

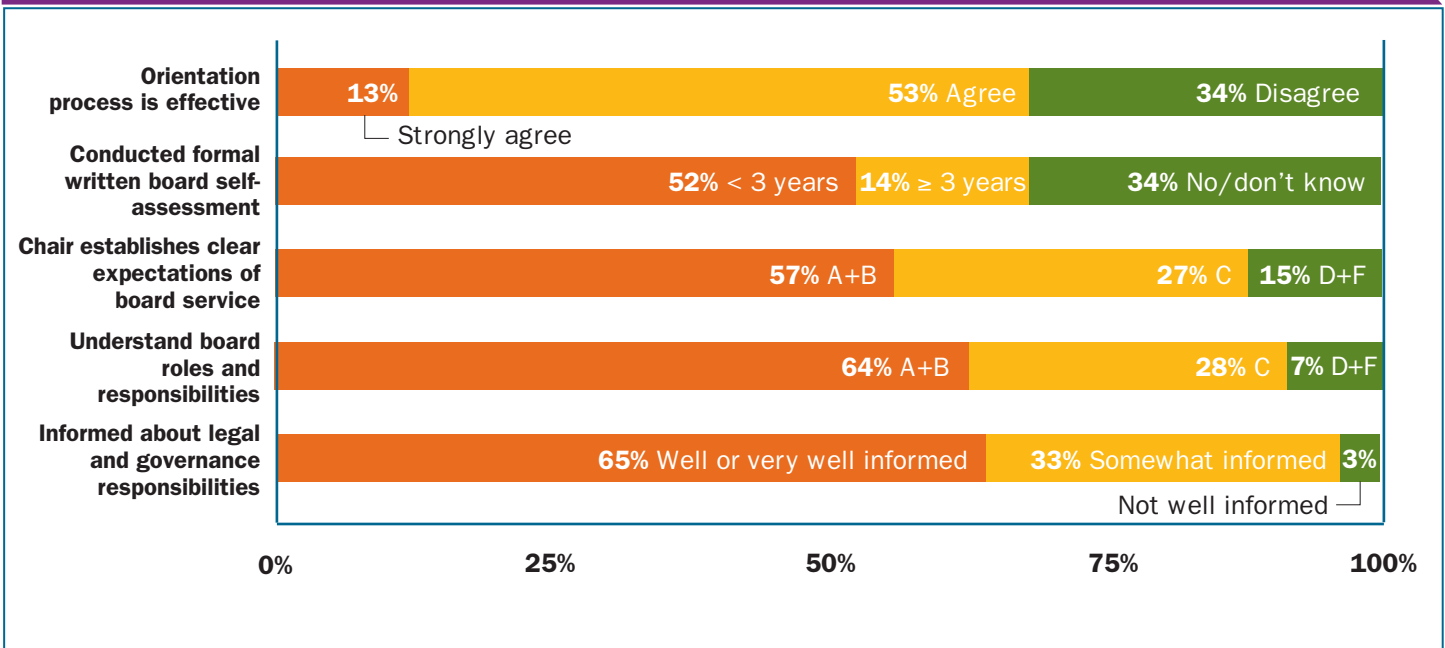
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CULTURE: LEADERSHIP & BOARD DYNAMICS

Figure 27. Board Development: Role Clarity, Education, and Assessment
(Q9.1, 8.3, 9.3, 10.2, 8.1 CEO)



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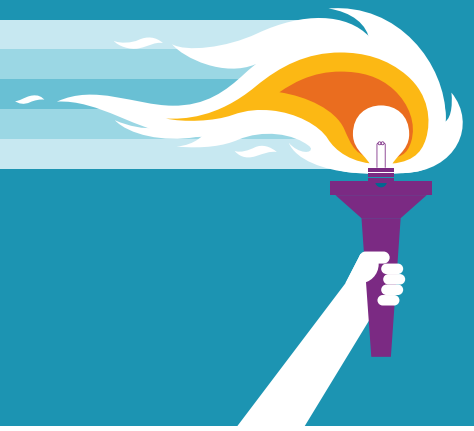
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Figure 28. Improved Board Report Cards: Board Self-Assessment (Q10.2, 9.1 CEO)

	Assessment within past 3 years	No assessment within past 3 years
Board Performance	A + B	A + B
Financial oversight	89%	80%
Provide guidance and support to CEO	79%	65%
Level of commitment and involvement	75%	66%
Adopt and follow a strategic plan	73%	57%
Understand board's roles and responsibilities	72%	57%
Evaluate the CEO	72%	52%
Fundraising	38%	31%
Board chair establishes clear expectations of board service	67%	48%
Majority of board actively engaged in governing the organization	85% agree	72% agree
Orientation process is effective	75% agree	57% agree

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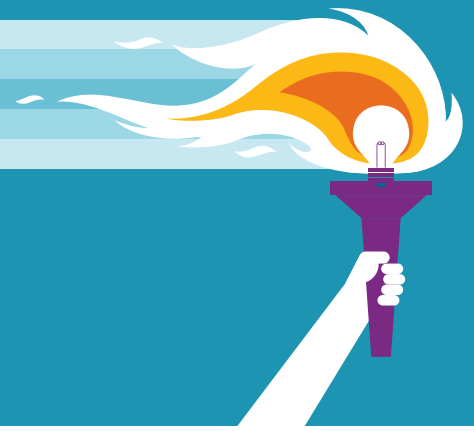
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Figure 29. Board Dynamics: Indicators of Shared Leadership and Board Engagement
(Q9.1, 9.2 CEO; Q5.1, 5.2 Chair)

	Strongly Disagree	Disagree	Agree	Strongly Agree
Board members listen attentively to each other.	0%	6%	55%	39%
Each board member contributes unique perspectives to issues under consideration.	1%	12%	61%	26%
At board meetings, different individuals take the lead on topics or issues.	1%	17%	58%	24%
The majority of board members are actively engaged in overseeing and governing the organization.	2%	20%	60%	19%
Generally, all board members participate in discussions versus conversations dominated by a few or the same individuals.	1%	25%	56%	17%
Board members help develop each other's strengths.	2%	35%	49%	14%

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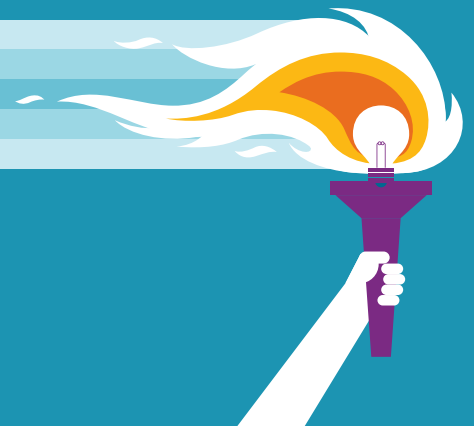
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Figure 30: Board Chair Report Card from CEOs (Q9.3 CEO)

How would you grade the leadership of the current board chair in the following areas?	Grade			
	A	B	C	D/F
Cultivates a productive, constructive partnership with the CEO	55%	24%	14%	7%
Fosters an environment that builds trust	42%	33%	19%	6%
Is able to resolve conflict, build consensus, and reach compromise	33%	33%	25%	9%
Encourages board to frame and discuss strategic questions	34%	29%	25%	12%
Establishes clear expectations of board service	23%	34%	27%	15%

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Figure 31. Constructive Partnership (Q9.1, 9.2 CEO; Q5.1, 5.2 Chair)

	CEO	Chair
Communication between the CEO and board is open and honest.	3.56	3.61
There is effective collaboration between the CEO and board on major decisions.	3.49	3.62
The CEO actively involves the board in leading the organization.	3.37	3.60
The board openly discusses and challenges recommendations made by the CEO.	3.33	3.48
I can share and discuss my mistakes with the board without fear they will hold them against me.	3.28	3.46
Board members help develop each other's strengths.	2.76	3.09

1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

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Figure 32. CEO Performance Evaluation and Compensation Practices
(Q9.4, 9.5, 9.6, 9.7, 9.8, 9.9 CEO)

Performance Evaluation Processes	Small	Medium	Large	All
CEO performance evaluation within the past 2 years	69%	84%	95%	80%
Formal, written evaluation (Yes)	80%	84%	82%	83%
My evaluation is based on performance goals mutually agreed on by the board and CEO. (Agree + Strongly Agree)	75%	76%	82%	77%
Feedback from full board	50%	51%	49%	50%
Feedback from senior staff	14%	24%	26%	21%
Results shared with full board (Yes)	76%	72%	81%	75%
I am satisfied with the process used to evaluate my performance. (Agree + Strongly Agree)	74%	72%	80%	73%
Executive Compensation Practices	Small	Medium	Large	All
The process for setting the CEO's total compensation uses data from comparable organizations. (Agree + Strongly Agree)	62%	82%	83%	75%
The full board approves and documents process used to determine CEO compensation. (Agree + Strongly Agree)	59%	68%	73%	65%
I am satisfied with the process used to set my compensation. (Agree + Strongly Agree)	69%	78%	79%	75%