

## CEO Data

### Section 1: You and Your Organization

#### 1.1 Which category best describes your organization?

Answer		%
Public charity		79%
School/college/university		3%
Governmental agency		1%
Association or professional society/trade association		9%
Foundation		7%
Other		1%
Total		100%

#### 1.1B If you selected foundation above, indicate the type of foundation.

Answer		%
Private		15%
Independent		27%
Community		38%
Public		10%
Operating		6%
Other		4%
Total		100%

#### 1.2 Which part of the nonprofit sector most closely fits your organization? Select one.

Answer		Response	%
Human/social services		177	21%
Other		115	14%
Health care or health care related		104	12%
Housing and shelter		94	11%
Youth development		74	9%
Arts and culture		63	7%
Philanthropic or grantmaking		53	6%
School/college/university		32	4%
Civil Rights/Social Action/Advocacy		23	3%
Community/economic development		25	3%
Environment		16	2%
Animal related		16	2%
Business/Agricultural/industry		10	1%
International development/foreign affairs		12	1%
Mutual/Membership Benefit		7	1%
Religious congregation/House of Worship		10	1%
Science and technology		5	1%
Workforce Development		11	1%
Sports and recreation		4	0%
Total		851	100%

**1.3 How would you describe the primary service area of your organization?**

Answer	Response	%
Local	350	41%
Regional (within state)	236	28%
State-wide	91	11%
Regional (multi-state)	44	5%
National	66	8%
International	64	7%
Total	851	100%

**1.4 Is your organization part of a network or federated system that includes chapters, branches, or affiliates?**

Answer	Response	%
Yes - Parent	91	11%
Yes - Part of system	211	25%
Not part of a formal system.	549	65%
Total	851	100%

**1.5 What is the zip code of your organization's primary office?**



**1.6 What year was your organization founded?**

Answer	Response	%
2000 to 2014	105	13%
1975 to 1999	368	46%
1950 to 1974	177	22%
1900 to 1949	120	15%
>1900	30	4%

Answer	All
Average	1972
Q1	1960
Q2	1981
Q3	1994

### 1.7 When were your bylaws last revised?

Answer	Response	%
Within the past twelve months	294	35%
1 but less than 2 years ago	183	22%
2 but less than 5 years ago	245	29%
5 or more years ago	124	15%
Total	846	100%

### 1.8 What is your operating budget for current fiscal year?

Answer	Response	%
Small (less than \$1 million)	329	37%
Medium (\$1 million - \$9.9 million)	433	49%
Large (\$10+ million)	126	14%
Total	888	100%

### 1.9 Based on your current fiscal year, estimate what percent of your revenue comes from the following sources.

Answer	Earned Income	Contributed	Government
0%	29%	11%	43%
1 to 9%	18%	13%	13%
10 - 24 %	15%	17%	11%
25-49 %	16%	22%	13%
50 – 74%	10%	12%	10%
75 – 100%	13%	25%	10%

### 1.10 How would you describe your organization's financial stability?

Answer	Response	%
Much better than the previous year	122	14%
Better than the previous year	307	36%
About the same	327	38%
Worse than the previous year	84	10%
Much worse than the previous year	11	1%
Total	851	100%

### 1.11 How many paid staff (full-time equivalents) do you currently have?

Answer	All
Count	851
Average	56.62
Q1	4
Q2	11
Q3	40
Mode	2
Max	3000
Count	851

### 1.12 What is your official title?

Answer	Response	%
Chief Executive Officer	119	14%
Executive Director	494	58%
Other	48	6%
President	49	6%
President and CEO	141	17%
Total	851	100%

### 1.13 How many years have you been the chief executive?

Answer	Response	%
1 year or less	66	8%
2 to 3 years	111	13%
More than 3 and less than 10 years	329	39%
10 years or more	345	41%
Total	851	100%

### 1.14 What is your (CEO) gender?

Answer	Response	%
Male	296	35%
Female	554	65%
Transgender	0	0%
Self-identify	1	0%
Total	851	100%

### 1.15 What is your (CEO) race/ethnicity?

Answer	Response	%
African American/Black	33	4%
Asian	11	1%
Caucasian	760	89%
Hispanic, Latino, or Spanish	20	2%
Other, please specify	9	1%
Two or more races	18	2%
Total	851	100%

\*includes Mexican, Mexican American, Chicano, Puerto Rican, Cuban, and other Hispanic, Latin, or Spanish origins

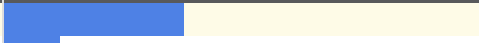

\*\*includes Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, or other Asian

### 1.16 How old are you (CEO)?

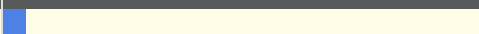
Answer	%
under 30	0.5%
30 to 39	6.0%
40 to 49	19.0%
50 to 64	60.5%
65 or more	14.0%

## Section 2: Board Structure

### 2.1 As chief executive, are you a member of the board?

Answer		%
Yes, I am a non-voting member.		38%
Yes, I am a voting member.		12%
No, I am not a member of board.		50%

### 2.2 As chief executive, are you the chair or president of the board?

Answer		%
Yes		5%

### 2.3 Please identify whether any of these board leadership positions are currently held by:

Answer	Person of color	Female	Under 40	LBGTQ	Disability
Board Chair	10%	43%	9%	3%	3%
Board Vice-Chair	11%	41%	14%	3%	2%
Secretary	12%	53%	13%	3%	2%
Treasurer	8%	30%	11%	3%	1%
Secretary/Treasurer	3%	7%	3%	0%	0%

### 2.4 How long (years) are the terms of office for the following positions? LENGTH OF TERMS

Answer	No term limits	1 year term	2 year term	3 year term	Four year term or longer
Board members	11%	3%	16%	63%	8%
Board chair	9%	38%	31%	18%	4%
Other officers	12%	41%	24%	18%	4%

### 2.5 How many CONSECUTIVE TERMS can be served by the following positions?

Answer	No Limit	One Term	Two Terms	Three Terms	Four or more but with limit
Board members	29%	2%	40%	22%	7%
Board chair	29%	19%	35%	12%	5%
Other officers	39%	11%	31%	13%	7%

### 2.6 How many committees does your board have?

Answer	
Average	4.84
Q1	3
Q2	4
Q3	6
Max	35

**2.7 Which of the following committees does your board have? Select all that apply.**

Answer		%
Executive Committee		78%
Fundraising/Development		60%
Finance/audit – combined		47%
Governance/Nominating – combined		37%
Finance – standalone		33%
Program		29%
Other, please specify		28%
Nominating – standalone		24%
Audit – standalone		24%
Marketing/Communications/Public Relations		22%
Planning/Strategic Planning		18%
Governance – standalone		16%
Human Resources/Personnel		15%
Investment		11%
Building/Property/Grounds		10%
Membership		8%
Grants/Grantmaking		6%
Asset and Property Management		5%
Compensation		5%
We have no committees.		3%

**2.8 Which statement best describes your executive committee?** An executive committee is generally defined as a subset of the board with authority to act on behalf of the board within the powers granted to it by the bylaws.

Answer		%
The executive committee does not meet or rarely meets		5%
Meets regularly but less often than the full board		7%
We do NOT have an executive committee		14%
Meets more often than the full board		19%
Meets as often as the full board		22%
Meets on an as-needed basis		33%

## Section 3: Board Demographics

**3.1 How may voting members currently serve on your board?** Do not include CEO, if not a voting member of the board.

Answer	
Average	15.3
Quartile 1	10
Median (Q2)	14
Quartile 3	19
Mode	15
Max	55

**3.2 How many of the voting members are in the following racial or ethnic categories?**

American Indian or Alaska Native	0.6%
Black or African American	9.9%
Asian*	3.2%
White	79.5%
Hispanic, Latino, or Spanish **	4.7%
Native Hawaiian or Pacific Islander	0.3%
Two or more races	1.1%
Other	0.7%

Asian (includes Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, or other Asian)

(Hispanic, Latino, or Spanish includes Mexican, Mexican American, Chicano, Puerto Rican, Cuban, and other Hispanic, Latin, or Spanish origins)

Boards that are 100% white	25%

**3.3 Indicate how many voting members are in the following age groups.**

	All
Under 30	3.0%
30 to 39 years	13.5%
40 to 49 years	26.4%
50 to 64 years	41.3%
65 years or older	15.8%

**3.4 Indicate how many voting members are?**

	All
Men	51.9%
Women	47.9%
Transgender	0.1%
Self-identify	0.1%

## Section 4: Recruitment

### 4.1 Based on the current board, how many members were selected in the following ways?

Percent of boards that were 100%	
Elected by the current board members	69.5%
Elected by the organization's members, chapters, House of Delegates, etc.	9.6%
Combination of elected and appointed	18.1%
Appointed or ex officio members with voting rights	2.4%
Other	0.5%

### 4.2 How many board positions are you currently recruiting for?

Answer	All
Average	2.88
Q1	1
Q2	3
Q3	4
Max	16

### 4.3 What importance does the board assign to the following items when recruiting board members?

Question	Not a priority	Low priority	Medium	High priority
Passion for the mission	1%	1%	11%	88%
Desired skills, i.e., HR, marketing, technology	4%	11%	45%	40%
Professional occupation, i.e., accountant, lawyer, physician	4%	15%	56%	25%
Demographic characteristics (age, race/ethnicity, gender, etc.)	6%	18%	48%	29%
Knowledge of organization's industry/field	4%	24%	49%	22%
Community connections	4%	9%	35%	53%
Ability to fundraise or access individuals of high net worth	13%	15%	37%	35%
Major donor or ability to contribute	18%	24%	38%	20%

Question	Mean
Ability to fundraise or access individuals of high net worth	2.95
Community connections	3.38
Demographic characteristics (age, race/ethnicity, gender, etc.)	2.99
Desired skills, i.e., HR, marketing, technology	3.22
Knowledge of organization's industry/field	2.88
Major donor or ability to contribute	2.61
Passion for the mission	3.86
Professional occupation, i.e., accountant, lawyer, physician	3.02

### 4.4 How easy or difficult is it to find people to serve on your board?

Answer	%
Very Difficult	7%
Difficult	51%
Easy	36%
Very Easy	6%



## Section 5: Diversity and Inclusion

### 5.1 How satisfied are you with your board's current level of diversity?

Answer	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
Gender	3%	26%	51%	20%
Age	2%	31%	56%	11%
Race/ethnicity	16%	53%	26%	5%
Socio economic	3%	26%	66%	5%
Persons with a disability	5%	37%	52%	6%
LBGTQ	4%	30%	58%	7%

Answer	Mean
Race/ethnicity	2.20
Persons with a disability	2.58
LBGTQ	2.68
Socio economic	2.74
Age	2.76
Gender	2.87

### 5.2 To what extent would expanding diversity increase your organization's ability to advance its mission?

Answer	Not important	Small extent	Some extent	Great extent
Gender	23%	30%	36%	11%
Age	15%	21%	47%	16%
Race/ethnicity	6%	18%	47%	28%
Persons with a disability	28%	38%	26%	8%
Socio economic	14%	26%	40%	21%
LBGTQ	38%	34%	23%	5%

Answer	Mean
Race/ethnicity	2.97
Socio economic	2.68
Age	2.64
Gender	2.35
Persons with a disability	2.15
LBGTQ	1.95

### 5.3 Has your organization or board done the following?

Question	Yes
a. Incorporated diversity into the organization's core values.	69%
b. Modified organizational policies and procedures to be more inclusive.	66%
c. Conducted diversity training for staff.	50%
d. Conducted diversity training for board members.	17%
e. Developed a detailed plan of action for the board to become inclusive.	19%
f. Evaluated and modified recruitment efforts specifically to reach members with more diverse backgrounds.	56%
g. Actively recruited board members from diverse backgrounds.	80%
h. Discussed the values and benefits of expanding diversity of the board.	74%




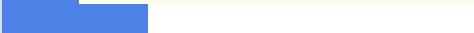

### 5.4 Please indicate your agreement with following statements regarding your board members:

Question	Not at all	Small Extent	Some Extent	Great Extent
a. Board members initiate social interactions with members from diverse backgrounds.	4%	23%	53%	20%
b. Board members value the contributions of diverse members to the board's tasks.	2%	12%	40%	46%
c. Diverse members participate in developing the board's most important policies.	10%	19%	37%	35%
d. Members take a personal interest in board members from diverse backgrounds.	8%	22%	44%	27%
e. Diverse members make contributions to the board's critical tasks.	8%	16%	39%	38%
f. Diverse members become friends with the other members of the board.	6%	19%	42%	34%
g. Diverse members are influential in the board's routine activities.	9%	18%	36%	37%
h. The board has agreed that it is important to increase the diversity of the board.	9%	17%	32%	42%

Question	Mean
a. Board members initiate social interactions with members from diverse backgrounds.	2.88
b. Board members value the contributions of diverse members to the board's tasks.	3.31
c. Diverse members participate in developing the board's most important policies.	2.96
d. Members take a personal interest in board members from diverse backgrounds.	2.89
e. Diverse members make contributions to the board's critical tasks.	3.07
f. Diverse members become friends with the other members of the board.	3.04
g. Diverse members are influential in the board's routine activities.	3.01
h. The board has agreed that it is important to increase the diversity of the board.	3.07

## Section 6: Meetings

### 6.1 How many times did your board meet during the past 12 months?

Answer		%
4 or less		24%
5 or 6		28%
7, 8 or 9		16%
10, 11 or 12		31%
More than 12		2%

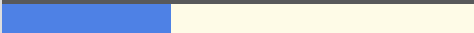




### 6.2 How many board members typically attend board meetings via teleconference?

Answer	
46%	No members attended via teleconference
34%	Between 1% and 49% attended via teleconference
16%	Teleconferencing used by 50% or more of the board
4%	100% of the board attended via teleconference

### 6.3 In the last year were any meetings held as virtual meetings?

Answer	
No	81%
Yes	19%

### 6.4 How long was the typical board meeting?

Answer		%
Less than 2 hours		35%
2 to 2.5 hours		43%
3 to 4 hours		14%
5 to 7 hours		3%
8 to 18 hours		5%

### 6.5 What percent of time at a typical board meeting is spent on committee or staff reports?

Answer	%
Average	31.2%
Q1	15%
Q2	25%
Q3	50%

### 6.6 Which of the following methods does your board use to facilitate meetings?

Question	Yes
a. A dedicated Web site, such as a board portal or password-protected site, to view agendas and access board documents.	30%
b. A consent agenda that combines all routine matters that can be voted on together without further discussion.	57%
c. A dashboard report - generally a graphic display of how the organization is performing against its goals.	44%

### 6.7 What is the average attendance at board meetings?

Answer		%
90 to 100%		37%
75% to 89%		48%
50% to 74%		15%
Less than 50%		0%

### 6.8 To what extent do the following occur?

Question	Not done	Small extent	Some extent	Great extent
c. Board members receive information necessary to make informed decisions.	0%	1%	19%	79%
b. Meetings are well run and use effective meeting practices, such as clear agendas, good facilitation, start/end on time.	1%	4%	26%	69%
e. Meetings allow adequate time for board members to ask questions and explore issues.	1%	5%	31%	63%
a. Board members are prepared for board meetings, e.g., read materials in advance, follow up on assignments.	1%	9%	55%	36%
d. Board meetings focus on strategy and policy rather than on operational issues.	2%	15%	47%	35%

Question	Mean
a. Board members are prepared for board meetings, e.g., read materials in advance, follow up on assignments.	3.26
b. Meetings are well run and use effective meeting practices, such as clear agendas, good facilitation, start/end on time.	3.64
c. Board members receive information necessary to make informed decisions.	3.78
d. Board meetings focus on strategy and policy rather than on operational issues.	3.15
e. Meetings allow adequate time for board members to ask questions and explore issues.	3.56

### 6.9 Which statement best describes how often executive sessions were held during the last year? Executive sessions allow boards to meet privately to address issues involving privileged and confidential matters such as compensation, business transactions, litigation.

Answer		%
As needed WITHOUT the chief executive		33%
As needed WITH the chief executive		28%
The board did not meet in executive session during the past 12 months		21%
At every meeting WITH the chief executive		11%
At every meeting WITHOUT the chief executive		7%

### 6.9B My organization is subject to open meetings laws?

Answer		%
Yes		28%
No		72%

## Section 7: Board Policies and Practices

### 7.1 Does your organization have or do the following?

Question	Yes
a. A written mission statement	99%
b. A written vision statement	84%
c. A written statement of ethics	74%
d. A written diversity statement	50%
e. A formal, written public policy or advocacy policy	35%
f. A formal, written public policy or advocacy policy agenda	22%
g. Post financial statements to your Web site	39%
h. Post your IRS Form 990 to your Web site	44%
i. A document retention and destruction policy	86%
j. A whistleblower policy that provides protection for employees who report suspected illegal activities	88%
k. Pay board members a fee or honorarium for their service	2%
l. Reimburse or provide a stipend to board members for expenses incurred in attending board meetings, i.e., travel, lodging, child care, supplies	21%
m. Carry directors' and officers' liability insurance for board members	96%

### 7.2 Does your board have or do the following?

Question	Yes
a. A written conflict-of-interest policy	97%
b. Require board members to sign a conflict-of-interest and annual disclosure statement	88%
c. Hire an auditor to conduct an annual external financial audit	89%
d. Meet as a full board with auditors	51%
e. Receive a copy of the Form 990 before filing	85%
f. Ensure that the organization's programs or impact are assessed	86%
g. Written positions or job descriptions for board members	81%
h. Written charters or job descriptions for committees	78%
i. Written succession plan for the chief executive	34%

### 7.3 How often does the organization develop or revise its strategic plan?

Answer	%
We do not currently have a formal written strategic plan	11%
Annually	20%
Every 2-3 years	25%
Every 3-5 years	37%
5 years or longer	7%

**7.3B Describe the board's role in developing the strategic plan. Check all that apply.**

Answer		%
The board approved the final strategic plan.		81%
The board actively participated in developing the strategic plan by setting priorities and goals.		80%
Held a retreat or dedicated strategic planning session.		75%
Used an outside consultant to assist with developing the strategic plan.		52%
Appointed a task force to assist with developing the strategic plan.		47%

**7.4 To what extent did the board engage in the following public policy or advocacy activities?**

Question	Not at all	Small extent	Some extent	Great extent
a. Monitored the impact of local, state, and federal policy on the organization's mission delivery and resources.	32%	31%	24%	13%
b. Received information and resources on effective and appropriate advocacy activities on behalf of the organization.	29%	26%	27%	18%
c. Board members worked in concert with the chief executive and leadership team to educate policymakers on behalf of the organization, its mission and/or the nonprofit sector.	39%	27%	21%	12%

Question	Mean
a. Monitored the impact of local, state, and federal policy on the organization's mission delivery and resources.	2.17
b. Received information and resources on effective and appropriate advocacy activities on behalf of the organization.	2.33
c. Board members worked in concert with the chief executive and leadership team to educate policymakers on behalf of the organization, its mission and/or the nonprofit sector.	2.07

**7.5 Does your organization engage in fundraising?**

Answer		Response	%
Yes		703	87%
No		105	13%

Answers to questions 7.6 through 7.10 are based on respondents who answered Yes to question 7.5.

**7.6 How did contributed revenue (charitable contributions from individuals or grants from private foundations or corporations) compare to the previous year?**

Answer		%
Increased		53%
Decreased		19%
Stayed the same		28%

**7.7 Please indicate your agreement with following statements:**

Question	Strongly Disagree	Disagree	Agree	Strongly Agree
a. The board actively participates in fundraising versus relying mostly on the CEO and staff	12%	40%	39%	8%
b. Expectations related to fundraising are clearly explained during recruitment.	5%	18%	52%	25%

Question	Mean
a. The board actively participates in fundraising versus relying mostly on the CEO and staff	2.44
b. Expectations related to fundraising are clearly explained during recruitment.	2.98

**7.8 Does your board require its members to participate in the following fundraising activities?**

Question	Yes
a. Attend fundraising events	68%
b. Make a personal monetary contribution	80%
c. Identify donors	64%
d. Solicit funds	41%

**7.9 Approximately what percent of board members participated in these fundraising activities during the past year?**

Question	%
a. Attend fundraising events	73%
b. Make a personal monetary contribution	86% *
c. Provided names for letters/calls	47%
d. Met with potential donors face-to-face	26%
e. Asked or joined others in directly asking for money	31%

\*60% had 100% giving from board members in 2014

**7.10 Do you currently have a process for individuals to contribute money online via Web sites or social media?**

Answer	%
Yes	85%
No	15%

## Section 8: Board Education and Development

### 8.1 How well informed do you think your board members are about their legal and governance responsibilities?

Answer		%
Not well informed		3%
Somewhat informed		33%
Well informed		47%
Very well informed		18%

### 8.2 How many hours per month do you typically spend on board issues? Include time spent at and preparing for board and committee meetings and other governance activities.

Answer	Hours
Average	17.75
Q1	8
Q2	12
Q3	20
Mode	10
Max	140

### 8.3 How recently has your board conducted a formal written board self-assessment to evaluate its own performance?

Answer		%
During the past 12 months		30%
1 but less than 3 years ago		21%
3 or more years ago		14%
Don't know		5%
No board assessment has been done		29%

### 8.4 In the past year, what board education or development activities have been undertaken or provided to board members?

Answer		Response	%
Attended conferences, seminars		337	42%
Engaged the services of a consultant		368	46%
Used outside speaker(s) at board meeting		345	43%
Utilized written resources		528	66%
Attended webinars or used other digital resources		206	26%
Other		114	14%



**8.5 In your opinion, what are the three most important areas the board should address to improve its performance?**

Answer	Response	%
Strengthen fundraising efforts	459	60%
Strengthen outreach efforts and act as ambassadors for the organization	310	41%
Change or strengthen recruitment practices	211	28%
Strengthen commitment and engagement of individual board members	210	27%
Build a stronger leadership pipeline	192	25%
Conduct a self-assessment of the board's performance	174	23%
Hold themselves more accountable	170	22%
Increase understanding of board roles and responsibilities	146	19%
Strengthen the approach to strategic planning	132	17%
Improve board culture	48	6%
Improve financial oversight	49	6%
Improve meeting practices	48	6%
Increase attendance at meetings	40	5%
Other, please specify	21	3%
Complete committee assignments in more timely manner	25	3%
Strengthen the relationship with chief executive	19	2%

## Section 9: Leadership

### 9.1 How strongly do you agree or disagree with the following statements related to board roles and responsibilities?

Question	Strongly Disagree	Disagree	Agree	Strongly Agree
a. The majority of board members are actively engaged in overseeing and governing the organization.	2%	20%	60%	19%
b. There is effective collaboration between the chief executive and the board on major decisions.	1%	4%	40%	55%
c. The chief executive actively involves the board in leading the organization.	0%	4%	53%	42%
d. We have the right board members to effectively oversee and govern the organization.	4%	23%	55%	18%
e. We have an effective process in place for succession of board officers.	8%	43%	37%	12%
f. The board's level of financial expertise is sufficient to monitor the organization's financial health, e.g., against budget, year-to-year comparisons, ratios.	2%	12%	52%	34%
g. The orientation process is effective and enables board members to get "up-to-speed" quickly.	4%	30%	53%	13%

Question	Mean
b. There is effective collaboration between the chief executive and the board on major decisions.	3.49
c. The chief executive actively involves the board in leading the organization.	3.37
f. The board's level of financial expertise is sufficient to monitor the organization's financial health, e.g., against budget, year-to-year comparisons, ratios.	3.18
a. The majority of board members are actively engaged in overseeing and governing the organization.	2.95
d. We have the right board members to effectively oversee and govern the organization.	2.88
g. The orientation process is effective and enables board members to get "up-to-speed" quickly.	2.74
e. We have an effective process in place for succession of board officers.	2.52

## 9.2 How strongly do you agree or disagree with the following statements related to board culture and dynamics?

Question	Strongly Disagree	Disagree	Agree	Strongly Agree
d. Board members help develop each other's strengths.	2%	35%	49%	14%
e. At board meetings, different individuals take the "lead" on topics or issues.	1%	17%	58%	24%
f. Generally, all board members participate in discussions versus conversations dominated by a few or the same individuals.	1%	25%	56%	17%
g. Each board member contributes unique perspectives to issues under consideration.	1%	12%	61%	26%
c. Board members listen attentively to each other.	0%	6%	55%	39%
b. The board openly discusses and challenges recommendations made by the chief executive.	1%	7%	51%	41%
h. I can share and discuss my mistakes with the board of directors without fear they will hold them against me.	2%	8%	50%	40%
a. The communication between the chief executive and the board is open and honest.	1%	2%	37%	60%

Question	Mean
a. The communication between the chief executive and the board is open and honest.	3.56
b. The board openly discusses and challenges recommendations made by the chief executive.	3.33
c. Board members listen attentively to each other.	3.32
h. I can share and discuss my mistakes with the board of directors without fear they will hold them against me.	3.28
g. Each board member contributes unique perspectives to issues under consideration.	3.12
e. At board meetings, different individuals take the "lead" on topics or issues.	3.04
f. Generally, all board members participate in discussions versus conversations dominated by a few or the same individuals.	2.89
d. Board members help develop each other's strengths.	2.76

## 9.3 How would you grade the leadership of the current board chair in the following areas?

A = Excellent, B = Above average, C = Average, D = Below average, and F = Failing.

Question	A	B	C	D	F
a. Fosters an environment that builds trust among board members.	42%	33%	19%	5%	1%
b. Encourages board members to frame and discuss strategic questions.	34%	29%	25%	10%	2%
c. Establishes clear expectations of board service.	23%	34%	27%	13%	2%
d. Is able to resolve conflict, build consensus, and reach compromise.	33%	33%	25%	7%	2%
e. Cultivates a productive, constructive partnership with the chief executive.	55%	24%	14%	5%	2%

Question	Mean
e. Cultivates a productive, constructive partnership with the chief executive.	3.25
a. Fosters an environment that builds trust among board members.	3.08
d. Is able to resolve conflict, build consensus, and reach compromise.	2.87
b. Encourages board members to frame and discuss strategic questions.	2.83
c. Establishes clear expectations of board service.	2.63

#### 9.4 As the chief executive, has your performance been evaluated?

Answer	Response	%
Yes, within the past 12 months.	513	64%
Yes, within the past 12 to 24 months.	129	16%
Yes, two or more years ago.	56	7%
No, the board has never formally evaluated my performance.	106	13%

Answers for questions 9.5 through 9.8 are based on respondents who answered yes to question 9.4.

#### 9.5 Did your performance evaluation include a formal, written evaluation?

Answer	%
Yes	83%
No	17%

#### 9.6 Who provides feedback on the chief executive's performance evaluation? Check all that apply.

Answer	%
Subset of the board but not the full board, i.e., Executive or Compensation Committee	52%
Full board	50%
Senior staff	21%
Other	12%

#### 9.7 Are results of the chief executive's evaluation typically shared with the full board?

Answer	%
Yes	75%
No	12%
Don't Know	13%

#### 9.8 Indicate the level of agreement with the following statements related to my performance evaluation.

Answer	Strongly Disagree	Disagree	Agree	Strongly Agree
b. I am satisfied with the process used to evaluate my performance.	7%	19%	44%	29%
a. My evaluation is based on performance goals mutually agreed on by the board and CEO.	7%	16%	41%	36%


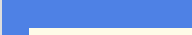


Answer	Mean
b. I am satisfied with the process used to evaluate my performance.	2.96
a. My evaluation is based on performance goals mutually agreed on by the board and CEO.	3.07

#### 9.9 Indicate the level of agreement with the following statements related to my compensation.





Question	Strongly Disagree	Disagree	Agree	Strongly Agree
a. The process for setting the CEO's total compensation package (salary and benefits) uses data from comparable organizations.	8%	17%	40%	35%
b. The FULL board approves and adequately documents the process used to determine CEO compensation.	9%	26%	38%	27%
c. I am satisfied with the process used to set my compensation.	7%	18%	47%	28%

Question	Mean
a. The process for setting the CEO's total compensation package (salary and benefits) uses data from comparable organizations.	3.03
b. The FULL board approves and adequately documents the process used to determine CEO compensation.	2.84
c. I am satisfied with the process used to set my compensation.	2.96

#### 9.10 How would you rate your overall job satisfaction?

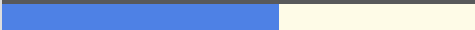




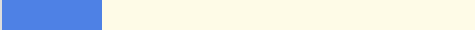






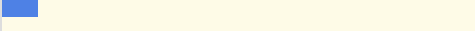


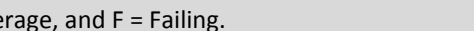
Answer		%
Very Satisfied		51%
Satisfied		40%
Dissatisfied		6%
Very Dissatisfied		4%

#### 9.11 Do you anticipate leaving your post as chief executive?

Answer		%
No plans to leave at this time		50%
Likely, within the next year		9%
Likely, in the next 1-2 years		16%
Likely, in the next 3-5 years		25%

## Section 10: Board Performance

### 10.1 What significant changes has your organization undergone during the past two years? Select all that apply.

Answer		%
Created new staff positions		58%
Launched a major initiative or expansion, e.g., new program, building		53%
Expanded operations or added services		49%
Completed a new strategic plan		43%
Dipped into reserves or endowment		22%
Cut staff		21%
Lost revenues due to diminished public funding		21%
Drastically altered ways of delivery services or doing business		16%
Cut or froze salaries		16%
Outsourced activities		14%
Downsized operations or reduced services		14%
Hired a new chief executive		12%
Other, please specify		10%
Dropped or diminished employee benefits		9%
Merged or combined in another way with one or more organizations		8%
No major changes		7%

### 10.2 Grade your board's performance in the following areas.

A = Excellent, B = Above average, C = Average, D = Below average, and F = Failing.

Question	A	B	C	D	F
l. Understanding the board's roles and responsibilities	14%	50%	28%	7%	1%
k. Community building and outreach	6%	39%	36%	14%	4%
m. Level of commitment and involvement	17%	53%	24%	5%	0%
o. Increasing the diversity of the board	4%	31%	36%	20%	10%
c. Thinking strategically as a board	16%	47%	28%	7%	2%
n. Monitoring legislative and regulatory issues that have the potential to impact the organization.	5%	30%	37%	19%	10%
j. Fundraising	4%	31%	32%	22%	11%
i. Providing guidance and support to the chief executive	28%	44%	22%	5%	2%
d. Knowledge of your organization's programs	15%	56%	25%	3%	0%
b. Adopting and following a strategic plan	20%	45%	23%	9%	3%
e. Monitoring organizational performance and impact	13%	49%	29%	7%	2%
f. Legal and ethical oversight	30%	50%	17%	3%	1%
h. Evaluating the chief executive	20%	42%	24%	8%	6%
g. Financial oversight	42%	43%	12%	2%	1%
a. Understanding your organization's mission	50%	41%	9%	0%	0%

Question	Mean
a. Understanding your organization's mission	3.40
g. Financial oversight	3.22
f. Legal and ethical oversight	3.05
i. Providing guidance and support to the chief executive	2.92
d. Knowledge of your organization's programs	2.81
m. Level of commitment and involvement	2.81
b. Adopting and following a strategic plan	2.70
l. Understanding the board's roles and responsibilities	2.69
c. Thinking strategically as a board	2.69
e. Monitoring organizational performance and impact	2.65
h. Evaluating the chief executive	2.63
k. Community building and outreach	2.27
n. Monitoring legislative and regulatory issues that have the potential to impact the organization.	2.01
o. Increasing the diversity of the board	1.98
j. Fundraising	1.95

### 10.3 How would you rate your organization's overall effectiveness?

Answer	%
Very Effective	40%
Effective	47%
Somewhat Effective	11%
Neither Effective nor Ineffective	1%
Somewhat Ineffective	0%
Ineffective	1%

### 10.4 What impact does your board have on the overall effectiveness of your organization's performance?

Answer	%
Very positive impact	33%
Moderately positive impact	36%
Somewhat positive impact	22%
No impact	5%
Somewhat negative impact	3%
Moderately negative impact	1%

### 10.5 What are the two most pressing challenges your organization is currently facing?

### 10.6 What is the most significant accomplishment or contribution of the board in the last 12 months?

Answers to open-ended questions are not part of this report.

## Board Chair Data

### Section 1: You and Your Board Service

**On how many of the following types of boards do you currently serve?** Include the board of this organization in your answer.

Question	One	Two	Three	Four or more
Nonprofit	44%	32%	16%	8%
Corporate	76%	12%	8%	4%
Other	81%	11%	0%	7%

#### 1.1 What is your role on the board?

Answer	%
Board chair	98%
Board member	0%
Other	2%
Total	100%

#### 1.2 How many years have you served on this board?

Answer	Response
Average	7.16
Q1	4
Q2 – Median	6
Q3	8
Mode	5
Max	35

#### 1.3 How many years have you served as the chair of this board?

Answer	Response
Average	2.54
Q1	1
Q2 – Median	1
Q3	2.5
Mode	1
Max	30
Responses	245

**1.4 How many hours per month do you typically spend on board issues?** Include time spent at and preparing for board and committee meetings and other governance activities. **8.02 CEO**

Answer	Board Chair	CEO
Average	14.52	17.75
Q1	6	8
Q2 – Median	10	12
Q3	20	20
Mode	10	10
Max	100	140



### 1.5 What is your gender? 1.14 CEO

Answer	Board Chair	CEO
Male	54%	35%
Female	46%	65%
Transgender	0%	0%
Self-identify	0%	0%

### 1.6 What is your race/ethnicity? 1.15 CEO

Answer	Board Chair	CEO
Caucasian	90%	89%
African American/Black	3%	4%
Hispanic, Latino, or Spanish	3%	2%
Asian	2%	1%
Other	2%	2%
Two or more races	0%	2%

Asian (includes Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, or other Asian)

(Hispanic, Latino, or Spanish includes Mexican, Mexican American, Chicano, Puerto Rican, Cuban, and other Hispanic, Latin, or Spanish origins)

American Indian or Alaska Native, Native Hawaiian or Pacific Islander were less than 1% and are included with "Other".

### 1.7 How old are you? 1.16 CEO

Answer	Board Chair	CEO
Under 30	.8%	.5%
30 to 39 years	8.7%	5.9%
40 to 49 years	24.5%	19.3%
50 to 64 years	39.0%	60.5%
65 years or older	27.0%	13.9%
Average	55.71	54.97
Q1	46	49
Q2 – Median	57	57
Q3	65	61

## Section 2: Board Work and Meetings

### 2.1 How well informed do you think your board members are about their legal and governance responsibilities?

#### 8.01 CEO

Answer	Board Chair	CEO
Not well informed	1%	3%
Somewhat informed	31%	33%
Well informed	56%	47%
Very well informed	13%	18%

### 2.2 How easy or difficult is it to find people to serve on your board? 4.04 CEO

Answer	Response	Board Chair	CEO
Very Difficult	8	3%	7%
Difficult	123	50%	51%
Easy	106	43%	36%
Very Easy	8	3%	6%

### 2.3 What importance does the board assign to the following items when recruiting board members? 4.03 CEO

Question	Not a priority	Low priority	Medium	High priority	Mean Board Chair	Mean CEO
Passion for the mission	0%	2%	18%	80%	3.79	3.86
Desired skills, i.e., HR, marketing, technology	1%	15%	50%	34%	3.22	3.22
Professional occupation, i.e., accountant, lawyer, physician	4%	22%	53%	21%	3.17	3.02
Demographic characteristics (age, race/ethnicity, gender, etc.)	8%	24%	46%	22%	2.91	2.99
Knowledge of organization's industry/field	5%	23%	50%	23%	2.90	2.88
Community connections	2%	11%	51%	36%	2.83	3.38
Ability to fundraise or access individuals of high net worth	14%	18%	47%	22%	2.77	2.95

### 2.4 To what extent do the following occur? 6.08 CEO

Question	Not done	Small extent	Some extent	Great extent	Mean Board Chair	Mean CEO
a. Board members are prepared for board meetings, e.g., read materials in advance, follow up on assignments.	0%	4%	54%	42%	3.37	3.26
b. Meetings are well run and use effective meeting practices, such as clear agendas, good facilitation, start/end on time.	0%	1%	19%	80%	3.80	3.64
c. Board members receive information necessary to make informed decisions.	0%	1%	20%	78%	3.77	3.78
d. Board meetings focus on strategy and policy rather than on operational issues.	0%	10%	52%	38%	3.27	3.15
e. Meetings allow adequate time for board members to ask questions and explore issues.	0%	4%	32%	64%	3.59	3.56

### 2.5 Does your organization engage in fundraising?

Answer	%
Yes	89%

Answers to questions 2.6 are based on respondents who answered Yes to question 2.5.

**2.6 Please indicate your agreement with following statements: 7.07a CEO**

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean Board Chair	Mean CEO
a. The board actively participates in fundraising versus relying mostly on the CEO and staff	3%	35%	48%	14%	2.72	2.44
b. Expectations related to fundraising are clearly explained during recruitment.	1%	24%	55%	21%	2.95	2.98

**2.7 Describe the comfort level for yourself and other board members related to these fundraising activities.**

My comfort level	Not comfortable	Comfortable	Very comfortable	Mean Board Chair
a. Attending fundraising events	3%	20%	78%	2.75
b. Making a personal monetary contribution	2%	13%	85%	2.83
c. Providing names for letters/calls	9%	40%	51%	2.42
d. Meeting with potential donors face-to-face	8%	35%	56%	2.48
e. Asking or joining others in directly asking for money	20%	38%	42%	2.22
Comfort level of most other board members	Not comfortable	Comfortable	Very comfortable	Mean Board Chair
a. Attending fundraising events	7%	56%	37%	2.03
b. Making a personal monetary contribution	7%	56%	37%	1.85
c. Providing names for letters/calls	20%	56%	24%	2.31
d. Meeting with potential donors face-to-face	27%	60%	12%	2.30
e. Asking or joining others in directly asking for money	43%	51%	6%	1.63

**2.8 To what extent did the board engage in the following public policy or advocacy activities? 7.04 CEO**

Question	Not at all	Small extent	Some extent	Great extent	Mean Board Chair	Mean CEO
a. Monitored the impact of local, state, and federal policy on the organization's mission delivery and resources.	16%	25%	37%	22%	2.64	2.17
b. Received information and resources on effective and appropriate advocacy activities on behalf of the organization.	14%	23%	39%	25%	2.75	2.33
c. Board members worked in concert with the chief executive and leadership team to educate policymakers on behalf of the organization, its mission and/or the nonprofit sector.	21%	29%	32%	18%	2.47	2.07

## Section 3: Diversity and Inclusion

### 3.1 How satisfied are you with your board's current level of diversity? 5.1 CEO

Answer	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	Mean Board Chair	Mean CEO
Gender	1%	14%	51%	34%	3.19	2.87
Age	0%	17%	57%	26%	3.08	2.76
Race/ethnicity	4%	41%	41%	14%	2.64	2.20
Socio economic	0%	22%	63%	15%	2.92	2.74
Persons with a disability	3%	42%	47%	8%	2.60	2.58
LGBTQ	3%	28%	53%	15%	2.80	2.68

### 3.2 To what extent do you feel expanding diversity would increase your organization's ability to advance its mission? 5.2 CEO

Answer	Not important	Small extent	Some extent	Great extent	Mean Board Chair	Mean CEO
Gender	20%	34%	39%	8%	2.34	2.35
Age	17%	25%	39%	18%	2.59	2.64
Race/ethnicity	9%	20%	45%	26%	2.88	2.64
Socio economic	12%	30%	39%	19%	2.64	2.68
Persons with a disability	25%	33%	34%	8%	2.25	1.95
LGBTQ	36%	31%	27%	6%	2.03	2.15

### 3.3 Has your organization or board done the following? 5.03 CEO

Question	% Yes Board Chair	% Yes CEO
a. Incorporated diversity into the organization's core values.	77%	69%
b. Modified organizational policies and procedures to be more inclusive.	72%	66%
c. Conducted diversity training for staff.	51%	50%
d. Conducted diversity training for board members.	16%	17%
e. Developed a detailed plan of action for the board to become inclusive.	27%	19%
f. Evaluated and modified recruitment efforts specifically to reach members with more diverse backgrounds.	68%	56%
g. Actively recruited board members from diverse backgrounds.	84%	80%
h. Discussed the values and benefits of expanding diversity of the board.	77%	74%

### 3.4 Please indicate your agreement with following statements regarding your board members: 5.4 CEO

Question	Not at all	Small Extent	Some Extent	Great Extent	Mean Board Chair	Mean CEO
a. Board members initiate social interactions with members from diverse backgrounds.	1%	20%	54%	25%	3.02	2.88
b. Board members value the contributions of diverse members to the board's tasks.	0%	7%	40%	53%	3.45	3.31
c. Diverse members participate in developing the board's most important policies.	4%	19%	34%	43%	3.16	2.96
d. Members take a personal interest in board members from diverse backgrounds.	4%	16%	44%	36%	3.12	2.89
e. Diverse members make contributions to the board's critical tasks.	3%	17%	36%	44%	3.20	3.07
f. Diverse members become friends with the other members of the board.	2%	14%	43%	41%	3.22	3.04
g. Diverse members are influential in the board's routine activities.	4%	17%	34%	45%	3.20	3.01
h. The board has agreed that it is important to increase the diversity of the board.	5%	15%	32%	47%	3.21	3.07

## Section 4: Your Organization

### 4.1 Which category best describes your organization? 1.1 CEO

Answer	%
Public charity	49%
Other	26%
Foundation	11%
Association or professional society/trade association	9%
School/college/university	4%
Governmental agency	2%

4.2 Data intentionally not included

### 4.3 How would you describe your organization's financial stability? 1.10 CEO

Answer	Board Chair	CEO
Much worse than the previous year	1%	1%
Worse than the previous year	4%	10%
About the same	38%	38%
Better than the previous year	36%	36%
Much better than the previous year	21%	14%

## Section 5: Board Performance

**5.1 How strongly do you agree or disagree with the following statements related to board roles and responsibilities? 9.01 CEO**

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean Board Chair	Mean CEO
a. The majority of board members are actively engaged in overseeing and governing the organization.	0%	15%	61%	24%	3.08	2.95
b. There is effective collaboration between the chief executive and the board on major decisions.	0%	2%	33%	65%	3.62	3.49
c. The chief executive actively involves the board in leading the organization.	0%	4%	31%	65%	3.60	3.37
d. We have the right board members to effectively oversee and govern the organization.	0%	13%	58%	29%	3.15	2.88
e. We have an effective process in place for succession of board officers.	4%	29%	43%	24%	2.87	2.52
f. The board's level of financial expertise is sufficient to monitor the organization's financial health, e.g., against budget, year-to-year comparisons, ratios.	0%	7%	43%	50%	3.42	3.18
g. The orientation process is effective and enables board members to get "up-to-speed" quickly.	2%	21%	56%	21%	2.96	2.74

**5.2 How strongly do you agree or disagree with the following statements related to board culture and dynamics? 9.02 CEO**

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean Board Chair	Mean CEO
a. The communication between the chief executive and the board is open and honest.	0%	5%	30%	65%	3.61	3.56
b. The board openly discusses and challenges recommendations made by the chief executive.	0%	5%	40%	54%	3.48	3.33
c. Board members listen attentively to each other.	0%	2%	39%	60%	3.58	3.32
d. Board members help develop each other's strengths.	0%	14%	63%	23%	3.09	2.76
e. At board meetings, different individuals take the "lead" on topics or issues.	0%	12%	53%	35%	3.22	3.04
f. Generally, all board members participate in discussions versus conversations dominated by a few or the same individuals.	0%	16%	56%	28%	3.11	2.89
g. Each board member contributes unique perspectives to issues under consideration.	0%	9%	53%	38%	3.28	3.12
h. I can share and discuss my mistakes with the board of directors without fear they will hold them against me.	0%	2%	49%	49%	3.46	3.28

**5.3 In your opinion, what are the three most important areas the board should address to improve its performance? 8.05 CEO**

Answer		Board Chair	CEO
Build a stronger leadership pipeline		22%	25%
Change or strengthen recruitment practices		32%	28%
Complete committee assignments in more timely manner		3%	3%
Conduct a self-assessment of the board's performance		20%	23%
Hold themselves more accountable		12%	22%
Improve board culture		5%	7%
Improve financial oversight		10%	6%
Improve meeting practices		2%	6%
Increase attendance at meetings		7%	5%
Increase understanding of board roles and responsibilities		14%	19%
Other, please specify		4%	3%
Strengthen commitment and engagement of individual board members		32%	27%
Strengthen fundraising efforts		58%	60%
Strengthen outreach efforts and act as ambassadors for the organization		41%	41%
Strengthen the approach to strategic planning		28%	17%
Strengthen the relationship with chief executive		6%	2%

**5.4 Grade your board's performance in the following areas. 10.02 CEO**

Question	A	B	C	D	F	Mean Board Chair	Mean CEO
a. Understanding your organization's mission	71%	23%	6%	0%	0%	3.65	3.40
b. Adopting and following a strategic plan	22%	44%	25%	10%	0%	2.76	2.70
c. Thinking strategically as a board	18%	46%	29%	7%	0%	2.76	2.69
d. Knowledge of your organization's programs	29%	44%	24%	2%	0%	3.00	2.81
e. Monitoring organizational performance and impact	20%	44%	33%	4%	0%	2.78	2.65
f. Legal and ethical oversight	34%	39%	24%	2%	0%	3.06	3.05
g. Financial oversight	46%	36%	16%	2%	0%	3.27	3.22
h. Evaluating the chief executive	30%	39%	23%	7%	0%	2.91	2.63
i. Providing guidance and support to the chief executive	32%	48%	17%	3%	0%	3.10	2.92
j. Fundraising	4%	18%	39%	34%	5%	1.81	1.95
k. Community building and outreach	11%	33%	39%	17%	0%	2.36	2.27
l. Understanding the board's roles and responsibilities	15%	48%	34%	4%	0%	2.74	2.69
m. Level of commitment and involvement	15%	48%	31%	6%	0%	2.73	2.81
n. Monitoring legislative and regulatory issues that have the potential to impact the organization.	9%	24%	39%	26%	2%	2.12	2.01
o. Increasing the diversity of the board	7%	27%	39%	26%	2%	2.11	1.98



**5.5 How would you rate your organization's overall effectiveness? 10.03 CEO**

Answer	Board Chair	CEO
Very Effective	37%	40%
Effective	51%	47%
Somewhat Effective	10%	11%
Neither Effective nor Ineffective	1%	1%
Somewhat Ineffective	0%	0%
Ineffective	0%	0%

**5.6 What impact does your board have on the overall effectiveness of your organization's performance? 10.04 CEO**

Answer	Board Chair	CEO
Very positive impact	36%	33%
Moderately positive impact	46%	36%
Somewhat positive impact	16%	22%
No impact	1%	5%
Somewhat negative impact	0%	3%
Moderately negative impact	0%	1%

**5.7 What are the two most pressing challenges your organization is currently facing?**

**5.8 What is the most significant accomplishment or contribution of the board in the last 12 months?**

Answers to open-ended questions are not part of this report.