



NEW Board360™ Report

NONPROFIT COMPANY SAMPLE EXCERPTS

JULY, 2010



Celebrating 10 Years of Building Better Boards!



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The Big Picture

There was a 90% participation rate from the board on the survey. While this is considered a great completion rate, for the most high-performing boards we see a 100% participation level. Full participation indicates a willingness to review the results and implement action items. There may have been mitigating circumstances that did not allow everyone to complete the tool. Overall, this board seems to be in an important phase of its lifecycle where key issues around mission, efficiency and effectiveness of board meetings, overall engagement, and the board's role in fundraising need to be addressed and resolved. In examining the results, the board will see that these are the key areas of concern to many board members or, in some cases the contradiction of answers alone indicates lack of clarity for board members:

Mission

Only half the board members were able to successfully quote the mission. Consideration should be given to how board members can be assisted with learning the mission, a simplified version, or an “elevator” speech. Board members who do not know the mission are not able to be strong ambassadors and therefore are often weak fundraisers. A good question for board members to ask themselves is, “Besides the people in this board room and my spouse/significant other and family, how many people know I am on this board?”

Meetings

Board members do not seem united around the role of the board versus the staff and only 10% of the participants felt board meetings were spent talking about important issues. It is difficult for most boards to elevate the level of discussion at board meetings. There are ways to attempt to change the pattern. Some include adopting a consent agenda and/or requiring the Executive Director to provide a written report of activities in the board packet and reserving only 15 minutes for Q and A at the board meeting. A portion of the board does not think there is a board attendance policy, indicating they are not oriented properly, or that there is not a culture among the peers about making meeting attendance a priority.

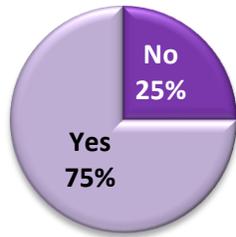
Fundraising

In the area of Resource Development it should be noted that 50% of the board indicated you have a fund development plan, 40% said you do not have a fund development plan and 10% did not know. There is an obvious lack of clarity on this topic. It was also suggested by the answers that not all board members give a personal gift annually to your organization. This could be a cultural issue within the board or a lack of clear expectations during recruitment and orientation, but best practices today for 501(c)(3) organizations are that each board member make a personal gift annually, commensurate with their ability to pay. This is because funders and private givers want to know that the board member, who is charged with mission oversight, transparency and accountability, has donated their own dollars to the mission before asking others to give.

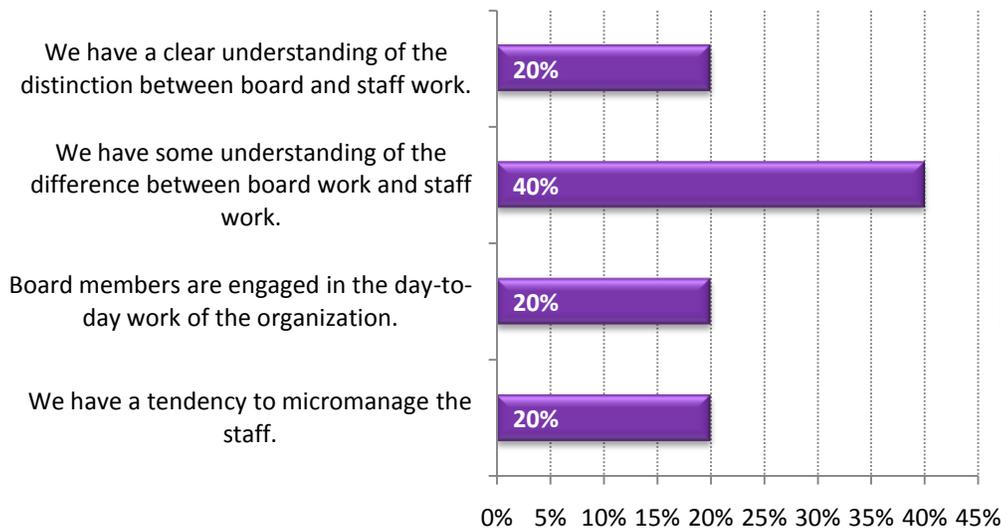
In Closing

The assessment revealed that the board finds their work fun and that there is passion for the nonprofit. It also indicated a high-level of understanding of the CEO/ED's annual review, the strong support of a succession plan and that the board does a compensation analysis annually for the CEO/ED. All believed that the entire board comprehends the financial position of the nonprofit and 100% indicated that the board monitors cash flow. Finally, all board members agree that whistle blower and conflict of interest policies are in place and supported. Please see the Board Action Plan at the end of this report for suggested steps to further build on and enhance your board's governance.

#3: Does your board have a board member job description?

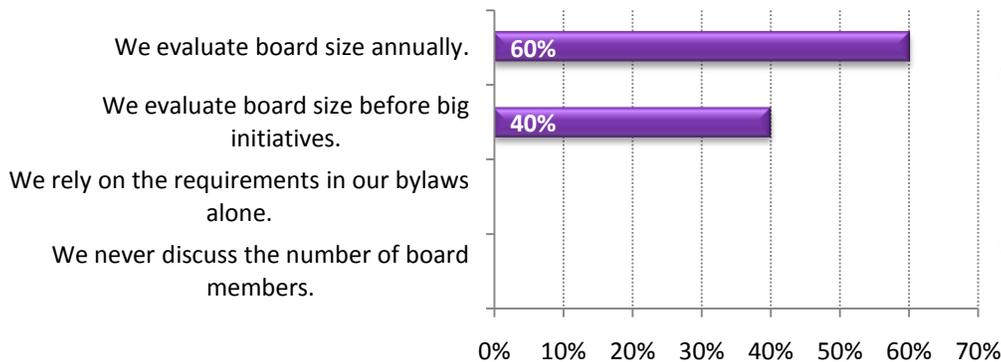


#4: Do board members understand the difference between board and staff decisions (governance vs. management)?



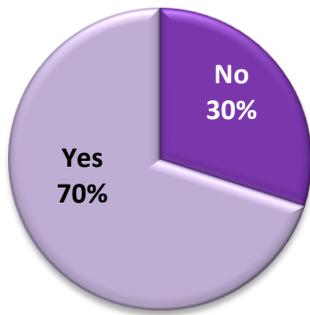
There seems to be a lack of clarity on the board's proper role

#5: Does your board address the issue of board size?

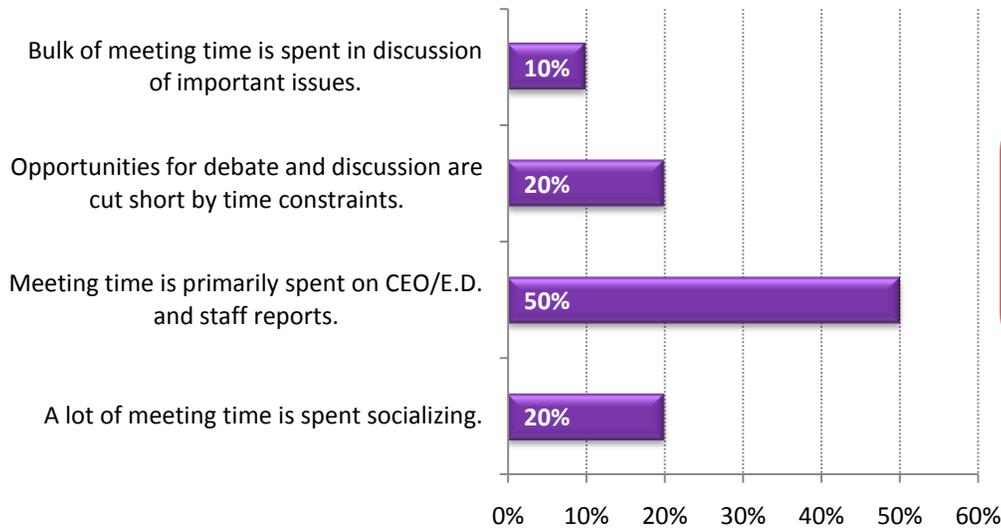


Strategic and thoughtful discussion of board size is an important element of high performance

#22: Do you have a board meeting attendance policy?



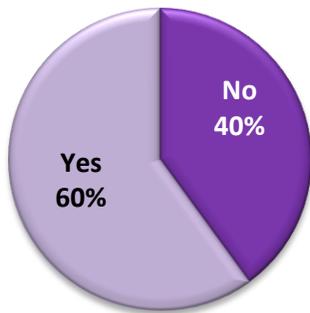
#23: Are your board meetings productive?



Results indicate that the board needs to discuss its agenda and meeting productivity



#24: Are board members actively engaged during meetings?





Action Plan for Nonprofit Company

Note – this section has also been provided as a stand-alone editable file for Nonprofit Company’s ongoing use

Activity/Task	Assigned To	Impact H= High M = Medium L = Low	Effort H= High M = Medium L = Low	Notes/Status
Board Operations				
1. Review the use of a consent agenda		M	M	Consent agenda may help to elevate discussion by letting items that can be read in the board packet and that do not require action , to be approved or accepted in one motion
2. Board Chair & Executive Director to discuss how the Executive Director needs to report to the board at board meetings – written report/verbal		H	M	
3. Consider adopting a standardized Committee Reporting Form to eliminate verbal reports at every board meeting		M	H	The use of a standardized form for all Board Committee reporting allows for boards to keep track of what committees are working on. It creates a high level of accountability for committees. It also means reports can be sent in the board packet and read in advance of board meetings. This can reduce the time needed for meetings and elevate discussion.
Strategic Planning				
1. Discuss revising and updating the strategic plan		H	H	Assessment results indicate the strategic plan is out of date or not being used to drive direction

Activity/Task	Assigned To	Impact H= High M = Medium L = Low	Effort H= High M = Medium L = Low	Notes/Status
Resource Development				
1a. Board Chair to lead discussion with board about its role in fundraising, including:		H	H	Need to adopt a culture of discussions about funding and fundraising
1b. Best practice for 501(c)(3) nonprofits is that 100% of the board participates in annual giving.		H	H	
1c. Draft a Fundraising Plan and adopt it		H	H	Development Committee to begin work on this
Ambassadorship				
1a. Investigate ways to help the board with quoting the mission statement, including:		H	L	
1b. Draft a simple “elevator” speech that any board member can repeat in a minute or less.		H	M	
1c. Print business cards with the nonprofit’s website and address on the front and mission statement on the back. List “Board Member” as the title and give to board members to carry and pass out.		H	M	
1d. Print the mission statement at the top of all board agendas to remind everyone of the mission at every meeting.		H	L	