



BOARD SELF-ASSESSMENT

SAMPLE ORGANIZATION
Executive Summary Report

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BoardSource®

Using the Results

Use the results of your board assessment to:

1. Identify gaps between expects and actual performance
2. Develop shared understanding
 - Ensure that all board members have a shared understanding of the Board's roles and responsibilities
3. Provide a context for discussing opportunities to strengthen the board
4. Follow best practices
 - Model accountability and enhance credibility for the organization among staff, volunteers, donors, and other constituencies



Understanding the Data

The Board Self-Assessment measures your board's performance against recognized roles and responsibilities as defined by BoardSource in one of the sector's most highly respected and enduring publications, Ten Basic Responsibilities of Nonprofit Boards.

4 = Excellent





3 = Good

2 = Okay

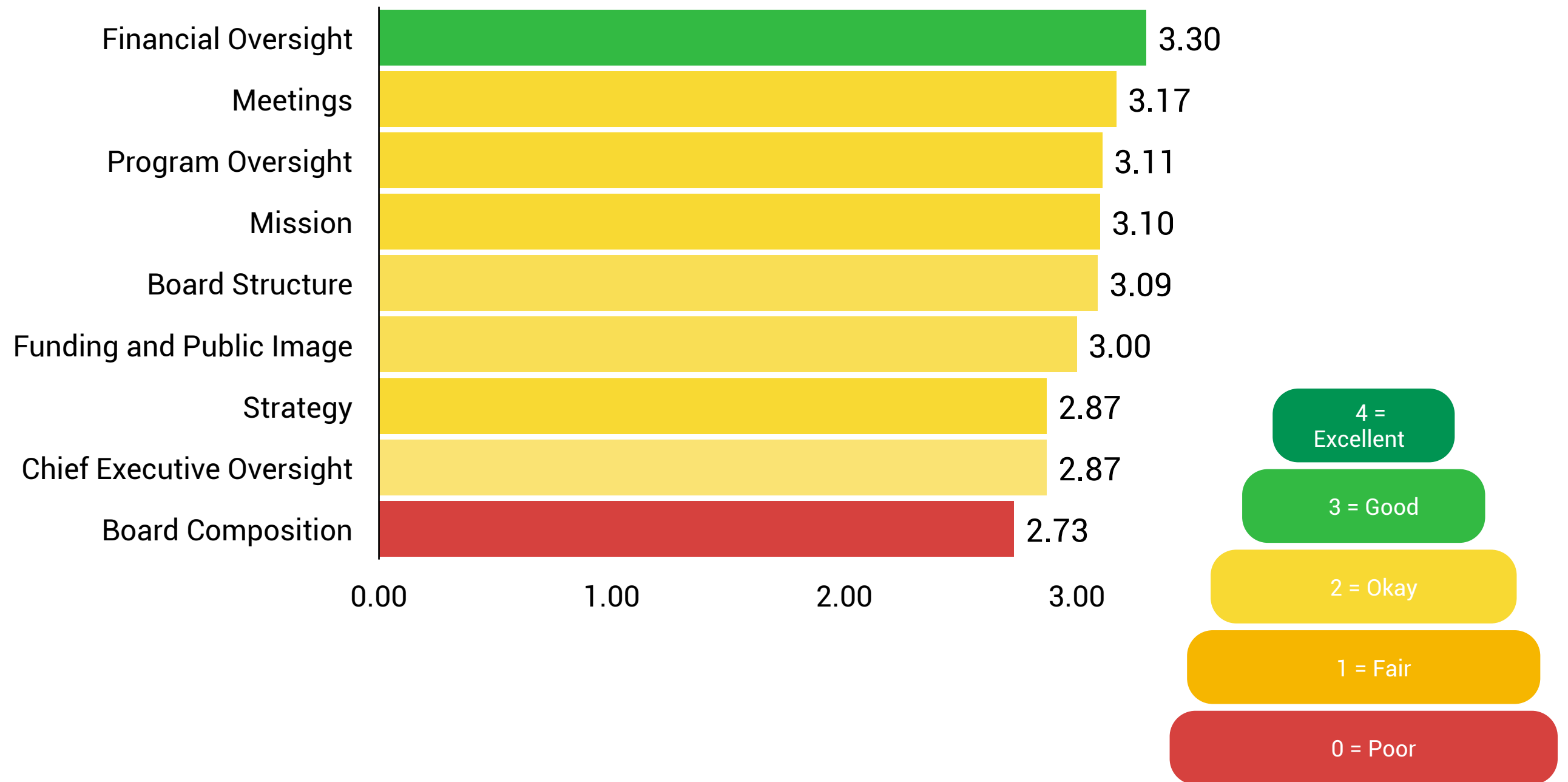
1 = Fair

0 = Poor

Performance at a Glance

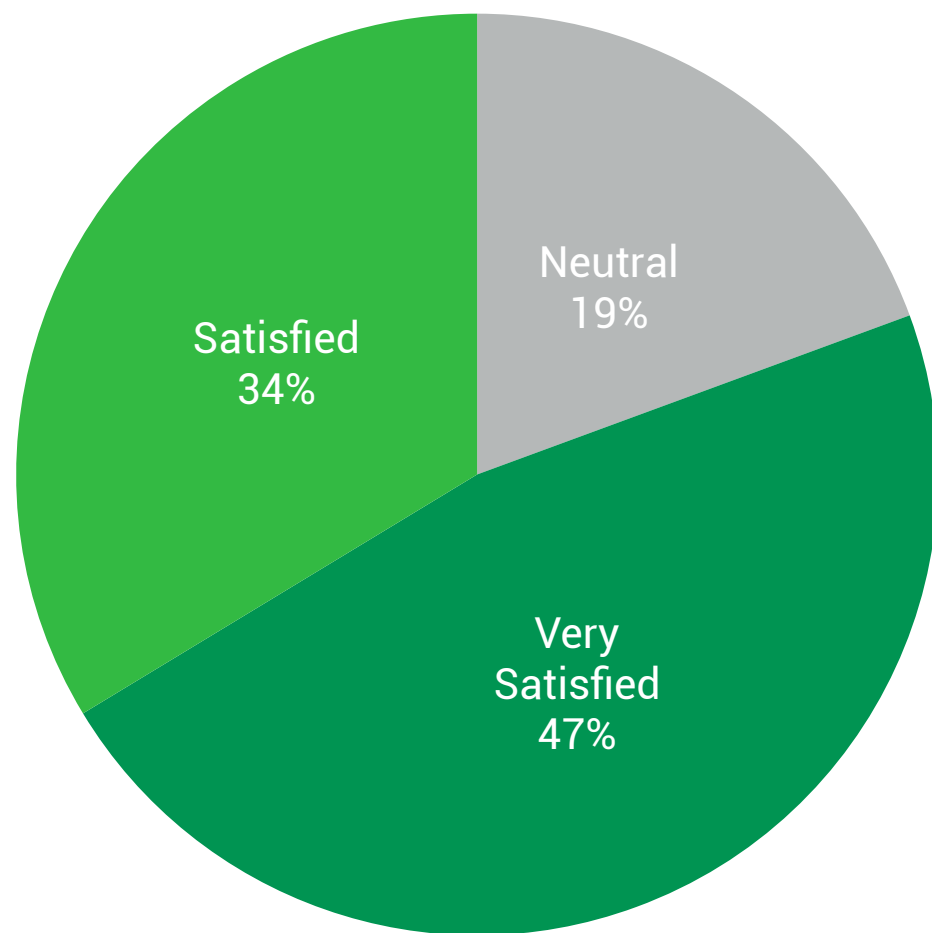
	Role & Responsibility	Responsibility Score	Role Score
	A. Set Direction		2.97
	• Mission	3.10	
	• Strategy	2.87	
	B. Ensure Resources		2.84
	• Funding and Public Image	3.00	
	• Board Composition	2.73	
	C. Provide Oversight		3.10
	• Program Oversight	3.11	
	• Financial Oversight	3.30	
	• Chief Executive Oversight	2.87	
	D. Board Structure and Operations		3.13
	• Board Structure	3.09	
	• Meetings	3.17	

Performance Scores: High to Low

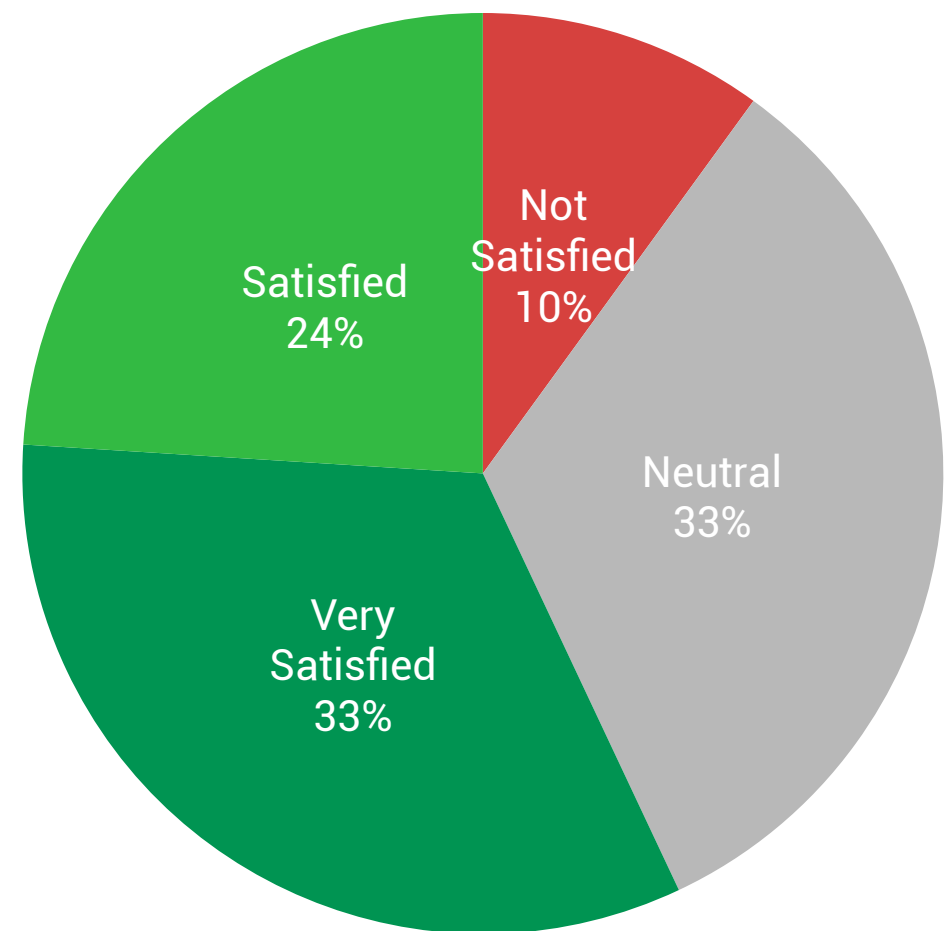


Satisfaction with Board Size & Effectiveness

The size of the board meets the current needs of the organization.



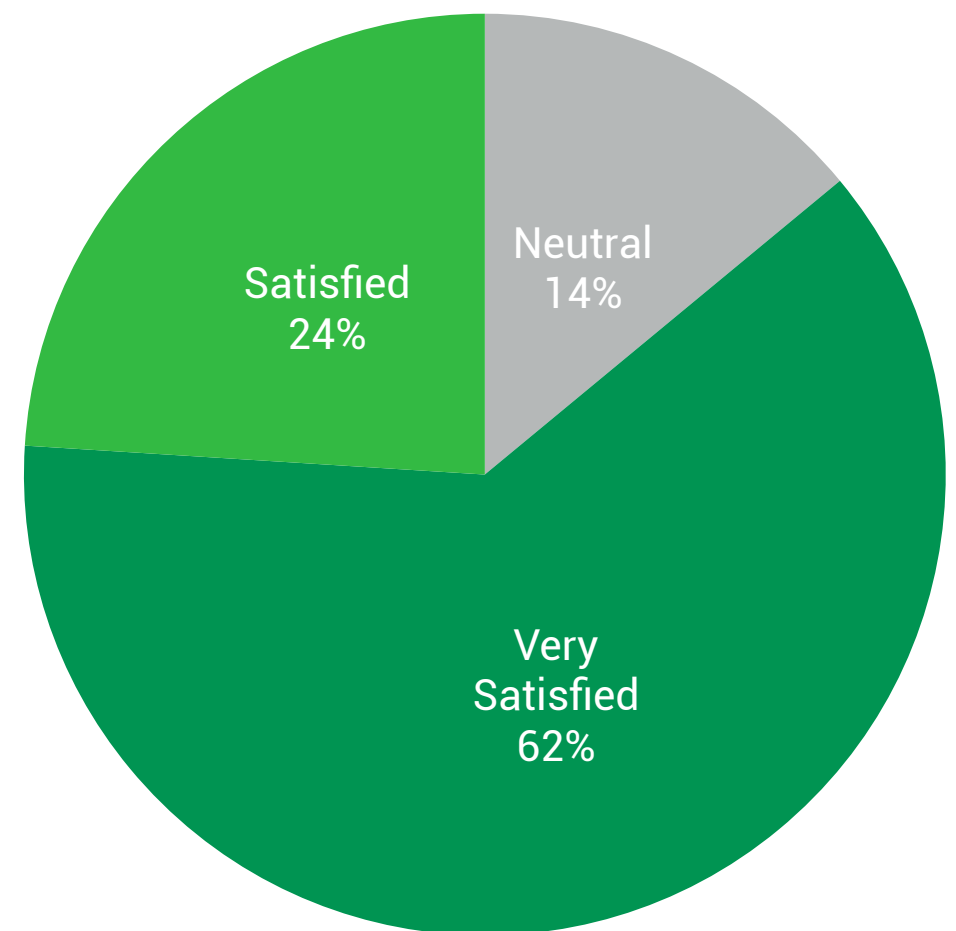
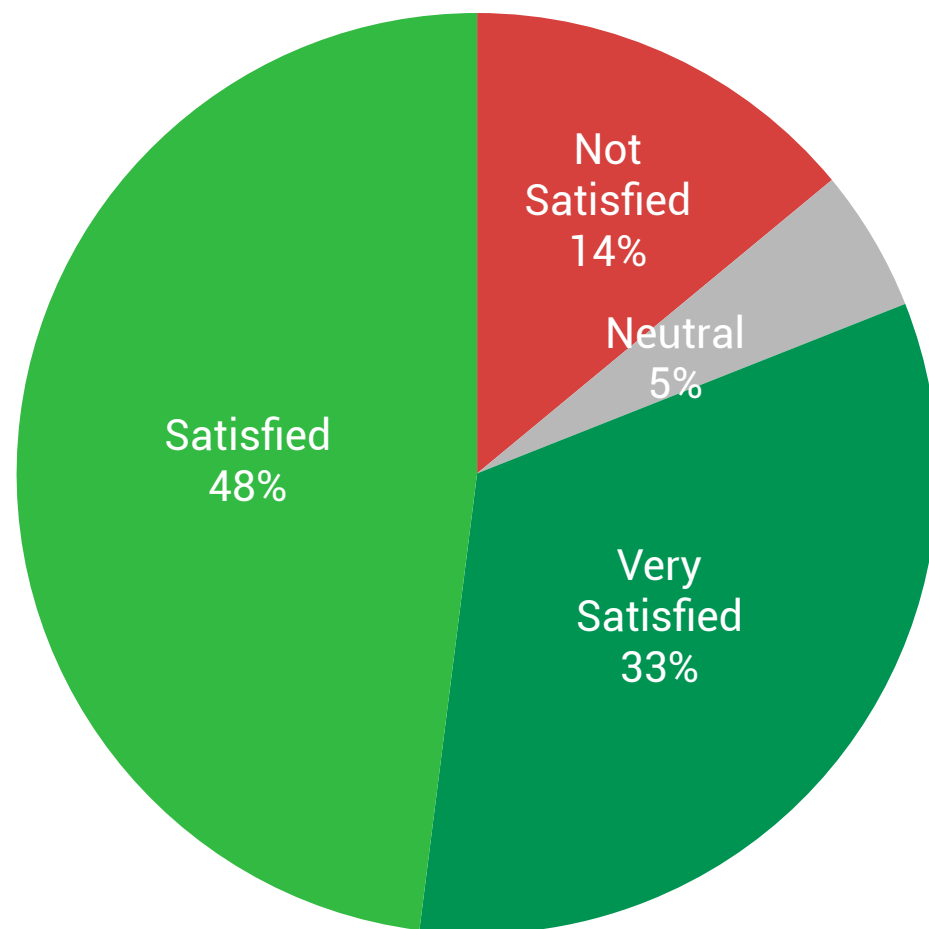
How satisfied are you with the overall effectiveness of the board?



Satisfaction with Commitment & Overall Experience

The level of commitment and involvement demonstrated by most board members.

Do you find serving on this board to be a rewarding and satisfying experience?



Highest Scoring Questions

Survey Question	Average	DOC	DKs*
1.1 Supporting the organization's mission.	3.60	63%	1
6.4 Reviewing the results of the independent financial audit and management letter. (Select "Not Applicable" if no audit is done.)	3.47	70%	2
6.8 Complying with IRS regulations to complete Form 990 or 990-EZ, if applicable.	3.45	57%	1
9.2 Establishing and enforcing policies related to board member attendance.	3.45	63%	1
3.1 Projecting a positive public image of the organization.	3.43	71%	0
9.3 Preparing for board meetings, e.g., reading materials in advance, following up on assignments.	3.43	71%	0
6.1 Ensuring the annual budget reflects the organization's priorities.	3.40	67%	1
7.5 Ensuring that the chief executive is appropriately compensated.	3.40	60%	1
5.1 Being knowledgeable about the organization's programs and services.	3.38	58%	0
7.2 Giving the chief executive enough authority to lead the staff and manage the organization successfully.	3.38	52%	0

Lowest Scoring Questions

Survey Question	Average	DOC	DKs*
4.5 Effectively orienting new board members.	2.29	31%	0
7.4 Formally assessing the chief executive's performance.	2.35	27%	1
4.8 Utilizing the skills and talents of individual board members.	2.48	43%	0
7.1 Cultivating a climate of mutual trust and respect between the board and chief executive.	2.52	23%	0
3.3 Networking to establish collaborations and partnerships with other organizations.	2.56	44%	3
4.7 Planning for board officer succession.	2.58	45%	2
2.1 Setting the organization's strategic direction in partnership with the chief executive.	2.60	40%	1
4.3 Identifying and cultivating potential board members.	2.65	49%	1
7.3 Discussing and constructively challenging recommendations made by the chief executive.	2.65	34%	1
7.7 Planning for the absence or departure of the chief executive, e.g., succession planning.	2.68	37%	2

"Don't Know" Responses

If the number of DK answers seems high, it's time to ask why. If individuals are new to the board, then it makes sense that they can't answer some questions and there's no need to worry. If board members should know, take a closer look to determine how this can be improved.

Survey Question	Average	DOC	DKs*
6.5 Establishing and reviewing the organization's investment policies.	3.06	59%	5
1.4 Articulating a vision that is distinct from the mission.	2.71	39%	4
5.5 Identifying standards against which to measure organizational performance, e.g., industry benchmarks, competitors, or peers.	2.88	49%	4
3.3 Networking to establish collaborations and partnerships with other organizations.	2.56	44%	3
4.6 Establishing and enforcing policies for length of board service, e.g., length of terms and number of terms.	2.89	48%	3
6.6 Ensuring that insurance carried by the organization is reviewed periodically, e.g., general liability, directors' and officers', worker's compensation.	3.22	64%	3
6.7 Ensuring the organization has policies to manage risks, e.g., internal controls, personnel policies, emergency preparedness.	3.33	53%	3
4.7 Planning for board officer succession.	2.58	45%	2
7.7 Planning for the absence or departure of the chief executive, e.g., succession planning.	2.68	37%	2
2.6 Tracking progress toward meeting the organization's strategic goals.	2.84	56%	2

Benchmarking Your Board's Performance

Scores are benchmarked against 450+ organizations that have taken the BSA since 2012.

Role & Responsibility	Your Score	Benchmark Score*	Comparison
A. Set Direction			
• Mission	3.10	2.99	
• Strategy	2.87	2.82	
B. Ensure Resources			
• Funding and Public Image	3.00	2.58	
• Board Composition	2.73	2.71	
C. Provide Oversight			
• Program Oversight	3.11	2.84	
• Financial Oversight	3.30	3.12	
• Chief Executive Oversight	2.87	2.98	
D. Board Structure and Operations			
• Board Structure	3.09	2.97	
• Meetings	3.17	3.05	

Please refer to Data Report, page 7.

*Benchmark from 501(c)3 answers to Board Self-Assessment for Nonprofit Boards

Checklist of Board Practices

Defined by BoardSource as concrete tangible practices that characterize an effective nonprofit board.

Checklist of Practices and Policies (P&P)	P&P NOT in place for your organization	Benchmark Group with P&P in place*
Organizational Practices	2. Does the organization have a written vision statement?	79%
	2. Does the full board receive financial reports at least quarterly?	95%
Oversight Practices	4. Did the board, or a committee of the board, meet with the auditors without staff present? (Select NA if there is no independent audit.)	66%
	10. Have all current board members and senior staff signed a conflict-of-interest and annual disclosure statement?	71%
	2. Is the length of board member terms defined?	93%
	3. Is there a maximum number of consecutive years a board member can serve?	72%
Board Practices	4. Does the board have an annual retreat?	45%
	6. Is there a written policy specifying the executive committee's roles and powers? (Select NA if the board does not have an executive committee.)	66%
CEO & Supervision	2. Is the chief executive evaluated annually by the board?	81%

Please refer to Data Report, page 41 to 42.

*Benchmark from 501(c)3 answers to Board Self-Assessment for Nonprofit Boards

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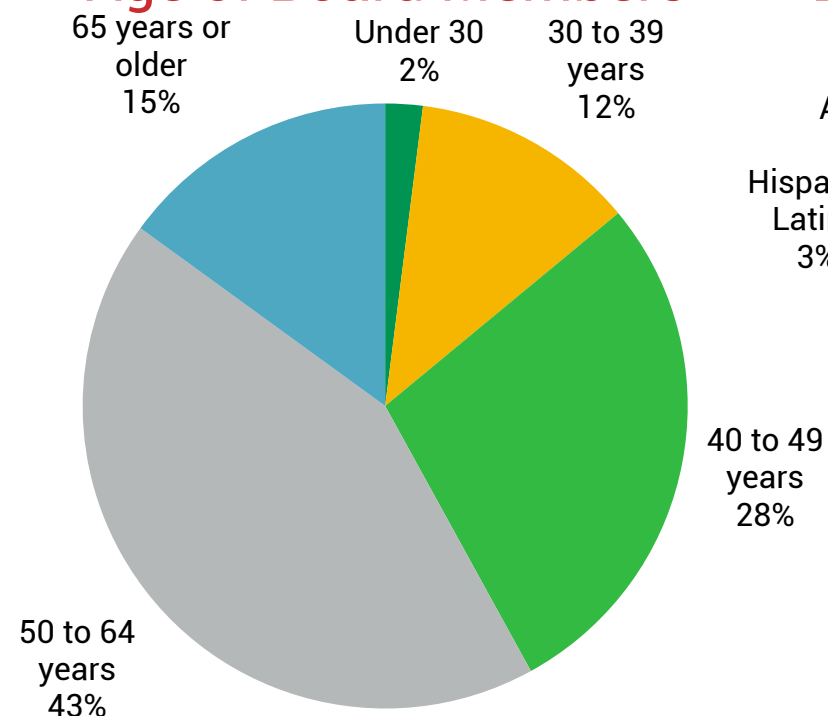
Here's What's Typical

Your board has **24** voting members.

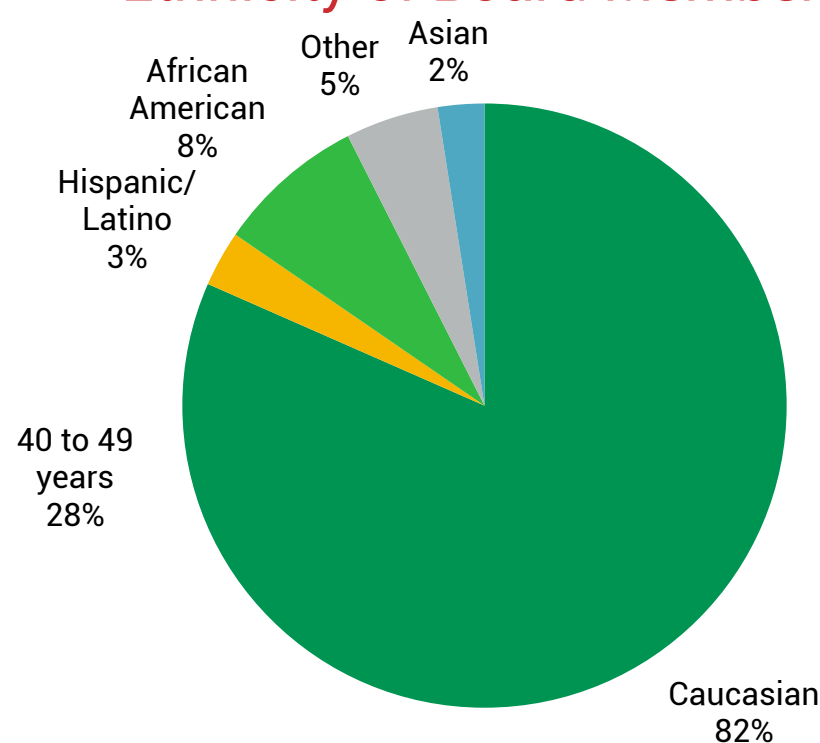
The average board has 16 members.

- 25% of boards have 11 or fewer members
- 50% have 15 or fewer members
- 75% have 20 or fewer members

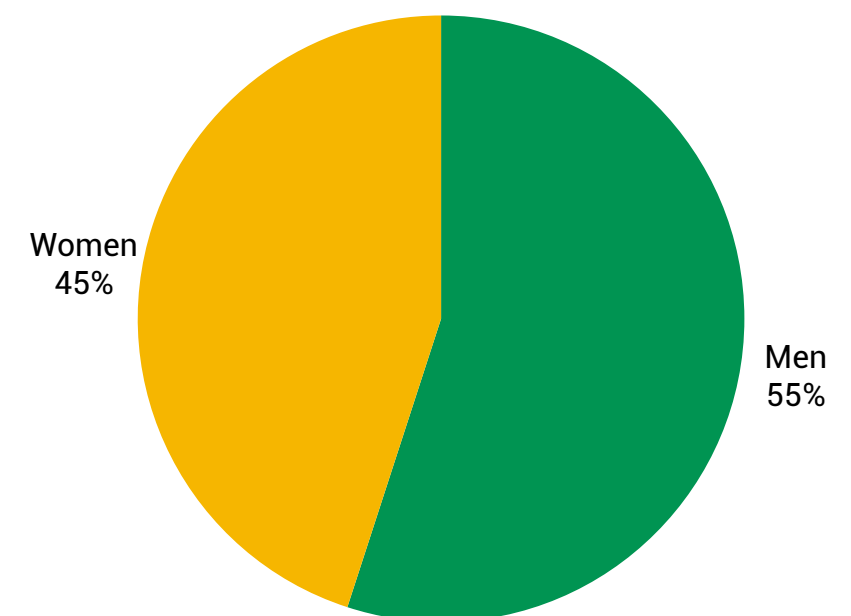
Age of Board Members



Ethnicity of Board Members



Gender of Board Members



Demographics

		Chair	Board	CEO	Notes
Race/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%	

Want More?

DECK is intended to be a high-level overview of your board's self-assessment results. To drill down further, you may want to consider...

- CONNECT - a PowerPoint presentation prepared by a senior governance consultant, including a 45 minute phone call to review results
- An in-person facilitated retreat
- Additional coaching phone calls with a BoardSource governance consultant

For more information, please contact assessments@boardsource.org or 202.349.2583

BoardSource is dedicated to advancing the public good by building exceptional nonprofit boards and inspiring board service.

