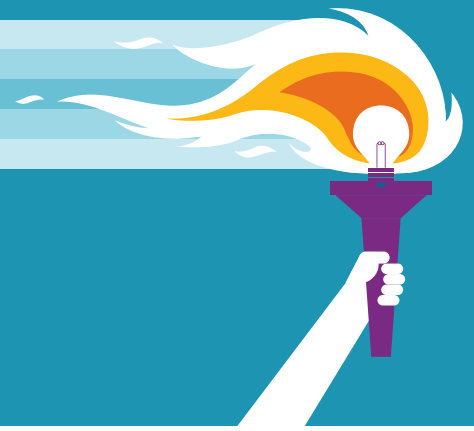


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## PEOPLE: BOARD COMPOSITION & STRUCTURE

Figure 4. Board & Officer Terms (Q2.4, 2.5 CEO)

|                                    | Board Members | Chair | Other Officers |
|------------------------------------|---------------|-------|----------------|
| <b>Term Limits</b>                 | 71%           | 71%   | 61%            |
| <b>Most Common Term Length</b>     |               |       |                |
| <b>1 Year</b>                      | 3%            | 38%   | 41%            |
| <b>2 Years</b>                     | 16%           | 31%   | 24%            |
| <b>3 Years</b>                     | 63%           | 18%   | 18%            |
| <b>4+ Years</b>                    | 8%            | 4%    | 4%             |
| <b>Most Common Number of Terms</b> |               |       |                |
| <b>1 Term</b>                      | 2%            | 19%   | 11%            |
| <b>2 Consecutive Terms</b>         | 40%           | 35%   | 31%            |
| <b>3 Consecutive Terms</b>         | 22%           | 12%   | 13%            |
| <b>4+ Consecutive Terms</b>        | 7%            | 5%    | 7%             |

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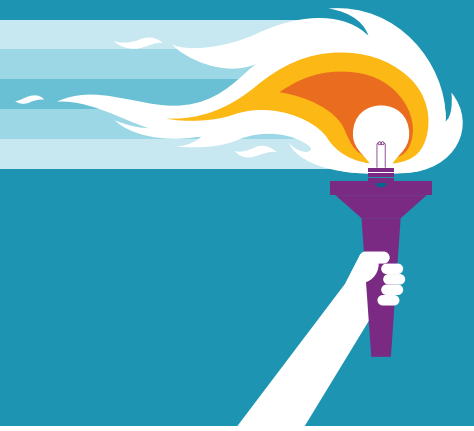
## PEOPLE: BOARD COMPOSITION & STRUCTURE

Figure 5. Nonprofit Leadership Demographics (Q2.3, 3.2, 3.3, 3.4, 1.14, 1.15, 1.16 CEO)

|                    |                 | Chair | Board | CEO | Notes  |
|--------------------|-----------------|-------|-------|-----|--|
| Race/<br>Ethnicity | White           | 90%   | 80%   | 89% | On boards, people of color increased from 16% in 2010 to 20% in 2014. But 25% of boards remain all White.        |
|                    | People of Color | 10%   | 20%   | 11% |  |
| Gender             | Male            | 47%   | 52%   | 35% | More than 65% of small and 75% of medium organizations have female CEOs, but only 37% of large organizations do. |
|                    | Female          | 43%   | 48%   | 65% |  |
| Age                | <40             | 9%    | 16%   | 6%  | Board members under 40 years of age increased from 14% in 2010 to 17% in 2014.                                   |
|                    | 40-64           | 64%   | 68%   | 80% |  |
|                    | 65+             | 27%   | 16%   | 14% |  |

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## PEOPLE: BOARD COMPOSITION & STRUCTURE

Figure 6. Importance of and Satisfaction with Diversity (Q3.1, 3.2 Chair; Q5.1, 5.2 CEO)

| How satisfied are you with your board's current level of diversity? |                                   |           |                |                                   |           |                |
|---|-----------------------------------|-----------|----------------|-----------------------------------|-----------|----------------|
|   | Dissatisfied or Very Dissatisfied | Chair     |                | Dissatisfied or Very Dissatisfied | CEO       |                |
|   |                                   | Satisfied | Very Satisfied |                                   | Satisfied | Very Satisfied |
| <b>Race/Ethnicity</b>   | 45%                               | 41%       | 14%            | 69%                               | 26%       | 5%             |
| <b>Socio-economic</b>   | 22%                               | 63%       | 15%            | 29%                               | 66%       | 5%             |
| <b>Age</b>  | 17%                               | 57%       | 26%            | 33%                               | 56%       | 11%            |
| <b>Gender</b>   | 15%                               | 51%       | 34%            | 29%                               | 51%       | 20%            |
| <b>Persons with a Disability</b>                                    | 45%                               | 47%       | 8%             | 42%                               | 52%       | 6%             |
| <b>LGBTQ</b>  | 31%                               | 53%       | 15%            | 34%                               | 58%       | 7%             |

| To what extent would expanding diversity increase your ability to advance your mission? |               |             |              |             |               |              |  |
|---|---------------|-------------|--------------|-------------|---------------|--------------|--|
|   | Not Important | Chair       |              |             | Not Important | CEO          |  |
|   |               | Some Extent | Great Extent | Some Extent |               | Great Extent |  |
| <b>Race/Ethnicity</b>   | 29%           | 45%         | 26%          | 24%         | 47%           | 28%          |  |
| <b>Socio-economic</b>   | 42%           | 39%         | 19%          | 40%         | 40%           | 21%          |  |
| <b>Age</b>  | 42%           | 39%         | 18%          | 36%         | 47%           | 16%          |  |
| <b>Gender</b>   | 54%           | 39%         | 8%           | 53%         | 36%           | 11%          |  |
| <b>Persons with a Disability</b>  | 58%           | 34%         | 8%           | 66%         | 26%           | 8%           |  |
| <b>LGBTQ</b>  | 67%           | 27%         | 6%           | 72%         | 23%           | 5%           |  |

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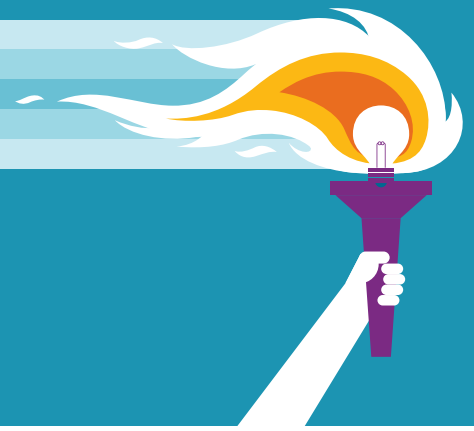
## PEOPLE: BOARD COMPOSITION & STRUCTURE

Figure 7: Functional Inclusion Practices (Q5.3, 7.1 CEO)

| Policies   | 2012 | 2014 |
|--|------|------|
| Incorporated diversity into the organization's core values   | 63%  | 69%  |
| Modified organizational policies and procedures to be more inclusive                                   | 59%  | 66%  |
| Have a written diversity statement   | 38%  | 50%  |
| <b>Recruitment</b>   |      |      |
| Actively recruited board members from diverse backgrounds  | 75%  | 80%  |
| Discussed the values and benefits of expanding diversity of the board                                  | 74%  | 74%  |
| Evaluated and modified recruitment efforts specifically to reach members with more diverse backgrounds | 58%  | 56%  |
| <b>Training</b>  |      |      |
| Conducted diversity training for staff   | 44%  | 50%  |
| Conducted diversity training for board members   | 13%  | 17%  |

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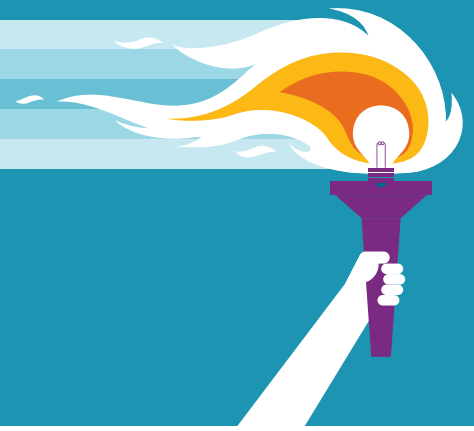
## PEOPLE: BOARD COMPOSITION & STRUCTURE

Figure 8: Social Inclusion Practices (Q5.4 CEO)

| Please indicate your agreement with following statements regarding your board members: | Not at All | Small or Some Extent | Great Extent |
|--|------------|----------------------|--------------|
| <b>Involvement in Board Work</b>   |            |                      |              |
| Diverse members make contributions to the board's critical tasks.                      | 8%         | 55%                  | 38%          |
| Board members value the contributions of diverse members to the board's tasks.         | 2%         | 52%                  | 46%          |
| Diverse members are influential in the board's routine activities.                     | 9%         | 54%                  | 37%          |
| Diverse members participate in developing the board's most important policies.         | 10%        | 56%                  | 35%          |
| <b>Relationships Among Board Members</b>   |            |                      |              |
| Members take a personal interest in board members from diverse backgrounds.            | 8%         | 66%                  | 27%          |
| Board members initiate social interactions with members from diverse backgrounds.      | 4%         | 76%                  | 20%          |
| Diverse members become friends with the other members of the board.                    | 6%         | 61%                  | 34%          |

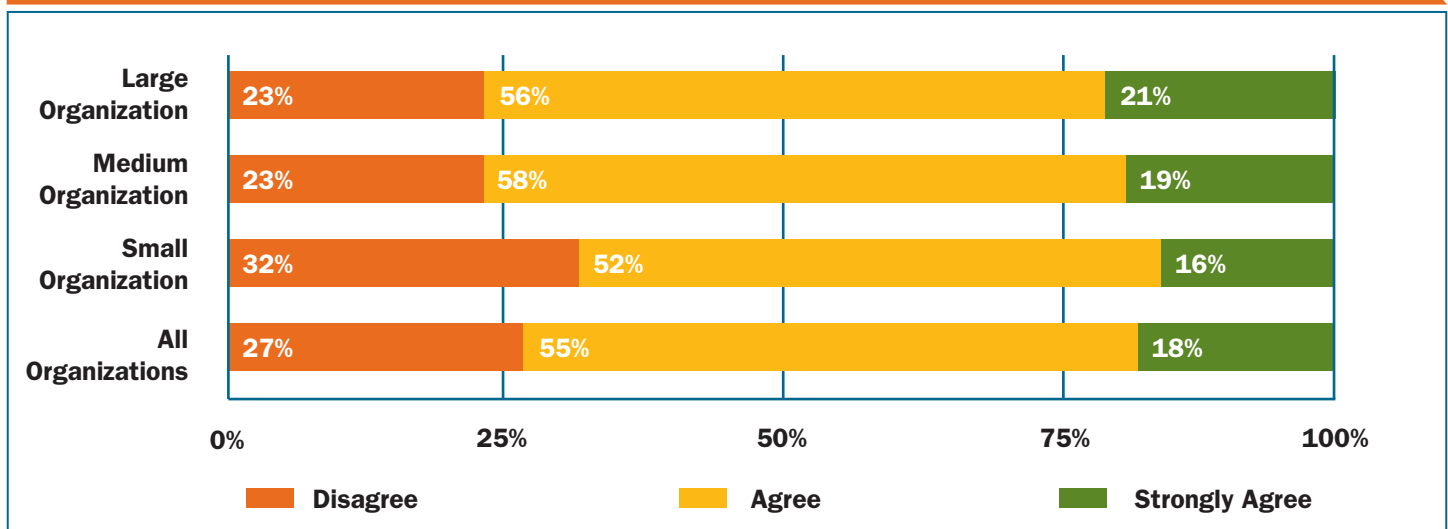
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## PEOPLE: BOARD COMPOSITION & STRUCTURE

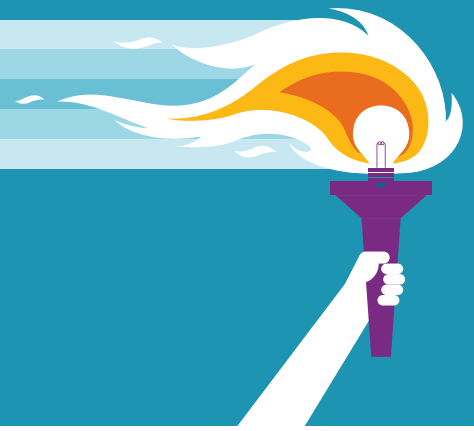
Figure 9. The Right Board Members for Oversight and Governance (Q9.1d CEO)



Large = \$10 million or more operating budget, Medium = \$1 million - \$9.9 million budget, Small = Less than \$1 million budget

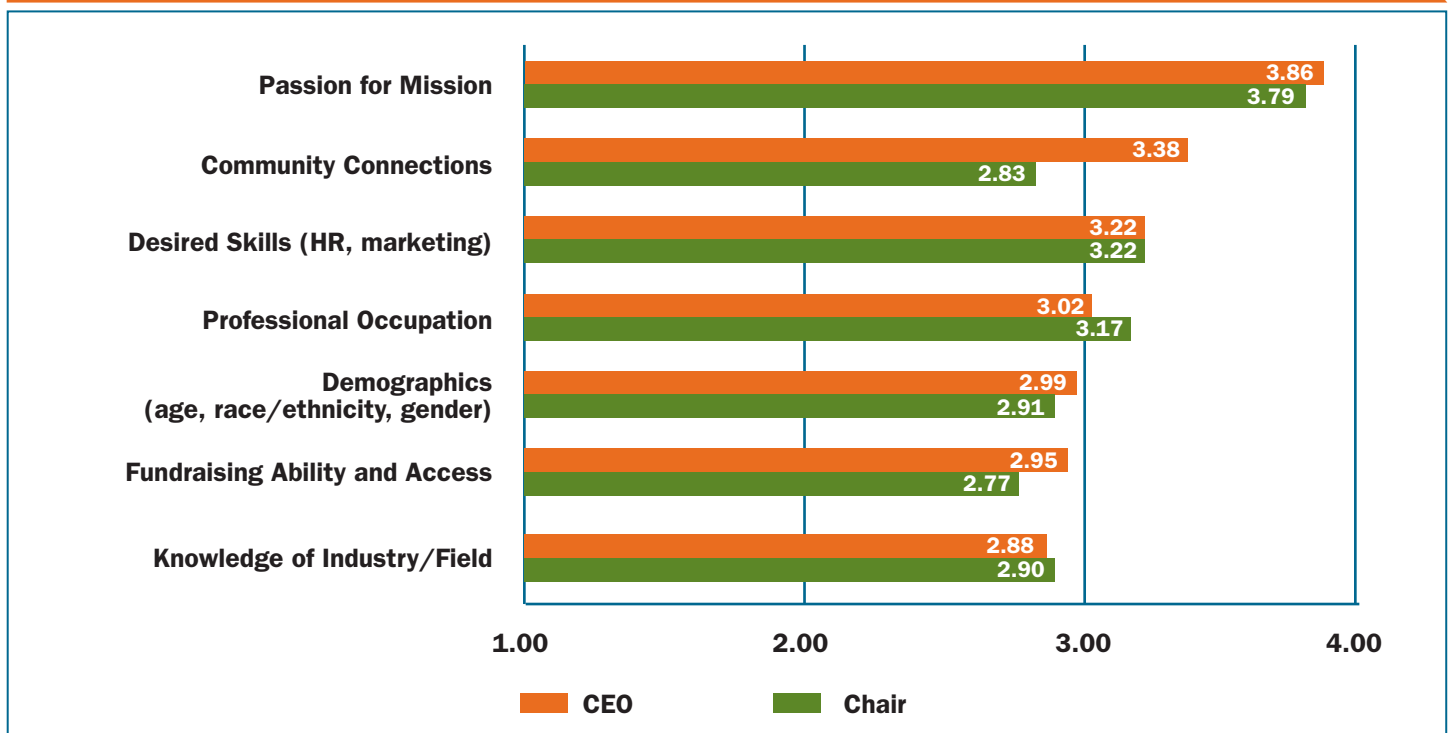
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## PEOPLE: BOARD COMPOSITION & STRUCTURE

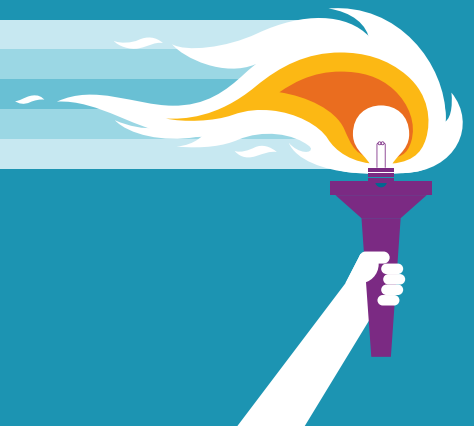
Figure 10. Importance of Criteria for Recruiting Board Members (Q4.3 CEO; Q2.3 Chair)



1 = Not a priority, 2 = Low priority, 3 = Medium priority, 4 = High priority

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## PEOPLE: BOARD COMPOSITION & STRUCTURE

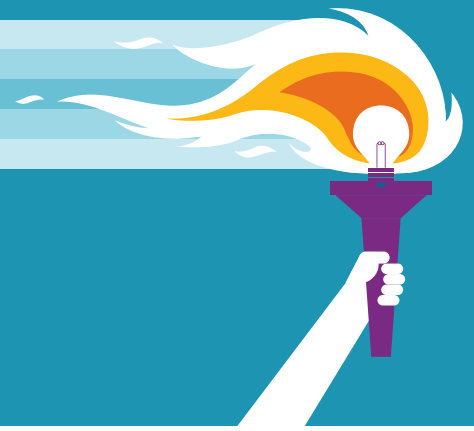
Figure 11. Most Common Committees (Q2.7 CEO)

| Which of the following committees does your board have? |     |     |
|---|-----|-----|
| Executive Committee                                     | 78% |     |
| Finance/Audit (combined)                                | 47% | 94% |
| Finance (standalone)                                    | 33% |     |
| Audit (standalone)                                      | 24% |     |
| Governance/Nominating (combined)                        | 37% | 77% |
| Nominating (standalone)                                 | 24% |     |
| Governance (standalone)                                 | 16% |     |
| Fundraising/Development                                 | 60% |     |



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## PEOPLE: BOARD COMPOSITION & STRUCTURE

Figure 12. Meeting Frequency and Length (Q6.1, 6.4 CEO)

| Geographic Service Area | Number of Meetings Per Year |     |     |     | Length of Meetings in Hours |       |     |     |     |
|-------------------------|-----------------------------|-----|-----|-----|-----------------------------|-------|-----|-----|-----|
|                         | ≤ 4                         | 5-6 | 7-9 | 10+ | ≤ 2                         | 2-2.5 | 3-4 | 5-7 | 8+  |
| <b>Local</b>            | 9%                          | 26% | 20% | 44% | 48%                         | 46%   | 6%  | 1%  | 0%  |
| <b>State</b>            | 23%                         | 30% | 15% | 32% | 32%                         | 47%   | 16% | 3%  | 2%  |
| <b>National</b>         | 47%                         | 28% | 12% | 12% | 19%                         | 31%   | 27% | 9%  | 13% |
| <b>International</b>    | 66%                         | 19% | 8%  | 7%  | 12%                         | 25%   | 22% | 7%  | 34% |
| <b>All</b>              | 24%                         | 28% | 16% | 33% | 35%                         | 43%   | 14% | 3%  | 5%  |

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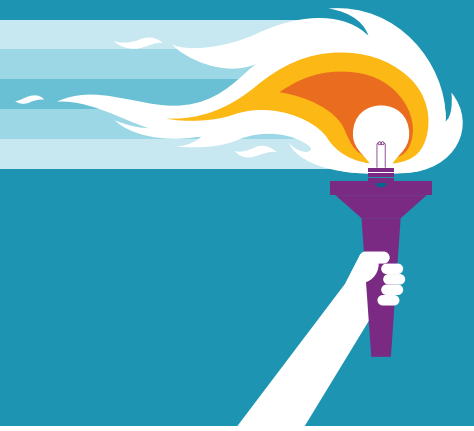
## PEOPLE: BOARD COMPOSITION & STRUCTURE

Figure 13. Board Meeting Practices (Q6.2, 6.3, 6.6 CEO)

| Did you use any of these practices within the past year? | 2014 | 2010 |
|--|------|------|
| Attendance via teleconference                            | 54%  | 43%  |
| Virtual board meetings (one or more)                     | 29%  |      |
| Board portal or other password-protected Web site        | 30%  | 26%  |
| Consent agenda   | 57%  | 55%  |
| Dashboard report   | 44%  | 37%  |

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## PEOPLE: BOARD COMPOSITION & STRUCTURE

Figure 14. Indicators of Board Meeting Quality (Q6.8 CEO)

