



Results Overview At-A-Glance

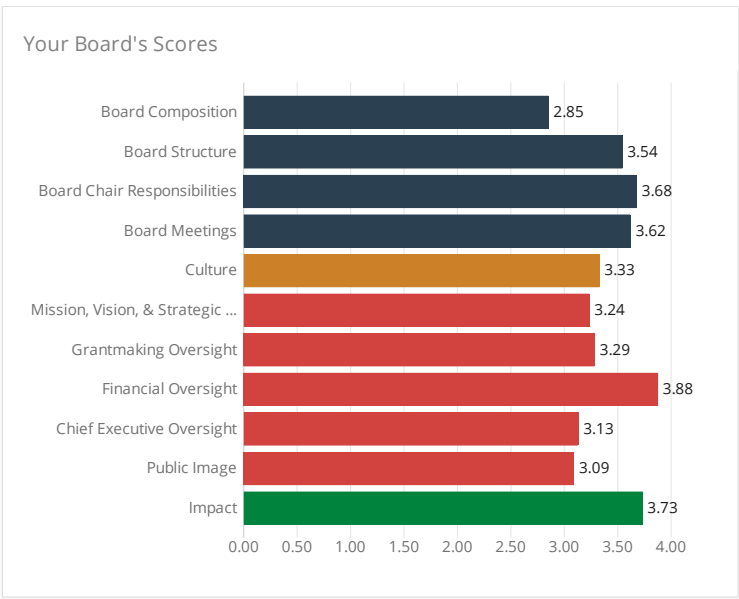
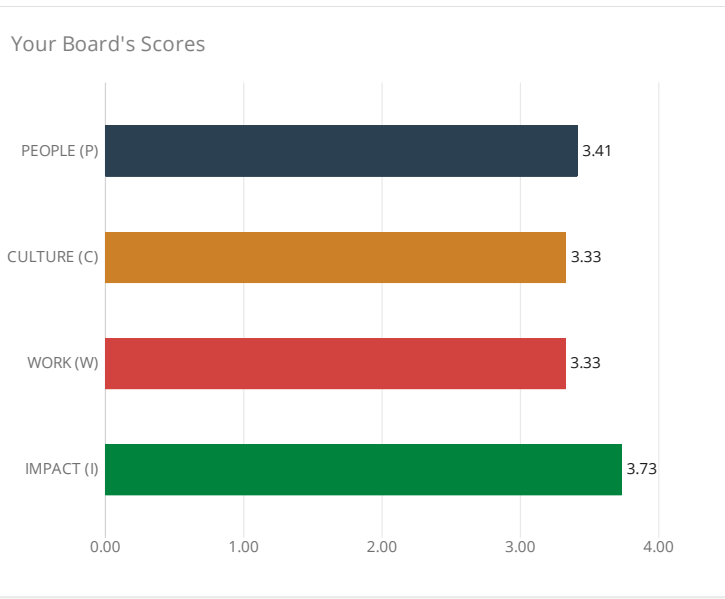
This report provides an overview of how well the board and the chief executive think the board is meeting its governance responsibilities as organized into the four broad categories. The scores for individual questions are averaged within each area of responsibility, and the scores for each responsibility are then averaged within each of the four overarching categories mentioned earlier: The People, The Culture, The Work, and The Impact. These board responsibilities and categories align with [Leading with Intent](#), BoardSource's national index of nonprofit board practices.

As you read through this report, we encourage you to familiarize yourself with [Leading with Intent](#), as well as with one of BoardSource's most popular books, [Navigating the Organizational Lifecycle: A Capacity-Building Guide for Nonprofit Board Leaders](#).

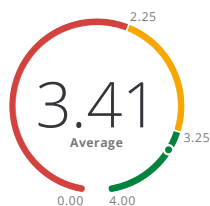
The scores below are based on this answer scale: 0 = Poor; 1 = Fair; 2 = OK; 3 = Good; 4 = Excellent.

Results Overview

The graphs below show how your board has assessed its performance in the four categories (left) and eleven responsibilities (right) of private foundation boards.

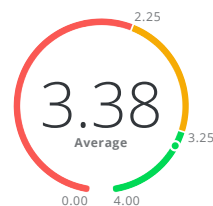


People Score - Your Board

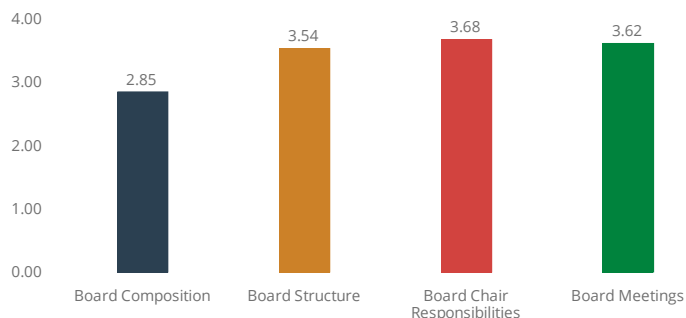


People Score - All Boards

▼ 2

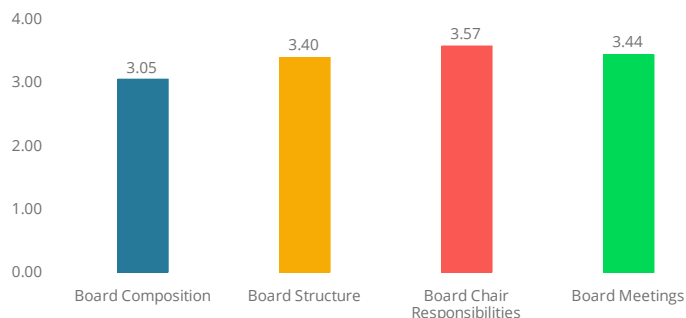


The People Scores - Your Board



The People Scores - All Boards

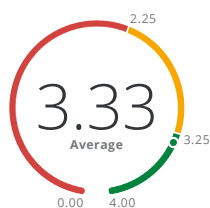
▼ 2



C | The Culture

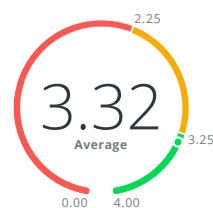
How the board conducts its work — from group dynamics to its relationship with the chief executive — can help or hinder the board's ability to carry out its work. This section explores the board's performance in creating conditions for the healthy functioning of the board as a collective leadership body.

The Culture Score - Your Board



The Culture Score - All Boards

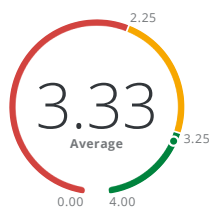
▼ 2



W | The Work

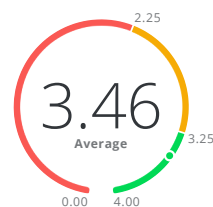
Boards are charged with many important responsibilities both within and outside the boardroom. This section explores board performance in five areas of responsibility that are collectively categorized as board work: mission, vision, and strategic direction; grantmaking oversight; financial oversight; oversight of the chief executive; and public image.

The Work Score - Your Board

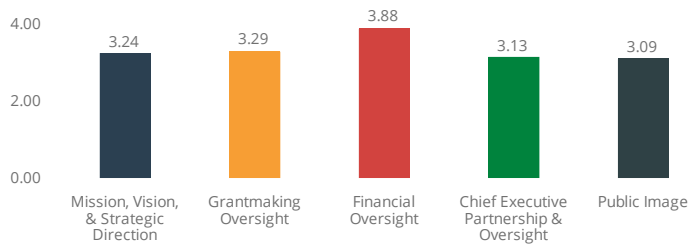


The Work Score - All Boards

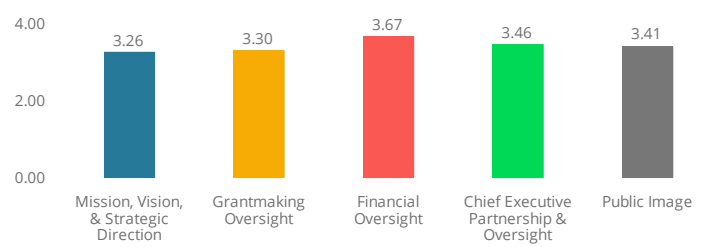
▼ 2



The Work Scores - Your Board



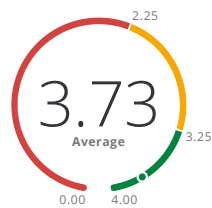
The Work Scores - All Boards



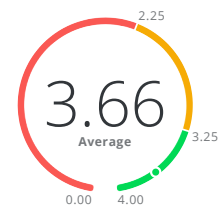
I | The Impact

This section explores the board's perception of its impact on organizational performance. The questions reflected here assess the board's connection to the foundation's strategy, reputation, and overall effectiveness.

The Impact Score - Your Board



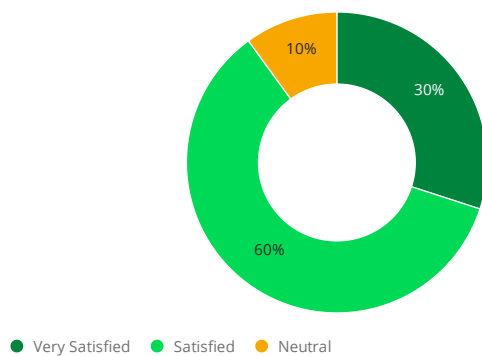
The Impact Score - All Boards



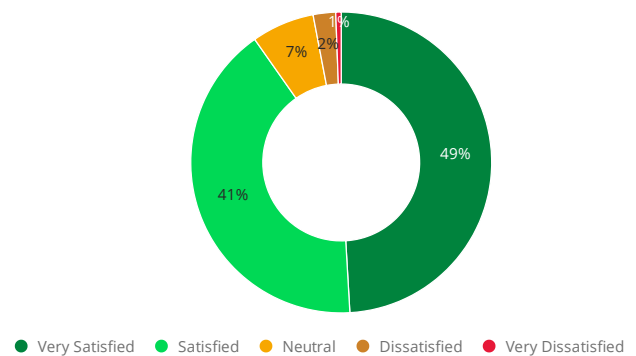
Overall Effectiveness as a Leadership Body

The following graphs reflect the board's thinking about its overall effectiveness. This information can be used to spark a full board discussion on whether the members feel they are collectively meeting their responsibilities.

Your Board



All Boards



Leadership Resilience

Hypothetically, if your chief executive were to suddenly leave his or her post, how confident are you that your board understands the foundation well enough to make informed decisions about how the foundation should be led (not just in terms of who the leader should be, but what the new leader will confront)?

This is a hypothetical question that seeks to understand leadership resilience; it is not intended to serve any other purpose. As such, the scores from this question are not factored into your board's overall IMPACT score.

General Open-Ended Responses

Comments appear exactly as they were entered in the survey.

What are the two or three most important areas the board should address to improve its performance in the next year or two?

In person meetings, following the pandemic, will overcome deficiencies and limitations of Zoom meetings.

As noted, continuing work on strategic planning, board recruitment and responsibilities. And more involvement with [REDACTED] annual review

1. Set specific performance goals for the [REDACTED]. 2. Engage in efforts to make the Foundation's contribution known to those who benefit from it. [REDACTED]

Board involvement in engaging donors and potential donors as we come out of COVID restraints. Support of our new [REDACTED] in his efforts to impact our donor and prospective donor base.

1. Recruiting more diverse board members 2. Involvement and participation of all board members 3. Involvement of seasoned board members in the orientation of new board members

1. Clearly define roles and expectations 2. Involve all board members in fundraising.

I'm new. I don't know.

1) Fundraising 2) Engagement with new donors 3) Increase visibility of Foundation

Fund raising. Follow up with donors!

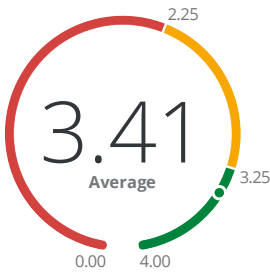
No more results to show

P | The PEOPLE

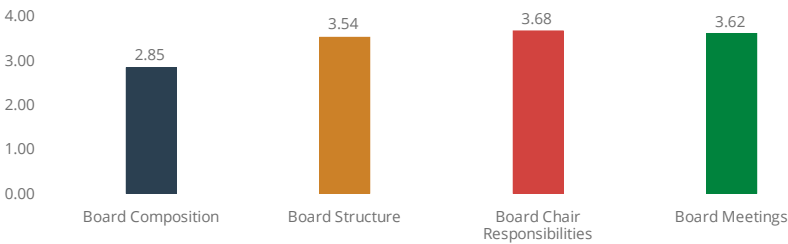
- Includes:
- Board Composition
 - Board Structure
 - Board Chair Responsibilities
 - Board Meetings

Having the right people on the board makes higher performance — in both the board’s internal and external functions — more likely. The most successful boards are thoughtfully composed as it relates to skillsets, leadership styles, and diversity of thought and background. This section of the report explores who serves on your board, how it is organized as a collective body, and how it structures and conducts its board meetings.

Your People Score



Your role score is based on the following responsibility scores:



Board Composition | Section Detail

People are the lifeblood of any organization, and — for a private foundation — that includes the board of directors, which is responsible for its own composition and leadership. A good board is composed of individuals who contribute critically needed skills, experience, perspective, wisdom, contacts, time, and other resources to the organization. A well-conceived board-building plan helps the board to identify, recruit members and cultivate officers. New members are oriented to contribute and understand the board’s responsibilities and the organization’s core activities. Board member rotation ensures that the board is infused with new ideas yet remains a manageable size.

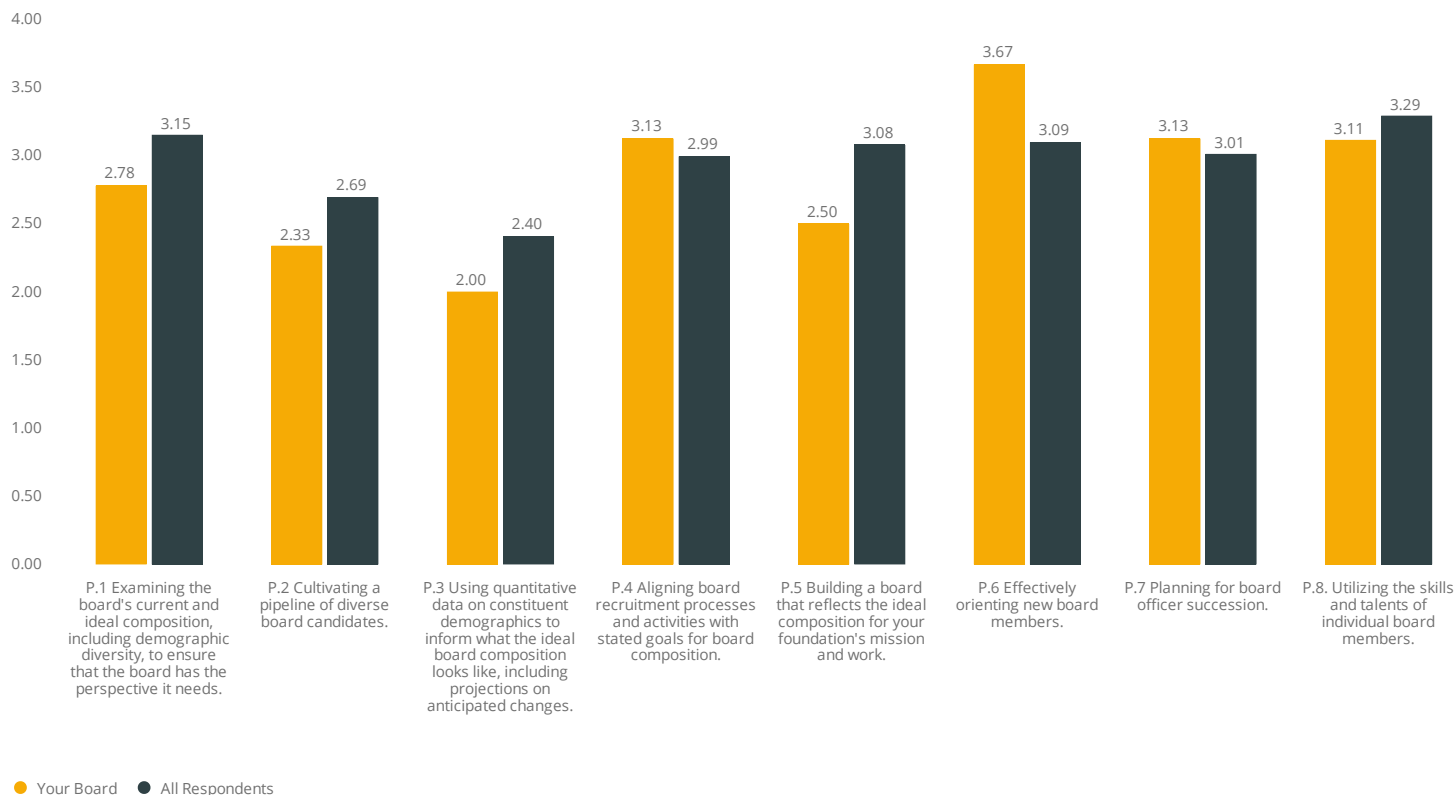
Strengthen Performance through Action

1. Approach recruitment and board building as an ongoing and strategic cycle.
2. Create a solid orientation program for new members no matter the extent of their previous board experience.
3. If you have one, ensure your governance committee is fully engaged and involves every board member in the board-building process by recommending or cultivating potential new board members.

Recommended Resources - Board Composition

- Book: [The Board Building Cycle](#)
- Free Community Resource: [Taking Action on Board Diversity: Five Questions to Get You Started](#)
- Member Resource: [Recruiting the Right Board Members](#)

Average Score



Question Breakdowns

(Please rate the board's performance in the following:)

■ Excellent
 ■ Good
 ■ Ok
 ■ Fair
 ■ Poor
 ■ NA / Don't Know

P.1 Examining the board's current and ideal composition, including demographic diversity, to ensure that the board has the perspective it needs.



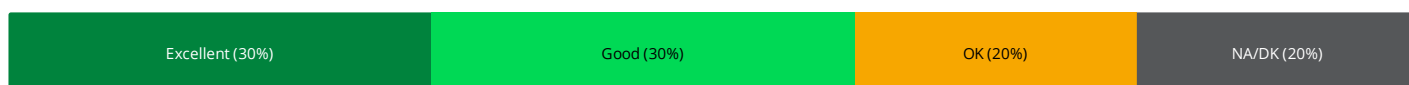
P.2 Cultivating a pipeline of diverse board candidates.



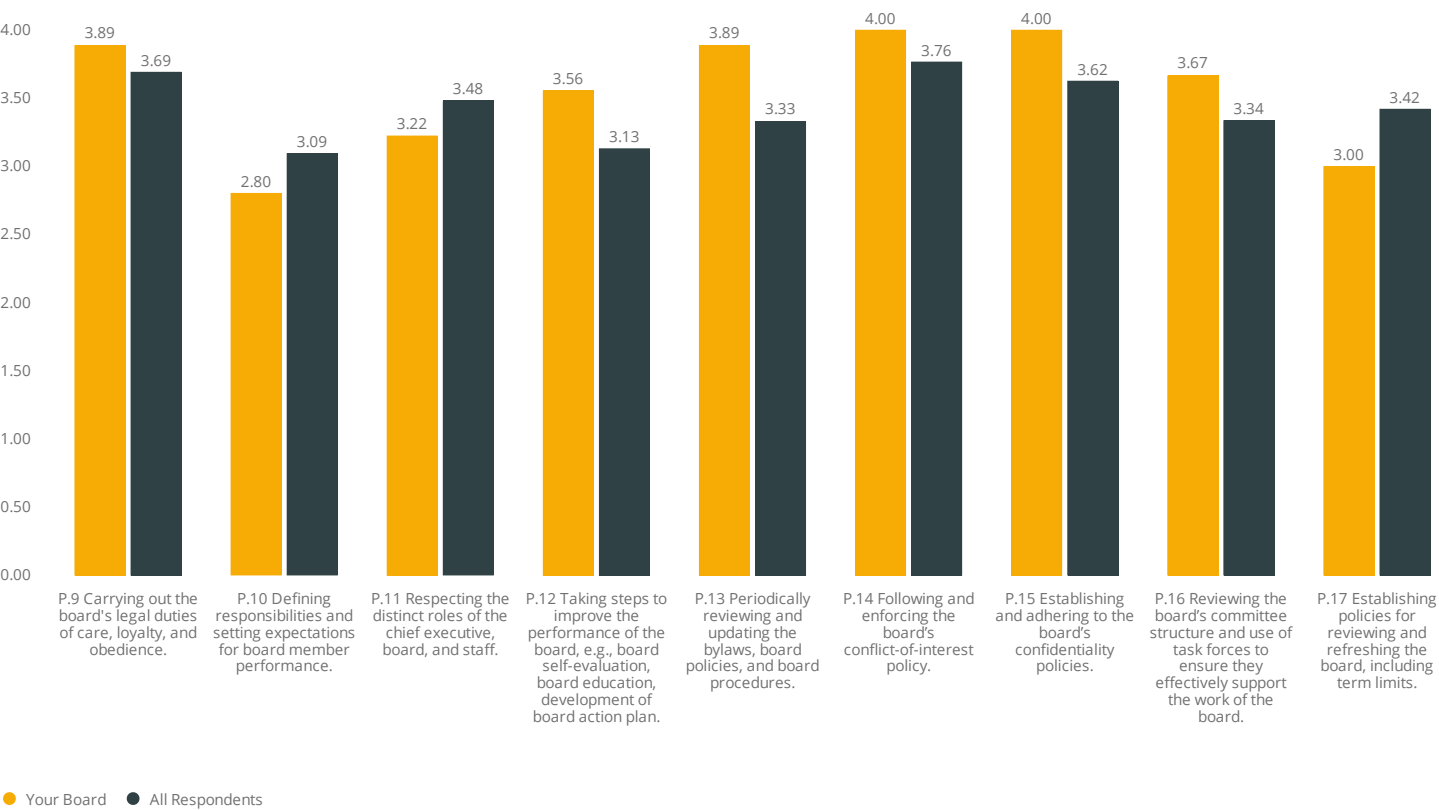
P.3 Using quantitative data on constituent demographics to inform what the ideal board composition looks like, including projections on anticipated changes.



P.4 Aligning board recruitment processes and activities with stated goals for board composition.



Average Score



Question Breakdowns

(Please rate the board's performance in the following:)

Excellent Good Ok Fair Poor NA / Don't Know

P.9 Carrying out the board's legal duties of care, loyalty, and obedience.



P.10 Defining responsibilities and setting expectations for board member performance.



P.11 Respecting the distinct roles of the chief executive, board, and staff.



P.12 Taking steps to improve the performance of the board, e.g., board self-evaluation, board education, development of board action plan.

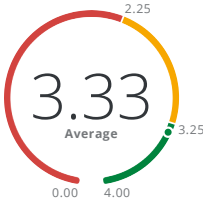




C | The CULTURE

How the board conducts its work — from group dynamics to its relationship with the chief executive — can help or hinder the board's ability to carry out its work. Likewise, board culture and dynamics are also affected by who serves on the board and the nature of the work that the board undertakes.

Your Culture Score



Culture | Section Detail

How board members communicate with each other, work as a team, and make decisions all define the culture of the board. The combination of formal and informal rules, traditions, and agreements that develop over time inform how a board interacts, deliberates, and ultimately performs as a governing body.

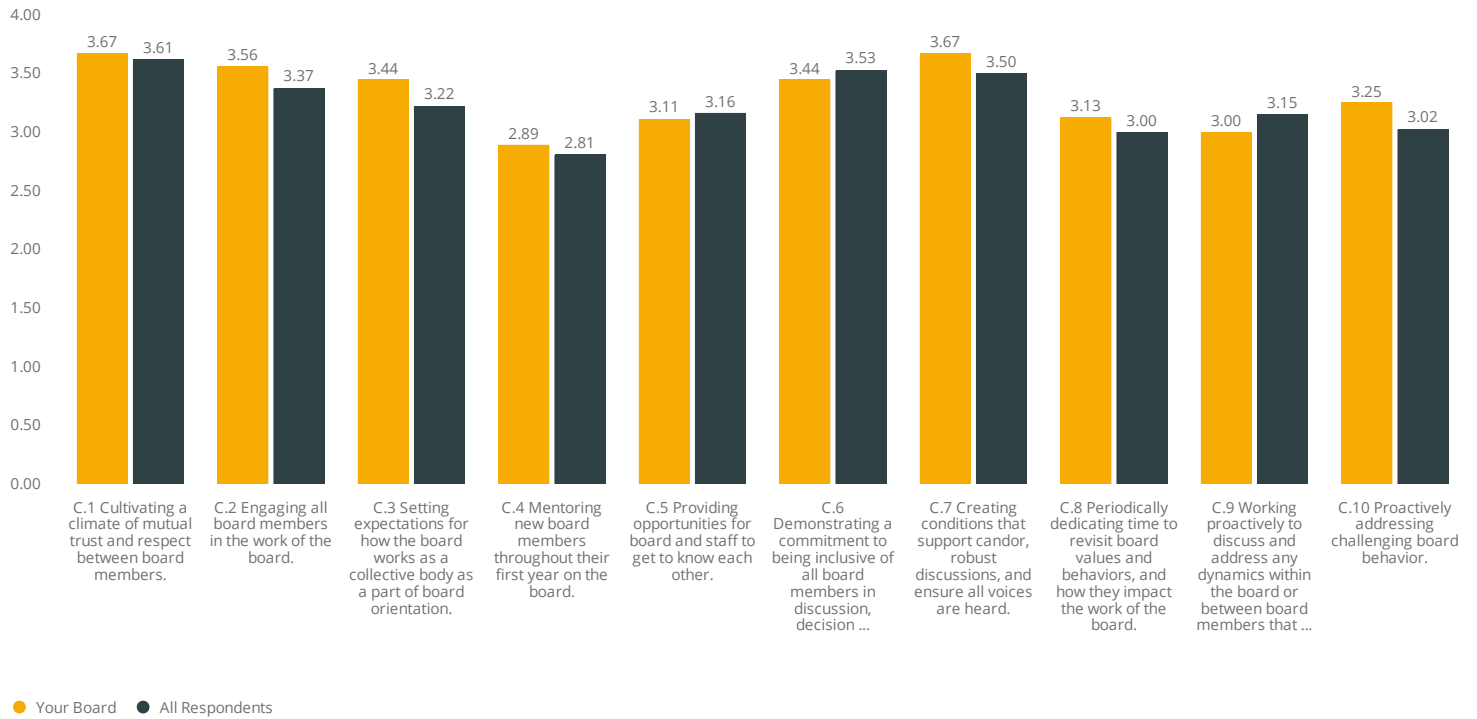
Strengthen Performance Through Action

- Consider board culture as a key factor in board performance.
- Envision, as a team, what an ideal board culture would look like.
- Reflect on what investments have been made to date toward a healthy board culture.

Recommended Resources - Board Culture

- Free Community Resource: [Governing as a Team](#)
- Member Resource: [18 Questions About Board Culture](#)
- Member Resource: [Eight Ways to Increase Your Board's Ability to Work as a Team](#)

Average Score



Question Breakdowns

(Please rate the board's performance in the following:)

■ Excellent
 ■ Good
 ■ Ok
 ■ Fair
 ■ Poor
 ■ NA / Don't Know

C.1 Cultivating a climate of mutual trust and respect between board members.



C.2 Engaging all board members in the work of the board.



C.3 Setting expectations for how the board works as a collective body as a part of board orientation.



C.4 Mentoring new board members throughout their first year on the board.



C.5 Providing opportunities for board and staff to get to know each other.



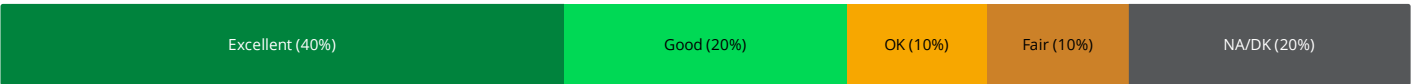
C.6 Demonstrating a commitment to being inclusive of all board members in discussion, decision making, and officer/committee chair selection.



C.7 Creating conditions that support candor, robust discussions, and ensure all voices are heard.



C.8 Periodically dedicating time to revisit board values and behaviors, and how they impact the work of the board.



C.9 Working proactively to discuss and address any dynamics within the board or between board members that may be negatively impacting the board's ability to share power equally.



C.10 Proactively addressing challenging board behavior.



Would you like to provide any comments or context to your ratings for this section?

This board moves efficiently through its work and is not impeded by challenging board members or negative dynamics.

No more results to show

How can the board improve its performance in this area?

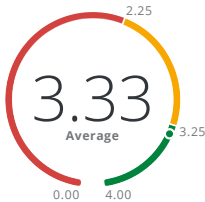


W | The WORK

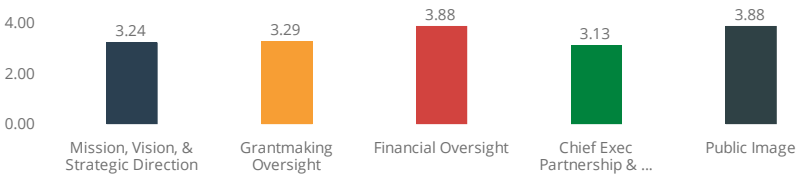
- Includes:
- Mission, Vision, and Strategic Direction
 - Grantmaking Oversight
 - Financial Oversight
 - Chief Executive Partnership and Oversight
 - Public Image

Boards are charged with important responsibilities. Some of these responsibilities are foundational, such as understanding the foundation's mission and providing financial oversight. Other responsibilities are relational and strategic — such as providing strategic direction and partnership with the chief executive — and still others address external leadership and ambassadorship. This section explores how well the board understands its responsibilities in each of these areas.

Your Work Score



Your role score is based on the following responsibility scores:



W.1 Periodically reviewing and agreeing on how the foundation should fulfill its mission.



W.2 Articulating a vision that is distinct from the mission.



W.3 Defining the foundation's values.



W.4 Using the foundation's mission and values to drive decisions.



W.5 Setting the foundation's strategic direction in partnership with the chief executive.



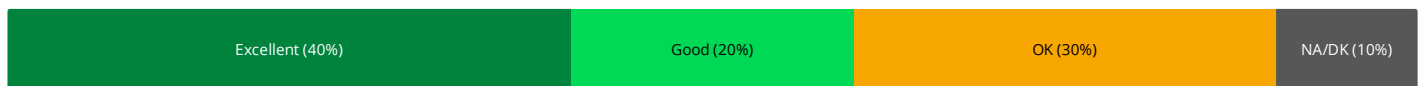
W.6 Ensuring that the foundation has a viable strategy and effective planning processes.



W.7 Understanding trends and developments in the foundation's areas of interest.



W.8 Understanding the needs of grantees and stakeholders and how they may be changing.



W.9 Assessing and responding to changes in the foundation's environment, areas of interest, and the field of philanthropy.



W.10 Considering strategies other than grantmaking to further the foundation's mission, e.g., exercising leadership in the nonprofit and philanthropic sector, convening, public policy advocacy, socially responsible investing, etc.



W.11 Tracking progress toward meeting the foundation's strategic goals.



W.12 Considering lessons learned from evaluations and/or previous grants to inform future strategy.



W.13 Exploring assumptions underlying proposed strategies, alternatives, and consequences before making critical decisions.



Would you like to provide any comments or context to your ratings for this section?

- As noted, strategic planning process can be very useful
- The foundation should have a values statement to further guide the board in decision making.
- This may just be personal for me, but I really want to help fund raise... I just need direction.
- No more results to show

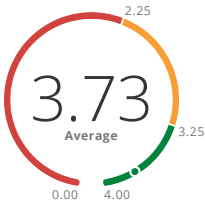
How can the board improve its performance in this area?



I | The IMPACT

This section explores the board's perception of its impact on organizational performance. The questions reflected here assess the board's connection to the foundation's strategy, reputation, and overall effectiveness and the extent to whether this is a positive or negative impact.

Your Impact Score



Impact | Section Detail

If the board has a negative or neutral impact on organizational performance, there's an opportunity to make improvements and better utilize the board's time and leadership as a vital resource. [Leading with Intent](#) data suggest two characteristics that both chief executives and board chairs report as having the strongest connection to board impact: understanding the board's role and responsibilities and the board's ability to work as a collaborative team.

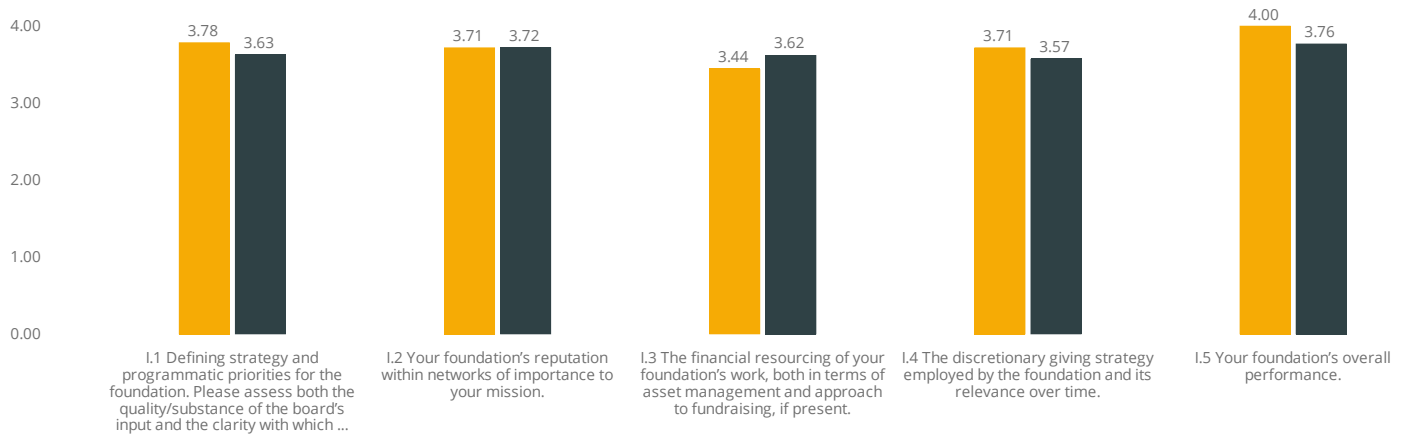
Strengthen Board Impact through Action

- 1. Discuss the board's results for this section, including what information or practices would better help the board in making a positive impact.
- 2. Evaluate the impact results in light of your board's results in other sections of this report, looking for any potential relationships in high or low scoring areas.

Recommended Resources - Board Impact

- Book: [The Source: 12 Principles of Governance That Power Exceptional Boards](#)
- Free Community Resource: [What Makes a Good Board Member?](#)
- Member Resource: [Eight Ways to Increase Your Board's Ability to Work as a Team](#)

Average Score



● Your Board ● All Respondents

Question Breakdowns

(What impact does your board have on the following:)



I.1 Defining strategy and programmatic priorities for the foundation. Please assess both the quality/substance of the board's input and the clarity with which the board has defined these strategies and priorities.



I.2 Your foundation's reputation within networks of importance to your mission.



I.3 The financial resourcing of your foundation's work, both in terms of asset management and approach to fundraising, if present.



I.4 The discretionary giving strategy employed by the foundation and its relevance over time.



I.5 Your foundation's overall performance.



Checklist of Practices

Certain policies and practices characterize an effective nonprofit board. Some of these practices are required by law; many others have become widely accepted as good practice. The board self-assessment survey asked yes/no questions about these practices, which were answered only by the chief executive.

The gauges below show the percent of practices your board currently has in place.

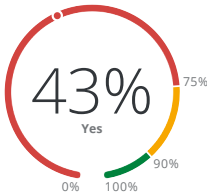
These practices are divided into four areas:

- 1. **Organizational Practices** cover documents and procedures related to mission, strategy, and accountability.
- 2. **Oversight Practices** include policies and procedures related to financial oversight and compliance.
- 3. **Board Practices** address issues related to board orientation, term limits, retreats, and committees.
- 4. **Chief Executive Supervision Practices** cover the support and supervision of the highest paid staff person.

Organizational Practices

Does your board have the following practices in place?

% of organizational practices your board has in place:



CLP.1 Written mission statement.

Yes

CLP.2 Written vision statement.

Yes

CLP.3 Written values statement.

No

CLP.4 Written code of ethics.

No

CLP.5 Clearly defined and documented approach to organizational strategy.

Yes

CLP.6 Has the foundation completed the board leadership practices section of its GuideStar profile?

No

CLP.7 Has the foundation completed the board and staff demographics section of its GuideStar profile?

No