2–3	The board conducted its last search for a chief executive in a professional and competent manner?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
2–4	The board assesses the chief executive's performance in a systematic and fair way on a regular basis?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How can the board do better in this area?

Responsibility 3

Approve and Monitor the Organization's Programs and Services

A nonprofit organization carries out its mission by offering specific programs. The board, administering these programs, is responsible for deciding which programs, among the many that a organization could offer, are the most consistent with the mission. In addition, the board is responsible for monitoring the programs to ensure that their quality is as high as possible. Such monitoring can be done, for example, by reviewing performance data, seeing the programs first-hand, conducting a survey of program participants, or retaining a consultant to carry out an evaluation.

How satisfied are you that:		Not Satisfied		Satisfied		Not Sure
3–1	The board is knowledgeable about the organization's current programs and services?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
3–2	The board knows the strengths and weaknesses of each major program?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
3–3	The board periodically considers adopting new programs, and modifying or discontinuing current programs?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How can the board do better in this area?

Responsibility 4

Raise Money

The board must take an active role in raising money for the organization regardless of the amount of time that the chief executive or development director devotes to fund raising. Board members can, for example, make personal contributions to the organization, ask friends and colleagues to consider supporting the organization, and recommend to the staff particular individuals, corporations, and foundations that might be asked for support. In addition, the board should help develop the organization's fund-raising strategy, including the formulation of the critical case statement that sets out the rationale for financial support.

How satisfied are you that:		Not Satisfied		Satisfied		Not Sure
4–1	The board understands the fund-raising strategy for the organization?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
4–2	The full board provides financial support to the organization on an annual basis?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
4–3	Board members actively ask others in the community to provide financial support to the organization?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
4–4	The board has a clear policy on the individual board member's responsibility to raise money?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How can the board do better in this area?

Responsibility 5

Ensure Effective Fiscal Management

Ensuring that income is managed wisely is especially important for a tax-exempt nonprofit that is operating in the public trust. The board should approve an annual operating budget, and then monitor throughout the year the organization's ability to adhere to the budget. In addition, the board should require an audit once a year by an independent accountant to verify to itself and to the public that the organization is reporting accurately the sources and uses of its funds.

How satisfied are you that:		Not Satisfied		Satisfied		Not Sure
5–1	The board discusses thoroughly the annual operating budget of the organization before approving it?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
5–2	The board takes advantage of the budget process to consider the most effective allocation of limited resources?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
5–3	The board receives financial reports on a regular basis that are understandable, accurate, and timely?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
5–4	The board requires an annual audit and considers all recommendations made in the independent auditor's report and management letter?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How can the board do better in this area?

Responsibility 6

Engage in Strategic Planning

One of the major contributions that a board can make to a nonprofit organization is to consider wha the organization needs to accomplish over the next three to five years, and to recommend action to reach those goals. Given the amount of time that the staff has to concentrate on day-to-day operatior the board can much more easily focus on the future. For example, while the staff is appropriately concerned with the mechanics of the annual fund drive, the board should be considering how the organization's fund-raising strategy might improve to reflect changes in the local economy. At least every three to five years, the board should engage in a formal planning process to better understand the fluctuating environment in which the organization is operating, and to then decide what changes should make to function more effectively in that environment.

How satisfied are you that:	Not Satisfied		Satisfied		Not Sure
6–1 The board focuses much of its attention on long-term, significant policy issues rather than short-term administrative matters?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
6–2 The board has a strategic vision of how the organization should be evolving over the next three to five years?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
6–3 The board periodically engages in a strategic planning process that helps it consider how the organization should meet new opportunities and challenges?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How can the board do better in this area?

Responsibility 7

Carefully Select and Orient New Board Members

A good board is made up of individuals who can contribute critically-needed skills, experience, perspective, wisdom, and time to the organization. Because no one person can provide all of these qualities, and because the needs of an organization continually change, a board should have a well-conceived plan to identify and recruit the most appropriate people to serve on the board. Once new members are selected, a board should orient new members to their responsibilities and to the activities o the organization. In addition, a board should regularly rotate people off the board to ensure that it can b infused with new ideas without making the board so large that it becomes unwieldy.

How satisfied are you that:	Not Satisfied		Satisfied		Not Sure
7–1 The board has an effective process to identify the qualifications and expertise that new board members should bring to the organization?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
7–2 The board's composition reflects the diversity needed by the organization?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
7–3 The board cultivates and recruits candidates who possess the qualities needed to strengthen board composition?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
7–4 The board provides new board members with a comprehensive orientation to board responsibilities, the organization's services and programs, and administrative procedures?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
7–5 The board has established policies for length of board service and rotation of board members?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How can the board do better in this area?

Responsibility 8

Understand Relationship Between Board and Staff

One of the most important responsibilities for a board is to define and understand its relationship with the staff, and in particular the chief executive. The old dictum that "a board sets policy and the staff carries it out" is oversimplified; an effective board should have a clear understanding of the differences between its role and the role of the staff. Because many important organizational issues require a partnership of the board and staff if they are to addressed effectively, the quality of the working relationship between the board and chief executive should be high.

How satisfied are you that:		Not Satisfied		Satisfied		Not Sure
8–1	The respective roles of the board and staff are clearly defined and understood?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
8–2	A climate of mutual trust and respect exists between the board and chief executive?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
8–3	The board gives the chief executive enough authority and responsibility to lead and manage the organization successfully?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
8–4	The board has adopted adequate policies for staff selection, training, promotion, and grievance procedures?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How can the board do better in this area?

Responsibility 9

Enhance the Organization's Public Image

Board members, coming from various parts of the community or nation, can do much to develop the organization's image. If an organization is successful but its achievements are kept secret, it will not succeed in raising money, attracting new leaders for positions of responsibility on the board and staff, or, most important, serving a broad range of people. Accordingly, the board should ensure the development of a marketing and public relations strategy that includes written and visual communications pieces such as annual reports, newsletters, fact sheets, and press releases.

In addition, board members should periodically seek out key business, government, media, and other leaders to inform them about the activities and plans of the organization, and to learn about concerns and interests of various groups. While encouraging board members to spread the word about the organization they help govern, the board should also have a policy about who should serve as the organization's official spokesperson when, for example, a news reporter requests an interview about a possibly controversial issue.

How satisfied are you that:	Not Satisfied		Satisfied		Not Sure
9–1 The board has approved an effective marketing and public relations strategy for the organization?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
9–2 Board members promote a positive image of the organization in the community?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
9–3 The board understands who can serve as the official spokesperson for the organization?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How can the board do better in this area?

Responsibility 10

Organize Itself So That the Board Operates Efficiently

Boards carry out much of their work in meetings. Because meetings of the full board can not always accommodate in-depth discussion and analysis of key issues, boards often work through committees each of which draws on a small number of board members to focus on a particular area, such as fund raising, programs, nominating (of new board members), or finance.

To make board meetings productive, board members need to understand the bylaws and policies under which they operate, and to receive agendas and written materials prior to meetings. In addition, each committee needs a statement of purpose and strong leadership to operate effectively and serve the needs of the full board.

How satisfied are you that:	Not Satisfied		Satisfied		Not Sure
10–1 Board members are familiar with the bylaws?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10–2 The board regularly reviews its policies, procedures, and bylaws?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10–3 Board members receive clear and succinct agendas and supporting written material sufficiently prior to board and committee meetings?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10–4 The agendas of board meetings focus on substantive issues appropriate for board consideration?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10–5 Board members have adequate opportunities to discuss issues and ask questions?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How can the board do better in this area?

Responsibility 10, continued

Organize Itself So That the Board Operates Efficiently

How satisfied are you that:	Not Satisfied		Satisfied		Not Sure
Board Committees					
10–6 Current committee structure contributes to board productivity?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10–7 Committee assignments reflect the interests, experience, and skills of the board members?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10–8 Each committee has a stated purpose and an annual plan of work?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10–9 Policies regarding committee assignments offer adequate opportunities for leadership development?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How can the board do better in this area?

Responsibility 11

Ensure Sound Risk Management Policies

Boards of directors need to reduce to a tolerable level the myriad risks that can severely endanger an organization. No organization is immune from the possibility of a lawsuit from, for example, a recently dismissed employee or an individual who slips while walking in your hallway. Obtaining the proper kinds and levels of insurance can offer some protection to the board and organization; more importantly, appropriate action by the board and staff can reduce the likelihood of accidents or negligent actions.

How satisfied are you that:	Not Satisfied		Satisfied		Not Sure
11–1 The board has approved policies that enable the organization to manage and reduce risks to a tolerable level?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
11–2 The board has an adequate amount of liability insurance to cover board members and staff in the event of lawsuits filed against them as individuals or against the organization as a whole?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
11–3 The board periodically reviews all of the insurance carried by the organization to ensure that it is adequate and competitively priced (e.g. directors and officers, general liability, workers' compensation)?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How can the board do better in this area?

Supplemental Responsibilities — A

Maintain Relationships with Affiliated Organizations or Member

Many nonprofits have formal and informal relationships with closely affiliated organizations that require oversight or careful coordination by the national board. Some nonprofits, for example, hav established foundations for programmatic and fund raising purposes. Others, such as national nonprofit organizations, often serve as the coordinating and policy making body for a system of independent operating entities, such as state chapters or affiliates. In these cases, one of the board's responsibilities is to establish sound working relationships with the affiliated organizations to assur that the mission and purposes of the respective groups are fulfilled and that their work is complementary.

How satisfied are you that:	Not Satisfied		Satisfied		Not Sure
A–1 Policy making and planning are coordinated between the respective boards?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
A–2 Affiliated organizations are represented on the board and committees?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
A–3 There is a clear understanding between the board and the affiliated organizations regarding their respective roles?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How can the board do better in this area?

Supplemental Responsibilities — B

Understand the Relationship Between Board and Service Volunteers

Direct service volunteers are often as significant a resource for the delivery of programs and services funding or paid staff. In those organizations where volunteers play a significant role in the success o the organization, boards need to understand and appreciate their role and support policies and practices that help recruit and retain their involvement.

How satisfied are you that:	Not Satisfied		Satisfied		Not Sure
B–1 Policies are in place that support volunteer recruitment, retention, and recognition?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
B–2 The board has adequate access to information about the nature and extent of volunteer activities?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
B–3 The respective roles of the staff, governing board, and direct service volunteers are clearly defined and understood?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
B–4 A climate of mutual trust and respect exists between the board and direct service volunteers?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
B–5 A climate of mutual trust and respect exists between staff and volunteers?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How can the board do better in this area?

General Assessment

In addition to the issues covered by the questionnaire:

1. What issues should occupy the board's time and attention during the coming year or tw

2. How can the board's organization or performance be improved in the next year or two?

3. What other comments or suggestions would you like to offer related to the board's performance?

Individual Board Member Self-Evaluation

In addition to the full board's assessing its own performance as a governing body, individual board members should also take stock of their own performance as members of the board. After you complete this section, you may want to keep a photocopy of your responses for periodic review ove the coming year. Candid responses can help you rate your own performance on the board, and can help you formulate a personal development plan for the coming year.

How satisfied are you that YOU:	Not Satisfied		Satisfied		Not Sure
1. Understand the organization's mission?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
2. Support the mission?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
3. Have a good working relationship with other board members and with the chief executive?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
4. Are knowledgeable about the organization's major programs and services?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
5. Follow trends and important developments in the organization's substantive field of interest?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
6. Assist in fund raising by, for example, identifying prospective donors, personally asking others to make a contribution, or signing thank-you letters to contributors?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
7. Give a significant annual gift to the organization commensurate with your personal circumstances?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
8. Read and understand the organization's financial statements?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How satisfied are you that YOU:	Not Satisfied		Satisfied		Not Sur
9. Act knowledgeably and prudently when making recommendations about how the organization's funds should be invested or spent?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10. Focus your attention on long-term and significant policy issues rather than short-term administrative matters?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
11. Recommend qualified individuals with relevant skills and experience as possible nominees for the board?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
12. Prepare for and participate at board and committee meetings, as well as other activities of the organization?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
13. Willingly volunteer and use your special skills to further the organization's mission?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
14. Complete all assignments in a responsible and timely manner?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
15. Take advantage of opportunities to enhance the organization's public image by periodically speaking to leaders in the community about the work of the organization?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
16. Respect the confidentiality of the board's executive sessions?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
17. Speak for the board or organization only when authorized to do so?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

How satisfied are you that YOU:	Not Satisfied		Satisfied		Not Sure
18. Suggest agenda items for future board and committee meetings?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
19. Advise and assist the chief executive when your help is requested?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
20. Avoid burdening the staff with requests for special favors?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
21. Ensure that any communication with staff below the chief executive does not undermine the relationship between the chief executive and his or her staff?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
22. Avoid, in fact and in perception, conflicts of interest that might embarrass the board or organization, and disclose to the board in a timely manner any possible conflicts?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
23. Are heard and considered when you give your opinions?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
24. Find serving on the board to be a satisfying and rewarding experience?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

Conclusion

When you have completed the questionnaire, return it to the facilitator or other person designated by your board to collect the questionnaires. You may also want to contact this individual, by postcard or a telephone call, to let him or her know that you have returned the questionnaire. Your responses will remain confidential.

You may want to make a photocopy of your responses to the Individual Board Member Self-Evaluation so that you can refer to it in the coming months and chart your progress.

You have just finished an important step toward an improved and more effective board. Congratulations!

About the Author

Larry H. Slesinger is vice president of the National Center for Nonprofit Boards (NCNB). He is also a member of the board of directors of ION Senior Services, a nonprofit social service organization in Washington, D.C., that helps older persons.

Prior to joining NCNB when it was established in 1988, Mr. Slesinger was a program officer of the John and Mary M. Markle Foundation in New York City and special assistant to the president of the Inter-American Foundation. He has a B.A. in Economics from Carleton College and an M.B.A. from the Stanford University Graduate School of Business.

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ATTACHMENT F

MODIFIED ASSESSMENT INSTRUMENT

(Only the questions from Responsibilities 1 - 11 and Individual Board Member Self-Evaluation were used. The descriptive paragraph at the beginning of each Responsibility was removed to eliminate potential bias.)

NONPROFIT GOVERNING BOARD ASSESSMENT

Responsibility 1: Determine the Organization's Mission and Purpose

How satisfied are you that:	Not Satisfied		Satisfied		Not Sure
1-1 All board members are familiar with the current mission statement?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
1-2 The current mission statement is appropriate for the organization's role in the next two to four years?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
1-3 The board's policy decisions and the organization's programs and services reflect the mission?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

Responsibility 2: Select and Support the Executive, and Review His or Her Performan

How satisfied are you that:	Not Satisfied		Satisfied		Not Sure
2-1 A written job description clearly spells out the responsibilities of the chief executive?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
2-2 The board respects the responsibilities distinct to the chief executive?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
2-3 The board conducted its last search for a chief executive in a professional and competent manner?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
2-4 The board assesses the chief executive's performance in a systematic and fair way on a regular basis?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

Responsibility 3: Approve and Monitor the Organization's Programs and Services

How satisfied are you that:	Not Satisfied		Satisfied		Not Sure
3-1 The board is knowledgeable about the organization's current programs and services?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
3-2 The board knows the strengths and weaknesses of each major program?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
3-3 The board periodically considers adopting new programs, and modifying or discontinuing current programs?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

Responsibility 4: Raise Money

How satisfied are you that:	Not Satisfied		Satisfied		Not Sure
4-1 The board understands the fund-raising strategy for the organization?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
4-2 The full board provides financial support to the organization on an annual basis?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
4-3 Board members actively ask others in the community to provide financial support to the organization?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
4-4 The board has a clear policy on the individual board member's responsibility to raise money?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

Responsibility 5: Ensure Effective Fiscal Management

How satisfied are you that:		Not Satisfied		Satisfied		Not Sure
5-1	The board discusses thoroughly the annual operating budget of the organization before approving it?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
5-2	The board takes advantage of the budget process to consider the most effective allocation of limited resources?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
5-3	The board receives financial reports on a regular basis that are understandable, accurate, and timely?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
5-4	The board requires an annual audit and considers all recommendations made in the independent auditor's report and management letter?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

Responsibility 6: Engage in Strategic Planning

How satisfied are you that:		Not Satisfied		Satisfied		Not Sure
6-1	The board focuses much of its attention on long-term, significant policy issues rather than short-term administrative matters?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
6-2	The board has a strategic vision of how the organization should be evolving over the next three to five years?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
6-3	The board periodically engages in a strategic planning process that helps it consider how the organization should meet new opportunities and challenges?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

Responsibility 7: Carefully Select and Orient New Board Members

How satisfied are you that:		Not Satisfied		Satisfied		Not Sure
7-1	The board has an effective process to identify the qualifications and expertise that new board members should bring to the organization?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
7-2	The board's composition reflects the diversity needed by the organization?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
7-3	The board cultivates and recruits candidates who possess the qualities needed to strengthen board composition?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
7-4	The board provides new board members with a comprehensive orientation to board responsibilities, the organization's services and programs, and administrative procedures?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
7-5	The board has established policies for length of board service and rotation of board members?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

Responsibility 8: Understand Relationship Between Board and Staff

How satisfied are you that:		Not Satisfied		Satisfied		Not Sure
8-1	The respective roles of the board and staff are clearly defined and understood?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
8-2	A climate of mutual trust and respect exists between the board and chief executive?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
8-3	The board gives the chief executive enough authority and responsibility to lead and manage the organization successfully?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
8-4	The board has adopted adequate policies for staff selection, training, promotion, and grievance procedures?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

Responsibility 9: Enhance the Organization's Public Image

How satisfied are you that:		*Not Satisfied*		*Satisfied*		*Not Sure*
9-1	The board has approved an effective marketing and public relations strategy for the organization?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
9-2	Board members promote a positive image of the organization in the community?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
9-3	The board understands who can serve as the official spokesperson for the organization?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

Responsibility 10: Organize Itself So That the Board Operates Efficiently

How satisfied are you that:		*Not Satisfied*		*Satisfied*		*Not Sure*
10-1	Board members are familiar with the bylaws?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10-2	The board regularly reviews its policies, procedures, and bylaws?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10-3	Board members receive clear and succinct agendas and supporting written materials sufficiently prior to board and committee meetings?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10-4	The agendas of board meetings focus on substantive issues appropriate for board consideration?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10-5	Board members have adequate opportunities to discuss issues and ask questions?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
	Board Committees					
10-6	Current committee structure contributes to board productivity?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10-7	Committee assignments reflect the interests, experience, and skills of the board members?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10-8	Each committee has a stated purpose and an annual plan of work?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
10-9	Policies regarding committee assignments offer adequate opportunities for leadership development?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

Responsibility 11: Ensure Sound Risk Management Policies

How satisfied are you that:		*Not Satisfied*		*Satisfied*		*Not Sure*
11-1	The board has approved policies that enable the organization to manage and reduce risks to a tolerable level?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
11-2	The board has an adequate amount of liability insurance to cover board members and staff in the event of lawsuits filed against them as individuals or against the organization as a whole?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐
11-3	The board periodically reviews all of the insurance carried by the organization to ensure that it is adequate and competitively priced (e.g. directors and officers, general liability, workers' compensation)?	1 ☐	2 ☐	3 ☐	4 ☐	NS ☐

Responsibility 12: Individual Board Member Self-Evaluation

How satisfied are you that YOU:	*Not Satisfied*		*Satisfied*		*Not Su*
12-1 Understand the organization's mission?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-2 Support the mission?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-3 Have a good working relationship with other board members and with the chief executive?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-4 Are knowledgeable about the organization's major programs and services?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-5 Follow trends and important developments in the organization's substantive field of interest?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-6 Assist in fund raising by, for example, identifying prospective donors, personally asking others to make a contribution, or signing thank-you letters to contributors?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-7 Give a significant annual gift to the organization commensurate with your personal circumstances?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-8 Read and understand the organization's financial statements?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-9 Act knowledgeably and prudently when making recommendations about how the organization's funds should be invested or spent?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-10 Focus your attention on long-term and significant policy issues rather than short-term administrative matters?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-11 Recommend qualified individuals with relevant skills and experience as possible nominees for the board?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-12 Prepare for and participate at board and committee meetings, as well as other activities of the organization?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-13 Willingly volunteer and use your special skills to further the organization's mission?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-14 Complete all assignments in a responsible and timely manner?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-15 Take advantage of opportunities to enhance the organization's public image by periodically speaking to leaders in the community about the work of the organization?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-16 Respect the confidentiality of the board's executive sessions?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-17 Speak for the board or organization only when authorized to do so?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-18 Suggest agenda items for future board and committee meetings?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-19 Advise and assist the chief executive when your help is requested?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-20 Avoid burdening the staff with requests for special favors?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-21 Ensure that any communication with staff below the chief does not undermine the relationship between the chief executive and his or her staff?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-22 Avoid, in fact and in perception, conflicts of interest that might embarrass the board or organization, and disclose to the board in a timely manner any possible conflicts?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-23 Are heard and considered when you give your opinions?	1	2	3	4	NS
	☐	☐	☐	☐	☐
12-24 Find serving on the board to be a satisfying and rewarding experience?	1	2	3	4	NS
	☐	☐	☐	☐	☐

12-25 How many years have you served on this nonprofit board of directors?

___ less than 1 year ___ 1 - 5 years
___ 6 - 10 years ___ More than 10 years

Thank you for completing this questionnaire and assisting in the completion of this research project.

HOW TO COMPLETE THE QUESTIONNAIRE

Please read each question. The answers range on a scale from 1 - 4, with 1 representing "very dissatisfied" and 4 representing "very satisfied" You also have the option of answering "not sure". Check the one box that best represents your **current level of satisfaction with the board of directors.**

While most of the questionnaire asks you to assess the board **as a whole**, the last page of the questionnaire also includes an individual self-evaluation. Check the one box that best represents your current level of satisfaction with your own performance **as an individual board member**.

Permission has been granted by the National Center for Nonprofit Boards to duplicate the questions from the **Self-Assessment for Nonprofit Governing Boards** (1995) for use in this research project.

ATTACHMENT G

COMPOSITE RESPONSE RESULTS FOR ALL PARTICIPATING NONPROFIT ORGANIZATIONS

The following lists of results are also available but not included within the body of this thesis.

1. Preliminary Frequencies - All Responses
2. Selected Frequencies - Executive Directors Only
3. Selected Frequencies - Not Executive Directors Only
4. Selected Frequencies - Years Served = < 1 Years
5. Selected Frequencies - Years Served = 1-5 Years
6. Selected Frequencies - Years Served = 6-10 Years
7. Selected Frequencies - Years Served = 10+ Years
8. Selected Frequencies - Years Served = 6+ Years
9. Selected Frequencies - Responses by Individual Nonprofit Organization, Executive Directors Only
10. Selected Frequencies - Responses by Individual Nonprofit Organization, Not Executive Director Only
11. Agency Level Data Forms - Population Characteristics

Composite Mean Response Rate by Years Served on Board

Questions 1-1 through 4-4

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
1-1	3.168	11	3.235	0	3.102	6	3.257	3	3.500	0
1-2	3.460	4	3.235	2	3.407	3	3.657	0	3.600	0
1-3	3.571	1	3.647	1	3.458	1	3.735	0	3.750	0
2-1	3.018	16	2.059	6	3.051	7	3.400	3	3.625	0
2-2	3.584	2	3.706	0	3.441	2	3.771	0	3.750	0
2-3	2.705	32	1.438	10	2.627	18	3.343	4	2.875	2
2-4	2.885	18	1.706	9	2.898	7	3.400	2	3.375	0
3-1	3.407	1	3.706	0	3.237	1	3.514	0	3.125	0
3-2	2.805	6	2.882	1	2.678	3	2.971	2	3.000	0
3-3	3.292	4	2.941	2	3.186	2	3.629	0	3.375	0
4-1	3.027	2	3.353	0	2.949	0	3.000	2	2.250	1
4-2	2.243	27	1.765	6	2.293	13	2.324	8	2.875	0
4-3	2.330	17	2.412	3	2.254	10	2.382	4	1.875	1
4-4	1.864	25	1.471	5	1.845	14	2.061	6	1.875	2

Composite Mean Response Rate by Years Served on Board

Questions 5-1 through 8-4

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
5-1	3.416	1	3.353	1	3.373	0	3.486	0	3.750	0
5-2	3.301	3	3.353	1	3.169	1	3.457	1	3.250	0
5-3	3.752	1	3.765	0	3.644	1	3.914	0	3.750	0
5-4	3.098	17	2.529	5	3.051	8	3.441	4	3.625	0
6-1	3.053	3	2.882	1	2.831	2	3.486	0	2.750	0
6-2	3.142	2	3.059	0	2.881	2	3.600	0	3.000	0
6-3	3.142	5	2.294	5	3.153	0	3.486	0	3.125	0
7-1	2.637	16	2.706	2	2.373	12	3.000	2	2.750	1
7-2	3.150	3	3.412	0	3.000	3	3.286	0	2.750	0
7-3	3.018	8	2.765	3	2.879	5	3.343	0	2.625	1
7-4	2.947	7	3.118	1	2.864	3	2.971	3	3.000	1
7-5	3.381	7	3.353	2	3.356	3	3.429	2	4.000	0
8-1	3.239	2	3.235	0	3.153	20	3.400	0	3.500	0
8-2	3.487	65	3.647	1	3.288	54	3.743	0	3.750	0
8-3	3.768	1	3.765	0	3.741	1	3.829	0	3.750	0
8-4	2.688	19	2.529	4	2.431	12	3.143	3	3.375	0

Composite Mean Response Rate by Years Served on Board

Questions 9-1 through 11-3

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
9-1	2.867	4	3.059	0	2.678	4	3.086	0	2.250	0
9-2	3.345	5	3.824	0	3.237	3	3.400	1	3.375	0
9-3	3.035	12	3.706	0	2.712	11	3.286	1	3.250	0
10-1	2.389	19	2.765	2	2.305	12	2.400	2	2.500	1
10-2	2.602	11	1.941	6	2.627	3	2.943	1	2.250	1
10-3	3.455	0	3.765	0	3.276	0	3.588	0	3.375	0
10-4	3.584	1	3.824	0	3.407	1	3.800	0	3.000	1
10-5	3.655	1	3.941	0	3.458	1	3.857	0	3.625	0
10-6	3.455	26	3.688	0	3.271	22	3.657	0	3.625	0
10-7	3.339	5	3.647	0	3.103	4	3.571	1	3.000	1
10-8	2.947	10	3.059	2	2.627	7	3.343	1	3.250	1
10-9	2.903	10	3.059	2	2.627	7	3.257	1	2.875	1
11-1	2.779	14	2.471	4	2.661	7	3.086	3	3.500	0
11-2	2.088	41	1.941	7	1.695	26	2.743	8	3.500	0
11-3	2.204	34	2.118	6	1.678	21	3.143	6	2.875	0
TOTAL		436		100		257		49		14

Composite Mean Response Rate by Years Served on Board

Questions 12-1 through 12-24

Question Number	All Board Members N=113		Less Than 1 Year N=17		1-5 Years N=59		6+ Years N=35		Executive Directors N=8	
	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S	Mean	N/S
12-1	3.655	0	3.647	0	3.627	0	3.714	0	NA	NA
12-2	3.717	1	3.824	0	3.678	1	3.771	0		
12-3	3.616	0	3.588	0	3.492	0	3.853	0		
12-4	3.549	1	3.353	1	3.492	0	3.771	0		
12-5	3.173	1	2.882	0	3.121	1	3.424	0		
12-6	2.900	2	3.353	0	2.825	2	2.794	0		
12-7	3.064	4	3.294	1	2.982	3	3.059	0		
12-8	3.496	0	3.471	0	3.424	0	3.629	0		
12-9	3.286	3	3.250	0	3.136	3	3.543	0		
12-10	3.152	3	2.647	1	3.052	2	3.571	0		
12-11	2.883	9	2.647	2	2.702	6	3.286	1		
12-12	3.522	0	3.412	0	3.508	0	3.600	0		
12-13	3.885	0	3.471	0			3.657	0		
12-14	3.348	2	3.412	0	3.322	1	3.343	1		
12-15	2.804	3	3.000	1	2.746	2	2.882	0		
12-16	3.624	4	3.882	0	3.509	3	3.714	1		
12-17	3.446	6	3.529	1	3.448	3	3.514	3		
12-18	3.063	2	3.000	0	2.915	1	3.353	1		
12-19	3.690	1	3.647	0	3.644	1	3.800	0		
12-20	3.786	1	3.882	0	3.707	1	3.886	0		
12-21	3.759	1	3.882	0	3.695	1	3.829	0		
12-22	3.703	1	3.824	0	3.603	1	3.829	0		
12-23	3.661	0	3.647	0	3.610	0	3.771	0		
12-24	3.694	0	3.588	-	3.638	0	3.857	0		

Q1_1 Mission: members familiar w/ statement

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	56	49.6	49.6	49.6
Satisfied	3	42	37.2	37.2	86.7
Not Sure	0	11	9.7	9.7	96.5
Not Satisfied	2	4	3.5	3.5	100.0
	Total	113	100.0	100.0	

Mean	3.168	Std err	.111	Mode	4.000
Std dev	1.179	Variance	1.391	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q1_3 Mission: policies reflect mission

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	72	63.7	64.3	64.3
Satisfied	3	35	31.0	31.3	95.5
Not Satisfied	2	3	2.7	2.7	98.2
Not Sure	0	1	.9	.9	99.1
Not Satisfied	1	1	.9	.9	100.0
	.	1	.9	Missing	
	Total	113	100.0	100.0	

Mean	3.571	Std err	.064	Mode	4.000
Std dev	.681	Variance	.463	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 112 Missing cases 1

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Q2_1 Exec: job description clear

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	59	52.2	52.2	52.2
Satisfied	3	30	26.5	26.5	78.8
Not Sure	0	16	14.2	14.2	92.9
Not Satisfied	2	7	6.2	6.2	99.1
Not Satisfied	1	1	.9	.9	100.0
	Total	113	100.0	100.0	

Mean	3.018	Std err	.130	Mode	4.000
Std dev	1.382	Variance	1.910	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

Q2_2 Exec: bd respects distinct resp

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	73	64.6	64.6	64.6
Satisfied	3	37	32.7	32.7	97.3
Not Sure	0	2	1.8	1.8	99.1
Not Satisfied	2	1	.9	.9	100.0
	Total	113	100.0	100.0	

Mean	3.584	Std err	.065	Mode	4.000
Std dev	.691	Variance	.477	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q2_4 Exec: bd fairly assesses performance

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	53	46.9	46.9	46.9
Satisfied	3	33	29.2	29.2	76.1
Not Sure	0	18	15.9	15.9	92.0
Not Satisfied	2	6	5.3	5.3	97.3
Not Satisfied	1	3	2.7	2.7	100.0
	Total	113	100.0	100.0	

Mean	2.885	Std err	.135	Mode	4.000
Std dev	1.438	Variance	2.067	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q3_2 Monitor: bd knows str & weak of progs

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	60	53.1	53.1	53.1
Not Satisfied	2	24	21.2	21.2	74.3
Satisfied	4	22	19.5	19.5	93.8
Not Sure	0	6	5.3	5.3	99.1
Not Satisfied	1	1	.9	.9	100.0
	Total	113	100.0	100.0	

Mean	2.805	Std err	.089	Mode	3.000
Std dev	.944	Variance	.890	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q4_1 Raise $: bd understands strategy

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	42	37.2	37.5	37.5
Satisfied	3	40	35.4	35.7	73.2
Not Satisfied	2	23	20.4	20.5	93.8
Not Satisfied	1	5	4.4	4.5	98.2
Not Sure	0	2	1.8	1.8	100.0
	.	1	.9	Missing	
	Total	113	100.0	100.0	

Mean	3.027	Std err	.091	Mode	4.000
Std dev	.963	Variance	.927	Range	4.000
Minimum	.000	Maximum	4.000		
Valid cases	112	Missing cases	1		

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Q4_3 Raise $: bd asks for financial support

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not Satisfied	2	34	30.1	30.4	30.4
Satisfied	3	30	26.5	26.8	57.1
Satisfied	4	24	21.2	21.4	78.6
Not Sure	0	17	15.0	15.2	93.8
Not Satisfied	1	7	6.2	6.3	100.0
	.	1	.9	Missing	
	Total	113	100.0	100.0	

Mean	2.330	Std err	.123	Mode	2.000
Std dev	1.304	Variance	1.701	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 112 Missing cases 1

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Q5_1 Fiscal: bd discusses budget before apprv

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	63	55.8	55.8	55.8
Satisfied	3	36	31.9	31.9	87.6
Not Satisfied	2	13	11.5	11.5	99.1
Not Sure	0	1	.9	.9	100.0
	Total	113	100.0	100.0	

Mean	3.416	Std err	.072	Mode	4.000
Std dev	.764	Variance	.584	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q5_3 Fiscal: bd receives financial reports

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	88	77.9	77.9	77.9
Satisfied	3	24	21.2	21.2	99.1
Not Sure	0	1	.9	.9	100.0
	Total	113	100.0	100.0	

Mean	3.752	Std err	.051	Mode	4.000
Std dev	.543	Variance	.295	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q6_1 Strat Plan: long-term rather than short

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	55	48.7	48.7	48.7
Satisfied	4	36	31.9	31.9	80.5
Not Satisfied	2	17	15.0	15.0	95.6
Not Sure	0	3	2.7	2.7	98.2
Not Satisfied	1	2	1.8	1.8	100.0
	Total	113	100.0	100.0	

Mean	3.053	Std err	.083	Mode	3.000
Std dev	.885	Variance	.783	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

- - - -

Q6_3 Strat Plan: bd engages in strat planning

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	47	41.6	41.6	41.6
Satisfied	4	47	41.6	41.6	83.2
Not Satisfied	2	12	10.6	10.6	93.8
Not Sure	0	5	4.4	4.4	98.2
Not Satisfied	1	2	1.8	1.8	100.0
	Total	113	100.0	100.0	

Mean	3.142	Std err	.093	Mode	3.000
Std dev	.990	Variance	.980	Range	4.000
Minimum	.000	Maximum	4.000		

* Multiple modes exist. The smallest value is shown.

Valid cases 113 Missing cases 0

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Q7_2 New Bd Mem: comp reflects diversity

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	50	44.2	44.2	44.2
Satisfied	3	38	33.6	33.6	77.9
Not Satisfied	2	20	17.7	17.7	95.6
Not Sure	0	3	2.7	2.7	98.2
Not Satisfied	1	2	1.8	1.8	100.0
	Total	113	100.0	100.0	

Mean	3.150	Std err	.090	Mode	4.000
Std dev	.956	Variance	.915	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q7_3 New Bd Mem: quals needed to strengthen

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	48	42.5	42.9	42.9
Satisfied	4	41	36.3	36.6	79.5
Not Satisfied	2	15	13.3	13.4	92.9
Not Sure	0	8	7.1	7.1	100.0
	.	1	.9	Missing	
	Total	113	100.0	100.0	

Mean	3.018	Std err	.101	Mode	3.000
Std dev	1.074	Variance	1.153	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 112 Missing cases 1

Q7_4 New Bd Mem: comprehensive orientation

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	51	45.1	45.1	45.1
Satisfied	4	36	31.9	31.9	77.0
Not Satisfied	2	17	15.0	15.0	92.0
Not Sure	0	7	6.2	6.2	98.2
Not Satisfied	1	2	1.8	1.8	100.0
	Total	113	100.0	100.0	

Mean	2.947	Std err	.099	Mode	3.000
Std dev	1.051	Variance	1.104	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q8_1 Bd & Staff: respective roles are clear

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	53	46.9	46.9	46.9
Satisfied	4	46	40.7	40.7	87.6
Not Satisfied	2	11	9.7	9.7	97.3
Not Sure	0	2	1.8	1.8	99.1
Not Satisfied	1	1	.9	.9	100.0
	Total	113	100.0	100.0	

Mean	3.239	Std err	.076	Mode	3.000
Std dev	.805	Variance	.648	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q8_3 Bd & Staff: gives exec enough authority

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	89	78.8	79.5	79.5
Satisfied	3	22	19.5	19.6	99.1
Not Sure	0	1	.9	.9	100.0
	.	1	.9	Missing	
	Total	113	100.0	100.0	

Mean	3.768	Std err	.051	Mode	4.000
Std dev	.537	Variance	.288	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 112 Missing cases 1

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Q9_1 Pub Image: eff marketing/relations strat

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	50	44.2	44.2	44.2
Satisfied	4	29	25.7	25.7	69.9
Not Satisfied	2	28	24.8	24.8	94.7
Not Sure	0	4	3.5	3.5	98.2
Not Satisfied	1	2	1.8	1.8	100.0
	Total	113	100.0	100.0	

Mean	2.867	Std err	.088	Mode	3.000
Std dev	.940	Variance	.884	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q9_3 Pub Image: bd understands who is spokesp

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	50	44.2	44.2	44.2
Satisfied	3	44	38.9	38.9	83.2
Not Sure	0	12	10.6	10.6	93.8
Not Satisfied	2	4	3.5	3.5	97.3
Not Satisfied	1	3	2.7	2.7	100.0
	Total	113	100.0	100.0	

Mean	3.035	Std err	.117	Mode	4.000
Std dev	1.246	Variance	1.552	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q10_2 Organize: bd reviews policies/procedures

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	46	40.7	40.7	40.7
Not Satisfied	2	28	24.8	24.8	65.5
Satisfied	4	24	21.2	21.2	86.7
Not Sure	0	11	9.7	9.7	96.5
Not Satisfied	1	4	3.5	3.5	100.0
	Total	113	100.0	100.0	

Mean	2.602	Std err	.109	Mode	3.000
Std dev	1.154	Variance	1.331	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q10_4 Organize: agenda = appropriate issues

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	73	64.6	64.6	64.6
Satisfied	3	35	31.0	31.0	95.6
Not Satisfied	2	4	3.5	3.5	99.1
Not Sure	0	1	.9	.9	100.0
	Total	113	100.0	100.0	

Mean	3.584	Std err	.061	Mode	4.000
Std dev	.651	Variance	.424	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q10_5 Organize: adequate opp to discuss issues

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	82	72.6	72.6	72.6
Satisfied	3	26	23.0	23.0	95.6
Not Satisfied	2	3	2.7	2.7	98.2
Not Sure	0	1	.9	.9	99.1
Not Satisfied	1	1	.9	.9	100.0
	Total	113	100.0	100.0	

Mean	3.655	Std err	.063	Mode	4.000
Std dev	.665	Variance	.442	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

Q10_6 Organize: Comm: structure = productivity

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	62	54.9	55.4	55.4
Satisfied	3	43	38.1	38.4	93.8
Not Satisfied	2	5	4.4	4.5	98.2
Not Sure	0	2	1.8	1.8	100.0
	.	1	.9	Missing	
	Total	113	100.0	100.0	

Mean	3.455	Std err	.070	Mode	4.000
Std dev	.746	Variance	.557	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 112 Missing cases 1

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Q10_7 Organize: Comm: assignments reflect intr

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	56	49.6	50.0	50.0
Satisfied	3	48	42.5	42.9	92.9
Not Sure	0	5	4.4	4.5	97.3
Not Satisfied	2	3	2.7	2.7	100.0
	.	1	.9	Missing	
	Total	113	100.0	100.0	

Mean	3.339	Std err	.086	Mode	4.000
Std dev	.906	Variance	.821	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 112 Missing cases 1

Q10_8 Organize: Comm: purpose & plan of work

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	47	41.6	41.6	41.6
Satisfied	4	41	36.3	36.3	77.9
Not Satisfied	2	13	11.5	11.5	89.4
Not Sure	0	10	8.8	8.8	98.2
Not Satisfied	1	2	1.8	1.8	100.0
	Total	113	100.0	100.0	

Mean	2.947	Std err	.109	Mode	3.000
Std dev	1.164	Variance	1.354	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q10_9 Organize: Comm: opp for leadership devel

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	42	37.2	37.2	37.2
Satisfied	4	42	37.2	37.2	74.3
Not Satisfied	2	15	13.3	13.3	87.6
Not Sure	0	10	8.8	8.8	96.5
Not Satisfied	1	4	3.5	3.5	100.0
	Total	113	100.0	100.0	

Mean	2.903	Std err	.113	Mode	3.000
Std dev	1.202	Variance	1.446	Range	4.000
Minimum	.000	Maximum	4.000		

* Multiple modes exist. The smallest value is shown.
Valid cases 113 Missing cases 0

Q11_1 Risk Mgmt: policies reduce & manage risk

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	53	46.9	46.9	46.9
Satisfied	4	33	29.2	29.2	76.1
Not Sure	0	14	12.4	12.4	88.5
Not Satisfied	2	10	8.8	8.8	97.3
Not Satisfied	1	3	2.7	2.7	100.0
	Total	113	100.0	100.0	

Mean	2.779	Std err	.118	Mode	3.000
Std dev	1.252	Variance	1.567	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q11_3 Risk Mgmt: review insurance prices

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Not Sure	0	34	30.1	30.1	30.1
Satisfied	3	29	25.7	25.7	55.8
Satisfied	4	25	22.1	22.1	77.9
Not Satisfied	2	16	14.2	14.2	92.0
Not Satisfied	1	8	7.1	7.1	99.1
	22	1	.9	.9	100.0
	Total	113	100.0	100.0	

Mean	2.204	Std err	.230	Mode	.000
Std dev	2.443	Variance	5.967	Range	22.000
Minimum	.000	Maximum	22.000		

Valid cases 113 Missing cases 0

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Q12_2 Self: support the mission

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	84	74.3	74.3	74.3
Satisfied	3	28	24.8	24.8	99.1
Not Sure	0	1	.9	.9	100.0
	Total	113	100.0	100.0	

Mean	3.717	Std err	.053	Mode	4.000
Std dev	.559	Variance	.312	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q12_3 Self: good relations w/ other members

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	73	64.6	65.2	65.2
Satisfied	3	36	31.9	32.1	97.3
Not Satisfied	2	2	1.8	1.8	99.1
Not Satisfied	1	1	.9	.9	100.0
	.	1	.9	Missing	
	Total	113	100.0	100.0	

Mean	3.616	Std err	.054	Mode	4.000
Std dev	.573	Variance	.329	Range	3.000
Minimum	1.000	Maximum	4.000		

Valid cases 112 Missing cases 1

Q12_4 Self: knowledgeable about progs

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	69	61.1	61.1	61.1
Satisfied	3	39	34.5	34.5	95.6
Not Satisfied	2	4	3.5	3.5	99.1
Not Sure	0	1	.9	.9	100.0
	Total	113	100.0	100.0	

Mean	3.549	Std err	.062	Mode	4.000
Std dev	.655	Variance	.428	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q12_5 Self: follow trends & developments

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	57	50.4	51.8	51.8
Satisfied	4	37	32.7	33.6	85.5
Not Satisfied	2	15	13.3	13.6	99.1
Not Sure	0	1	.9	.9	100.0
	.	3	2.7	Missing	
	Total	113	100.0	100.0	

Mean	3.173	Std err	.069	Mode	3.000
Std dev	.728	Variance	.530	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 110 Missing cases 3

Q12_6 Self: assist in fund raising

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	43	38.1	39.1	39.1
Satisfied	4	32	28.3	29.1	68.2
Not Satisfied	2	29	25.7	26.4	94.5
Not Satisfied	1	4	3.5	3.6	98.2
Not Sure	0	2	1.8	1.8	100.0
	.	3	2.7	Missing	
	Total	113	100.0	100.0	

Mean	2.900	Std err	.088	Mode	3.000
Std dev	.928	Variance	.861	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 110 Missing cases 3

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Q12_8 Self: read financial statements

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	64	56.6	56.6	56.6
Satisfied	3	41	36.3	36.3	92.9
Not Satisfied	2	8	7.1	7.1	100.0
	Total	113	100.0	100.0	

Mean	3.496	Std err	.059	Mode	4.000
Std dev	.629	Variance	.395	Range	2.000
Minimum	2.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q12_9 Self: knowledgeable/prudent re funds

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	52	46.0	46.4	46.4
Satisfied	4	49	43.4	43.8	90.2
Not Satisfied	2	8	7.1	7.1	97.3
Not Sure	0	3	2.7	2.7	100.0
	.	1	.9	Missing	
	Total	113	100.0	100.0	

Mean	3.286	Std err	.078	Mode	3.000
Std dev	.821	Variance	.674	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 112 Missing cases 1

Q12_10 Self: focus on long-term issues

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	48	42.5	42.9	42.9
Satisfied	4	44	38.9	39.3	82.1
Not Satisfied	2	16	14.2	14.3	96.4
Not Sure	0	3	2.7	2.7	99.1
Not Satisfied	1	1	.9	.9	100.0
	.	1	.9	Missing	
	Total	113	100.0	100.0	

Mean	3.152	Std err	.084	Mode	3.000
Std dev	.893	Variance	.797	Range	4.000
Minimum	.000	Maximum	4.000		
Valid cases	112	Missing cases	1		

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Q12_12 Self: prepare & partcipate in activities

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	63	55.8	55.8	55.8
Satisfied	3	46	40.7	40.7	96.5
Not Satisfied	2	4	3.5	3.5	100.0
	Total	113	100.0	100.0	

Mean	3.522	Std err	.053	Mode	4.000
Std dev	.568	Variance	.323	Range	2.000
Minimum	2.000	Maximum	4.000		

Valid cases 113 Missing cases 0

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Q12_14 Self: complete assignments

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	54	47.8	48.2	48.2
Satisfied	4	51	45.1	45.5	93.8
Not Satisfied	2	4	3.5	3.6	97.3
Not Sure	0	2	1.8	1.8	99.1
Not Satisfied	1	1	.9	.9	100.0
	.	1	.9	Missing	
	Total	113	100.0	100.0	

Mean	3.348	Std err	.071	Mode	3.000
Std dev	.756	Variance	.571	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 112 Missing cases 1

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Q12_16 Self: respect confidentiality

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	81	71.7	74.3	74.3
Satisfied	3	23	20.4	21.1	95.4
Not Sure	0	4	3.5	3.7	99.1
Not Satisfied	2	1	.9	.9	100.0
	.	4	3.5	Missing	
	Total	113	100.0	100.0	

Mean	3.624	Std err	.080	Mode	4.000
Std dev	.837	Variance	.700	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 109 Missing cases 4

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Q12_18 Self: suggest agenda items

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	3	56	49.6	50.5	50.5
Satisfied	4	34	30.1	30.6	81.1
Not Satisfied	2	17	15.0	15.3	96.4
Not Sure	0	2	1.8	1.8	98.2
Not Satisfied	1	2	1.8	1.8	100.0
	.	2	1.8	Missing	
	Total	113	100.0	100.0	

Mean	3.063	Std err	.079	Mode	3.000
Std dev	.834	Variance	.696	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 111 Missing cases 2

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Q12_22 Self: avoid conflicts of interest

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	83	73.5	74.8	74.8
Satisfied	3	26	23.0	23.4	98.2
Not Sure	0	1	.9	.9	99.1
Not Satisfied	1	1	.9	.9	100.0
	.	2	1.8	Missing	
	Total	113	100.0	100.0	

Mean	3.703	Std err	.058	Mode	4.000
Std dev	.612	Variance	.374	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 111 Missing cases 2

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Q12_23 Self: heard & considered re opinions

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	79	69.9	70.5	70.5
Satisfied	3	29	25.7	25.9	96.4
Not Satisfied	2	3	2.7	2.7	99.1
Not Satisfied	1	1	.9	.9	100.0
	.	1	.9	Missing	
	Total	113	100.0	100.0	

Mean	3.661	Std err	.055	Mode	4.000
Std dev	.578	Variance	.334	Range	3.000
Minimum	1.000	Maximum	4.000		

Valid cases 112 Missing cases 1

Q12_22 Self: avoid conflicts of interest

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	83	73.5	74.8	74.8
Satisfied	3	26	23.0	23.4	98.2
Not Sure	0	1	.9	.9	99.1
Not Satisfied	1	1	.9	.9	100.0
	.	2	1.8	Missing	
	Total	113	100.0	100.0	

Mean	3.703	Std err	.058	Mode	4.000
Std dev	.612	Variance	.374	Range	4.000
Minimum	.000	Maximum	4.000		

Valid cases 111 Missing cases 2

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Q12_23 Self: heard & considered re opinions

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	79	69.9	70.5	70.5
Satisfied	3	29	25.7	25.9	96.4
Not Satisfied	2	3	2.7	2.7	99.1
Not Satisfied	1	1	.9	.9	100.0
	.	1	.9	Missing	
	Total	113	100.0	100.0	

Mean	3.661	Std err	.055	Mode	4.000
Std dev	.578	Variance	.334	Range	3.000
Minimum	1.000	Maximum	4.000		

Valid cases 112 Missing cases 1

Q12_24 Self: serving = satisfying & rewarding

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Satisfied	4	81	71.7	73.0	73.0
Satisfied	3	26	23.0	23.4	96.4
Not Satisfied	2	4	3.5	3.6	100.0
	.	2	1.8	Missing	
	Total	113	100.0	100.0	

Mean	3.694	Std err	.051	Mode	4.000
Std dev	.536	Variance	.287	Range	2.000
Minimum	2.000	Maximum	4.000		

Valid cases 111 Missing cases 2

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Q12_25 Years served on nonprofit board of dir

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
1-5 years	2	59	52.2	53.2	53.2
6-10 years	3	26	23.0	23.4	76.6
less than 1 year	1	17	15.0	15.3	91.9
more than 10 years	4	9	8.0	8.1	100.0
	.	2	1.8	Missing	
	Total	113	100.0	100.0	

Mean	2.243	Std err	.077	Mode	2.000
Std dev	.811	Variance	.658	Range	3.000
Minimum	1.000	Maximum	4.000		
Valid cases	111	Missing cases	2		