BSA:
PRIVATE FOUNDATIONS

BOARD SELF-ASSESSMENT

Overview of Your Results

▽ Filters   ⌄   Survey_Name: ⌄
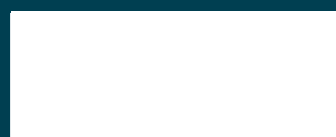
Results Overview At-A-Glance

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   , BoardSource's national index of nonprofit board practices.
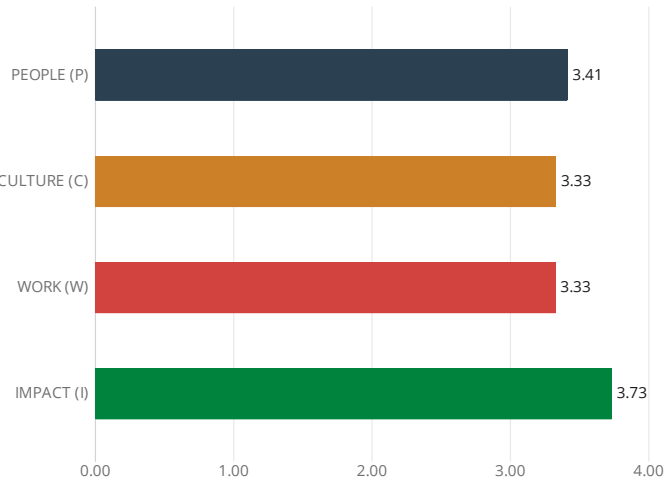
As you read through this report, we encourage you to familiarize yourself with   as well as with one of BoardSource's most popular books,

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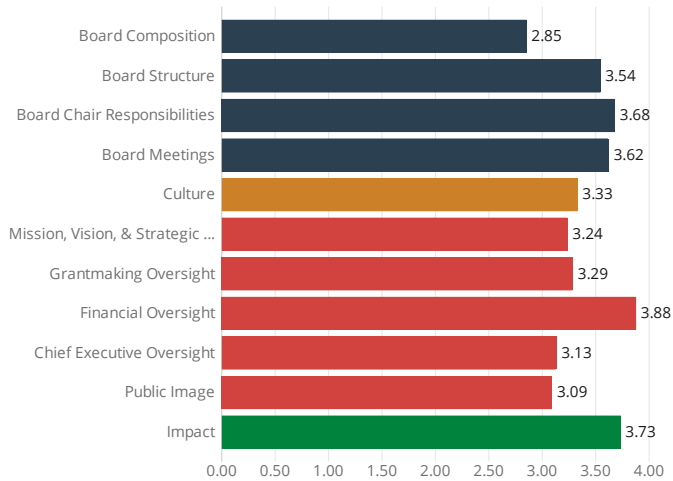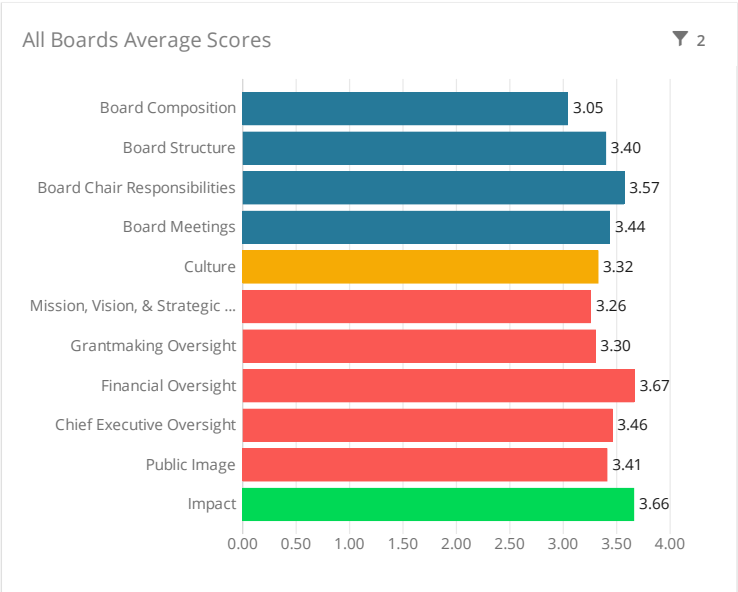
Results Overview

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

Your Board's Scores

Category	Score
PEOPLE (P)	3.41
CULTURE (C)	3.33
WORK (W)	3.33
IMPACT (I)	3.73

Your Board's Scores

Responsibility	Score
Board Composition	2.85
Board Structure	3.54
Board Chair Responsibilities	3.68
Board Meetings	3.62
Culture	3.33
Mission, Vision, & Strategic ...	3.24
Grantmaking Oversight	3.29
Financial Oversight	3.88
Chief Executive Oversight	3.13
Public Image	3.09
Impact	3.73

All Boards Average Scores ▼ 2

Category	Score
PEOPLE (P)	3.38
CULTURE (C)	3.32
WORK (W)	3.46
IMPACT (I)	3.66

All Boards Average Scores ▼ 2

Category	Score
Board Composition	3.05
Board Structure	3.40
Board Chair Responsibilities	3.57
Board Meetings	3.44
Culture	3.32
Mission, Vision, & Strategic …	3.26
Grantmaking Oversight	3.30
Financial Oversight	3.67
Chief Executive Oversight	3.46
Public Image	3.41
Impact	3.66

Highest to Lowest Ranked Responsibilities

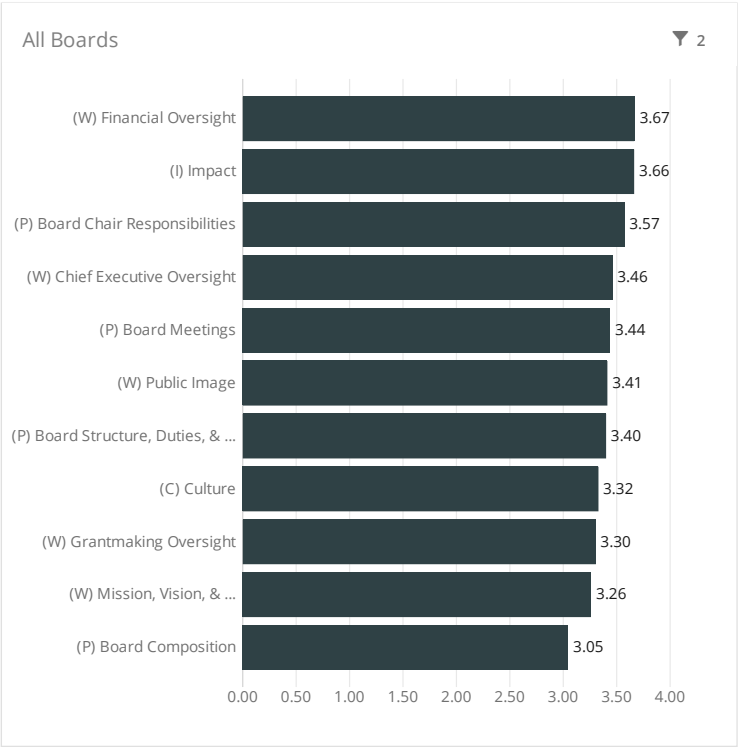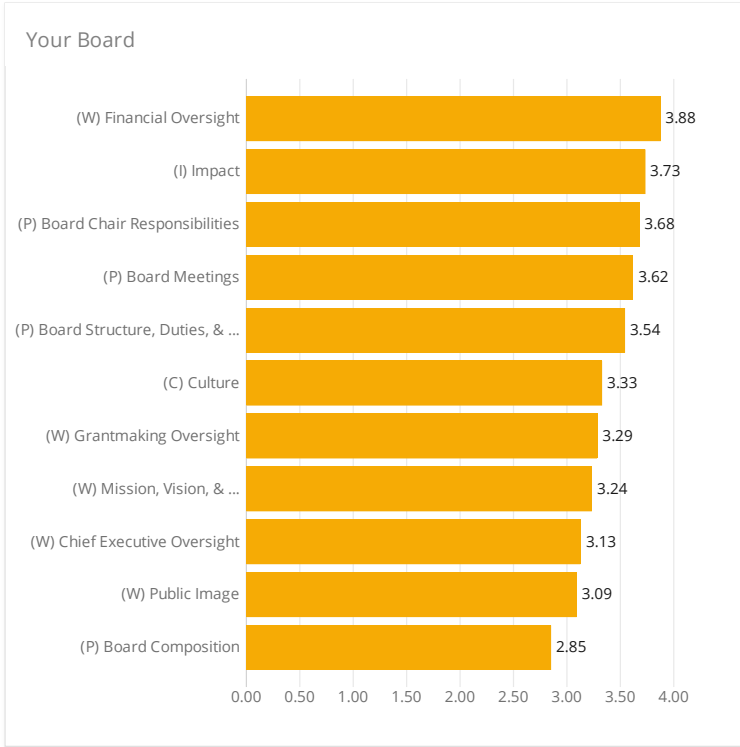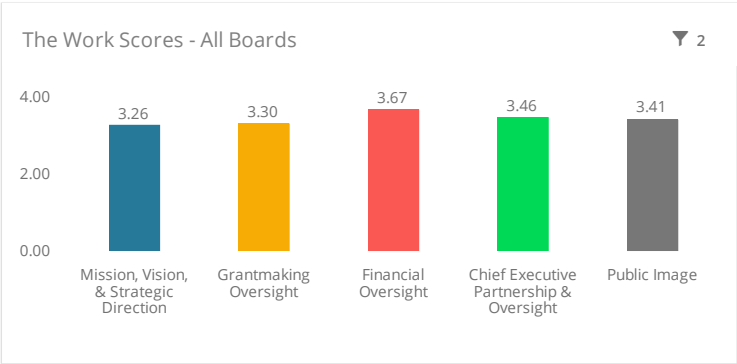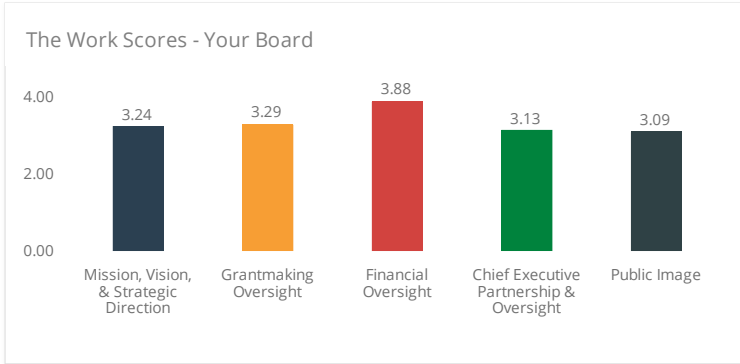The graph below shows how your board has assessed its performance — from highest to lowest — in the eleven areas of responsibility. The board is performing well in those responsibilities that appear at the top of the graph. The board is performing acceptably in those responsibilities that fall in the middle of the graph, but it may want to monitor its performance. Those responsibilities that fall at the bottom of the graph may require board attention or merit further discussion.

Your Board

Responsibility	Score
(W) Financial Oversight	3.88
(I) Impact	3.73
(P) Board Chair Responsibilities	3.68
(P) Board Meetings	3.62
(P) Board Structure, Duties, & …	3.54
(C) Culture	3.33
(W) Grantmaking Oversight	3.29
(W) Mission, Vision, & …	3.24
(W) Chief Executive Oversight	3.13
(W) Public Image	3.09
(P) Board Composition	2.85

All Boards ▼ 2

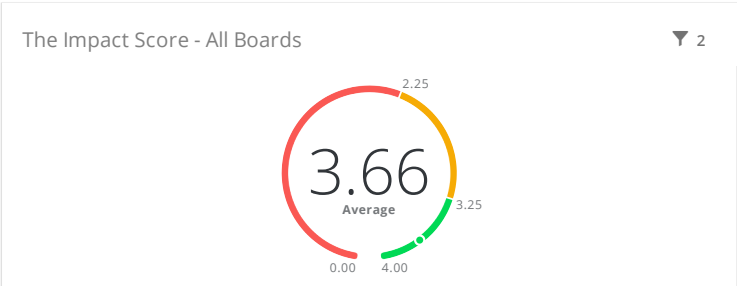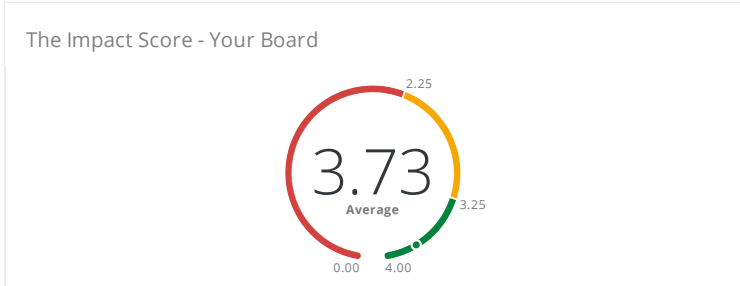| Responsibility	Score
(W) Financial Oversight	3.67
(I) Impact	3.66
(P) Board Chair Responsibilities	3.57
(W) Chief Executive Oversight	3.46
(P) Board Meetings	3.44
(W) Public Image	3.41
(P) Board Structure, Duties, & …	3.40
(C) Culture	3.32
(W) Grantmaking Oversight	3.30
(W) Mission, Vision, & …	3.26
(P) Board Composition	3.05

P | The People

Having the right people on the board makes higher performance — in both the board's internal and external functions — more likely. This section assesses the overall balance of who serves on the board (board composition), how people are organized (board structure), board leadership (board chair responsibilities), and how the board deliberates together (board meetings).

The Work Scores - Your Board

Category	Score
Mission, Vision, & Strategic Direction	3.24
Grantmaking Oversight	3.29
Financial Oversight	3.88
Chief Executive Partnership & Oversight	3.13
Public Image	3.09

The Work Scores - All Boards ▼ 2

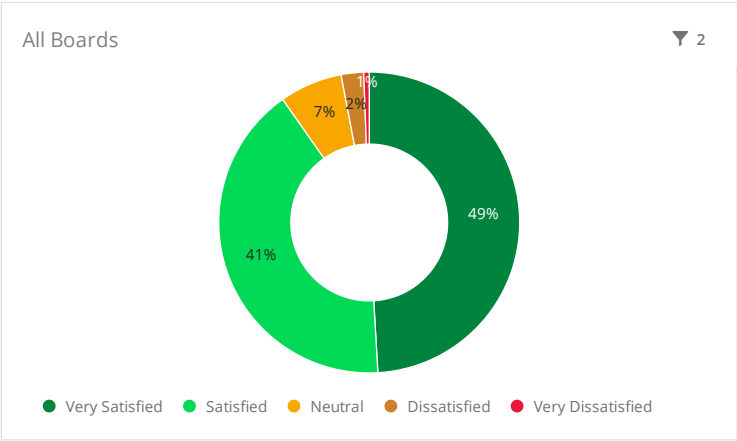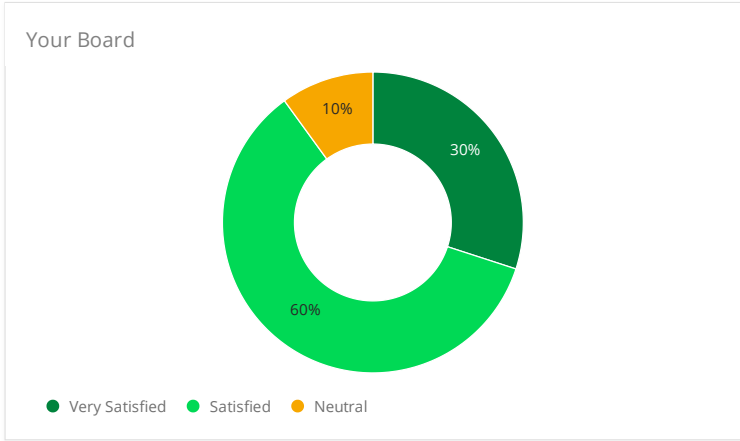| Category	Score
Mission, Vision, & Strategic Direction	3.26
Grantmaking Oversight	3.30
Financial Oversight	3.67
Chief Executive Partnership & Oversight	3.46
Public Image	3.41

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

3.73
Average
2.25 / 3.25 / 0.00 / 4.00

The Impact Score - All Boards ▼ 2

3.66
Average
2.25 / 3.25 / 0.00 / 4.00

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

30% Very Satisfied
60% Satisfied
10% Neutral

● Very Satisfied ● Satisfied ● Neutral

All Boards ▼ 2

49% Very Satisfied
41% Satisfied
7% Neutral
2% Dissatisfied
1% Very Dissatisfied

● Very Satisfied ● Satisfied ● Neutral ● Dissatisfied ● Very Dissatisfied

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.
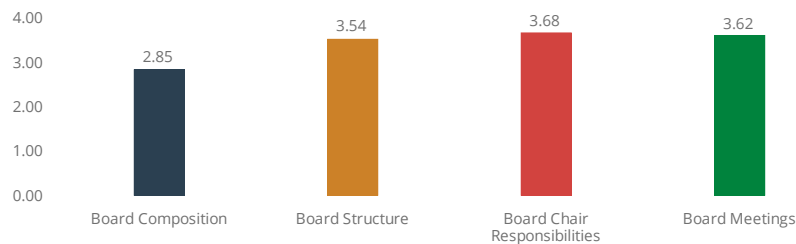
P | People

Filters ∨   Survey_Name:

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

2.25

3.41
Average

3.25

0.00   4.00

Your role score is based on the following responsibility scores:

4.00

3.54   3.68   3.62

3.00

2.85

2.00

1.00

0.00

| Board Composition | Board Structure | Board Chair Responsibilities | Board Meetings |
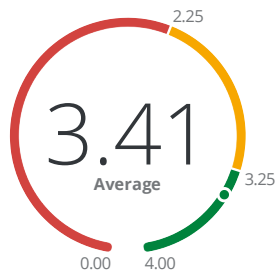
Board Composition | Section Detail

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
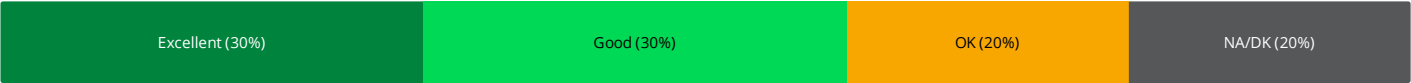- Member Resource: Recruiting the Right Board Members

P.5 Building a board that reflects the ideal composition for your foundation's mission and work.

Excellent (10%)	Good (40%)	OK (10%)	Fair (20%)	NA/DK (20%)

P.6 Effectively orienting new board members.

Excellent (60%)	Good (30%)	NA/DK (10%)

P.7 Planning for board officer succession.

Excellent (30%)	Good (30%)	OK (20%)	NA/DK (20%)

P.8. Utilizing the skills and talents of individual board members.

Excellent (30%)	Good (50%)	Fair (10%)	NA/DK (10%)
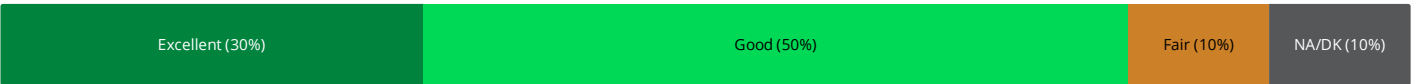
To what extent does your board's specific expectations for board membership enhance – rather than impede – the board's ability to cultivate a diverse and inclusive board that brings it closer to the community the foundation serves?

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

No more results to show

12

Average Score

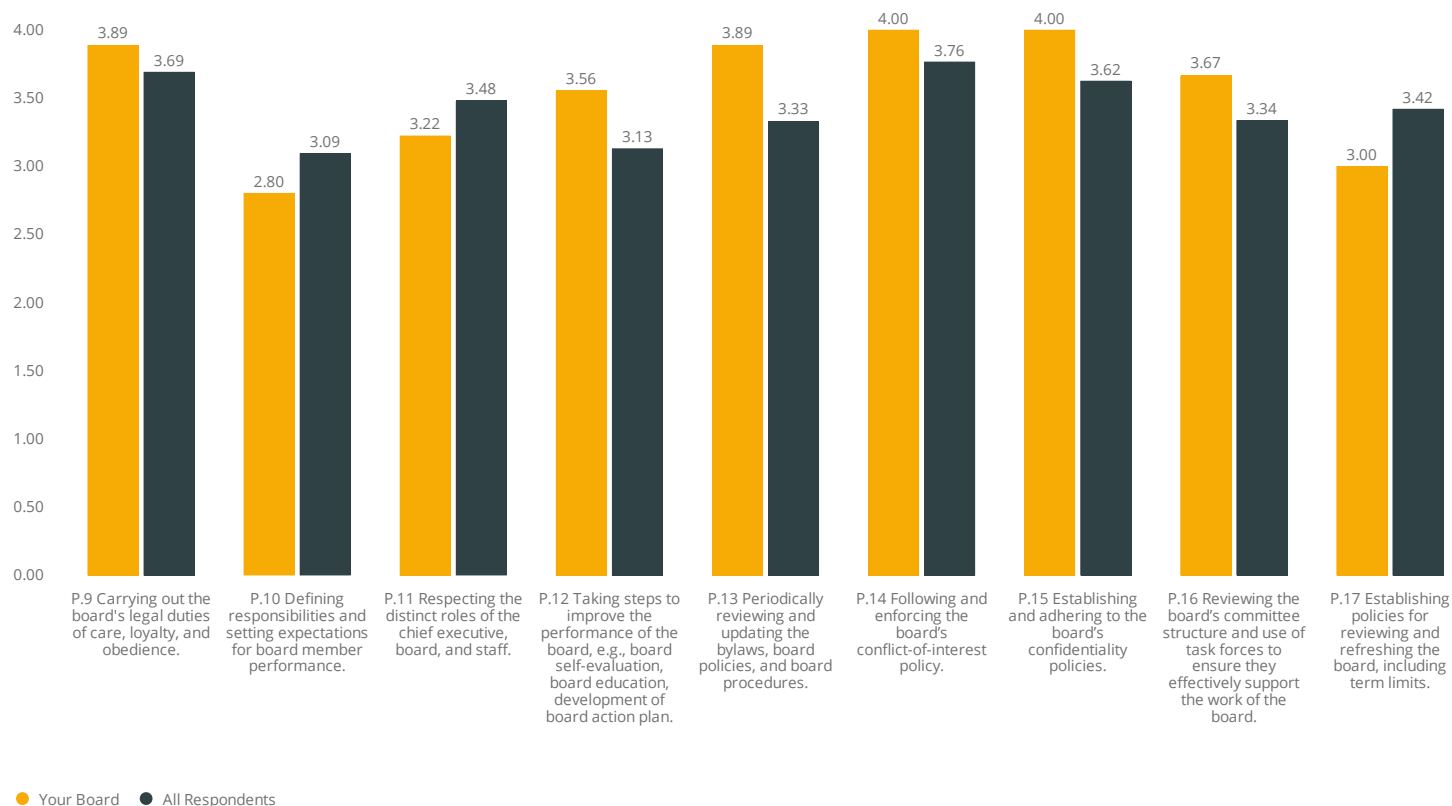|	P.9 Carrying out the board's legal duties of care, loyalty, and obedience.	P.10 Defining responsibilities and setting expectations for board member performance.	P.11 Respecting the distinct roles of the chief executive, board, and staff.	P.12 Taking steps to improve the performance of the board, e.g., board self-evaluation, board education, development of board action plan.	P.13 Periodically reviewing and updating the bylaws, board policies, and board procedures.	P.14 Following and enforcing the board's conflict-of-interest policy.	P.15 Establishing and adhering to the board's confidentiality policies.	P.16 Reviewing the board's committee structure and use of task forces to ensure they effectively support the work of the board.	P.17 Establishing policies for reviewing and refreshing the board, including term limits.
Your Board	3.89	2.80	3.22	3.56	3.89	4.00	4.00	3.67	3.00
All Respondents	3.69	3.09	3.48	3.13	3.33	3.76	3.62	3.34	3.42

● Your Board ● All Respondents
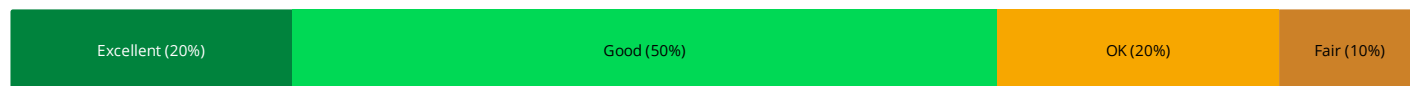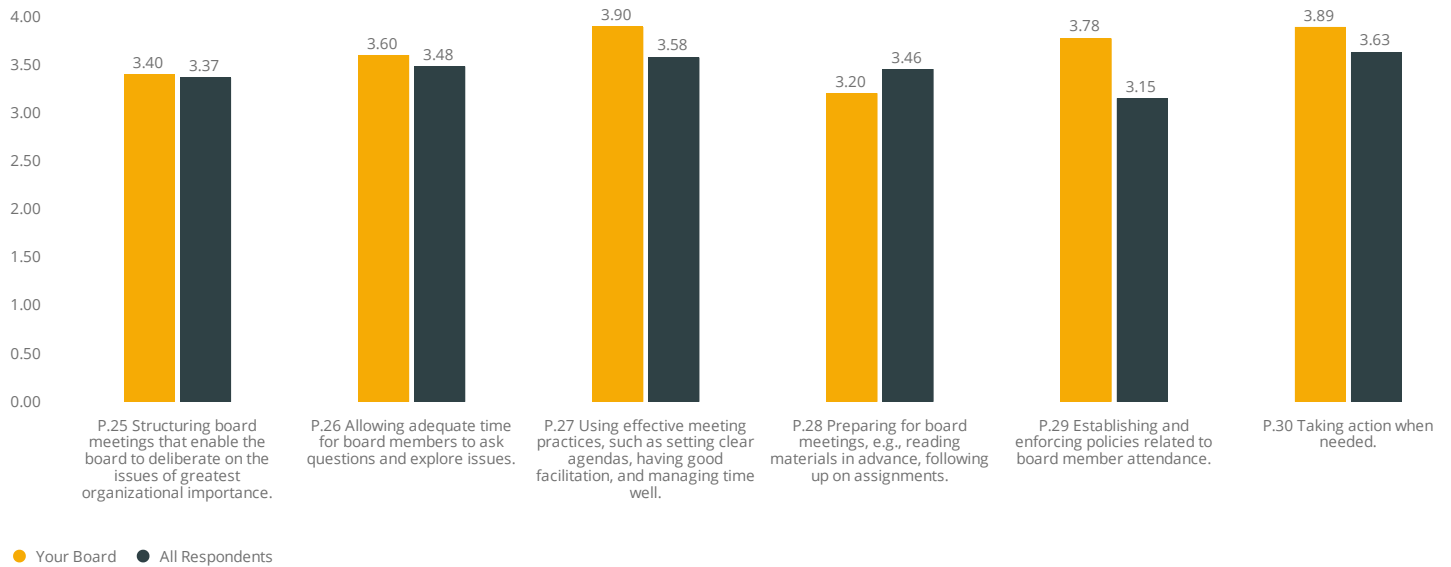
Question Breakdowns

(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.

Excellent (80%)	Good (10%)	NA/DK (10%)

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

Excellent (20%)	Good (50%)	OK (20%)	Fair (10%)

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

Excellent (50%)	Good (20%)	OK (10%)	Fair (10%)	NA/DK (10%)

P.12 Taking steps to improve the performance of the board, e.g., board self-evaluation, board education, development of board action plan.
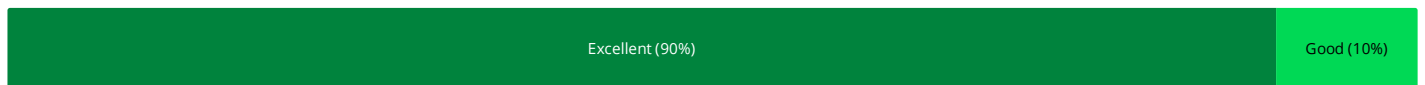
Excellent (50%)	Good (40%)	NA/DK (10%)

Average Score

	Your Board	All Respondents
P.25 Structuring board meetings that enable the board to deliberate on the issues of greatest organizational importance.	3.40	3.37
P.26 Allowing adequate time for board members to ask questions and explore issues.	3.60	3.48
P.27 Using effective meeting practices, such as setting clear agendas, having good facilitation, and managing time well.	3.90	3.58
P.28 Preparing for board meetings, e.g., reading materials in advance, following up on assignments.	3.20	3.46
P.29 Establishing and enforcing policies related to board member attendance.	3.78	3.15
P.30 Taking action when needed.	3.89	3.63

● Your Board   ● All Respondents

P.25 Structuring board meetings that enable the board to deliberate on the issues of greatest organizational importance.

Excellent (50%)	Good (40%)	OK (10%)

P.26 Allowing adequate time for board members to ask questions and explore issues.

Excellent (70%)	Good (20%)	OK (10%)

P.27 Using effective meeting practices, such as setting clear agendas, having good facilitation, and managing time well.

Excellent (90%)	Good (10%)

P.28 Preparing for board meetings, e.g., reading materials in advance, following up on assignments.

Excellent (60%)	Good (10%)	OK (20%)	Fair (10%)

P.29 Establishing and enforcing policies related to board member attendance.

Excellent (70%)	Good (20%)	NA/DK (10%)

P.30 Taking action when needed.

| Excellent (80%)	Good (10%)	NA/DK (10%)

C | Culture

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

2.25

3.33
Average

3.25

0.00   4.00
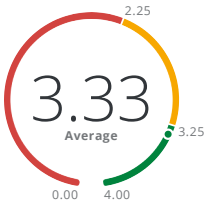
Culture | Section Detail

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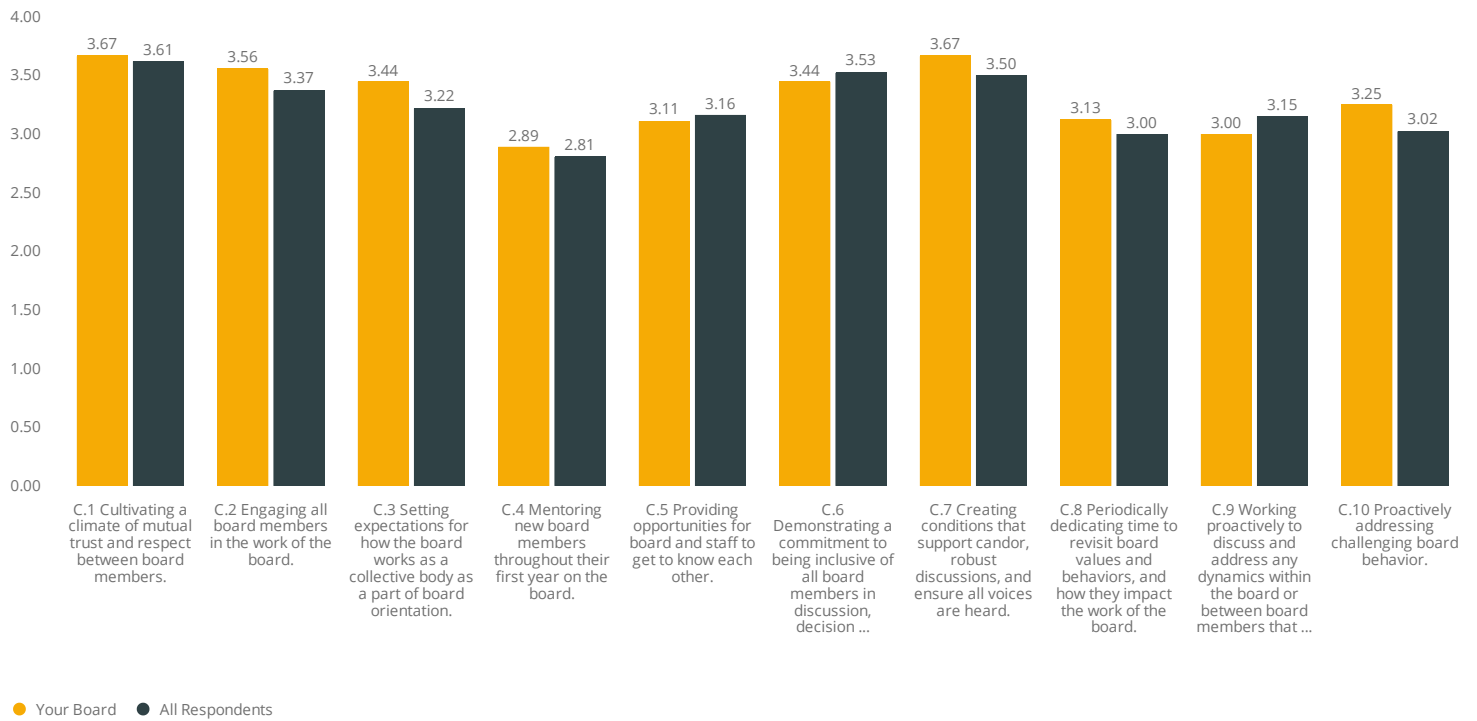
Strengthen Performance Through Action
- Consider board culture as a key factor in board performance.
- Envision, as a team, what an ideal board culture would look like.
- Reflect on what investments have been made to date toward a healthy board culture.

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

|	Your Board	All Respondents
C.1 Cultivating a climate of mutual trust and respect between board members.	3.67	3.61
C.2 Engaging all board members in the work of the board.	3.56	3.37
C.3 Setting expectations for how the board works as a collective body as a part of board orientation.	3.44	3.22
C.4 Mentoring new board members throughout their first year on the board.	2.89	2.81
C.5 Providing opportunities for board and staff to get to know each other.	3.11	3.16
C.6 Demonstrating a commitment to being inclusive of all board members in discussion, decision ...	3.44	3.53
C.7 Creating conditions that support candor, robust discussions, and ensure all voices are heard.	3.67	3.50
C.8 Periodically dedicating time to revisit board values and behaviors, and how they impact the work of the board.	3.13	3.00
C.9 Working proactively to discuss and address any dynamics within the board or between board members that ...	3.00	3.15
C.10 Proactively addressing challenging board behavior.	3.25	3.02

● Your Board ● All Respondents

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.

Excellent (60%)	Good (30%)	NA/DK (10%)

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

Excellent (50%)	Good (40%)	NA/DK (10%)

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

Excellent (40%)	Good (50%)	NA/DK (10%)

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

Excellent (20%)	Good (40%)	OK (30%)	NA/DK (10%)

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

| Excellent (40%) | Good (30%) | OK (10%) | Fair (10%) | NA/DK (10%) |
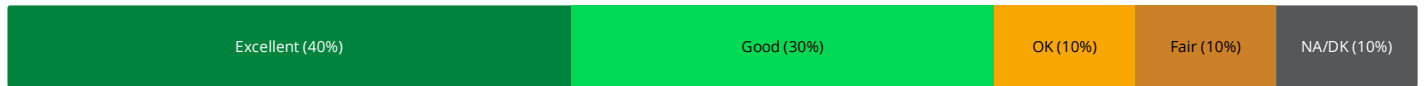
C.6 Demonstrating a commitment to being inclusive of all board members in discussion, decision making, and officer/committee chair selection.

| Excellent (70%) | OK (10%) | Fair (10%) | NA/DK (10%) |

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

| Excellent (70%) | Good (10%) | OK (10%) | NA/DK (10%) |

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

| Excellent (40%) | Good (20%) | OK (10%) | Fair (10%) | NA/DK (20%) |
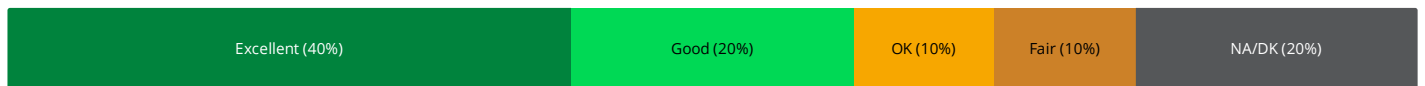
C.9 Working proactively to discuss and address any dynamics within the board or between board members that may be negatively impacting the board's ability to share power equally.

| Excellent (30%) | Good (20%) | OK (10%) | Fair (10%) | NA/DK (30%) |

C.10 Proactively addressing challenging board behavior.

| Excellent (10%) | Good (30%) | NA/DK (60%) |

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

No more results to show

How can the board improve its performance in this area?

W | Work

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

2.25

3.33
Average

3.25

0.00   4.00

Your role score is based on the following responsibilty scores:

	3.24	3.29	3.88	3.13	3.88
4.00					
2.00					
0.00	Mission, Vision, & Strategic Direction	Grantmaking Oversight	Financial Oversight	Chief Exec Partnership & …	Public Image

24
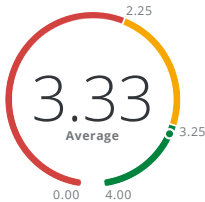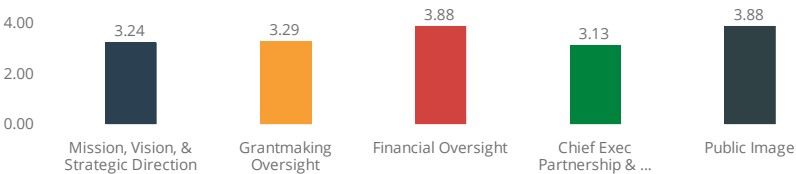
W.10 Considering strategies other than grantmaking to further the foundation's mission, e.g., exercising leadership in the nonprofit and philanthropic sector, convening, public policy advocacy, socially responsible investing, etc.

Excellent (30%)	Good (20%)	OK (20%)	Fair (10%)	NA/DK (20%)

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

Excellent (50%)	Good (40%)	OK (10%)

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

Excellent (20%)	Good (30%)	OK (10%)	NA/DK (40%)

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

Excellent (20%)	Good (40%)	OK (10%)	NA/DK (30%)

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

No more results to show

How can the board improve its performance in this area?

Question Breakdowns

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

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

W.14 Ensuring board members are well-versed in the foundation's grantmaking programs.

Excellent (40%)	Good (20%)	OK (10%)	NA/DK (30%)

W.15 Understanding the grantmaking process, e.g., application process, annual cycle.

Excellent (30%)	Good (10%)	OK (20%)	NA/DK (40%)

W.16 Understanding levels of authorities in the grantmaking process, e.g., staff's level of approval vs. board's level of approval.

Excellent (30%)	Good (30%)	OK (10%)	NA/DK (30%)
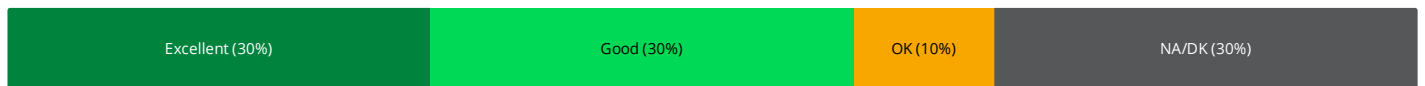
W.17 Approving grantmaking policies and practices, e.g., size and length of grants, types of grants (general operating, capital, matching, etc.), discretionary grants.

Excellent (30%)	Good (10%)	OK (10%)	NA/DK (50%)

W.18 Ensuring the foundation maintains appropriate and constructive relations with grantees.

Excellent (30%)	Good (10%)	Fair (10%)	NA/DK (50%)

W.19 Ensuring the foundation monitors the fulfillment of grants.

Excellent (40%)	Good (20%)	NA/DK (40%)
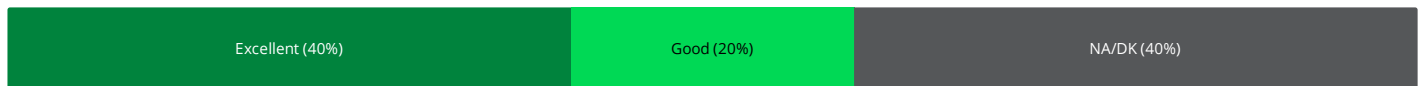
W.20 Ensuring the foundation has adequate infrastructure, such as staff, facilities, and technologies.

Excellent (30%)	Good (20%)	OK (10%)	Fair (10%)	NA/DK (30%)

W.21 Measuring the quality and impact of programs and initiatives.

Excellent (20%)	Good (20%)	OK (20%)	NA/DK (40%)

29
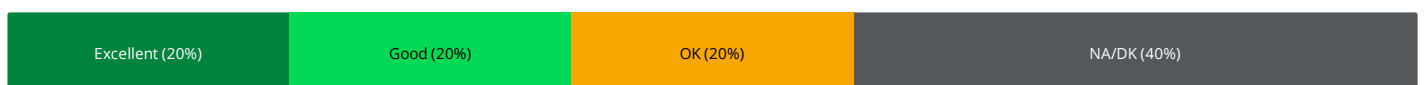
W.44 Encouraging collaboration with other organizations, e.g., foundations, corporations, government agencies, nonprofit organizations.

| Excellent (10%)	Good (30%)	Fair (20%)	Poor (10%)	NA/DK (30%)
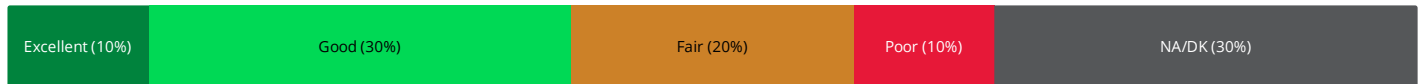
W.45 Supporting and engaging in advocacy efforts that can help the foundation achieve its mission and purposes.

Excellent (10%)	Good (40%)	OK (10%)	Fair (10%)	Poor (10%)	NA/DK (20%)

W.46 Monitoring the impact of relevant policies on the foundation's mission delivery and resources, e.g. local, state, federal, and international.

Excellent (10%)	Good (40%)	OK (20%)	Fair (10%)	Poor (10%)	NA/DK (10%)

W.47 Ensuring the foundation complies with laws and requirements of private foundations, such as self-dealing, expenditures, and public disclosure.

Excellent (90%)	NA/DK (10%)
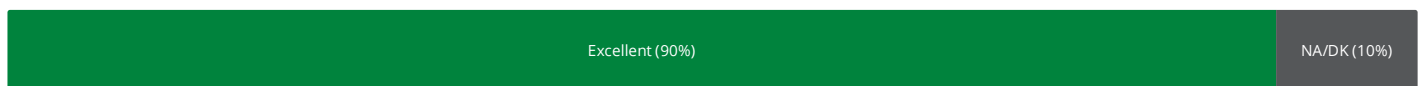
W.48 Measuring foundation practices and performance against standards developed for private foundations, e.g., standards for grantmaking, reporting and disclosure, etc.

Excellent (30%)	Good (50%)	NA/DK (20%)

W.49 Ensuring the foundation regularly and accurately disseminates information about its operations, e.g., grant awards, financial statements, board and staff leadership.

Excellent (80%)	Good (10%)	NA/DK (10%)

To what extent is the board enhancing your foundation's reputation and credibility with the community your foundation serves? Donors and funders to your organization? Public policy decision makers that are in a position to positively (or negatively) impact your organization's work? The general public?

No more results to show

Checklist Of Practices

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:

43%
Yes

75%
90%
0%   100%
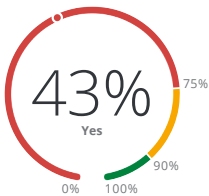
CLP.1 Written mission statement.	CLP.2 Written vision statement.	CLP.3 Written values statement.	CLP.4 Written code of ethics.
Yes	Yes	No	No

CLP.5 Clearly defined and documented approach to organizational strategy.	CLP.6 Has the foundation completed the board leadership practices section of its GuideStar profile?	CLP.7 Has the foundation completed the board and staff demographics section of its GuideStar profile?
	No	No

| Board Practices	Yes
CLP.08 Did the full board formally approve the foundation's annual budget?	96%
CLP.09 Does the full board receive financial reports at least quarterly?	91%
CLP.10 Within the past year, has the foundation obtained a formal independent audit?	98%
CLP.11 Did the board, or a committee of the board, meet with the auditors without ...	88%
CLP.12 Did all board members receive a copy of the foundation's IRS Form 990-PF?	82%
CLP.13 Does the foundation post the most current financial documents, such as annu...	72%
CLP.14 Does the foundation have a whistleblower policy that incorporates a reporti...	79%
CLP.15 Does the foundation have a document retention and destruction policy?	87%
CLP.16 Does the foundation carry adequate directors' and officers' liability insur...	90%
CLP.17 Does the foundation have a written conflict-of-interest policy?	95%
CLP.18 Have all current board members and senior staff signed a conflict-of-intere...	92%

Board Practices

Does your board have the following practices in place?

% of oversight practices your board has in place:

75%
Yes

75%
90%
0% 100%
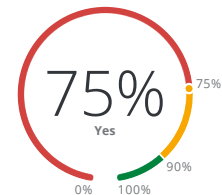
CLP.19 Is a structured, formal orientation held for new board members?	CLP.20 Is the length of board member terms defined?	CLP.21 Is there a maximum number of consecutive years a board member can serve?	CLP.22 Does the board have an annual retreat?
Yes	Yes	Yes	No

CLP.23 Do board committees have written charters or job descriptions?	CLP.24 Is there a written policy specifying the executive committee's roles and powers?	CLP.25 As the chief executive, are you a member of the board – either voting or non-voting?	CLP.25B (If Yes to CLP.25) As the chief executive, are you excluded from participating in board votes?
Yes	Not Applicable	Yes	Yes

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