

**Leading with Intent
Data-At-A-Glance**

	BUDGET SIZE				TYPE				SERVICE AREA				AFFILIATION		
	All	Small < \$1 million	Medium \$1 - 9.9 million	Large ≥ \$10 million	Charity*	Association	Foundation	Other	Local	Regional within state/ State	Multistate/ National	International	Parent	Affiliated	Not Affiliated
Number of Organizations	846	311	417	116	702	71	54	19	347	326	110	63	90	209	547
BOARD STRUCTURE															
Average board size	15.3	13.7	15.6	18.6	15.4	15.1	14.8	12.9	15.1	16.0	14.7	13.3	16.1	16.4	14.7
3-year terms for board members	63%	62%	65%	65%	66%	51%	56%	37%	66%	63%	61%	58%	58%	64%	64%
No limit on consecutive terms for board members	29%	33%	26%	28%	29%	28%	31%	42%	26%	30%	36%	30%	29%	28%	29%
Limit board members to 2 or 3 consecutive terms	62%	60%	65%	56%	64%	58%	56%	42%	65%	62%	52%	58%	60%	65%	61%
CEO as voting member of the board	12%	13%	9%	21%	12%	17%	13%	5%	8%	10%	17%	33%	11%	6%	14%
BOARD PRACTICES															
Revised bylaws within the past 5 years	85%	85%	86%	84%	86%	89%	70%	74%	87%	85%	81%	87%	89%	88%	84%
Formal, written board assessment within past 3 years	51%	44%	53%	67%	54%	32%	47%	44%	51%	52%	59%	39%	49%	64%	47%
Directors and officers liability insurance	96%	92%	98%	99%	96%	95%	94%	82%	98%	95%	97%	85%	92%	96%	99%
Pay board members an honorarium	2%	1%	3%	1%	0%	3%	13%	24%	1%	2%	4%	2%	2%	2%	0%
Reimburse board members for expenses	21%	12%	22%	43%	16%	50%	34%	65%	9%	19%	48%	47%	34%	28%	16%
ACCOUNTABILITY POLICIES & PRACTICES															
Annual financial audit	89%	74%	97%	99%	89%	80%	92%	100%	89%	90%	91%	80%	82%	89%	98%
Distribute Form 990 to board before filing	85%	82%	87%	84%	86%	76%	89%	41%	88%	83%	83%	78%	86%	78%	86%
Post Form 990 on own Web site	44%	34%	50%	50%	46%	26%	55%	12%	44%	44%	42%	49%	53%	37%	47%
Written conflict-of-interest policy	97%	95%	99%	96%	98%	92%	94%	94%	99%	97%	94%	92%	97%	98%	97%
Whistleblower policy	88%	83%	91%	94%	89%	77%	91%	88%	88%	90%	89%	78%	91%	100%	90%
Document retention and destruction policy	86%	79%	91%	91%	87%	77%	87%	100%	87%	88%	88%	73%	81%	91%	88%
Formal, written CEO evaluation	83%	80%	84%	82%	83%	80%	79%	80%	87%	82%	78%	69%	88%	85%	81%
CEO evaluation shared with FULL board	75%	76%	72%	81%	74%	84%	79%	75%	72%	76%	77%	81%	83%	70%	76%
* See Figure P2 for organizations included under a charity.															
BOARD MEETINGS															
6 or fewer board meetings per year	52%	47%	52%	60%	47%	66%	80%	56%	35%	53%	75%	85%	65%	59%	35%
Meetings that are 2.5 hours or less	78%	87%	76%	60%	83%	46%	63%	61%	94%	79%	50%	37%	67%	80%	88%
Board portal or password-protected site	30%	25%	27%	50%	27%	53%	33%	44%	22%	28%	45%	47%	33%	37%	23%
Annual retreat	75%	76%	75%	72%	74%	75%	85%	73%	74%	77%	77%	69%	69%	79%	79%
COMMITTEES															
Average number of committees	4.8	4.5	4.9	5.6	4.8	6.0	4.9	3.7	5.0	4.6	5.4	4.2	5.0	5.2	4.7
Executive Committee	78%	74%	79%	85%	79%	70%	73%	68%	77%	81%	77%	72%	77%	87%	75%
Financial/Finance & Audit Committee	80%	73%	83%	85%	82%	75%	62%	42%	80%	82%	75%	70%	80%	83%	78%
Audit Committee (separate from Finance)	24%	10%	26%	51%	22%	23%	44%	26%	23%	21%	30%	31%	23%	21%	24%
Governance/Governance & Nominating Committee	53%	42%	57%	66%	54%	44%	51%	53%	51%	57%	47%	45%	53%	53%	52%
Nominating Committee (separate from Governance)	24%	27%	23%	26%	22%	58%	16%	16%	24%	21%	32%	31%	37%	26%	22%
Fundraising/Development Committee	60%	64%	57%	59%	66%	21%	38%	21%	66%	59%	57%	33%	56%	64%	59%
DIVERSITY															
Male	52%	48%	53%	60%	51%	58%	58%	54%	49%	52%	55%	62%	53%	53%	51%
Female	48%	52%	47%	40%	49%	41%	42%	46%	50%	48%	45%	38%	47%	47%	48%
White	80%	79%	79%	81%	78%	86%	85%	90%	79%	79%	82%	82%	82%	77%	80%
People of color	20%	21%	21%	19%	22%	14%	15%	10%	21%	21%	18%	18%	18%	23%	20%
< 40 years	17%	20%	15%	10%	17%	14%	14%	3%	18%	17%	12%	14%	16%	20%	15%
40-64 years	67%	67%	69%	65%	67%	74%	61%	75%	67%	68%	69%	67%	71%	68%	67%
65+ years	16%	13%	16%	25%	15%	12%	26%	22%	15%	15%	20%	19%	14%	12%	18%
	All	Small < \$1 million	Medium \$1 - 9.9 million	Large ≥ \$10 million	Charity*	Association	Foundation	Other	Local	Regional within state/ State	Multistate/ National	International	Parent	Affiliated	Not Affiliated
	SIZE				TYPE				SERVICE AREA				AFFILIATION		