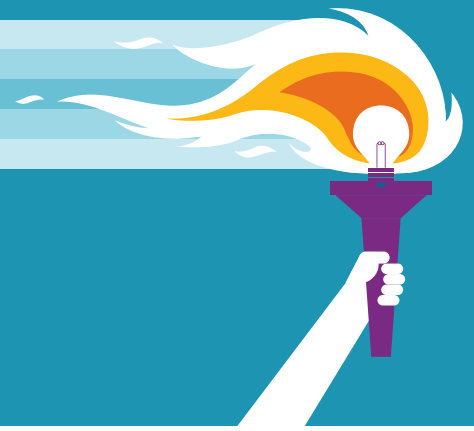


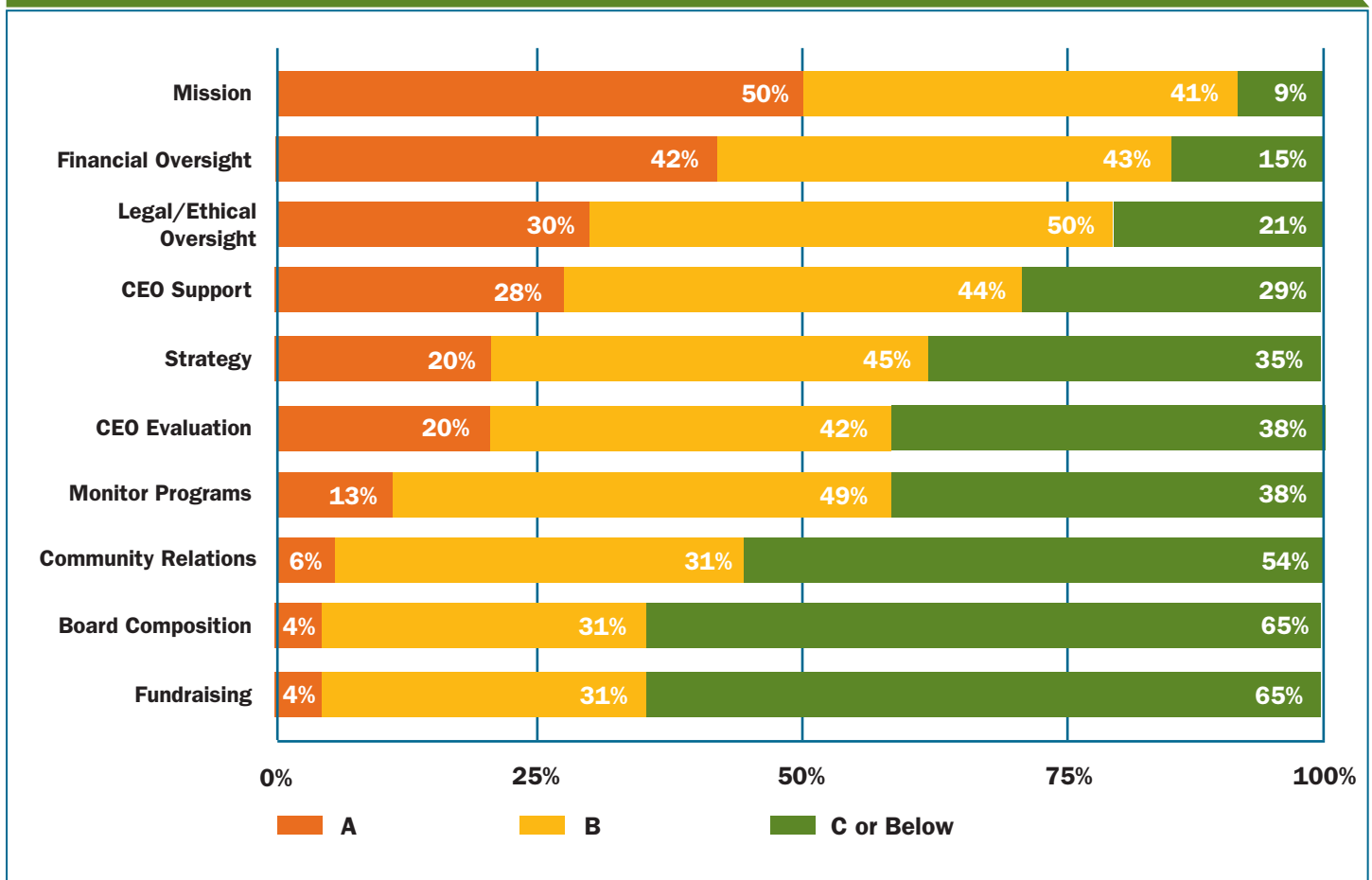
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Figure 15. Board Report Card: Distribution of Grades (Q10.2 CEO)



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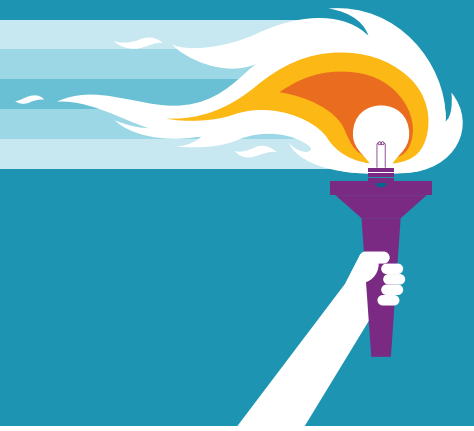
Figure 16. Top 10 Areas for Board Improvement (Q8.5 CEO; Q5.3 Chair)

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



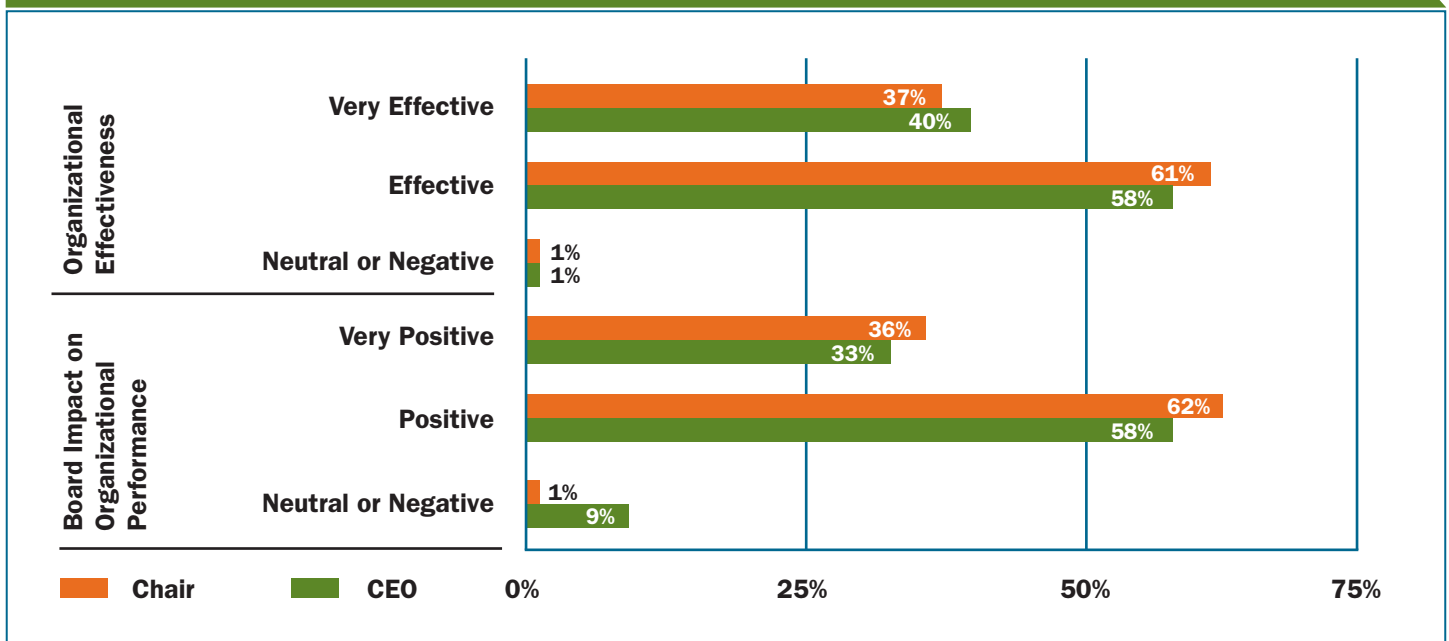
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Figure 17: Board Impact on Organizational Performance (Q10.3, 10.4 CEO; Q5.5, 5.6 Chair)



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Figure 18. Board Report Card: Strategic Planning and Program Oversight (Q10.2 CEO)



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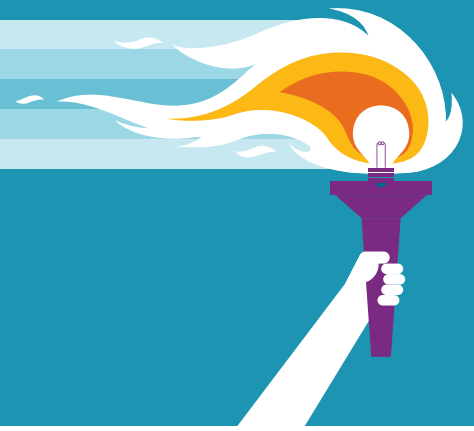
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Figure 19. Practices Related to Strategy (Q7.1, 7.3 CEO)

Documents	All	Small	Medium	Large
Written mission statement	99%	99%	99%	100%
Strategic plan	89%	83%	91%	98%
Written vision statement	84%	83%	84%	90%
Board Participation				
Approved the final strategic plan	81%	75%	85%	80%
Actively participated in developing the strategic plan by setting priorities and goals	80%	80%	81%	76%
Held a retreat or dedicated strategic planning session	75%	76%	75%	72%
Used an outside consultant to assist with developing the strategic plan	52%	47%	55%	53%
Appointed a task force to assist with developing the strategic plan	47%	40%	53%	45%

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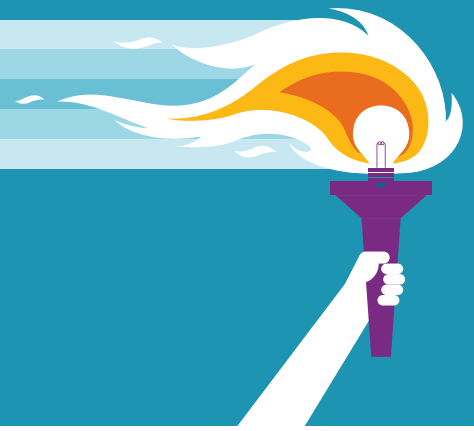
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Figure 20. Statements and Board Activities Related to Public Policy and Advocacy (Q7.1, 7.4 CEO)

Does your organization have the following?		All	Small	Medium	Large
Formal, written public policy or advocacy policy – Yes		35%	34%	33%	45%
Formal, written public policy or advocacy policy agenda – Yes		22%	19%	23%	27%
To what extent did the board engage in the following activities?	Extent	All	Small	Medium	Large
Monitored the impact of local, state, and federal policy on the organization’s mission delivery and resources.	Not at all + Small extent	63%	75%	58%	48%
	Some + Great extent	37%	25%	42%	53%
Received information and resources on effective and appropriate advocacy activities on behalf of the organization.	Not at all + Small extent	55%	65%	54%	34%
	Some + Great extent	45%	36%	46%	65%
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.	Not at all + Small extent	66%	74%	65%	50%
	Some + Great extent	33%	26%	35%	51%

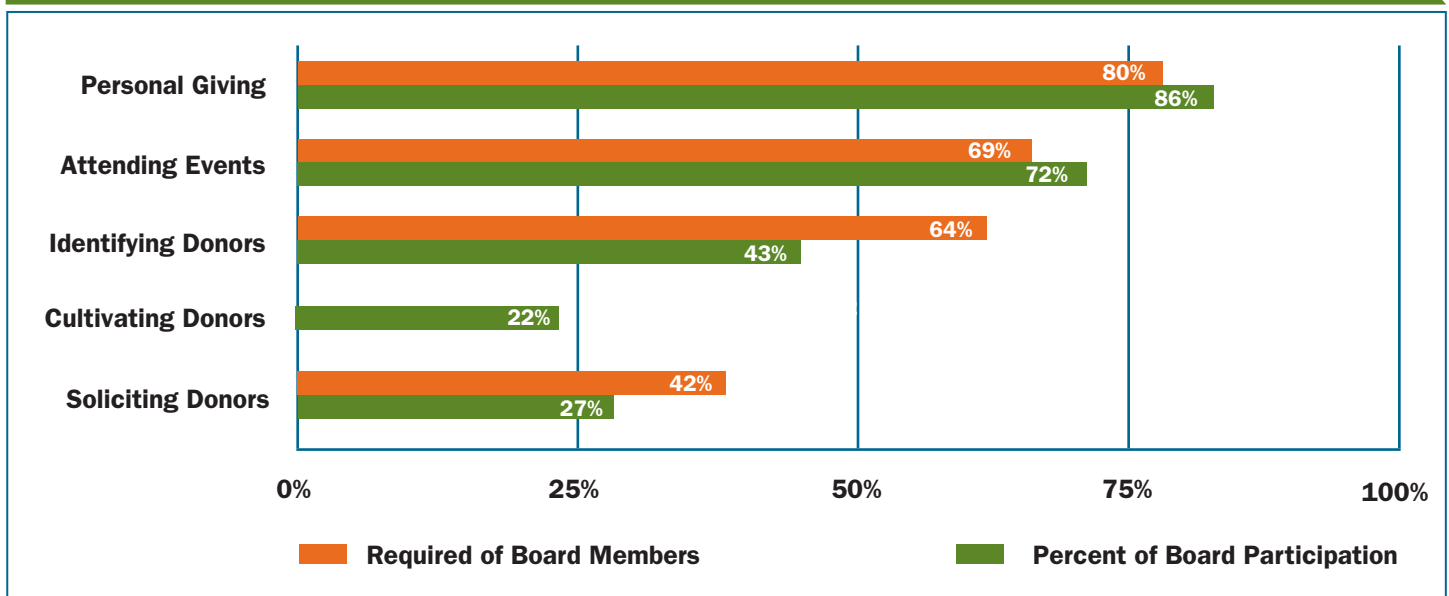
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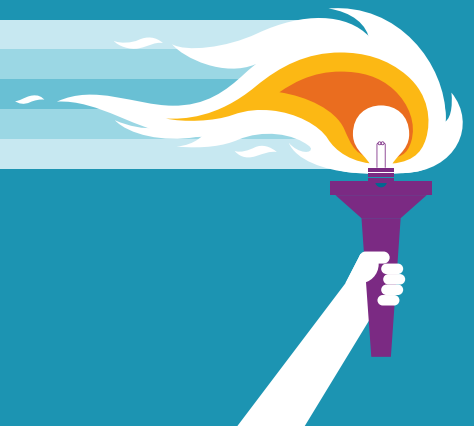
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Figure 21. Boards and Fundraising: Requirements and Participation (Q7.8, 7.9 CEO)



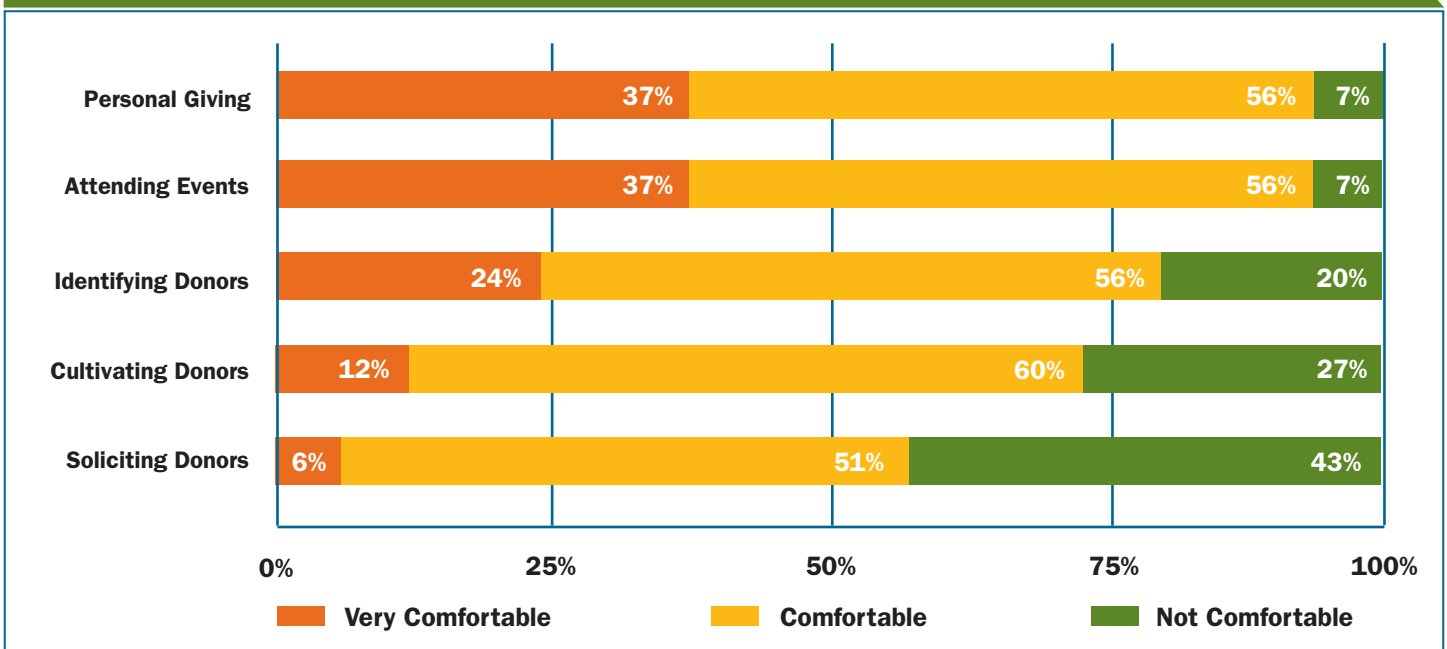
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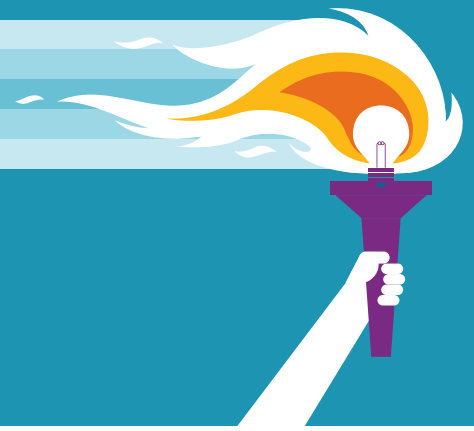
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Figure 22. Boards and Fundraising: Perception of Chair about Board Member Comfort (Q2.7 Chair)



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Figure 23. Financial Performance (Q1.10, 10.1 CEO)

	Small	Medium	Large	Indicators of Financial Stability
Better than previous year	46%	53%	53%	<ul style="list-style-type: none">• 58% created new staff positions• 53% launched a major initiative• 49% expanded operations or added services (Q10.1)• 53% had increased contributed revenue (Q7.6)
About the same	40%	38%	36%	
Worse than previous year	14%	9%	11%	<ul style="list-style-type: none">• 22% dipped into reserves or endowment• 21% cut staff• 21% lost revenue due to diminished public funding (Q10.1)• 16% drastically altered program delivery• 16% cut or froze salaries (Q10.1)

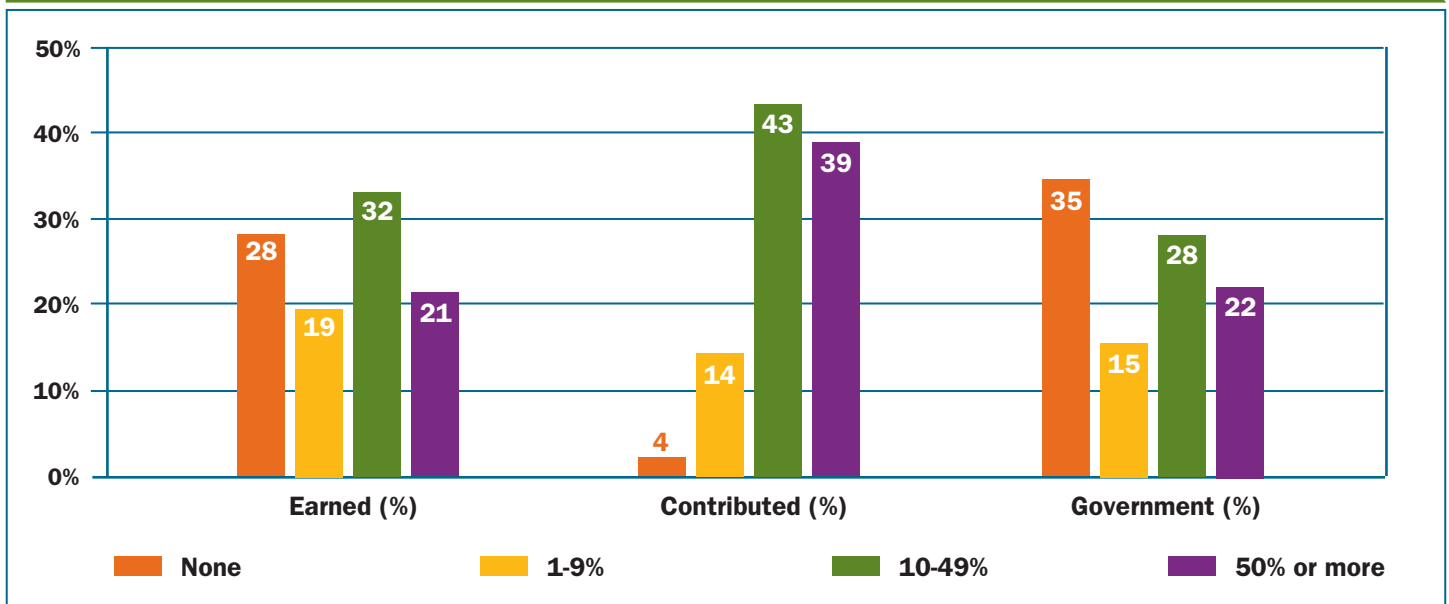
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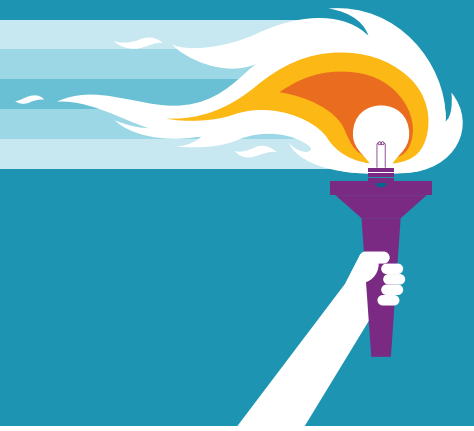
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Figure 24. Sources of Revenue: Charities (Excluding Associations and Foundations)
(Q1.9 CEO)



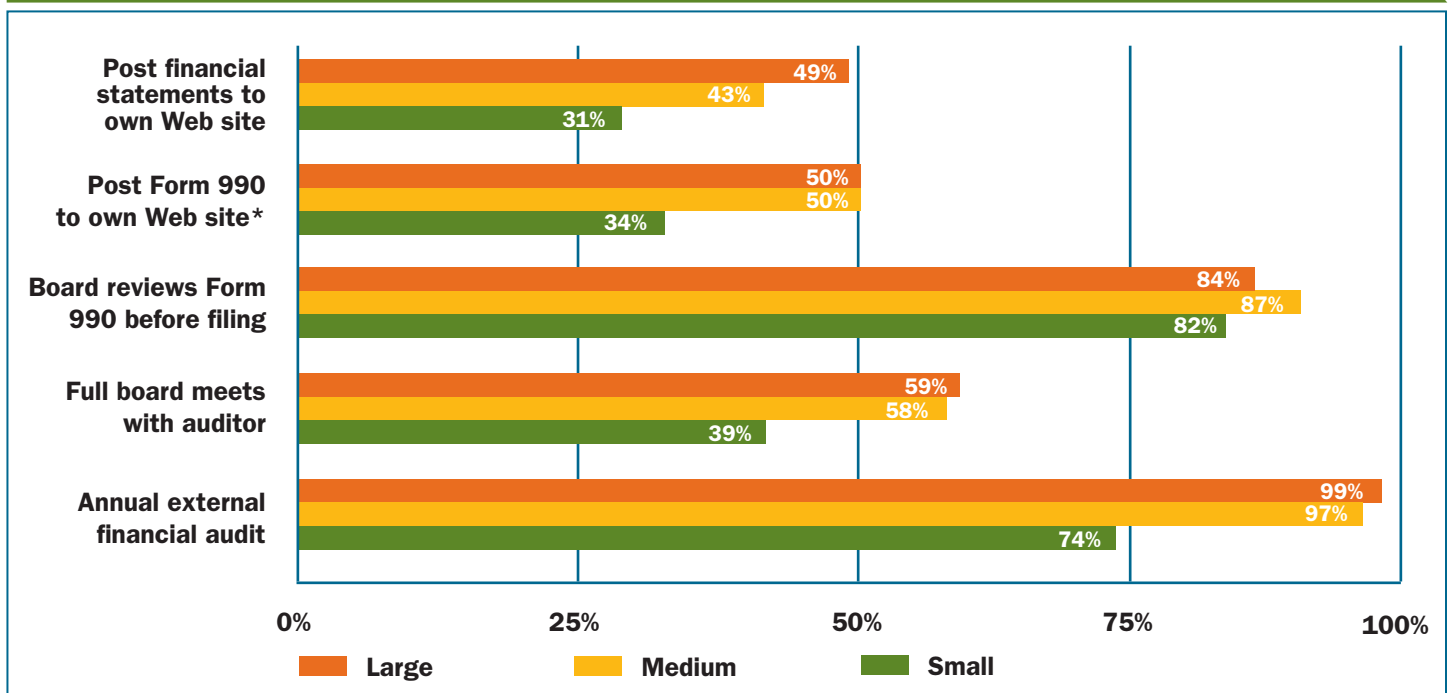
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Figure 25. Financial Oversight Practices (Q7.1, 7.2 CEO)



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Figure 26. Compliance Policies (Q7.1, 7.2 CEO)

