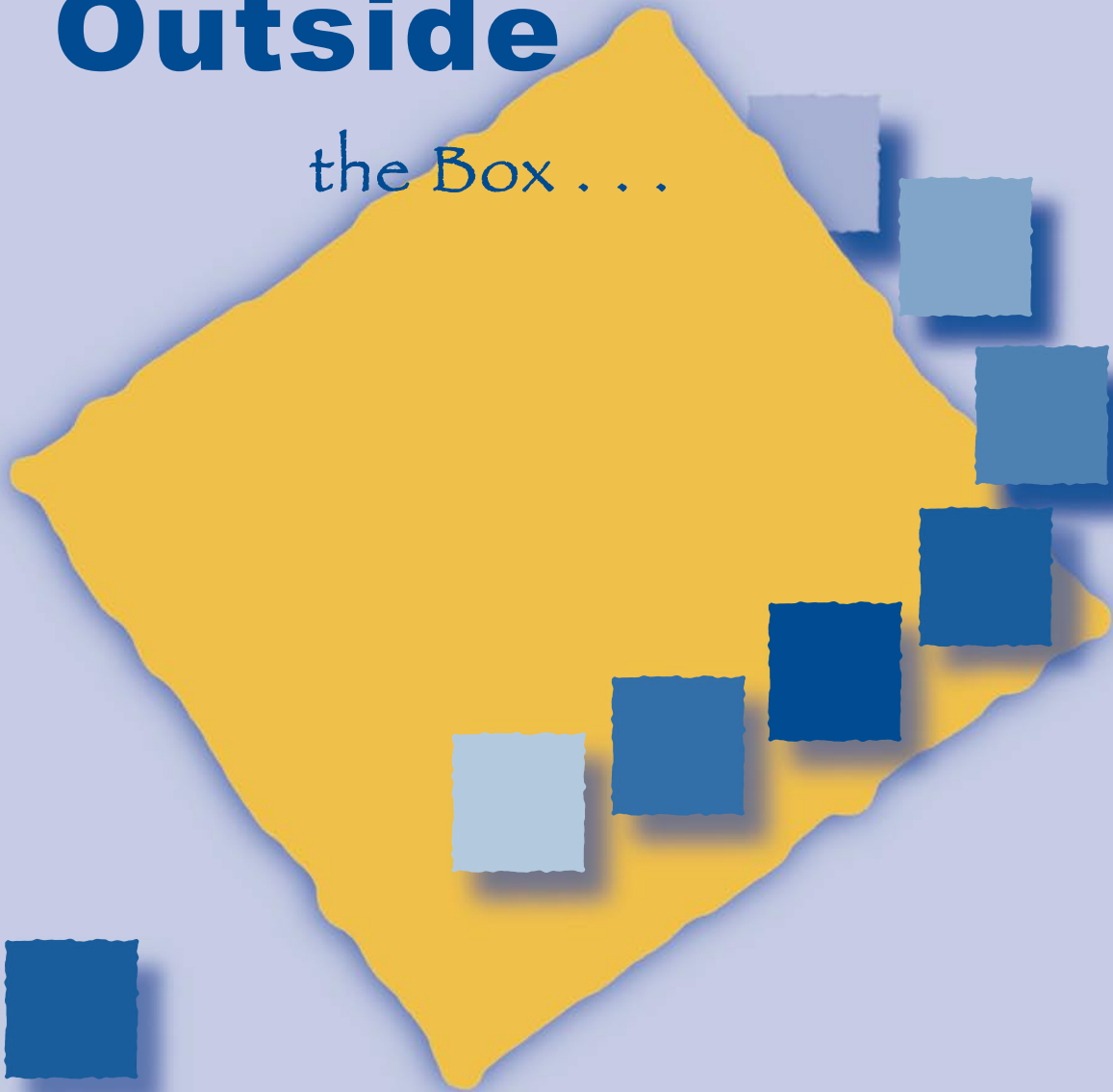


Coloring

Outside

the Box . . .



One Size Does Not
Fit All
In Nonprofit Governance



Kim Sundet Vanderwall
Ellen Benavides
Revised, September
2007



Thanks and Acknowledgements

Our deepest thanks go to all of the individuals and organizations that informed this study. Each person we interviewed spoke with great candor and gave generously of their time and expertise. The list of agencies that participated is included in Appendix 1 on page 28.

Many other people shared their thoughts and energy along the way. In particular, we couldn't have completed this project without the support of the following people.

Advisory Committee

This project was guided and nurtured by the wisdom, experience and hard work of nine seasoned and passionate Advisors. They identified potential organizations for the study, encouraged people to participate, helped to frame the interview questions and interpret the findings. More important, they were a constant source of energy, humor and discovery. The conversations we had were sobering, joyful and inspiring. Much of their insightful wisdom is sprinkled throughout the report. The following are the Advisors and their affiliation during the project!

Judith Alnes, Executive Director of MAP for Nonprofits (St. Paul)

Jim Cook, Executive Director of Sabathani Community Center (Minneapolis)

Saeed Fahia, Executive Director, Confederation of Somali Community in Minnesota (Minneapolis)

Mary Jo Forbord, Executive Director of the Sustainable Farming Association of Minnesota (Starbuck)

Yeeleng Hang, Past Board Chair of Hmong American Partnership (St. Paul)

David Nicholson, Board Chair of Ain Dah Yung (St. Paul)

Magui Rubalcava, Consultant, former Program Director of Hispanics in Philanthropy (Minneapolis)

Lupe Serrano, Executive Director of Casa de Esperanza (St. Paul)

Sally Velzen, Past Board Chair of Action Through Churches Together (Grand Rapids)

Colleagues

Judy Alnes, Executive Director; Sharon McKenna, Office Operations Coordinator; and Mary Nehring, Executive Assistant at MAP for Nonprofits served as our fiscal agent, hosted meetings and provided administrative support.

Ann Johnson, Director and Erica Leistico, Research Assistant at the University of St. Thomas Center for Nonprofit Management helped with the annotated bibliography.

Tricia Matzek, Office of the Minnesota Attorney General reviewed the "11 Non-Negotiables for Nonprofit Boards."

Bryce Tollefson, Heather Wolfgram, Tina Klausung and John Bussjaeger helped manage and analyze the data.

Funders

F. R. Bigelow Foundation

Otto Bremer Foundation

Grotto Foundation

The Jay and Rose Phillips Family Foundation

The Saint Paul Foundation

Travelers Foundation

Coloring Outside The Box – One Size Does Not Fit All In Nonprofit Governance



Table of Contents

Acknowledgements

Executive Summary

2

Background and Scope of the Study

3

Study Results – Answers to some key questions

6

1. How do boards get their work done? **6**
2. Are boards focusing their energy on what they think is important? **7**
3. What do boards struggle with? **9**
4. What helps boards work well together? **11**
5. How are the Executive Directors and Board Chairs doing? **13**
6. What training and resources would help boards be their best? **15**

Conclusions and Discussion Questions

16

1. Know why you do what you do – what is and isn't negotiable. **16**
2. Lack of clarity about the board's role and responsibilities is a challenge for board members and Executive Directors alike. **18**
3. Identity matters. **19**
4. Board structure and systems should help, not hinder the work. **21**
5. It is important to pay attention to the relationship between the Executive Director and the Board Chair. **23**
6. Boards struggle to define who they want on their boards, as well as finding and keeping them engaged. **24**
7. The opportunity for peer learning and support is invaluable. **26**

Appendices

28

1. Organizations that participated in the study **28**
2. Interview questions **29**
3. 11 Nonprofit “Non-Negotiables” **30**
4. Additional data **31**
5. Annotated bibliography **39**
6. Web-based resources **43**
7. How to provide feedback to the authors **44**

Coloring Outside The Box – One Size Does Not Fit All In Nonprofit Governance

Executive Summary

The report presents findings and recommendations from community and organizational leaders about ways to improve board functionality and effectiveness. We also propose discussion questions to facilitate conversations between staff and board leaders about their roles and responsibilities in maintaining the culture and values of the organization.

Two themes stood out when people were asked to talk about what helped their board function well: 1) having agreement about the culture and purpose of the organization among board members; and 2) having structure and systems in place to help the board do its work. In addition, at least a quarter of the agencies said that good communication, mutual respect, and/or good leadership and facilitation helped their boards function well.

Several key themes emerged when people were asked to describe what their boards struggled with: 1) getting board members in the room together and keeping them engaged; 2) having clarity and agreement about what the board's job includes; 3) recruiting and retaining committed board members; and 4) structuring meeting time effectively. In addition, at least one-quarter of the 40 agencies involved in the study struggled with fundraising, financial oversight, communication and connection, and transition and succession planning.

Key Messages

1. Know why you do what you do – what is and isn't negotiable. Beyond the board's "non-negotiable" responsibilities, there is ample room to be creative about how to get the work done.
2. Lack of clarity about the board's role and responsibilities is a challenge for board members and Executive Directors alike.
3. Identity matters; the culture and purpose of the organization are major factors in board operations, whether acknowledged and articulated or not.
4. Board structure and systems should help, not hinder the work.
5. It is important to pay attention to the relationship between the Executive Director and the Board Chair.
6. Boards struggle to define who they want on their boards, as well as finding and keeping them engaged.
7. The opportunity for peer learning and support is invaluable.

Recommendations

- ~ Know what you must do as a board.
- ~ Find a way to make that happen in as streamlined a way as possible.
- ~ Be creative and think outside the box!
- ~ Keep the spirit of the organization alive in all you do.
- ~ Challenge those who provide technical assistance to boards to present standards and best practices in a way that takes size, resources and culture into account.

Background and Scope of the Study

Why we started this project

Most books and resources about board governance are designed with larger organizations in mind. In reality, one size does not fit all. Smaller grassroots organizations and organizations based in cultural or rural communities have different priorities, perspectives and resources than their larger or more mainstream counterparts.

The idea for the study was born out of many years of conversations with and requests for assistance from leaders of nonprofit agencies struggling in isolation with how to help their board function well. We thought it would be helpful to take a closer look at the experiences of these leaders and use their wisdom to develop a new framework for thinking about governance that is realistic, practical and helpful.

This report recounts conversations with 117 leaders from 40 organizations throughout Minnesota. For many of the people interviewed, this was their first chance to talk through their experiences and learn that they were not alone. The stories they told were rich and heart-warming examples of people who care, giving generously of their time and energy to make Minnesota a better place. They also include stories of frustration and missed opportunities as a result of trying to fit into a model that simply wasn't designed for them.

Agency selection criteria and process

Advisory Committee members and funders identified 120 agencies throughout Minnesota for consideration in the study. The list was narrowed down to 49 agencies that represented a mix of budget size, community served and geographic location. Of these, interviews were conducted with leaders of 40 agencies in the fall of 2005. Following is a snapshot of the 40 organizations. There are overlaps between some of the categories.

| | | Size of Budget | | | | Geographic Base | | | Total |
|-----------------|--------------------------------------|----------------|-----------------|-----------------|----------|-----------------|------------|-----------|-------|
| | | < \$125K | \$126 to \$300K | \$301 to \$749K | > \$750K | Metro Area | Greater MN | Statewide | |
| Cultural Base | Community of Color & American Indian | 3 | 3 | 3 | 5 | 10 | 4 | 2 | 14 |
| | Immigrant & Refugee | 2 | 3 | 5 | 2 | 10 | 2 | 1 | 12 |
| | Non-specific | 6 | 5 | 7 | 2 | 11 | 9 | 6 | 20 |
| Geographic Base | Metro Area | 3 | 6 | 11 | 7 | | | | 27 |
| | Greater Minnesota | 7 | 4 | 1 | 1 | | | | 13 |
| | Statewide | 2 | 1 | 4 | 0 | | | | 7 |
| Total | | 10 | 10 | 12 | 8 | | | | 40 |

Background and Scope of the Study

Description of participating agencies

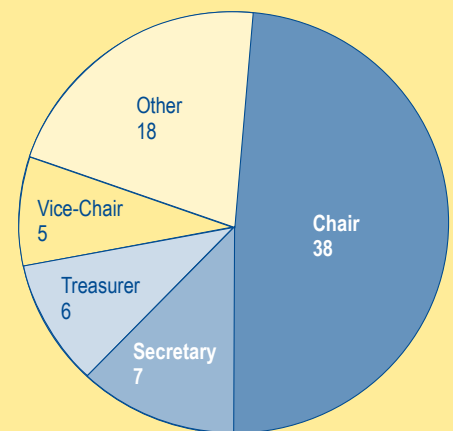
While there were many similarities among the agencies we interviewed, there was also a great deal of diversity in terms of budget and staff size. Thirty-three (85%) organizations provide direct service. Seventeen (43%) are advocacy and education organizations, and six (15%) do grassroots organizing. A number of the organizations use a combination of these approaches. Following are some further descriptions of the agencies.

| Factor | Median | Range | Details |
|---------------------------|-----------|-----------------|---|
| Age of organization | 1992 | 1924 to 2003 | One agency started in 1924. All others were formed in 1967 or later. Seven of the agencies were started in the 2000s. |
| Budget size | \$355,000 | \$22K to \$4.5M | One agency had a budget of \$4.5M. Half of the organizations had budgets of \$300K or less. Ten agencies had budgets under \$125K. |
| Staff size in FTEs | 6 | 0.5 to 75 | One agency had 75 FTEs. There were no other agencies with more than 28 FTEs. Eleven agencies had two or fewer FTEs. |
| Executive Director tenure | 7 years | 0.5 to 26 years | Two Executive Directors had tenures over 25 years; eight Executive Directors had two or fewer years in their roles. One organization had no Executive Director. |
| Board size | 11 | 4 to 33 | One agency had 33 board members. No other organization had more than 18. Eight agencies had five or fewer board members. |

Interviews and data

In each of the 40 agencies, the Executive Director and Board Chair were invited to participate. They were asked to identify a third person to be interviewed as well. A total of 117 interviews were conducted with 43 staff and 74 board members. One agency had no Executive Director, while another agency had two Executive Directors. In six of the agencies, we interviewed either the Assistant Executive Director or other staff in leadership positions. In addition to the 38 Board Chairs interviewed, 36 board members served as past-Chair, vice-Chair, Secretary or Treasurer. The remaining 17 individuals represented additional board perspectives. Of the 117 interviews, 106 were conducted face to face and 11 were conducted by telephone.

Which board members were interviewed?



Background and Scope of the Study

The interviews ranged from forty-five minutes to two hours. People were asked to describe their role in the organization, the organizational values and who the agency was set up to serve. Participants were also asked about how the organization recruited and retained board members, how the board was structured, how they got their work done, how they made decisions and how they measured their effectiveness.

In order to best connect with and affirm the realities of the wide variety of people we talked with, the interviews were conducted as conversations rather than using a multiple choice survey tool. The interview questions are included in Appendix 2 on page 29.

Some of the survey responses are presented at the individual level, while others are combined and presented for the organization as a whole. For example, a person or organization might give many answers to a question such as “What does your board struggle with?” As a result, the total number of responses is greater than the number of individuals or organizations in the study. In some cases, the number of people that answered a given question is smaller than 117 – due to the informal nature of the conversations.

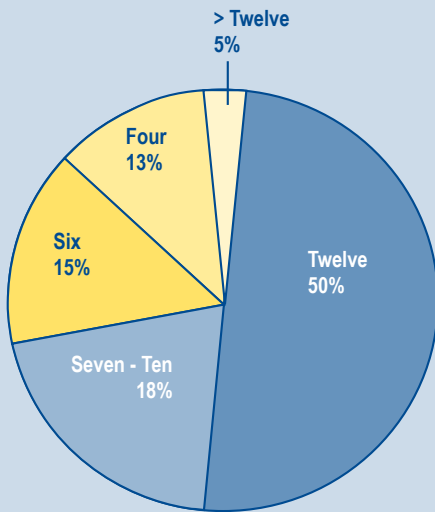
While the interview and agency selection methodology we used limit our ability to make generalizations about our findings beyond the organizations that participated in the study, we hope this information will help boards raise and discuss questions about how they can organize themselves to best guide their organizations.

We invite you to talk with your colleagues and us about the issues raised here. In Appendix 7 on page 44, you'll find a feedback form. Please use it to tell us about your reactions to the report.

The body of this report includes key findings and themes that surfaced in our conversations. You'll find more information about responses to specific interview questions in Appendix 4 on page 31, along with analyses by budget size, cultural community, geographic base and organizational approach. In some cases there is also a breakdown between staff and board responses.

1 How do boards get their work done?

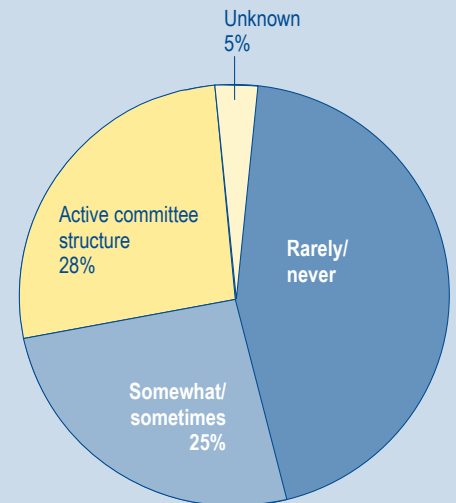
The Minnesota Council of Nonprofits suggests that boards should meet at least quarterly. Organizations in this study met between 4 and 26 times per year, 2 met more than monthly, 20 met monthly, 6 met every other month, 5 met quarterly and 7 met between 7-10 times per year. The average meeting time was slightly under two hours. Several boards were in the process of, or had recently changed meeting frequency, trying to find the best balance between board availability, using people’s time well, and/or to allow the board to focus more on “big picture” and policy discussions.



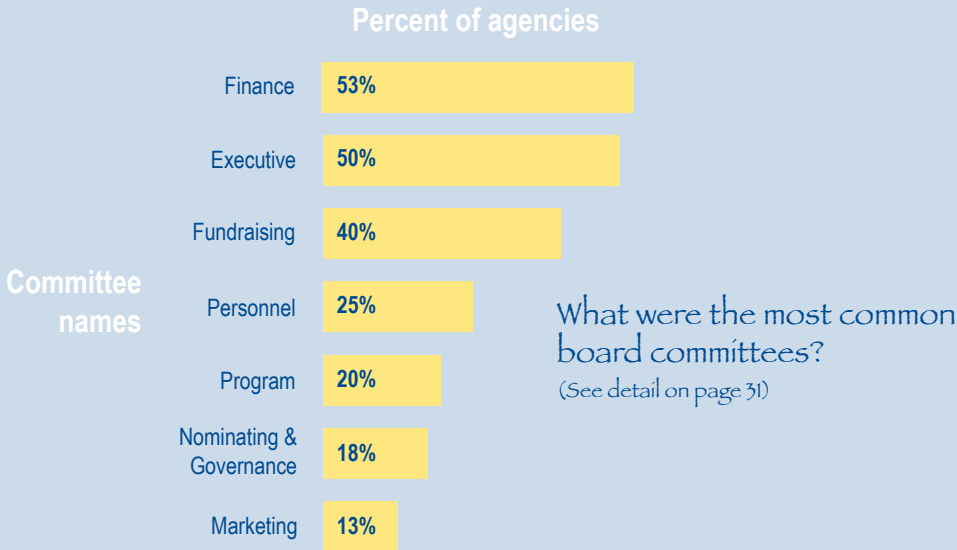
Frequency of board meetings:
How many times a year do boards meet?
(See detail on page 38)

Seventeen (43%) of the agencies rarely or never used board committees, while eleven (28%) of the agencies had active committee structures where much of the board work got done.

Do boards get their work done through committees?
(See detail on page 31)



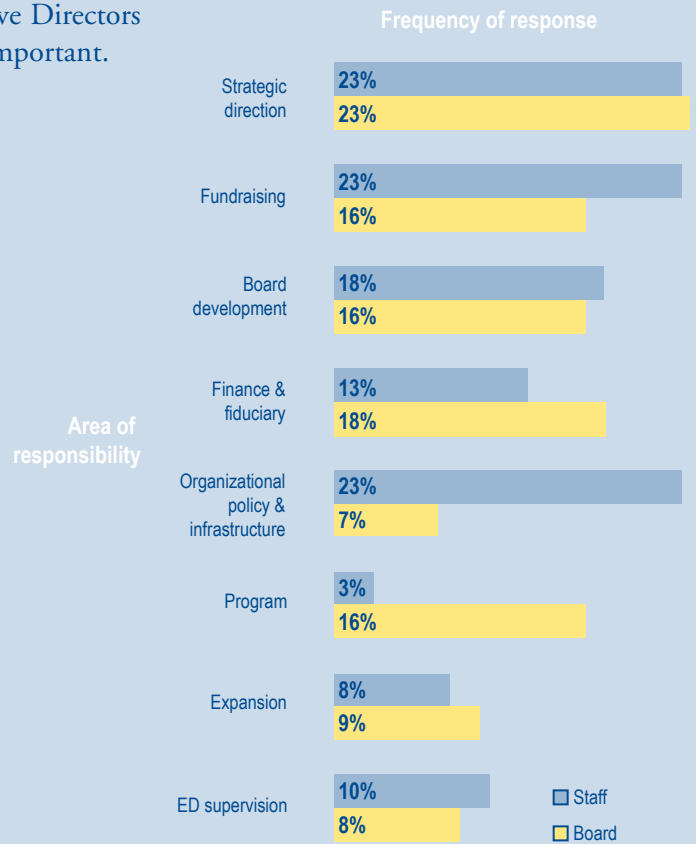
Half of the organizations have executive and finance committees. In 15 (37%) of the agencies, the Executive Committee was perceived as playing a strong leadership role. One Executive Director wondered if the Executive Committee’s role might not be too strong in their agency. “We don’t seem to get many people beyond Executive Committee members to our full board meetings. Then it’s like we rehash the same conversation – because the Executive Committee has already discussed the issue. I wonder if the others feel like outsiders?”



2 Are boards focusing their energy on what they think is important?

We asked several questions to find out what people think the board’s job is. Setting strategic direction was the activity listed as the most important thing the board had done in the last year. Fundraising, strengthening the board and managing fiduciary responsibilities were also mentioned frequently. In the areas of organizational infrastructure and program, Executive Directors and board members had different perceptions about what was important.

What is the most important thing your board did in the last year?
(See more detailed information on page 32)



Study Results

When asked what was most important for the board to focus on in the next year, Executive Directors in particular mentioned board development and fundraising far more often than any other activity. Board members and Executive Directors also differed significantly in their perspectives about strategic planning, fiduciary responsibility and program development.



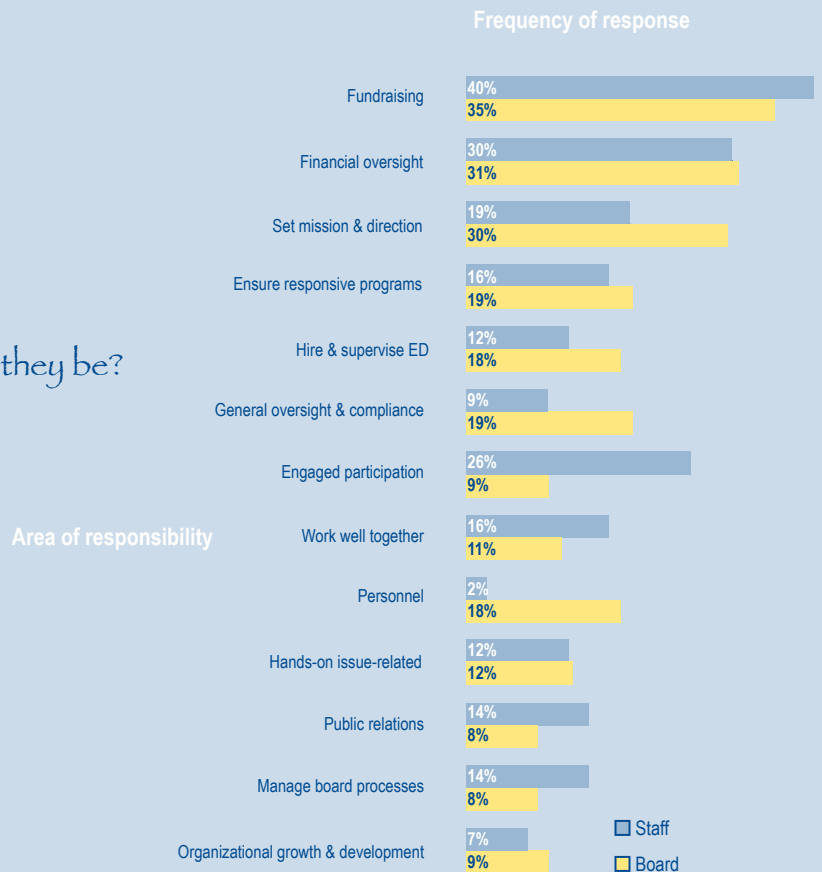
What is the most important thing your board needs to focus on in the next year?

(See more detailed information on page 33)

People were asked what the board should stay focused on if they could only do three things. The most common responses were 1) raising funds; 2) providing financial oversight; and 3) setting the mission/direction for the agency. Many responses were about how board members play their role. For example, 28 percent of the responses were about being truly engaged with the organization and working well together. Executive Directors were particularly concerned about these areas.

Priorities: What should they be?

(See detail on page 34)



3

What do boards struggle with?

When asked what their boards struggled with, a few key themes emerged: getting people in the room together and keeping them engaged; getting clarity and agreement about what the board’s job is; recruiting and retaining committed board members; and structuring effective meeting time. In addition, at least one-quarter of the 40 agencies said they struggled with: fundraising, financial oversight, communication and connection, and transition and succession planning.

Recruiting and retaining committed board members.

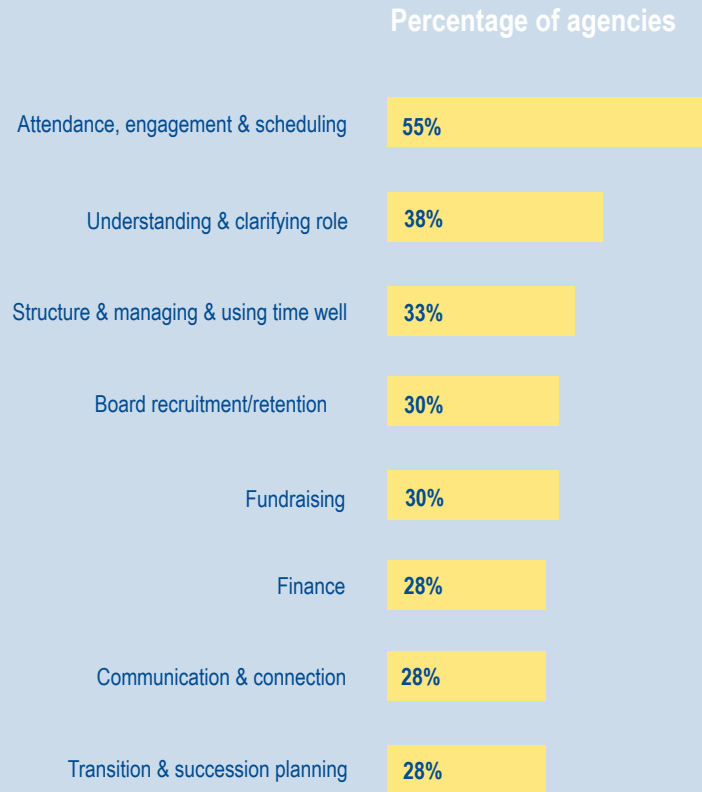
Twelve (30%) of the agencies struggle with board recruitment and retention. When people were asked what lessons they had learned along the way, or what advice they had for others, being more strategic in board recruitment rose to the top. Almost half reported having little or no process for recruiting board members. One agency that had recently gone through a transition of leadership talked about how unprepared they were for so many of their colleagues to move on when the founder left the organization. Another Board Chair said, “We had one board member who recruited three people to the board. When his term was up and he left, they stopped coming as well. That doesn’t appear to be a very good way to recruit board members.”

In another agency, board membership had come to be seen as a continuation of leadership development opportunities for program participants. As a result, the overall board balance of skills and interests began to be somewhat lop-sided, as well as overtaking the broader sense of to whom the organization was accountable. It also meant the board members had some sense of indebtedness to the staff, who had been their mentors. The Executive Director said, “We thought we were being very progressive and responsive in the way we were ‘constituent-led’. We got too insular with that approach. Now we are trying to rethink the whole thing.”

At the other end of the spectrum, another agency has a very thorough process. The Board Affairs Committee and Board Chair identify the skill sets and which “slots” will be vacant in the future, as well as generating a list of prospective candidates. They also select the appropriate person to approach candidates one year in advance. This makes it hard to say “no” and gives candidates time to learn about the organization. A middle-ground approach is to invite prospective members to work on specific committees in order to learn more about the organization prior to serving on the board.

What do boards struggle with?

(See detail on page 35)



Study Results

Several organizations were in the process of changing from a “representative government” model (chapter representatives occupying board seats, or the general membership nominating and electing new board members at the annual meeting) to a board that is more accountable to the entire organization. The Executive Director and board members spoke about challenges to board cohesion and the ability to groom future leaders as reasons for the change. “Board members who are supposed to be ‘representative’ end up coming with their own agendas. Without clarity around a common purpose, we get pulled all over the place.”

Getting clarity and agreement about the board’s role and responsibilities. Fifteen (38%) of the agencies struggle with a lack of clarity about their roles and responsibilities. When asked what lessons they had learned along the way, or for advice for other boards, getting clarity about roles and responsibilities was frequently mentioned. When asked what training or resources would help the board function well, 27 percent of the comments were about training on board governance, roles and responsibilities. Thirty-eight percent of the comments were about training on specific skills related to nonprofit oversight, particularly in the areas of fundraising and understanding financials.

“Like any sub-sector of the community, there is a group who are the people you call. This is that group. That makes it a real challenge to get full engagement. They are overcommitted. The pace of accomplishing things is very slow.”

Board member

Getting busy people in the room together and keeping them engaged. Twenty-two (55%) of the agencies interviewed struggle with board member engagement, attendance and scheduling issues. As one board member said, “There have been challenges getting a quorum over the last six months. People have busy lives and so it’s difficult to find a time of day that works for everyone.” In one agency, board members reported feeling frustration with the level of commitment and participation of some of their peers; “Being a board member involves more than just showing up for board meetings.” A board member of another agency said, “I feel like I should be doing so much more, but I just don’t know how I could fit one more thing into my life.”

People serving on the smallest boards appear to make the greatest commitment of time. Among boards with six or more members, the average board meeting lasted slightly over 1.75 hours. The average length of meetings for boards with five or fewer members was 2.5 hours.



One board member of a small organization who works for a large nonprofit asked, “Is the burden on members of small boards always so great? I see our large board at my place of work and how different their role is. They have money for food, administrative support, etc. We are a working board. There are so few of us, it feels like the expectations are so great. Is there a way to streamline this down? We have so many little things we could be present at. It’s hard to say no – but I would be here every day if I didn’t.”

Structuring effective meeting time. Thirteen (33%) of the agencies struggle with lack of structure or using time well. As one board member said, “Because materials are not available in advance and the Executive Director is overburdened, the level of conversation is not as high as it could be. There is a lack of structure, specifics and strategy at board meetings that makes follow-through less likely to happen.” In another agency, the Board Chair said, “Meetings used to drag on and on. Most members had never been on a board before and didn’t know how to identify the most relevant issues to discuss. I finally created a form to help committees frame their presentations.”

4 What helps boards work well together?

When asked what helped their board function well, two themes stood out strongly: having alignment around organizational culture and purpose among board members; and having structure and systems in place to help the board do its work. In addition, at least a quarter of the agencies said that good communication, mutual respect, and/or good leadership and facilitation helped the board function well.

What helps boards work well together?

(See detail on page 35)



Study Results

“There is a familiarity that develops among the board members. We start as acquaintances and then develop genuine friendships. The atmosphere is like being at your kitchen table. There is lots of laughter and conversation. The group has camaraderie and mutual enjoyment. We work hard, but always have fun.”

Executive Director

Alignment around organizational culture and purpose. When asked to describe what helps their board work well together, twenty-two (55%) of the agencies said having common vision, passion and mission among the board members made a difference. Eighteen (45%) of the agencies said having a sense of connection and informality with one another allowed boards to function in ways that reflect cultural norms and values. One Board Chair said, “Always start with dinner. There’s a lot of chit chat. The meeting is very informal.”

These are components of the organizational culture and purpose, which is influenced by cultural community, geographic location, mission, and personal beliefs and experiences. As one individual said, “Our board members come from different countries in our region of the world, but they have common cultural roots. The similarities help them feel at home and understand each other. The differences make them conscious of respecting each person’s culture. They can let the Executive Director know how any given action will play in their own culture.”

Structure and systems to help the board do its work. Eighteen (45%) of the organizations reported that having adequate systems and structures in place allows the board to attend to its business, think strategically and create a climate where decisions can be made in a proactive and deliberate fashion. This was seen most strongly in the larger organizations and those not based in a cultural community. When asked what advice they had for other boards, the most common response was to get board structure in place. Similarly, the third most frequent response to the question about “What lessons have you learned along the way?” was to put structure in place.

As one individual reported, “There are no surprises at board meetings. Everyone is briefed, understands what their committee responsibilities are and use staff well to maintain clear communications.” Another organization uses what they call an “accountability chart.” At the end of each meeting, people write on the chart what they are going to do before the next meeting. It gives the organization a clear way to track follow-up and makes it obvious if only a few people are doing all the work.

5

How are Executive Directors and Board Chairs doing?

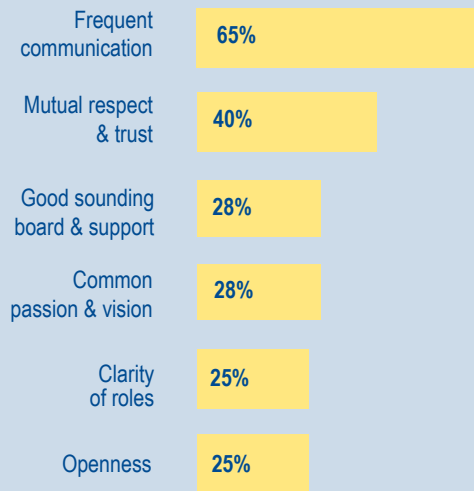
Among the organizations we interviewed, twenty-six (65%) reported a positive relationship between the Board Chair and Executive Director. By contrast, in seven (18%) of the organizations, the relationship was described as problematic.

What helps make a good relationship?

(See detail on page 36)

The following were identified by at least a quarter of the agencies as things that were helpful to creating and maintaining a healthy relationship between the Executive Director and Board Chair:

Percentage of agencies



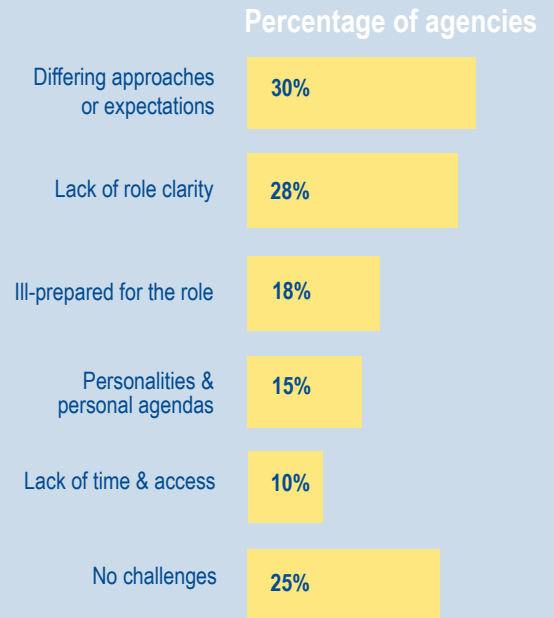
Frequent communication. In twenty-six (65%) of the organizations, frequent communication was listed as a key to the Executive Director and the Board Chair working well together. Many Board Chairs and Executive Directors described weekly, if not daily contact by phone, e-mail and in person. These conversations were an opportunity to jointly develop strategy, to act as a sounding board, or to clarify roles and responsibilities.

Mutual respect and trust. In sixteen (40%) of the agencies, mutual respect and trust was listed as the foundation for a good working relationship. For example, both the Executive Director and Board Chair of one organization described their relationship as very close and strong, one that emphasizes their mutual respect and care for the future of the organization. The Chair is accessible, likes to know what’s happening and is ready to offer help in any way. He describes his role as acting like a coach to an extremely smart, connected and scrupulously honest Executive Director.

Study Results

What can challenge the relationship?
(See detail on page 36)

When asked what challenges the Executive Directors and Board Chairs faced, the following issues were most commonly listed:



Differing approaches or expectations. In twelve (30%) of the organizations, differing approaches or expectations had proved challenging for the Executive Director and Board Chair relationship. For example, the Board Chair and Executive Director of one organization struggle with the approaches they bring to the table. One has a corporate approach of efficiency, results orientation and bottom-line focus; the other has a social service orientation and lack of resources. The Executive Director expresses it this way, “The corporate folks are chop, chop, chop. The nonprofit folks are stir, stir, stir. We need to find a middle ground.”

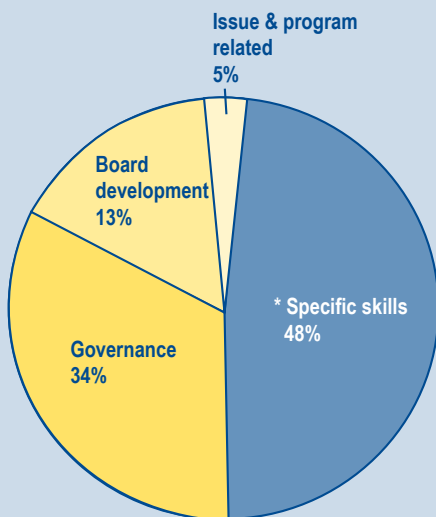
Lack of role clarity. Fifteen (38%) of the agencies struggle with a lack of clarity about their roles and responsibilities. For example, one Executive Director is new to the role, uncertain about boundaries of authority, has no training in working with a board, and has had bad experiences with boards in the past. The Executive Director is reluctant to let the board play a full role, and at the same time, needs the board to be more active; “I have seen two other boards destroy the place. I partly want more help and partly fear what more involvement could bring.”

6

What training and resources would help boards be their best?

We asked people what training or resources would help their board be more effective. People talked of wanting training to be affordable and accessible. They spoke of the need for very basic level training, in the language of the group, and locally based, especially for people from Greater Minnesota.

A number of specific content areas for training were identified, including non-profit oversight, board governance, board development, roles and responsibilities and program related training. Within the category of specific skills related to oversight, fundraising and finance were most commonly mentioned. Other skills included planning, evaluation, succession planning, legal and staff support.



What training or support would help the board be most effective?

(See detail on page 37)

* Specific skill areas in which people want training.

- 20% Financials
- 20% Fundraising
- 13% Planning & evaluation
- 11% Succession planning
- 11% Legal & compliance
- 9% Staff support
- 16% Other skills

Conclusions and Discussion Questions

Conversations with agency leaders and Project Advisors also identified some core issues that affect how nonprofit boards function. These issues are highlighted in the following stories and discussion questions as a means to engage board members and Executive Directors in candid conversations about how and why they do what they do.

1

Know why you do what you do – what is and isn't negotiable.

A subtle thread throughout our conversations was that people don't always know why their boards do what they do. Sometimes it seemed to relate to what they had learned from books or trainers. Other times it appeared to be an evolved habit or practice that had come to be accepted as the norm within the organization. David Renz' 2004 article reinforced the idea that while it is common for boards to "borrow" by-laws or practices from other organizations, unless the information is adapted to reflect the organization's culture and needs, it may be of limited value.

The reality, resources and developmental stage of each organization are different; an organization with two staff, a budget of \$125,000 and a board of six people requires a different infrastructure and governance process than an organization with a \$4.5 million budget and 33 board members. Yet, these differences aren't reflected in training materials or literature for nonprofit boards.

One Project Advisor described it well when they said, "I'm relatively new to being on a board. A few years ago I went to a training that was pretty good, but I came away feeling that there were all kinds of things that we should be doing and weren't. I now see that there isn't just one way. Each board has to struggle with defining its role and process. That's a good thing because it helps the organization articulate things rather than go through motions they don't understand."

It is not mandatory to use Robert's Rules of Order. What is important is to make sure that once decisions are made, they are documented. This assures that the board can articulate and codify how they make decisions in a way that is clear, consistent and fair.

One example is the widespread use of Robert's Rules of Order. All but one of the organizations interviewed used some form of Robert's Rules of Order, usually meaning that they "make, second and vote on motions." They seemed to perceive it as a given that boards must use this process. This was described as a challenge for some, especially in immigrant organizations where traditional elders are not accustomed to the process.

One organization had found a process that worked better for them: the "high five." At the end of a discussion, someone summarizes what he or she believes the group has come to agree upon, and then they ask for high fives. If anyone doesn't high five (slap hands), they go back and re-discuss. If a majority of the group high fives and they have discussed the issue as long as it makes sense, they move ahead with majority rule.

There are, in fact, only a few things that a board must do by law. These "Non-Negotiables" are included in Appendix 3 on page 30.

Conclusions and Discussion Questions

11 Nonprofit “Non-Negotiables”

See Appendix 3 for full text

1. Have at least three board members.
2. Uphold the organization’s mission and use resources wisely and in keeping with the law.
3. Make information about financials and program accomplishments available to the board and public.
4. Comply with all federal, state and local laws concerning fundraising practices, including registration and annual reporting.
5. Ensure that fundraising communications include clear, accurate and honest information about the organization and the intended use of funds.
6. Spend funds responsibly and in compliance with funding agreements.
7. Send a written acknowledgement to everyone who gives at least \$75 and gets something in return for his or her donation.
8. Do not share, trade or sell contact information for any donor without their prior permission.
9. Comply with all federal, state and local employment laws and regulations.
10. Get an annual, independent audit if revenues exceed \$350,000.
11. Report any lobbying activities and follow laws governing those activities.

It is critical that boards know what parts of their responsibilities are non-negotiable. Once a board is confident it has met these legal, financial and ethical obligations however, the culture and values of the organization’s governing body should guide the way it conducts its business. The board can decide what it has the time, resources, interest and skills to do, rather than assuming it has to do everything.

Questions for board discussion

1. How will we make sure we take care of our core responsibilities?
2. What do we have the time and interest to do beyond these core responsibilities?
3. What else do we want to take on as a board, given our resources and the people we have at the table?

Conclusions and Discussion Questions

2

Lack of clarity about the board's role and responsibilities is a challenge for board members and Executive Directors alike.

Lack of clarity about roles was a common theme in many of the interviews. Fifteen (38%) of the agencies said they struggle with a lack of clarity about their roles and responsibilities. When asked what lessons they had learned along the way, or for advice to give other boards, getting clarity about roles and responsibilities was frequently mentioned. Some board members wondered whether it was appropriate for them to be involved in staff disputes or hiring decisions. Others felt that the Executive Director took care of everything, causing them to question their own relevance and contribution to the organization.

“Board members need to be clear about their roles and in their conduct. They are ‘trustees’ and as such should reflect this in their behavior and interaction with fellow board members and staff. While board members are to empower and support the staff, they should not be involved in the office politics unless they are in violation of their agency, state and federal statutes.”

Project Advisor

Where there were challenges, Executive Directors expressed frustration over lack of help from their boards, especially in the area of fundraising. Board members expressed frustration over not knowing how to be of most help in their roles.

The bottom line. Financial oversight is a critical non-negotiable, and one that causes consternation among many board members and Executive Directors. One quarter of the agencies reported that they really had no process in place for the board to ensure that fiduciary responsibilities were being taken care of. It was not uncommon to hear people say, “Our Treasurer makes sure that the finances are all right.” Or, “The Executive Director takes care of that.”

One Executive Director said, “Because my board doesn’t know how to do real oversight, they focus on line items in my budget. We can spend an hour on how much parking costs.” Another Executive Director suggested that the board should not be held responsible for financial oversight. “Could we develop a new model in which one board ‘pod’ looks at fiduciary responsibilities and the rest look at programming and connection to community?”

When asked what training would help them do their job better, training and tools for financial oversight ranked high. Specifically, they wanted basic training on how to read financial statements, tools that would make oversight easier and models of how to do oversight.

Give, get or get off? Project Advisors spoke at length about what they perceived to be a “myth” about fundraising as a priority for boards, a message that is reinforced in training materials and nonprofit literature.

Conclusions and Discussion Questions

A common theme expressed in many interviews was the need to have people with money, or with connections to money, on their boards in order to successfully raise funds. Several Executive Directors spoke about the importance of being able to assure funders that their boards were “100% contributors,” while others had recently adopted individual development plans.

In reality, however, most of these organizations do not have people of means on their boards. Particularly for organizations where many of the board members have low incomes, the debate continues. One thing is clear. Executive Directors are worried about money and want more help in raising it.

Questions for board discussion

1. Will the board play a role in fundraising? What role will that be?
2. What other strategies can be pursued to meet the financial needs of the organization?
3. What process do we have in place for financial oversight? Would it help us to find outside resources to assist us in this area?

3

Identity matters.

In their 1998 research, Holland and Jackson described how boards are more comfortable discussing task oriented topics. The authors emphasized that factors such as group dynamics, relationships, learning styles, conflicts and culture are important in helping boards function well. Our conversations with Project Advisors and agencies underscored the importance of culture as a major factor in board effectiveness, whether acknowledged and articulated, or not. When articulated and agreed upon, it can unite and mobilize the board. When not agreed upon and articulated, the opposite can be true.

Some organizations are very explicit about their values. For example, six (15%) of the organizations interviewed do grassroots organizing. In these organizations, co-leadership and a lack of hierarchy are strong values that impact everything from how they work in the community to what their governance structure is – and these values about equality are constantly stated and discussed. For example, one Greater Minnesota organization shows prospective board members exactly what they stand for during the recruiting interviews. “We have very specific values we expect board members to uphold. We expect our board members not to perpetuate discrimination of any form.”

“People are attracted to an organization because of the spirit (culture and mission) of the work. They stay if they see the spirit is alive and well.”

Project Advisor

Conclusions and Discussion Questions

Many cultural and organizational values go unstated, however. One organization described their experience by saying, “In our culture, saving face is very important. People are very thoughtful about how they respond to things so as not to embarrass anyone. We come to help each other – not to hurt.” This is not documented anywhere; it is understood by people from within the culture who follow traditional ways. People from outside the culture, or those who are not as close to traditional ways, must pick this up by watching others in action.

The male Executive Director of one organization spoke of how culture influences the way they do fundraising. “I ask board members to meet with funders. Most program officers are women. In my culture, women speak with women. I’m always uncomfortable when I find myself meeting alone with a woman. And it is really difficult for me to challenge funders. In my culture it is impolite to ask why we were denied funding, for example.”

The culture of an organization is not static. In one new immigrant community organization, the Board Chair described two types of people: 1) those who follow the old way; and 2) those who follow a newer way. Most on the board are the “old style” people who tend to be less concerned with or aware of the official business the board has to get done, but are very experienced in how to help families in a cultural context. The younger, bi-cultural board members tend to focus more on legal and business requirements. The chair said, “I have been here a long time. I grew up here. I may have lost some of the respectful and honoring ways of doing things. I learn from the old style leaders. They help me strengthen my own cultural identity. I’m always trying to balance the two perspectives and make sure we honor each other.”

Organizational culture shapes everything we do, whether we know it or not. Periodic conversations about organizational culture can help board members connect, focus and remember why they want to be part of the organization. If the board is struggling, this conversation can help uncover the root of the issue. Clarity and agreement in this area can lay the ground for smooth sailing in all areas of board work.

Questions for board discussion

1. Why do we exist? What difference do we hope to make in the world?
2. How does our cultural background shape the way we work together?
3. What are our values?
4. What are our beliefs about power and authority? How does that play out in our board functioning?
5. What is our natural way of making decisions?
6. How will we work together?

4

Board structure and systems should help, not hinder the work.

How a board decides to accomplish its work may vary, depending on the organization's culture, values, size, resources and stage of development. Other factors that influence the level of structure include the complexity and diversity of an organization's funding base, changes in mission or focus, and special projects – such as launching a capital campaign.

In one organization, leaders decided that their selection process might mislead prospective board members about the culture of the organization. What's more, they worried that it might intimidate the very people they were looking to recruit. They decided to replace their lengthy board application form with a more informal conversational format.

Another organization added structure to their meeting as part of becoming a policy board. They knew they had to be purposeful about structuring the agenda and process to help them move away from the level of informality that supported their activities as a working board.

A third agency no longer uses standing committees, preferring to engage the entire board in discussions about program and policy issues. Yet another has reduced the board by one-half and has revised its bylaws to reflect this change in structure.

“I wonder sometimes about organizations that spend a lot of time grappling with hierarchy. I think that keeps them too internally focused and distracts them from focusing on their mission. When the spirit of the organization is really alive, you don't tend to hear those conversations so much.”

Project Advisor

One small statewide organization has found a good balance, given their needs and resources. They meet quarterly for two hours. To accommodate travel issues, one meeting is in Northern Minnesota, one is in the Twin Cities and two are held in Central Minnesota. In between meetings there are monthly phone calls to keep everyone connected and to deal with any pressing issues. These can be as short as 30 minutes, depending on the agenda.

An unofficial copy of the minutes – more like a to-do or follow-up list goes out a few days after the meeting. That helps everyone get moving on the things they agreed to do. The meeting agenda, official minutes, financial report and background materials are sent out one week before if the issues are big, a few days before if nothing much is happening. Financials are mailed, the rest goes by e-mail.

In addition to the Executive Committee, the group just established two committees that meet for 90 minutes before the full board meetings: Finance (fundraising and budget development) and Program (everything else). The committees generate potential solutions and/or make recommendations to the full board.

Conclusions and Discussion Questions

Some agencies prefer to use an annual calendar and send materials out in advance, while others prefer to meet in a more relaxed and social setting to share food and stories before talking about the business of the organization. Striking the right balance is important. Too much structure or formality in a small organization with few resources can be a drain on the board and staff. Too little structure in an organization with a large board can result in a lack of focus and people feeling that their time is not being well spent.

Consider back-office support. Many conversations we had begged the question of whether there is a minimum size at which being an independent organization makes sense. When an organization is very small, the administrative overhead is proportionately greater than in a larger organization. Several creative solutions were described in the interviews. For example, one small organization had set up a relationship with a corporate sponsor to manage their cash flow. Project Advisors talked about the value of host organizations or incubators: larger organizations that can provide “back office” support so that a small organization can focus its energy on program and services.

Questions for board discussion

1. Does our process allow us to be ready to discuss and make decisions?
2. Does the board have the information it needs in order to make decisions? Is it in a format that is most helpful/accessible/timely?
3. Are we organized in a way that allows us to plan or think strategically about our future?
4. Does our process help people become part of the team? Is it easy to participate?
5. Does it feel like we have the right balance of structure and flexibility? Does it feel natural or forced?
6. Are there ways we could streamline our business?

5

It is important to pay attention to the relationship between the Executive Director and the Board Chair.

Central to the functioning of the board and the organization is the relationship between the Executive Director and the Board Chair. In ten (25%) of the agencies interviewed, individuals reported never having had a challenge between the Executive Director and the Board Chair. One Advisor said, “But it isn’t only about support. It’s also about accountability. How do you balance the two? A lack of challenges doesn’t necessarily mean the roles are being played toward the best of the organization.”

Jan Masaoka and Mike Allison’s 2005 article, “Why Boards Don’t Govern,” clearly describes the paradox between the board’s supporting and governing roles, and the importance of seeking and rewarding board members who exhibit the qualities of critical thought, discernment and a questioning attitude.

Project Advisors talked about how difficult it is to deal with conflict and accountability without feeling like it needs to get adversarial, as well as addressing dysfunction once it gets started. “In the absence of role clarity, there is a lot of room for personality clash. Role clarity helps reduce this.”

These conversations illustrate the findings of CompassPoint’s national survey of nonprofit Executive Directors in 2006, where “frustrations with boards of directors and institutional funders, lack of management and administrative support, and below-market compensation add stress to a role that can be challenging even in the best of circumstances.”

“I’ve seen a lot of problems over the years between Executive Directors and Board Chairs. Usually, they don’t deal openly with the conflict. If they don’t, who will?”

When you ‘stuff’ things, you build up resentment. It takes strong leadership to flag the problem and deal with it directly.”

Project Advisor

Questions for Executive Director and Board Chair discussion

1. How often should we connect with each other to plan our work?
2. How can we best support each other?
3. What do I need from you?
4. What will we do if we find ourselves stepping on each other’s toes?
5. What criteria do you use to judge my performance?

Conclusions and Discussion Questions



Boards struggle to define who they want on their boards, as well as finding and keeping them engaged.

By law, a board must have at least three members. Many experts recommend that a board should be made up of at least seven people unrelated to each other or staff. This can prove to be difficult for organizations based in smaller communities or

new immigrant communities where many people are related to each other or have multiple relationships with each other in other settings as well. Project Advisors felt it was important for boards to address conflicts of interest. As one Advisor commented, “In small communities, the same people are involved everywhere. It’s so important to discuss it – to make sure people are thinking about the potential for problems.”

Similarly, it can be problematic for organizations to set term limits, particularly for organizations based in cultural communities where elders are seen as essential sources of wisdom. It is difficult to ask a respected elder to step down from a board because a certain amount of time has passed. However, the need for fresh voices and leadership development is a key point of concern.

One Executive Director said, “It is difficult to recruit board members who come from our region of the world. In my country, people had experience in family or individual businesses. They don’t have experience in private nonprofit organizations. Volunteering as a board member in this kind of context is not the norm where we’re from. People often come thinking they will gain materially from being on the board. Some have left when they didn’t.”

“Recruitment is a challenge both within and outside of some of our communities. We cannot keep having this discussion--we’ve got to solve it once and for all!”

Project Advisor

Twenty-six of the agencies (66%) have term limits in place, while six (15%) do not. At least 37 percent do not follow their term limits.

Conclusions and Discussion Questions

Organizations grapple with whether to include people from outside their community in order to get skills or connections they want. The result may or may not be successful, depending on how clear the organization is about who they are and who they recruit. In one organization, a person from outside their community was recruited to fill a specific skill gap on the board. They described their experience by saying, “I’m a little reluctant to push – feeling not ‘of’ the community. The board is very constituent-based. As long as that is what it is, I don’t belong. I stay pretty silent in the meetings. Frequently things happen that I don’t agree with. But as a person from a different culture, it’s not my role to shape how we do things.”

Project Advisors talked at length about how many board recruitment strategies end up not respecting members of the community the agency is organized to serve. One Advisor described how, “In our agencies, when we start ‘professionalizing’ the board, we leave our own people behind in the discussions. And then, when others recruit a member of our community, it so often feels like tokenism.”

“If my time is not being well spent and there is no focus, I’ve got plenty of other responsibilities to attend to.”

Project Advisor

Questions for board discussion

1. Who do we need on our board and how do we find them?
2. What skills and perspectives would help us do our board job well?
3. What do we gain/lose by including people from outside our community on our board?
4. How many of us are related to each other or know each other from other settings around this table? When will this prove helpful and when might it be problematic? How will we manage that?
5. How will we make sure we balance all perspectives, once they are at the table?

Conclusions and Discussion Questions



The opportunity for peer learning and support is invaluable

A frequent comment during interviews was “Now you’ve got me thinking.” Or “Why do we do that?” Or “I’m going to go back and work on that.”

The Project Advisors emphasized the value of talking and learning in a group setting with peers. As one Advisor put it, “Isolation is bad – camaraderie is good.” Another said, “The opportunity to meet with people from other boards was fun, challenging and energizing. In Greater Minnesota we don’t get that opportunity

very much. There’s a lot of isolation out here.”

Peer learning is helpful because it grounds people in reality and helps them get a sense of what is normal and actually happening in the trenches. When asked what struck them about the Advisory Committee conversations, one

Project Advisors talked about how important it is to have real discussions with varied and sometimes conflicting opinions. “Take our Advisory Committee process. I thought we’d get spoon fed a bunch of things to react to. It went so much deeper. None of us felt there was a right answer, so we got engaged and really dug into things. And we made so many connections. Why don’t boards of directors have this kind of discussion? It feels like people spend a lot of time watching and trying to understand what others are saying and why things happen the way they do in a board meeting. We didn’t do that on the Advisory Committee. We added to each other’s thoughts - it was really collaborative.”

Advisor said, “I realize that I was a little naïve to think that everything should run smoothly – or that it runs smoothly in other boards. Every board has their challenges – that’s a condition of life.”

Another Advisor said, “Reading this report – and seeing the data, gave me a sense that I’m all right. I need as many pats on the back as I can get. This is hard work. This project also gave me permission to get more creative about how to get things done. This was a great learning process for me. I really looked forward to every meeting. We rarely get the opportunity to sit and learn together – really challenge our thinking rather than be told what the right answer is. I would certainly do it all over again!”

Finding common ground seemed very important to the Advisors. One said, “I was struck by how much agreement we had on what’s important. We’re all so different. I thought it would get contentious. But we had a surprising amount of clarity.”

“Being part of this process increased my knowledge and skills. And I’ve been in the business for a long time. I loved getting pushed to realize that I could be more creative.”

Project Advisor

Conclusions and Discussion Questions

Another Advisor echoed that sentiment. “It’s essential to find the time to learn from each other and support each other. Working in a rural setting is very isolating. Thanks to this project, I discovered a world of nonprofit leaders that, beforehand, I didn’t think I’d have much in common with. I didn’t think there would be that much common ground between urban and rural perspectives. It was a life changing experience for me.”

“Connections with peers are really important. People have a lot of passion about what happens in their communities. The synergy that comes out of putting those passions together is really powerful.”

Recommendations

- Know what you must do as a board.
- Find a way to make that happen in as streamlined a way as possible.
- Be creative and think outside the box!
- Keep the spirit of the organization alive in all you do.
- Challenge those who provide technical assistance to boards to present standards and best practices in a way that takes size, resources and culture into account.

Appendix 1: Organizations That Participated In The Study

| <i>Organization</i> | <i>Location of Central Office</i> |
|---|-----------------------------------|
| Action Through Churches Together | Grand Rapids |
| Advocates for Family Peace | Grand Rapids |
| African Community Services in Minnesota | Minneapolis |
| American Indian Family Center | St. Paul |
| Asian Women United of Minnesota | St. Paul |
| Association for the Advancement of Hmong Women in Minnesota | St. Paul |
| Central Minnesota Sexual Assault Center | St. Cloud |
| Comunidades Latinos Unidos en Servicio | St. Paul |
| Dakota Wicohan | Granite Falls |
| Dakota Woodlands | Eagan |
| District 202 | Minneapolis |
| East Hillside Patch | Duluth |
| Hmong Cultural Center | St. Paul |
| Hopkins Area Family Resource Center | Hopkins |
| The Jeremiah Program | Minneapolis |
| Jewish Community Action | St. Paul |
| Kids Voting Minnesota | Duluth |
| Kinship of Greater Minneapolis | Minneapolis |
| Korean Service Center | Minneapolis |
| Lao Advancement Organization of America | Minneapolis |
| Latino Economic Development Center | Minneapolis |
| Mental Health Consumer Survivor Network | St. Paul |
| Minnesota African Women's Association | Minneapolis |
| Minnesota Citizens Federation North East | Duluth |
| Mujeres Unidas Del Red River Valley | Moorhead |
| National Association For the Mentally Ill of Minnesota | St. Paul |
| Native American Community Clinic | Minneapolis |
| Organizing Apprenticeship Project | Minneapolis |
| People Escaping Poverty Project | Moorhead |
| Phyllis Wheatley Community Center | Minneapolis |
| The Portage for Youth | St. Paul |
| Pro-Choice Resources | Minneapolis |
| The Refuge Network | Cambridge |
| Somali Benadiri Community of Minnesota | Minneapolis |
| St. Paul American Indians in Unity | St. Paul |
| Sustainable Farming Association of Minnesota | Starbuck |
| Urban Hope Ministries | Minneapolis |
| Urban Partnership & Community Development Corporation | St. Paul |
| The Welcome Center Inc. | Austin |
| White Earth Land Recovery Project | Ponsford |

Appendix 2: Board Governance Study Interview Questions

- 1) Tell us a little about you and your organization.
 - a) How long have you been in your position? How did you come to your role with the organization?
 - b) For whom was your agency created? Who do you serve? To whom are you accountable?
 - c) What values guide your work?
- 2) How is your board structured?
 - a) How many people are on your board?
 - b) Who do you want on your board?
 - c) What is your process for board recruitment and selection?
 - d) What kind of training or orientation do they get?
 - e) How does it get things done? (Frequency and duration of meetings, committees, etc.)
- 3) How does your board work?
 - a) What do you talk about at meetings? What do board members get most excited about? What do they like to focus on?
 - b) How does the board make decisions? How do you keep track of the decisions you make? (Who takes minutes? What do they include?)
 - c) What is the most important thing your board did in the past year? What is the most important thing the board needs to deal with in the next year?
 - d) How do you deal with differences on your board? Do class and culture come into play? How much of your process is about personalities? How much is about structure?
 - e) What have you found that really helps your board work well together? What do you do well together?
 - f) What does the board really struggle with?
- 4) How do you decide who does what?
 - a) How do you decide what needs board action? How is the board meeting agenda developed?
 - b) What is your relationship with your board chair? What really works? What challenges have you faced?
 - c) How do you keep clarity between your role and the board's role? How do you hold each other accountable? Describe where you have checks and balances in place and where you don't.
- 5) What would help your board work better?
 - a) How do you measure the board's effectiveness?
 - b) How does the board ensure compliance with legal, financial and ethical obligations?
 - c) If you were going to streamline down to the bare necessities, what three things would your board make sure to get done?
 - d) What would you never do again?
 - e) What kinds of resources, training, etc. would help the board be more effective?
- 6) If you were to give one piece of advice to another organization about their board, what would it be?

Appendix 3: 11 Nonprofit “Non-Negotiables”¹

1. Nonprofit boards must consist of no fewer than three members.
2. Nonprofit board members are responsible for upholding the organization’s mission and using its resources wisely and in accordance with the law.
3. Nonprofits must make certain information available to the public and board members, including IRS Form 990 for the previous three years and clear statements of program service accomplishments in Part III of IRS Form 990 and IRS Form 1023, Application for Recognition of Exemption.
4. Nonprofits must comply with all federal, state and local laws concerning fundraising practices, including registration and annual reporting with the Office of the Minnesota Attorney General and the Office of the Secretary of State.
5. Fundraising communications should include clear, accurate and honest information about the organization, its activities and the intended use of funds. Minnesota Statutes 309.566 describes key disclosures, such as the tax deductibility of contributions and the geographic location where the funds will be used.
6. Nonprofits have a legal obligation to expend funds responsibly in compliance with conditions attached to funding, including the management and use of restricted funds.
7. Nonprofits must send a written acknowledgement to all donors who make a donation in excess of \$75 that is partly a contribution and partly for goods and/or services, and should also send a written acknowledgement to all donors who made contributions of \$250 or more in cash or property in the previous calendar year.
8. Nonprofits must not share, trade or sell contact information for any donor without prior permission from the donor.
9. Nonprofits must comply with all federal, state and local employment laws and regulations when hiring and employing personnel, including withholding and payment of payroll taxes, federal, state and Social Security taxes and filing with the Minnesota Department of Economic Security.
10. If a nonprofit’s total revenues for the previous fiscal year exceed \$350,000, it must ensure that its financial statements are audited, certified and prepared in accordance with sound accounting practices.
11. Nonprofits that engage in lobbying activities subject to state and federal reporting requirements must file accurate and timely reports on their lobbying activities, comply with all laws governing politics and elections, and ensure that no federal funds are used for this purpose.

¹ Sources: Minnesota Charities Review Council Accountability Standards, Minnesota Council of Nonprofits Best Practices, Office of the Minnesota Attorney General and the Twin Cities United Way

Appendix 4: Additional Data

1) Is there an executive committee that plays a strong/leadership role?

| | Budget Size | | | | | Cultural Base | | | Location | | | Approach | | | | | | | | | | | | |
|--------------------------------|-------------|---------------|---------------|----------|---------------|------------------|--------------|-------|------------|-----------|------------|----------|----------|-----|----|-----|----|-----|----|-----|----|-----|---|-----|
| | < \$125K | \$126 to 300K | \$301 to 749K | > \$750K | Com. of Color | Immigrant & Ref. | Non-specific | Metro | Greater MN | Slatewide | Organizing | Service | Advocacy | | | | | | | | | | | |
| Overall | 15 | 38% | 4 | 40% | 2 | 20% | 6 | 50% | 3 | 38% | 4 | 29% | 11 | 41% | 4 | 67% | 20 | 61% | 10 | 59% | | | | |
| Yes | 6 | 60% | 8 | 80% | 6 | 50% | 5 | 63% | 10 | 71% | 11 | 92% | 9 | 45% | 16 | 59% | 1 | 14% | 2 | 50% | 13 | 39% | 7 | 41% |
| No | 10 | 10 | 12 | 8 | 14 | 14 | 20 | 27 | 13 | 7 | 6 | 33 | 17 | 17 | | | | | | | | | | |
| Number of Organizations | 40 | | | | | | | | | | | | | | | | | | | | | | | |

*All 40 organizations answered this question.

2) Do boards get their work done through committees?

| | Budget Size | | | | | Cultural Base | | | Location | | | Approach | | | | | | | | | | | | | | |
|--|-------------|---------------|---------------|----------|---------------|------------------|--------------|-------|------------|-----------|------------|----------|----------|-----|---|-----|----|-----|---|-----|---|-----|----|-----|---|-----|
| | < \$125K | \$126 to 300K | \$301 to 749K | > \$750K | Com. of Color | Immigrant & Ref. | Non-specific | Metro | Greater MN | Slatewide | Organizing | Service | Advocacy | | | | | | | | | | | | | |
| Overall | 17 | 43% | 6 | 60% | 4 | 40% | 4 | 33% | 3 | 38% | 12 | 44% | 5 | 39% | 3 | 43% | 12 | 44% | 7 | 35% | 3 | 50% | 14 | 42% | 8 | 47% |
| Rarely or never have committees | 0 | 0% | 4 | 40% | 4 | 40% | 4 | 33% | 2 | 25% | 4 | 33% | 2 | 14% | 7 | 26% | 3 | 23% | 1 | 14% | 1 | 17% | 8 | 24% | 4 | 24% |
| Have some committees, may or may not all be active | 4 | 40% | 0 | 0% | 4 | 40% | 4 | 33% | 3 | 38% | 1 | 8% | 4 | 29% | 7 | 26% | 4 | 31% | 3 | 43% | 2 | 33% | 9 | 27% | 5 | 29% |
| Active committee structure where a lot of work gets done | 0 | 0% | 2 | 20% | 0 | 0% | 0 | 0% | 2 | 14% | 1 | 8% | 1 | 8% | 1 | 4% | 1 | 8% | 0 | 0% | 0 | 0% | 2 | 6% | 0 | 0% |
| Unknown | 10 | 10 | 12 | 8 | 14 | 14 | 20 | 27 | 13 | 7 | 6 | 33 | 17 | 17 | | | | | | | | | | | | |
| Number of Organizations | 40 | | | | | | | | | | | | | | | | | | | | | | | | | |

*38 (95%) of 40 organizations answered this question.

3) What board committees does the organization have?

| | Budget Size | | | | | Cultural Base | | | Location | | | Approach | | | | | | | | | | | | | | | | |
|--------------------------------|-------------|---------------|---------------|----------|---------------|------------------|--------------|-------|------------|-----------|------------|----------|----------|-----|----|-----|----|-----|----|-----|----|-----|----|-----|----|-----|---|-----|
| | < \$125K | \$126 to 300K | \$301 to 749K | > \$750K | Com. of Color | Immigrant & Ref. | Non-specific | Metro | Greater MN | Slatewide | Organizing | Service | Advocacy | | | | | | | | | | | | | | | |
| Overall | 21 | 53% | 3 | 30% | 4 | 40% | 8 | 67% | 6 | 75% | 6 | 43% | 5 | 42% | 13 | 65% | 14 | 52% | 7 | 54% | 4 | 67% | 16 | 49% | 10 | 59% | | |
| Finance | 20 | 50% | 4 | 40% | 2 | 20% | 9 | 75% | 5 | 63% | 6 | 43% | 5 | 42% | 12 | 60% | 16 | 59% | 4 | 31% | 6 | 86% | 3 | 50% | 17 | 52% | 8 | 47% |
| Executive | 16 | 40% | 1 | 10% | 3 | 30% | 8 | 67% | 4 | 50% | 5 | 36% | 5 | 42% | 9 | 45% | 13 | 48% | 3 | 23% | 3 | 43% | 1 | 17% | 14 | 42% | 6 | 35% |
| Fundraising | 10 | 25% | 1 | 10% | 4 | 40% | 1 | 8% | 4 | 50% | 2 | 14% | 3 | 25% | 6 | 30% | 5 | 19% | 5 | 39% | 0 | 0% | 2 | 33% | 8 | 24% | 4 | 24% |
| Personnel | 8 | 20% | 3 | 30% | 2 | 20% | 1 | 8% | 2 | 25% | 3 | 21% | 2 | 17% | 4 | 20% | 6 | 22% | 3 | 23% | 2 | 29% | 1 | 17% | 8 | 24% | 3 | 18% |
| Program | 7 | 18% | 1 | 10% | 0 | 0% | 3 | 25% | 3 | 38% | 2 | 14% | 1 | 8% | 4 | 20% | 4 | 15% | 2 | 15% | 0 | 0% | 2 | 33% | 4 | 12% | 2 | 12% |
| Nominating & Governance | 5 | 13% | 1 | 10% | 1 | 10% | 3 | 25% | 0 | 0% | 1 | 7% | 2 | 17% | 3 | 15% | 3 | 11% | 2 | 15% | 1 | 14% | 1 | 17% | 4 | 12% | 2 | 12% |
| Marketing | 4 | 10% | 0 | 0% | 1 | 10% | 2 | 17% | 1 | 13% | 1 | 7% | 1 | 8% | 3 | 15% | 3 | 11% | 1 | 8% | 1 | 14% | 1 | 17% | 3 | 9% | 3 | 18% |
| Ad Hoc | 3 | 8% | 0 | 0% | 1 | 10% | 1 | 8% | 1 | 13% | 1 | 7% | 1 | 8% | 1 | 5% | 3 | 11% | 0 | 0% | 0 | 0% | 0 | 0% | 3 | 9% | 0 | 0% |
| Events | 3 | 8% | 1 | 10% | 0 | 0% | 1 | 8% | 1 | 13% | 1 | 7% | 1 | 8% | 2 | 10% | 2 | 7% | 1 | 8% | 0 | 0% | 0 | 0% | 3 | 9% | 1 | 6% |
| Facilities & building | 11 | 28% | 1 | 10% | 2 | 20% | 4 | 33% | 4 | 50% | 3 | 21% | 2 | 17% | 7 | 35% | 8 | 30% | 3 | 23% | 3 | 43% | 3 | 50% | 6 | 18% | 7 | 41% |
| Other committee | 9 | 23% | 4 | 40% | 1 | 10% | 2 | 17% | 2 | 25% | 5 | 36% | 4 | 33% | 2 | 10% | 5 | 19% | 4 | 31% | 0 | 0% | 1 | 17% | 8 | 24% | 5 | 29% |
| None | 2 | 5% | 0 | 0% | 2 | 20% | 0 | 0% | 2 | 14% | 1 | 8% | 1 | 8% | 0 | 0% | 1 | 4% | 1 | 8% | 0 | 0% | 0 | 0% | 2 | 6% | 0 | 0% |
| Unknown | 119 | | 20 | | 23 | | 43 | | 33 | | 67 | | 83 | | 36 | | 20 | | 19 | | 96 | | 51 | | 17 | | | |
| Number of Responses | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of Organizations | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | |

*38 (95%) of 40 organizations answered this question.

4) What is the most important thing the board did in the last year? (By type of organization)

| | Budget Size | | | | | | Cultural Base | | | Location | | | Approach | | | | | | | | | | | | | | | | | |
|--|-------------|---------|-----|---------------|-----|---------------|---------------|----------|-----|--------------|-----------------|--------------|----------|------------|-----------|------------|---------|----------|----|-----|----|-----|----|-----|-----|-----|-----|-----|----|-----|
| | Overall | <\$125K | | \$126 to 300K | | \$301 to 749K | | > \$750K | | Com of Color | Immigrant & Ref | Non-specific | Metro | Greater MN | Statewide | Organizing | Service | Advocacy | | | | | | | | | | | | |
| | | 26 | 22% | 7 | 24% | 5 | 17% | 9 | 27% | | | | | | | | | | 5 | 21% | 7 | 18% | 17 | 22% | 9 | 23% | 10 | 48% | 5 | 26% |
| Strategic direction | 21 | 18% | 5 | 17% | 6 | 20% | 7 | 21% | 3 | 13% | 5 | 16% | 7 | 22% | 11 | 18% | 14 | 18% | 7 | 18% | 6 | 29% | 5 | 26% | 17 | 17% | 11 | 20% | | |
| Fundraising | 18 | 15% | 4 | 14% | 3 | 10% | 6 | 18% | 2 | 8% | 8 | 20% | 5 | 16% | 8 | 13% | 16 | 21% | 2 | 5% | 2 | 10% | 0 | 0% | 0 | 0% | 18 | 18% | 5 | 9% |
| Board development | 14 | 12% | 4 | 14% | 5 | 17% | 4 | 12% | 1 | 4% | 3 | 8% | 7 | 22% | 5 | 8% | 12 | 16% | 2 | 5% | 1 | 5% | 2 | 11% | 2 | 12 | 12% | 2 | 4% | |
| Finance & fiduciary | 13 | 11% | 4 | 14% | 5 | 17% | 2 | 6% | 2 | 8% | 5 | 13% | 2 | 6% | 7 | 12% | 5 | 7% | 8 | 20% | 2 | 10% | 3 | 16% | 10 | 10% | 9 | 17% | | |
| Organizational policy & infrastructure | 10 | 9% | 0 | 0% | 6 | 20% | 3 | 9% | 1 | 4% | 4 | 10% | 3 | 9% | 6 | 10% | 4 | 5% | 6 | 15% | 2 | 10% | 0 | 0% | 0 | 10 | 10% | 4 | 7% | |
| Program | 10 | 9% | 4 | 14% | 0 | 0% | 0 | 0% | 6 | 25% | 3 | 8% | 7 | 12% | 7 | 12% | 6 | 8% | 4 | 10% | 2 | 10% | 2 | 11% | 8 | 8% | 2 | 4% | | |
| ED supervision | 6 | 5% | 3 | 10% | 0 | 0% | 0 | 0% | 3 | 13% | 4 | 10% | 5 | 16% | 0 | 0% | 4 | 5% | 2 | 5% | 0 | 0% | 0 | 0% | 0 | 6 | 6% | 2 | 4% | |
| Expansion | 6 | 5% | 0 | 0% | 0 | 0% | 1 | 3% | 5 | 21% | 3 | 8% | 3 | 9% | 2 | 3% | 6 | 8% | 0 | 0% | 1 | 5% | 0 | 0% | 0 | 6 | 6% | 1 | 2% | |
| PR & image | 6 | 5% | 1 | 3% | 3 | 10% | 1 | 3% | 1 | 4% | 1 | 3% | 2 | 6% | 3 | 5% | 4 | 5% | 2 | 5% | 0 | 0% | 0 | 0% | 0 | 5 | 5% | 2 | 4% | |
| Space & facilities | 6 | 5% | 0 | 0% | 3 | 10% | 1 | 3% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 2% | 1 | 1% | 0 | 0% | 1 | 5% | 0 | 0% | 0 | 1 | 1% | 1 | 2% | |
| Staffing | 1 | 1% | 0 | 0% | 1 | 3% | 1 | 3% | 0 | 0% | 2 | 5% | 0 | 0% | 2 | 3% | 2 | 3% | 2 | 3% | 2 | 5% | 0 | 0% | 1 | 5% | 0 | 0% | 2 | 4% |
| Transition & succession | 4 | 3% | 1 | 3% | 0 | 0% | 1 | 3% | 2 | 8% | 1 | 3% | 2 | 6% | 2 | 6% | 6 | 8% | 2 | 5% | 1 | 5% | 0 | 0% | 0 | 7 | 7% | 4 | 7% | |
| Nothing | 8 | 7% | 2 | 7% | 1 | 3% | 5 | 15% | 0 | 0% | 5 | 13% | 2 | 6% | 3 | 5% | 4 | 5% | 5 | 13% | 1 | 5% | 1 | 5% | 1 | 5% | 7 | 7% | 4 | 7% |
| Other | 9 | 8% | 4 | 14% | 2 | 7% | 1 | 3% | 2 | 8% | 5 | 13% | 2 | 6% | 3 | 5% | 4 | 5% | 4 | 5% | 1 | 5% | 1 | 5% | 1 | 5% | 7 | 7% | 6 | 11% |
| Unknown | 171 | | 46 | | 40 | | 47 | | 38 | | 57 | | 49 | | 89 | | 113 | | 58 | | 30 | | 25 | | 145 | | 71 | | | |
| Number of responses | 117 | | 29 | | 30 | | 34 | | 24 | | 40 | | 32 | | 61 | | 77 | | 40 | | 21 | | 19 | | 99 | | 54 | | | |

*People could give multiple answers to this question. 108 (92%) of the 117 individuals gave information that answered this question; and gave a total of 171 answers.

5) What is the most important thing the board did in the last year? (By role within organization)

| | Overall | ED | | | Other Staff | Board Chair | Other Board | | | |
|--|---------|-----|-----|-----|-------------|-------------|-------------|-----|----|-----|
| | | 26 | 22% | 9 | | | | 25% | 0 | 0% |
| Strategic direction | 21 | 18% | 8 | 22% | 1 | 17% | 6 | 16% | 6 | 17% |
| Fundraising | 19 | 16% | 7 | 19% | 0 | 0% | 7 | 18% | 5 | 14% |
| Board development | 18 | 15% | 5 | 14% | 0 | 0% | 5 | 13% | 8 | 22% |
| Finance & fiduciary | 14 | 12% | 8 | 22% | 1 | 17% | 3 | 8% | 2 | 6% |
| Organizational policy & infrastructure | 13 | 11% | 1 | 3% | 0 | 0% | 5 | 13% | 7 | 19% |
| Program | 10 | 9% | 3 | 8% | 0 | 0% | 4 | 11% | 3 | 8% |
| Expansion | 10 | 9% | 3 | 8% | 1 | 17% | 2 | 5% | 4 | 11% |
| ED supervision | 6 | 5% | 1 | 3% | 0 | 0% | 4 | 11% | 1 | 3% |
| Staffing | 6 | 5% | 3 | 8% | 0 | 0% | 2 | 5% | 1 | 3% |
| PR & image | 6 | 5% | 3 | 8% | 0 | 0% | 1 | 3% | 2 | 6% |
| Space & facilities | 1 | 1% | 0 | 0% | 0 | 0% | 1 | 3% | 0 | 0% |
| Transition & succession | 8 | 7% | 5 | 14% | 0 | 0% | 1 | 3% | 2 | 6% |
| Other | 4 | 3% | 1 | 3% | 0 | 0% | 3 | 8% | 0 | 0% |
| Nothing | 9 | 8% | 1 | 3% | 3 | 50% | 2 | 5% | 3 | 8% |
| Unknown | 171 | | 58 | | 6 | | 56 | | 51 | |
| Number of responses | 117 | | 37 | | 6 | | 38 | | 36 | |
| Number of individuals | 40 | | 36 | | 6 | | 38 | | 36 | |

*People could give multiple answers to this question. 108 (92%) of the 117 individuals gave information that answered this question; and gave a total of 171 answers.

| | Budget Size | | | | | | | | | | Community Base | | | | Location | | | | Approach | | | | | |
|--|-------------|---------|-----|---------------|-----|---------------|-----|----------|-----|--------------|-----------------|--------------|-------|------------|-----------|------------|---------|----------|----------|-----|-----|-----|----|-----|
| | Overall | <\$125K | | \$126 to 300K | | \$301 to 749K | | > \$750K | | Com of Color | Immigrant & Ref | Non-specific | Metro | Greater MN | Statewide | Organizing | Service | Advocacy | | | | | | |
| | | 40 | 34% | 15 | 37% | 8 | 24% | 6 | 25% | | | | | | | | | | 15 | 38% | 23 | 38% | 21 | 27% |
| Board development | 40 | 34% | 15 | 37% | 8 | 24% | 6 | 25% | 15 | 38% | 23 | 38% | 21 | 27% | 19 | 48% | 9 | 43% | 9 | 47% | 30 | 30% | 23 | 43% |
| Fundraising | 39 | 33% | 9 | 31% | 11 | 32% | 8 | 33% | 13 | 33% | 18 | 30% | 29 | 38% | 10 | 25% | 6 | 29% | 5 | 26% | 32 | 32% | 16 | 30% |
| Strategic direction | 21 | 18% | 4 | 14% | 6 | 20% | 5 | 15% | 7 | 18% | 13 | 21% | 15 | 20% | 6 | 15% | 8 | 38% | 5 | 26% | 17 | 17% | 9 | 17% |
| Finance & fiduciary | 11 | 9% | 1 | 3% | 3 | 10% | 5 | 15% | 4 | 10% | 4 | 13% | 3 | 9% | 4 | 10% | 2 | 10% | 1 | 5% | 9 | 9% | 3 | 6% |
| Program | 11 | 9% | 3 | 10% | 4 | 13% | 3 | 9% | 3 | 8% | 3 | 9% | 6 | 10% | 4 | 10% | 0 | 0% | 3 | 16% | 8 | 8% | 4 | 7% |
| Organizational policy & infrastructure | 10 | 9% | 2 | 7% | 3 | 10% | 2 | 6% | 5 | 13% | 6 | 19% | 1 | 2% | 2 | 5% | 2 | 10% | 0 | 0% | 9 | 9% | 3 | 6% |
| PR & image | 10 | 9% | 2 | 7% | 3 | 10% | 4 | 12% | 4 | 10% | 3 | 9% | 6 | 10% | 7 | 9% | 3 | 8% | 2 | 11% | 8 | 8% | 5 | 9% |
| Transition & succession | 9 | 8% | 1 | 3% | 0 | 0% | 5 | 15% | 3 | 8% | 5 | 16% | 4 | 7% | 0 | 0% | 1 | 5% | 1 | 5% | 8 | 8% | 2 | 4% |
| Space & facilities | 7 | 6% | 0 | 0% | 1 | 3% | 3 | 13% | 3 | 8% | 1 | 3% | 4 | 7% | 2 | 5% | 0 | 0% | 0 | 0% | 7 | 7% | 4 | 7% |
| Expansion | 6 | 5% | 1 | 3% | 1 | 3% | 0 | 0% | 4 | 17% | 3 | 5% | 4 | 5% | 2 | 5% | 0 | 0% | 1 | 5% | 5 | 5% | 1 | 2% |
| ED supervision | 3 | 3% | 0 | 0% | 1 | 3% | 2 | 6% | 0 | 0% | 0 | 0% | 3 | 5% | 2 | 3% | 1 | 5% | 0 | 0% | 3 | 3% | 1 | 2% |
| Staffing | 3 | 3% | 0 | 0% | 1 | 3% | 2 | 6% | 0 | 0% | 0 | 0% | 3 | 5% | 0 | 0% | 2 | 10% | 0 | 0% | 3 | 3% | 1 | 2% |
| Other | 12 | 10% | 4 | 14% | 2 | 7% | 5 | 15% | 4 | 10% | 2 | 6% | 7 | 12% | 6 | 15% | 3 | 14% | 2 | 11% | 7 | 7% | 7 | 13% |
| Nothing | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| Unknown | 8 | 7% | 2 | 7% | 1 | 3% | 3 | 9% | 2 | 8% | 2 | 6% | 4 | 7% | 3 | 8% | 0 | 0% | 1 | 5% | 8 | 8% | 4 | 7% |
| Number of responses | 190 | | 44 | | 48 | | 58 | | 40 | | 67 | | 50 | | 101 | | 62 | | 30 | | 154 | | 83 | |
| Number of individuals | 117 | | 29 | | 30 | | 34 | | 24 | | 40 | | 32 | | 61 | | 40 | | 19 | | 99 | | 54 | |

*People could give multiple answers to this question. 109 (93%) of the 117 individuals gave information that answered this question; and gave a total of 190 answers.

7) What is the most important thing for the board to focus on in the next year? (By role within organization)

| | Overall | | ED | | Other Staff | | Board Chair | | Other Board | |
|--|---------|-----|----|-----|-------------|-----|-------------|-----|-------------|-----|
| | 40 | 34% | 15 | 42% | 1 | 17% | 13 | 34% | 11 | 31% |
| Board development | 40 | 34% | 15 | 42% | 1 | 17% | 13 | 34% | 11 | 31% |
| Fundraising | 39 | 33% | 15 | 42% | 2 | 33% | 12 | 32% | 10 | 28% |
| Strategic direction | 21 | 18% | 11 | 31% | 0 | 0% | 6 | 16% | 4 | 11% |
| Finance & fiduciary | 11 | 9% | 2 | 6% | 0 | 0% | 4 | 11% | 5 | 14% |
| Program | 11 | 9% | 2 | 6% | 0 | 0% | 5 | 13% | 4 | 11% |
| PR & image | 10 | 9% | 4 | 11% | 0 | 0% | 3 | 8% | 3 | 8% |
| Organizational policy & infrastructure | 10 | 9% | 1 | 3% | 1 | 17% | 4 | 11% | 4 | 11% |
| Transition & succession | 9 | 8% | 1 | 3% | 0 | 0% | 5 | 13% | 3 | 8% |
| Space & facilities | 7 | 6% | 1 | 3% | 0 | 0% | 2 | 5% | 4 | 11% |
| Expansion | 6 | 5% | 1 | 3% | 0 | 0% | 2 | 5% | 3 | 8% |
| Staffing | 3 | 3% | 2 | 6% | 0 | 0% | 1 | 3% | 0 | 0% |
| ED supervision | 3 | 3% | 3 | 8% | 0 | 0% | 0 | 0% | 0 | 0% |
| Other | 12 | 10% | 8 | 22% | 2 | 33% | 1 | 3% | 1 | 3% |
| Nothing | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| Unknown | 8 | 7% | 1 | 3% | 2 | 33% | 1 | 3% | 4 | 11% |
| Number of responses | 190 | | 67 | | 8 | | 59 | | 56 | |
| Number of individuals | 117 | | 37 | | 6 | | 38 | | 36 | |
| Number of organizations | 40 | | 36 | | 6 | | 38 | | 36 | |

*People could give multiple answers to this question. 109 (93%) of the 117 individuals gave information that answered this question; and gave a total of 190 answers.

8) Priorities: if the board could only focus on three things, what should they be? (By type of organization)

| | Budget Size | | | | Community Base | | | | Location | | | | Approach | | | | | | | | | | | | | | | |
|-------------------------------------|-------------|---------------|---------------|---------|----------------|-----------------|--------------|-------|------------|-----------|------------|---------|----------|-----|----|-----|-----|-----|----|-----|----|-----|----|-----|----|-----|-----|-----|
| | <\$125K | \$126 to 300K | \$301 to 749K | >\$750K | Com of Color | Immigrant & Ref | Non-specific | Metro | Greater MN | Statewide | Organizing | Service | Advocacy | | | | | | | | | | | | | | | |
| Overall | 43 | 37% | 12 | 41% | 12 | 35% | 7 | 29% | 10 | 25% | 12 | 38% | 26 | 43% | 28 | 36% | 15 | 38% | 10 | 48% | 11 | 58% | 33 | 33% | 18 | 33% | | |
| Fundraising | 36 | 31% | 7 | 24% | 10 | 33% | 14 | 41% | 5 | 21% | 6 | 15% | 9 | 28% | 25 | 41% | 13 | 33% | 7 | 33% | 6 | 32% | 31 | 31% | 16 | 30% | | |
| Financial oversight | 30 | 26% | 10 | 35% | 6 | 18% | 4 | 17% | 9 | 23% | 6 | 19% | 17 | 28% | 16 | 21% | 14 | 35% | 7 | 33% | 8 | 42% | 23 | 23% | 12 | 22% | | |
| Set mission & direction | 21 | 18% | 6 | 21% | 7 | 21% | 3 | 13% | 3 | 13% | 5 | 13% | 4 | 13% | 12 | 20% | 12 | 16% | 6 | 15% | 4 | 19% | 1 | 5% | 21 | 6% | 11% | |
| Ensure responsive programs | 18 | 15% | 3 | 10% | 5 | 17% | 7 | 21% | 3 | 13% | 5 | 13% | 4 | 13% | 12 | 20% | 12 | 16% | 6 | 15% | 4 | 19% | 1 | 5% | 16 | 16% | 9 | 17% |
| Hire & supervise ED | 18 | 15% | 4 | 14% | 2 | 7% | 7 | 21% | 5 | 21% | 9 | 23% | 4 | 13% | 8 | 13% | 15 | 20% | 3 | 8% | 5 | 24% | 2 | 11% | 15 | 15% | 9 | 17% |
| General oversight & compliance | 18 | 15% | 2 | 7% | 5 | 17% | 6 | 18% | 5 | 21% | 9 | 23% | 5 | 16% | 8 | 13% | 13 | 17% | 5 | 13% | 1 | 5% | 2 | 11% | 15 | 15% | 9 | 17% |
| Engaged participation | 15 | 13% | 3 | 10% | 3 | 10% | 5 | 15% | 4 | 17% | 9 | 23% | 6 | 19% | 4 | 7% | 11 | 14% | 4 | 10% | 3 | 14% | 1 | 5% | 12 | 12% | 6 | 11% |
| Work well together | 15 | 13% | 7 | 24% | 3 | 10% | 4 | 17% | 3 | 8% | 3 | 8% | 1 | 3% | 10 | 16% | 4 | 5% | 10 | 25% | 2 | 10% | 6 | 32% | 8 | 8% | 10 | 19% |
| Hands-on issue-related | 14 | 12% | 2 | 7% | 4 | 13% | 6 | 18% | 2 | 8% | 3 | 8% | 5 | 16% | 8 | 13% | 9 | 12% | 5 | 13% | 4 | 19% | 2 | 11% | 11 | 11% | 6 | 11% |
| Personnel | 12 | 10% | 2 | 7% | 5 | 17% | 4 | 12% | 1 | 4% | 1 | 3% | 4 | 13% | 8 | 13% | 7 | 9% | 5 | 13% | 1 | 5% | 4 | 21% | 8 | 8% | 4 | 7% |
| Public relations | 12 | 10% | 2 | 7% | 6 | 20% | 1 | 3% | 3 | 13% | 6 | 15% | 2 | 6% | 5 | 8% | 7 | 9% | 5 | 13% | 1 | 5% | 2 | 11% | 10 | 10% | 5 | 9% |
| Manage board processes | 10 | 9% | 1 | 3% | 5 | 15% | 3 | 13% | 3 | 13% | 4 | 10% | 4 | 13% | 4 | 7% | 9 | 12% | 1 | 3% | 5 | 24% | 0 | 0% | 8 | 8% | 5 | 9% |
| Organizational growth & development | 11 | 9% | 3 | 10% | 3 | 10% | 3 | 9% | 2 | 8% | 6 | 15% | 3 | 9% | 4 | 7% | 10 | 13% | 2 | 5% | 3 | 14% | 2 | 11% | 12 | 12% | 4 | 7% |
| Other | 1 | 1% | 0 | 0% | 0 | 0% | 1 | 3% | 0 | 0% | 0 | 0% | 1 | 2% | 1 | 2% | 0 | 0% | 1 | 3% | 0 | 0% | 0 | 0% | 1 | 1% | 1 | 2% |
| I don't know | 14 | 12% | 5 | 17% | 2 | 7% | 2 | 6% | 5 | 21% | 7 | 18% | 2 | 6% | 5 | 8% | 10 | 13% | 4 | 10% | 0 | 0% | 1 | 5% | 11 | 11% | 5 | 9% |
| Number of responses | 288 | 69 | 76 | 87 | 93 | 56 | 24 | 40 | 32 | 61 | 155 | 189 | 99 | 57 | 49 | 235 | 125 | 54 | | | | | | | | | | |
| Number of individuals | 117 | 29 | 30 | 34 | 40 | 24 | 34 | 40 | 32 | 61 | 155 | 189 | 99 | 57 | 49 | 235 | 125 | 54 | | | | | | | | | | |

*People could give multiple answers to this question. 103 (88%) of the 117 individuals gave information that answered this question; and gave a total of 288 answers.

9) Priorities: if the board could only focus on three things, what should they be? (By role within organization)

| | Overall | ED | Other Staff | Board Chair | Other Board | | | | | |
|-------------------------------------|---------|-----|-------------|-------------|-------------|-----|----|-----|----|-----|
| Fundraising | 43 | 37% | 15 | 41% | 2 | 33% | 13 | 34% | 13 | 36% |
| Financial oversight | 36 | 31% | 13 | 35% | 0 | 0% | 8 | 21% | 15 | 42% |
| Set mission & direction | 30 | 26% | 7 | 19% | 1 | 17% | 10 | 26% | 12 | 33% |
| Ensure responsive programs | 21 | 18% | 7 | 19% | 0 | 0% | 8 | 21% | 6 | 17% |
| Hire & supervise ED | 18 | 15% | 5 | 14% | 0 | 0% | 6 | 16% | 7 | 19% |
| General oversight & compliance | 18 | 15% | 3 | 8% | 1 | 17% | 7 | 18% | 7 | 19% |
| Engaged participation | 18 | 15% | 10 | 27% | 1 | 17% | 4 | 11% | 3 | 8% |
| Work well together | 15 | 13% | 7 | 19% | 0 | 0% | 5 | 13% | 3 | 8% |
| Personnel | 14 | 12% | 1 | 3% | 0 | 0% | 4 | 11% | 9 | 25% |
| Hands-on issue-related | 14 | 12% | 5 | 14% | 0 | 0% | 6 | 16% | 3 | 8% |
| Public relations | 12 | 10% | 5 | 14% | 1 | 17% | 2 | 5% | 4 | 11% |
| Manage board processes | 12 | 10% | 6 | 16% | 0 | 0% | 3 | 8% | 3 | 8% |
| Organizational growth & development | 10 | 9% | 3 | 8% | 0 | 0% | 3 | 8% | 4 | 11% |
| Other | 12 | 10% | 5 | 14% | 0 | 0% | 5 | 13% | 2 | 6% |
| I don't know | 5 | 4% | 0 | 0% | 0 | 0% | 1 | 3% | 4 | 11% |
| Unknown | 10 | 9% | 4 | 11% | 2 | 33% | 4 | 11% | 0 | 0% |
| Number of responses | 288 | 96 | 8 | 89 | 95 | | | | | |
| Number of individuals | 117 | 37 | 6 | 38 | 36 | | | | | |
| Number of organizations | 40 | 36 | 6 | 38 | 36 | | | | | |

*People could give multiple answers to this question. 103 (88%) of the 117 individuals gave information that answered this question; and gave a total of 288 answers.

10) How does the board ensure that fiduciary responsibilities are taken care of?

| | Budget Size | | | | Community Base | | | | Location | | | | Approach | | | | | | | | | | | | | | | |
|----------------------------|-------------|---------------|---------------|---------|----------------|-----------------|--------------|-------|------------|-----------|------------|---------|----------|-----|----|-----|----|-----|---|-----|----|-----|----|-----|---|-----|---|-----|
| | <\$125K | \$126 to 300K | \$301 to 749K | >\$750K | Com of Color | Immigrant & Ref | Non-specific | Metro | Greater MN | Statewide | Organizing | Service | Advocacy | | | | | | | | | | | | | | | |
| Overall | 10 | 25% | 5 | 50% | 2 | 20% | 3 | 25% | 0 | 0% | 3 | 21% | 3 | 25% | 6 | 30% | 5 | 19% | 5 | 39% | 4 | 57% | 1 | 17% | 6 | 18% | 5 | 29% |
| No process | 21 | 53% | 4 | 40% | 5 | 50% | 6 | 75% | 6 | 50% | 8 | 40% | 15 | 56% | 6 | 46% | 3 | 43% | 2 | 33% | 21 | 64% | 9 | 53% | | | | |
| Some process | 9 | 23% | 1 | 10% | 3 | 30% | 3 | 25% | 2 | 14% | 3 | 25% | 6 | 30% | 2 | 15% | 0 | 0% | 3 | 50% | 6 | 18% | 3 | 18% | | | | |
| Thorough process | 40 | 100% | 10 | 25% | 10 | 25% | 8 | 20% | 14 | 35% | 12 | 30% | 27 | 68% | 13 | 33% | 7 | 18% | 7 | 18% | 6 | 15% | 33 | 83% | | | | |
| Number of responses | 40 | 10 | 10 | 12 | 14 | 8 | 8 | 14 | 12 | 20 | 12 | 20 | 27 | 13 | 6 | 36 | 17 | | | | | | | | | | | |

*All 40 organizations gave information that answered this question.

11) What helps the board work well together?

| | Budget Size | | | | | | | | | | Community Base | | | | Location | | | | Approach | | | | | | | | | |
|-------------------------------------|-------------|----------|---------------|---------------|----------|--------------|-----------------|--------------|-------|------------|----------------|------------|---------|----------|----------|-----|----|-----|----------|-----|----|-----|----|-----|----|-----|----|-----|
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Overall | < \$125K | \$126 to 300K | \$301 to 749K | > \$750K | Com of Color | Immigrant & Ref | Non-specific | Metro | Greater MN | Statewide | Organizing | Service | Advocacy | | | | | | | | | | | | | | |
| Common values, passion & commitment | 22 | 55% | 8 | 80% | 5 | 50% | 4 | 33% | 5 | 63% | 9 | 64% | 8 | 67% | 9 | 45% | 13 | 48% | 9 | 69% | 4 | 57% | 5 | 83% | 18 | 55% | 9 | 53% |
| Connection & informality | 18 | 45% | 6 | 60% | 3 | 30% | 6 | 50% | 3 | 38% | 4 | 29% | 9 | 75% | 10 | 50% | 12 | 44% | 6 | 46% | 3 | 43% | 3 | 50% | 16 | 49% | 6 | 35% |
| Systems & structure | 18 | 45% | 4 | 40% | 3 | 30% | 6 | 50% | 5 | 63% | 5 | 36% | 3 | 25% | 13 | 65% | 12 | 44% | 6 | 46% | 3 | 43% | 2 | 33% | 15 | 46% | 9 | 53% |
| Communication | 13 | 33% | 4 | 40% | 3 | 30% | 4 | 33% | 2 | 25% | 4 | 29% | 4 | 33% | 7 | 35% | 6 | 22% | 7 | 54% | 2 | 29% | 3 | 50% | 9 | 27% | 9 | 53% |
| Mutual respect | 13 | 33% | 3 | 30% | 3 | 30% | 4 | 33% | 3 | 38% | 3 | 21% | 4 | 33% | 8 | 40% | 10 | 37% | 3 | 23% | 4 | 57% | 3 | 50% | 10 | 30% | 5 | 29% |
| Good leadership & facilitation | 10 | 25% | 2 | 20% | 1 | 10% | 5 | 42% | 2 | 25% | 3 | 21% | 5 | 42% | 4 | 20% | 9 | 33% | 1 | 8% | 2 | 29% | 0 | 0% | 10 | 30% | 4 | 24% |
| Clarity of roles | 6 | 15% | 0 | 0% | 2 | 20% | 2 | 17% | 2 | 25% | 3 | 21% | 4 | 33% | 2 | 10% | 5 | 19% | 1 | 8% | 1 | 14% | 1 | 17% | 5 | 15% | 3 | 18% |
| Support from staff & ED | 6 | 15% | 1 | 10% | 0 | 0% | 2 | 17% | 3 | 38% | 3 | 21% | 2 | 17% | 3 | 15% | 3 | 11% | 3 | 23% | 0 | 0% | 0 | 0% | 6 | 18% | 4 | 24% |
| Other | 9 | 23% | 2 | 20% | 4 | 40% | 3 | 25% | 0 | 0% | 1 | 7% | 3 | 25% | 6 | 30% | 4 | 15% | 5 | 39% | 1 | 14% | 2 | 33% | 8 | 24% | 6 | 35% |
| Number of responses | 115 | | 30 | | 24 | | 36 | | 25 | | 35 | | 42 | | 62 | | 74 | | 41 | | 20 | | 19 | | 97 | | 55 | |
| Number of organizations | 40 | | 10 | | 10 | | 12 | | 8 | | 14 | | 12 | | 20 | | 27 | | 13 | | 7 | | 6 | | 33 | | 17 | |

*Collectively, people from a given organization could give multiple answers to this question. All 40 organizations gave information that answered this question; and gave a total of 115 answers.

12) What does the board struggle with?

| | Budget Size | | | | | | | | | | Community Base | | | | Location | | | | Approach | | | | | | | | | |
|--------------------------------------|-------------|----------|---------------|---------------|----------|--------------|-----------------|--------------|-------|------------|----------------|------------|---------|----------|----------|-----|----|-----|----------|-----|----|-----|----|-----|-----|-----|----|-----|
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Overall | < \$125K | \$126 to 300K | \$301 to 749K | > \$750K | Com of Color | Immigrant & Ref | Non-specific | Metro | Greater MN | Statewide | Organizing | Service | Advocacy | | | | | | | | | | | | | | |
| Attendance, engagement & scheduling | 22 | 55% | 6 | 60% | 5 | 42% | 6 | 75% | 6 | 43% | 6 | 43% | 5 | 42% | 11 | 55% | 13 | 48% | 9 | 69% | 2 | 29% | 3 | 50% | 19 | 58% | 9 | 53% |
| Understanding & clarifying role | 15 | 38% | 4 | 40% | 4 | 40% | 3 | 25% | 4 | 50% | 3 | 21% | 3 | 25% | 10 | 50% | 10 | 37% | 5 | 38% | 4 | 57% | 2 | 33% | 13 | 39% | 5 | 29% |
| Structure & managing/using time well | 13 | 33% | 2 | 20% | 3 | 30% | 5 | 42% | 3 | 38% | 6 | 43% | 3 | 25% | 6 | 30% | 10 | 37% | 3 | 23% | 4 | 57% | 2 | 33% | 11 | 33% | 7 | 41% |
| Board recruitment & retention | 12 | 30% | 4 | 40% | 3 | 30% | 3 | 25% | 2 | 25% | 3 | 21% | 4 | 33% | 7 | 35% | 7 | 26% | 5 | 38% | 3 | 43% | 4 | 67% | 10 | 30% | 6 | 35% |
| Fundraising | 12 | 30% | 3 | 30% | 3 | 30% | 5 | 42% | 1 | 13% | 3 | 21% | 4 | 33% | 6 | 30% | 10 | 37% | 2 | 15% | 3 | 43% | 2 | 33% | 9 | 27% | 5 | 29% |
| Finance | 11 | 28% | 2 | 20% | 3 | 30% | 3 | 25% | 3 | 38% | 3 | 21% | 3 | 25% | 6 | 30% | 7 | 26% | 4 | 31% | 2 | 29% | 2 | 33% | 9 | 27% | 4 | 24% |
| Communication & connection | 11 | 28% | 3 | 30% | 2 | 20% | 2 | 17% | 4 | 50% | 3 | 21% | 1 | 8% | 8 | 40% | 5 | 19% | 6 | 46% | 1 | 14% | 2 | 33% | 7 | 21% | 4 | 24% |
| Transition, succession planning | 11 | 28% | 3 | 30% | 4 | 40% | 1 | 8% | 3 | 38% | 4 | 29% | 3 | 25% | 7 | 35% | 7 | 26% | 4 | 31% | 2 | 29% | 3 | 50% | 10 | 30% | 3 | 18% |
| Language & cultural barriers | 6 | 15% | 0 | 0% | 1 | 10% | 3 | 25% | 2 | 25% | 2 | 14% | 4 | 33% | 1 | 5% | 5 | 19% | 1 | 8% | 0 | 0% | 0 | 0% | 6 | 18% | 2 | 12% |
| Follow-through | 6 | 15% | 1 | 10% | 1 | 10% | 3 | 25% | 1 | 13% | 2 | 14% | 1 | 8% | 4 | 20% | 4 | 15% | 2 | 15% | 3 | 43% | 1 | 17% | 6 | 18% | 4 | 24% |
| Organizational infrastructure | 6 | 15% | 0 | 0% | 1 | 10% | 2 | 17% | 3 | 38% | 4 | 29% | 3 | 25% | 0 | 0% | 5 | 19% | 1 | 8% | 0 | 0% | 0 | 0% | 6 | 18% | 2 | 12% |
| Personnel & ED | 5 | 13% | 1 | 10% | 0 | 0% | 3 | 25% | 1 | 13% | 1 | 7% | 1 | 8% | 3 | 15% | 3 | 11% | 2 | 15% | 0 | 0% | 1 | 17% | 4 | 12% | 2 | 12% |
| Program | 5 | 13% | 3 | 30% | 1 | 10% | 1 | 8% | 0 | 0% | 2 | 14% | 2 | 17% | 2 | 10% | 2 | 7% | 3 | 23% | 1 | 14% | 1 | 17% | 3 | 9% | 4 | 24% |
| Other | 12 | 30% | 2 | 20% | 4 | 40% | 6 | 50% | 0 | 0% | 2 | 14% | 3 | 25% | 8 | 40% | 8 | 30% | 4 | 31% | 2 | 29% | 3 | 50% | 8 | 24% | 7 | 41% |
| Unknown | 1 | 3% | 1 | 10% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 8% | 0 | 0% | 1 | 4% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 3% | 0 | 0% |
| Number of responses | 148 | | 35 | | 35 | | 45 | | 33 | | 44 | | 41 | | 79 | | 97 | | 51 | | 27 | | 26 | | 122 | | 64 | |
| Number of organizations | 40 | | 10 | | 10 | | 12 | | 8 | | 14 | | 12 | | 20 | | 27 | | 13 | | 7 | | 6 | | 33 | | 17 | |

*Collectively, people from a given organization could give multiple answers to this question. All 40 organizations gave information that answered this question; and gave a total of 148 answers.

13) What is the relationship between the Executive Director & the Board Chair?

| | Budget Size | | | | | Community Base | | | Location | | | Approach | |
|--------------------------------|-------------|---------------|---------------|----------|--------------|-----------------|--------------|-------|------------|-----------|------------|----------|----------|
| | < \$125K | \$126 to 300K | \$301 to 749K | > \$750K | Com of Color | Immigrant & Ref | Non-specific | Metro | Greater MN | Statewide | Organizing | Service | Advocacy |
| Overall | 26 | 7 | 8 | 4 | 9 | 7 | 13 | 17 | 9 | 4 | 6 | 20 | 12 |
| Positive | 65% | 70% | 67% | 50% | 64% | 58% | 65% | 63% | 69% | 57% | 100% | 61% | 71% |
| Neutral | 13% | 10% | 8% | 25% | 14% | 25% | 10% | 11% | 15% | 14% | 0% | 15% | 12% |
| Problematic | 18% | 0% | 25% | 25% | 14% | 8% | 25% | 22% | 8% | 29% | 0% | 7% | 12% |
| Does not apply | 3% | 10% | 0% | 0% | 7% | 0% | 0% | 0% | 8% | 0% | 0% | 0% | 6% |
| Unknown | 3% | 10% | 0% | 0% | 0% | 1% | 0% | 4% | 0% | 0% | 0% | 1% | 0% |
| Number of organizations | 40 | 10 | 12 | 8 | 14 | 12 | 20 | 27 | 13 | 7 | 6 | 33 | 17 |

*39 (98%) of the 40 organizations gave information that answered this question.

14) What helps the Executive Director & the Board Chair work well together?

| | Budget Size | | | | | Community Base | | | Location | | | Approach | |
|-------------------------------------|-------------|---------------|---------------|----------|--------------|-----------------|--------------|-------|------------|-----------|------------|----------|----------|
| | < \$125K | \$126 to 300K | \$301 to 749K | > \$750K | Com of Color | Immigrant & Ref | Non-specific | Metro | Greater MN | Statewide | Organizing | Service | Advocacy |
| Overall | 26 | 8 | 8 | 4 | 9 | 9 | 12 | 18 | 8 | 3 | 6 | 22 | 11 |
| Frequent communication | 65% | 60% | 67% | 50% | 64% | 75% | 60% | 67% | 62% | 43% | 100% | 67% | 65% |
| Mutual respect & trust | 40% | 60% | 54% | 25% | 32% | 25% | 50% | 33% | 54% | 29% | 50% | 36% | 47% |
| Good sounding board & support | 28% | 50% | 43% | 0% | 21% | 42% | 25% | 22% | 39% | 29% | 33% | 24% | 29% |
| Common passion & vision | 28% | 30% | 42% | 13% | 29% | 25% | 30% | 26% | 31% | 29% | 33% | 24% | 35% |
| Clarity of roles | 25% | 10% | 25% | 4% | 29% | 33% | 15% | 9% | 8% | 29% | 17% | 24% | 24% |
| Openness | 25% | 40% | 25% | 25% | 17% | 2% | 35% | 26% | 23% | 43% | 17% | 27% | 29% |
| Relationship & longevity | 23% | 40% | 25% | 13% | 7% | 3% | 25% | 6% | 23% | 43% | 33% | 18% | 24% |
| Accessibility | 23% | 10% | 33% | 13% | 21% | 42% | 20% | 19% | 31% | 14% | 33% | 24% | 24% |
| Use of executive or other committee | 18% | 0% | 42% | 13% | 14% | 17% | 25% | 19% | 15% | 29% | 17% | 18% | 24% |
| Proactive & strategic | 18% | 30% | 17% | 0% | 14% | 17% | 25% | 11% | 31% | 29% | 50% | 9% | 29% |
| Direction from ED | 10% | 0% | 8% | 25% | 7% | 1% | 15% | 11% | 8% | 0% | 17% | 3% | 12% |
| Other | 13% | 0% | 17% | 38% | 1% | 2% | 10% | 5% | 0% | 0% | 0% | 4% | 0% |
| Nothing | 5% | 0% | 8% | 0% | 7% | 1% | 5% | 4% | 8% | 14% | 0% | 2% | 6% |
| Does not apply | 3% | 10% | 0% | 0% | 7% | 0% | 0% | 0% | 8% | 0% | 0% | 0% | 6% |
| Number of responses | 128 | 29 | 46 | 21 | 36 | 42 | 68 | 84 | 44 | 23 | 24 | 99 | 60 |
| Number of organizations | 40 | 10 | 12 | 8 | 14 | 12 | 20 | 27 | 13 | 7 | 6 | 33 | 17 |

*Collectively, people from a given organization could give multiple answers to this question. 39 (98%) of the 40 organizations gave information that answered this question; and gave a total of 128 answers. (This question did not apply for the organization that has no ED.)

15) What challenges have Executive Directors & Board Chairs faced in working together?

| | Budget Size | | | | | Community Base | | | Location | | | Approach | |
|--------------------------------------|-------------|---------------|---------------|----------|--------------|-----------------|--------------|-------|------------|-----------|------------|----------|----------|
| | < \$125K | \$126 to 300K | \$301 to 749K | > \$750K | Com of Color | Immigrant & Ref | Non-specific | Metro | Greater MN | Statewide | Organizing | Service | Advocacy |
| Overall | 12 | 4 | 3 | 2 | 4 | 4 | 6 | 8 | 4 | 3 | 0 | 11 | 5 |
| Differing approaches or expectations | 30% | 40% | 25% | 25% | 29% | 33% | 30% | 30% | 31% | 43% | 0% | 33% | 29% |
| Lack of role clarity | 28% | 30% | 17% | 25% | 29% | 33% | 30% | 26% | 31% | 29% | 17% | 24% | 29% |
| Ill-prepared for the role | 18% | 0% | 33% | 25% | 14% | 17% | 25% | 22% | 8% | 57% | 0% | 12% | 24% |
| Personalities & personal agendas | 15% | 10% | 25% | 13% | 0% | 0% | 30% | 4% | 15% | 14% | 17% | 5% | 18% |
| Lack of time & access | 10% | 0% | 8% | 25% | 1% | 1% | 10% | 3% | 8% | 14% | 0% | 4% | 12% |
| No challenges | 25% | 30% | 43% | 13% | 14% | 4% | 25% | 5% | 39% | 0% | 83% | 6% | 29% |
| Other | 33% | 70% | 25% | 25% | 36% | 3% | 30% | 12% | 8% | 57% | 17% | 12% | 24% |
| Does not apply | 3% | 0% | 0% | 0% | 7% | 0% | 0% | 0% | 8% | 0% | 0% | 0% | 6% |
| Unknown | 3% | 0% | 0% | 0% | 0% | 1% | 0% | 1% | 0% | 0% | 0% | 1% | 0% |
| Number of responses | 65 | 17 | 20 | 12 | 19 | 19 | 36 | 46 | 19 | 15 | 8 | 51 | 29 |
| Number of organizations | 40 | 10 | 12 | 8 | 14 | 12 | 20 | 27 | 13 | 7 | 6 | 33 | 17 |

*Collectively, people from a given organization could give multiple answers to this question. 38 (95%) of 40 organizations gave information that answered this question; and gave a total of 65 answers. (One organization did not answer this question, and it did not apply for the organization that has no ED.)

16) What kind of training or resources would help the board be most effective? (By type of organization)

| Training content | Budget Size | | | | Community Base | | | Location | | | Approach | | | | | | | | | | | | | | | | | |
|------------------------------------|-------------|----------|---------------|---------------|----------------|--------------|-----------------|--------------|-------|------------|-----------|------------|---------|----------|----|-----|----|-----|----|-----|----|-----|----|-----|----|-----|----|-----|
| | Overall | < \$125K | \$126 to 300K | \$301 to 749K | > \$750K | Com of Color | Immigrant & Ref | Non-specific | Metro | Greater MN | Statewide | Organizing | Service | Advocacy | | | | | | | | | | | | | | |
| Fundraising | 18 | 4 | 8 | 2 | 4 | 8 | 4 | 13% | 7 | 12% | 11 | 14% | 2 | 10% | 2 | 11% | 15 | 15% | 6 | 11% | | | | | | | | |
| Financials | 18 | 3 | 10% | 2 | 7% | 2 | 7% | 21% | 6 | 25% | 6 | 25% | 7 | 12% | 14 | 18% | 4 | 10% | 3 | 14% | 2 | 11% | 16 | 16% | 8 | 15% | | |
| Planning & evaluation | 12 | 10% | 2 | 7% | 4 | 13% | 2 | 6% | 5 | 8% | 9 | 12% | 3 | 8% | 2 | 10% | 1 | 5% | 11 | 11% | 4 | 7% | | | | | | |
| Succession planning | 10 | 9% | 2 | 7% | 1 | 3% | 4 | 12% | 3 | 13% | 1 | 3% | 9 | 15% | 8 | 10% | 2 | 5% | 2 | 10% | 1 | 5% | 8 | 8% | 4 | 7% | | |
| Legal & compliance issues | 10 | 9% | 3 | 10% | 2 | 7% | 1 | 3% | 4 | 17% | 6 | 15% | 2 | 6% | 3 | 5% | 6 | 8% | 4 | 10% | 3 | 14% | 0 | 0% | 8 | 8% | 5 | 9% |
| Staff support | 8 | 7% | 4 | 14% | 1 | 3% | 1 | 3% | 2 | 8% | 3 | 8% | 0 | 0% | 5 | 8% | 4 | 10% | 1 | 5% | 1 | 5% | 1 | 5% | 5 | 5% | 4 | 7% |
| Other skills | 15 | 13% | 3 | 10% | 7 | 23% | 3 | 9% | 2 | 8% | 6 | 15% | 2 | 6% | 8 | 13% | 11 | 14% | 4 | 10% | 3 | 14% | 3 | 16% | 12 | 12% | 4 | 7% |
| Subtotal skills | 91 | 38% | 21 | 24% | 25 | 39% | 22 | 35% | 23 | 45% | 37 | 45% | 44 | 34% | 53 | 41% | 28 | 32% | 16 | 35% | 10 | 25% | 75 | 40% | 35 | 32% | | |
| Board governance | 24 | 21% | 7 | 24% | 6 | 20% | 7 | 21% | 4 | 17% | 9 | 23% | 8 | 25% | 13 | 21% | 17 | 22% | 7 | 18% | 4 | 19% | 2 | 11% | 19 | 19% | 9 | 17% |
| Board roles & responsibilities | 27 | 23% | 4 | 14% | 6 | 20% | 9 | 27% | 8 | 33% | 8 | 20% | 7 | 22% | 15 | 25% | 19 | 25% | 8 | 20% | 6 | 25% | 3 | 16% | 23 | 23% | 12 | 22% |
| Legal & Fiduciary responsibilities | 14 | 12% | 5 | 17% | 4 | 13% | 3 | 9% | 2 | 8% | 3 | 8% | 3 | 9% | 9 | 15% | 6 | 8% | 8 | 20% | 4 | 19% | 2 | 11% | 8 | 8% | 9 | 17% |
| Subtotal governance | 65 | 27% | 16 | 28% | 14 | 28% | 14 | 30% | 14 | 28% | 20 | 24% | 18 | 34% | 37 | 28% | 42 | 28% | 14 | 31% | 7 | 18% | 50 | 27% | 30 | 27% | | |
| Board development | 17 | 15% | 6 | 21% | 4 | 13% | 5 | 15% | 2 | 8% | 6 | 15% | 5 | 16% | 9 | 15% | 9 | 12% | 8 | 20% | 5 | 24% | 5 | 26% | 12 | 12% | 10 | 19% |
| Board recruitment & engagement | 7 | 6% | 1 | 3% | 2 | 7% | 3 | 9% | 1 | 4% | 2 | 5% | 2 | 6% | 4 | 7% | 6 | 8% | 1 | 3% | 3 | 14% | 0 | 0% | 6 | 6% | 4 | 7% |
| Subtotal board development | 24 | 10% | 7 | 11% | 6 | 9% | 8 | 13% | 3 | 6% | 8 | 10% | 7 | 13% | 13 | 10% | 15 | 10% | 9 | 10% | 8 | 18% | 5 | 13% | 18 | 10% | 14 | 13% |
| Issue-related | 9 | 4% | 3 | 5% | 4 | 6% | 2 | 3% | 0 | 0% | 0 | 0% | 9 | 7% | 1 | 1% | 1 | 1% | 8 | 9% | 1 | 2% | 7 | 18% | 3 | 2% | 6 | 6% |
| Training process | 19 | 16% | 6 | 21% | 5 | 17% | 6 | 18% | 2 | 8% | 7 | 18% | 10 | 16% | 10 | 16% | 11 | 14% | 8 | 20% | 2 | 10% | 3 | 16% | 17 | 17% | 11 | 20% |
| Other unrelated comments | 20 | 17% | 6 | 21% | 4 | 13% | 4 | 12% | 6 | 25% | 8 | 20% | 2 | 6% | 10 | 16% | 14 | 18% | 14 | 18% | 3 | 14% | 5 | 26% | 16 | 16% | 9 | 17% |
| I don't know | 2 | 2% | 0 | 0% | 2 | 7% | 0 | 0% | 0 | 0% | 0 | 0% | 2 | 3% | 1 | 1% | 1 | 1% | 1 | 3% | 1 | 5% | 1 | 5% | 2 | 2% | 0 | 0% |
| Unknown | 10 | 9% | 3 | 10% | 2 | 7% | 2 | 6% | 3 | 13% | 3 | 8% | 4 | 13% | 3 | 5% | 5 | 7% | 5 | 13% | 0 | 0% | 2 | 11% | 8 | 8% | 5 | 9% |
| Number of responses | 240 | 62 | 64 | 63 | 51 | 83 | 53 | 128 | 152 | 88 | 45 | 40 | 189 | 110 | | | | | | | | | | | | | | |
| Number of individuals | 117 | 29 | 30 | 34 | 24 | 40 | 32 | 61 | 77 | 40 | 21 | 19 | 99 | 54 | | | | | | | | | | | | | | |

*People could give multiple answers to this question. 107 (91%) of the 117 individuals gave information that answered this question, and gave a total of 240 answers.

17) What kind of training or resources would help the board be most effective? (By role within organization)

| Training content | Overall | ED | Other Staff | Board Chair | Other Board | | | | | |
|------------------------------------|---------|-----|-------------|-------------|-------------|-----|----|-----|----|------|
| Fundraising | 18 | 15% | 4 | 11% | 1 | 17% | 4 | 11% | 9 | 25% |
| Financials | 18 | 15% | 5 | 14% | 1 | 17% | 6 | 16% | 6 | 17% |
| Planning & evaluation | 12 | 10% | 6 | 16% | 0 | 0% | 4 | 11% | 2 | 6% |
| Succession planning | 10 | 9% | 4 | 11% | 0 | 0% | 2 | 5% | 4 | 11% |
| Legal & compliance issues | 10 | 9% | 5 | 14% | 1 | 17% | 2 | 5% | 2 | 6% |
| Staff support | 8 | 7% | 3 | 8% | 0 | 0% | 4 | 11% | 1 | 3% |
| Other skills | 15 | 13% | 5 | 14% | 2 | 33% | 1 | 3% | 7 | 19% |
| Subtotal skills | 91 | 38% | 32 | 110% | 5 | 17% | 23 | 68% | 31 | 128% |
| Board governance | 24 | 21% | 9 | 24% | 1 | 17% | 7 | 18% | 7 | 19% |
| Board roles & responsibilities | 27 | 23% | 6 | 16% | 0 | 0% | 10 | 26% | 11 | 31% |
| Legal & Fiduciary responsibilities | 14 | 12% | 4 | 11% | 1 | 17% | 6 | 16% | 3 | 8% |
| Subtotal governance | 65 | 27% | 19 | 66% | 2 | 7% | 23 | 68% | 21 | 88% |
| Board development | 17 | 15% | 5 | 14% | 2 | 33% | 1 | 3% | 9 | 25% |
| Board recruitment & engagement | 7 | 6% | 2 | 5% | 0 | 0% | 2 | 5% | 3 | 8% |
| Subtotal board development | 24 | 10% | 7 | 24% | 2 | 7% | 3 | 9% | 12 | 50% |
| Issue-related | 9 | 8% | 4 | 11% | 1 | 17% | 2 | 5% | 2 | 6% |
| Training process | 19 | 16% | 6 | 16% | 0 | 0% | 8 | 21% | 5 | 14% |
| Other unrelated comments | 20 | 17% | 9 | 24% | 1 | 17% | 6 | 16% | 4 | 11% |
| I don't know | 2 | 2% | 0 | 0% | 0 | 0% | 2 | 5% | 0 | 0% |
| Unknown | 10 | 9% | 2 | 5% | 2 | 33% | 4 | 11% | 2 | 6% |
| Number of responses | 240 | 79 | 13 | 71 | 36 | | | | | |
| Number of individuals | 117 | 37 | 6 | 38 | 36 | | | | | |
| Number of organizations | 40 | 36 | 6 | 38 | 36 | | | | | |

*People could give multiple answers to this question. 107 (91%) of the 117 individuals gave information that answered this question, and gave a total of 240 answers.

18) What kind of process is in place for selecting new board members?

| | Overall | Budget Size | | | | | Community Base | | | Location | | | Approach | | | | | | | | | | | | | |
|-----------------------------------|---------|-------------|---------------|---------------|----------|--------------|-----------------|--------------|-------|------------|-----------|------------|----------|----------|----|-----|----|-----|---|-----|----|-----|----|-----|----|-----|
| | | < \$125K | \$126 to 300K | \$301 to 749K | > \$750K | Com of Color | Immigrant & Ref | Non-specific | Metro | Greater MN | Statewide | Organizing | Service | Advocacy | | | | | | | | | | | | |
| Little to no process | 18 | 45% | 6 | 60% | 2 | 17% | 4 | 50% | 8 | 57% | 7 | 54% | 1 | 14% | 2 | 33% | 17 | 52% | 6 | 35% | | | | | | |
| Some process | 12 | 30% | 2 | 20% | 3 | 30% | 6 | 50% | 4 | 29% | 4 | 33% | 6 | 30% | 9 | 33% | 2 | 29% | 1 | 17% | 11 | 33% | 4 | 24% | | |
| Institutionalized, formal process | 10 | 25% | 2 | 20% | 1 | 10% | 4 | 33% | 2 | 14% | 1 | 8% | 8 | 40% | 7 | 26% | 3 | 23% | 4 | 57% | 3 | 50% | 5 | 15% | 7 | 41% |
| Number of organizations | 40 | | 10 | | 10 | | 12 | | 14 | | 12 | | 20 | | 27 | | 13 | | 7 | | 6 | | 33 | | 17 | |

*All 40 organizations gave information that answered this question.

19) How long is a board term?

| | Overall | Budget Size | | | | | Community Base | | | Location | | | Approach | | | | | | | | | | | | | | | |
|--------------------------------|---------|-------------|---------------|---------------|----------|--------------|-----------------|--------------|-------|------------|-----------|------------|----------|----------|----|-----|----|-----|---|-----|---|-----|----|-----|----|-----|---|----|
| | | < \$125K | \$126 to 300K | \$301 to 749K | > \$750K | Com of Color | Immigrant & Ref | Non-specific | Metro | Greater MN | Statewide | Organizing | Service | Advocacy | | | | | | | | | | | | | | |
| 1 year | 2 | 5% | 1 | 10% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 4% | 2 | 10% | 1 | 4% | 1 | 8% | 1 | 14% | 2 | 33% | 1 | 3% | 1 | 6% | | |
| 2 years | 8 | 20% | 1 | 10% | 2 | 20% | 3 | 38% | 2 | 14% | 3 | 25% | 4 | 20% | 6 | 22% | 2 | 15% | 0 | 0% | 1 | 17% | 7 | 21% | 2 | 12% | | |
| 3 years | 15 | 38% | 2 | 20% | 4 | 40% | 3 | 38% | 5 | 36% | 5 | 42% | 8 | 40% | 11 | 41% | 4 | 31% | 4 | 57% | 2 | 33% | 13 | 39% | 6 | 35% | | |
| 5 years | 1 | 3% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 8% | 0 | 0% | 1 | 4% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 3% | 0 | 0% |
| No limits | 6 | 15% | 2 | 20% | 1 | 10% | 1 | 8% | 3 | 21% | 0 | 0% | 3 | 15% | 3 | 11% | 3 | 23% | 1 | 14% | 1 | 17% | 4 | 12% | 4 | 24% | | |
| Unknown | 8 | 20% | 4 | 40% | 2 | 20% | 2 | 17% | 4 | 29% | 3 | 25% | 3 | 15% | 5 | 19% | 3 | 23% | 1 | 14% | 0 | 0% | 7 | 21% | 4 | 24% | | |
| Number of organizations | 40 | | 10 | | 10 | | 12 | | 14 | | 12 | | 20 | | 27 | | 13 | | 7 | | 6 | | 33 | | 17 | | | |

*32 (80%) of 40 organizations gave information that answered this question.

20) Does the organization follow term limits?

| | Overall | Budget Size | | | | | Community Base | | | Location | | | Approach | | | | | | | | | | | | | | | |
|--------------------------------|---------|-------------|---------------|---------------|----------|--------------|-----------------|--------------|-------|------------|-----------|------------|----------|----------|----|-----|----|-----|---|-----|---|-----|----|-----|----|-----|---|-----|
| | | < \$125K | \$126 to 300K | \$301 to 749K | > \$750K | Com of Color | Immigrant & Ref | Non-specific | Metro | Greater MN | Statewide | Organizing | Service | Advocacy | | | | | | | | | | | | | | |
| Follow | 14 | 35% | 2 | 20% | 3 | 30% | 5 | 42% | 4 | 50% | 2 | 14% | 2 | 17% | 11 | 55% | 10 | 37% | 4 | 31% | 2 | 29% | 4 | 67% | 11 | 33% | 5 | 29% |
| Don't Follow | 15 | 38% | 6 | 60% | 3 | 30% | 3 | 25% | 3 | 38% | 6 | 50% | 6 | 30% | 9 | 33% | 6 | 46% | 2 | 29% | 2 | 33% | 13 | 39% | 7 | 41% | | |
| Unknown | 11 | 28% | 2 | 20% | 4 | 40% | 4 | 33% | 1 | 13% | 7 | 50% | 3 | 15% | 8 | 30% | 3 | 23% | 3 | 43% | 0 | 0% | 9 | 27% | 5 | 29% | | |
| Number of organizations | 40 | | 10 | | 10 | | 12 | | 14 | | 12 | | 20 | | 27 | | 13 | | 7 | | 6 | | 33 | | 17 | | | |

*29 (72%) of 40 organizations gave information that answered this question.

21) Frequency of board meetings: How many times a year do boards meet?

| | Overall | Budget Size | | | | | Community Base | | | Location | | | Approach | | | | | | | | | | | | | |
|-----------------------------------|---------|-------------|---------------|---------------|----------|--------------|-----------------|--------------|-------|------------|-----------|------------|----------|----------|----|-----|----|-----|---|-----|---|-----|----|-----|----|-----|
| | | < \$125K | \$126 to 300K | \$301 to 749K | > \$750K | Com of Color | Immigrant & Ref | Non-specific | Metro | Greater MN | Statewide | Organizing | Service | Advocacy | | | | | | | | | | | | |
| More than monthly meetings (> 12) | 2 | 5% | 1 | 10% | 1 | 9% | 1 | 8% | 0 | 0% | 1 | 7% | 1 | 5% | 1 | 4% | 1 | 8% | 0 | 0% | 1 | 17% | 1 | 3% | 2 | 12% |
| Monthly meetings (12) | 20 | 50% | 6 | 60% | 9 | 82% | 1 | 8% | 4 | 50% | 6 | 46% | 9 | 45% | 12 | 44% | 8 | 62% | 1 | 14% | 3 | 50% | 18 | 55% | 6 | 35% |
| 7-10 meetings & year | 7 | 18% | 1 | 10% | 1 | 9% | 4 | 33% | 1 | 13% | 2 | 14% | 4 | 20% | 6 | 22% | 1 | 8% | 3 | 43% | 1 | 17% | 10 | 30% | 4 | 24% |
| Bi-monthly | 6 | 15% | 0 | 0% | 0 | 0% | 4 | 33% | 2 | 25% | 3 | 21% | 3 | 15% | 5 | 19% | 1 | 8% | 1 | 14% | 1 | 17% | 0 | 0% | 3 | 18% |
| Quarterly meetings (4) | 5 | 13% | 2 | 20% | 0 | 0% | 2 | 17% | 1 | 13% | 1 | 7% | 2 | 15% | 3 | 11% | 2 | 15% | 2 | 29% | 0 | 0% | 4 | 12% | 2 | 12% |
| Number of organizations | 40 | | 10 | | 11 | | 12 | | 14 | | 13 | | 20 | | 27 | | 13 | | 7 | | 6 | | 33 | | 17 | |

*All 40 organizations gave information that answered this question.

Appendix 5: Annotated Bibliography

The following articles address key themes from conversations with the nonprofit leaders involved in the Board Governance study. In particular, the notion that “one size does not fit all” when it comes to adopting a governance model is affirmed. Other issues include leadership transition, how the size of a board is reflected in its level of structure and functioning, the importance of having clear roles and responsibilities, strategies for engaging stakeholders in the organization’s decision-making processes, the pros and cons of adopting a policy governance model, the importance of the relationship between the Executive Director and the board leadership, board recruitment strategies, and understanding the impact of a board’s culture and values on an organization’s effectiveness.

1. Allison, Michael I. (2002). Into the Fire: Boards and Executive Transitions. *Nonprofit Management & Leadership*, vol. 12, no. 4, 341.

Managing the transition an organization undergoes when one chief executive leaves and another is hired is both a defining responsibility and one of the most critical jobs a governing board faces. CompassPoint Nonprofit Services, which consulted to twenty-eight organizations going through such transitions, found that three characteristic threats to successful transitions for nonprofit boards emerged: (1) boards underestimate the risks and costs of bad hires; (2) boards are typically unprepared for the task; and (3) boards too often focus on the problems in hiring new CEOs and fail to make full use of the opportunities in CEO transitions. This article describes the development of services to help organizations in transition, gives results from the first two years of work, and offers suggestions for support to boards and for future research.

2. Bell, Jeanne, Moyers, Richard and Wolfred, Timothy R. (2006). *Daring to Lead: A National Study of Nonprofit Executive Leadership*.

The study updates the original “Daring to Lead” survey of 2001 and offers sobering news. Nearly 2,000 nonprofit executive directors in eight cities completed the survey; three-quarters don’t plan on being in their current jobs five years from now, and nine percent are currently in the process of leaving. Frustrations with boards of directors and institutional funders, lack of management and administrative support, and below-market compensation add stress to a role that can be challenging even in the best of circumstances.

3. Cornforth, Chris and Simpson, Claire. (2002). Change and Continuity in the Governance of Nonprofit Organizations in the United Kingdom. *Nonprofit Management & Leadership*, vol. 12, no. 4, 451.

This article reports on the results of a survey of charities in England and Wales, which examined how their boards are changing and whether various external initiatives to improve board performance are having an effect. In particular, the research explored the impact of organizational size. The findings suggest that the size of the organization does matter, as a variety of board characteristics and changes vary with size. The article concludes by examining some of the implications of these findings for theory and practice.

4. Green, Jack C., Madjidi, Farzin, Dudley, Thomas J. and Gehlen, Frieda L. (2001). Local Unit Performance in a Nonprofit Organization. *Nonprofit Management & Leadership*, vol. 11, no. 4, 459.

Board members and chief professional officers (CPOs) from the local units of a national

Appendix 5: Annotated Bibliography

nonprofit organization completed questionnaires that revealed (1) statistically significant differences as to what functions and activities each believes the other should do and does perform, (2) areas of possible tension between boards and their CPOs, and (3) those activities with significant correlations to common performance measures established by the national organization. Both board members and CPOs believe boards should be doing more than they do, with CPOs being more critical of board members than they are of themselves or than board members are of them. There is significant tension between boards and CPOs regarding responsibility for some operational issues. However, neither the presence nor absence of tension was significantly correlated with the effectiveness of the organization. Finally, self-reported measures of effectiveness correlated with external measures developed by the national organization, providing some evidence that self-reported measures may be valid.

5. Holland, Thomas P. and Jackson, Douglas K. (1998). Strengthening Board Performance. *Nonprofit Management & Leadership*, vol. 9, no. 2, 121.

Many nonprofit boards have undertaken board development activities, yet there has been little empirical evidence of the impact on board performance. This article reports findings from organizations: ten participated in developmental interventions, and fourteen received no interventions but served as matched comparisons. The experimental group showed significant improvements in board performance, and the comparison group did not. Lessons from the study include a number of practical steps boards can take to reorganize governance procedures and structures to enhance board effectiveness. The authors identified six dimensions of board competency that seemed to capture the elements essential to effective governance:

- Contextual: the board understands and takes into account the culture, values, mission, and norms of the organization it governs.
- Educational: the board takes the necessary steps to ensure that members are well informed about the organization, the professions working there, and the board's own roles, responsibilities, and performance.
- Interpersonal: the board nurtures the development of its members as a group, attends to the board's collective welfare, and fosters a sense of cohesiveness and teamwork.
- Analytical: the board recognizes complexities and subtleties in the issues it faces, and it draws upon multiple perspectives to dissect complex problems and to synthesize appropriate responses.
- Political: the board accepts that one of its primary responsibilities is to develop and maintain healthy two-way communications and positive relationships with key constituencies.
- Strategic: the board helps envision and shape institutional direction and helps ensure a strategic approach to the organization's future.

6. Holland, Thomas P. (2002). Board Accountability. *Nonprofit Management & Leadership*, vol. 12, no. 4, 409.

Accountability has become a major issue in the nonprofit sector. Numerous external and internal approaches to strengthening performance in this area exist, and many nonprofit boards expect their executives to account for use of their organizations' resources. However, few boards apply any such expectations to themselves. Qualitative analysis of records from interviews, consultations, and meeting observations with 169 board members of

Appendix 5: Annotated Bibliography

thirty-four diverse nonprofit organizations revealed six sets of practices that foster board accountability. They include setting clear expectations and standards for the group and for its members, actively using policies regarding conflicts of interests, identifying and staying focused on priorities, maintaining strong two-way communications directly with constituency groups, conducting assessments of meetings and board performance, and experimenting intentionally with new approaches to their work. The experiences of these boards provide numerous examples of practical steps that others may consider when they seek to increase the value they add to their organizations as well as to strengthen public trust.

7. Inglis, Sue and Weaver, Liz. (2000). Designing Agendas to Reflect Board Roles and Responsibilities. *Nonprofit Management & Leadership*, vol. 11, no. 1, 65.

Over a nine-month period the board agendas of a community nonprofit organization were redesigned to reflect a particular board agenda tool titled “Strategic Activities, Resource Planning, and Operations.” Feedback from the board members and executive director indicate strong support for the framework in focusing the work of the board. The framework also has implications for how the Executive Director and board members prepare for meetings and how the shared leadership of the meetings is played out.

8. Masaoka, Jan and Allison, Mike (2005). Why Boards Don’t Govern. *Grassroots Fundraising Journal*, vol.24, no. 3, 9-11.

This article describes the two roles of support and governance, discussing the reasons why boards struggle to occupy both roles and offering practical ways to strengthen the governance function of the board.

9. Minnesota Council of Nonprofits. (2005) Principles and Practices for Nonprofit Excellence.

The Principles and Practices for Nonprofit Excellence are based on the fundamental values of quality, responsibility and accountability. The ten characteristic accountability principles distinguish the nonprofit sector from government and the business sector. The 133 management practices provide specific guidelines for individual organizations to evaluate and improve their operations, governance, human resources, advocacy, financial management and fundraising. This document has three intended purposes. The first is to provide individual organizations striving for excellence with a tool for strategic planning and operational evaluation relative to the rest of the nonprofit sector. The second is to support the growth and quality of the sector. The third is to increase public understanding of the role and contributions of the nonprofit sector.

10. Peters, Jeanne, Wolfred, Timothy R. and Allison, Michael (2001). Daring to Lead: Nonprofit Executive Directors and Their Work Experience.

The survey provides a profile of Executive Directors who are more likely to be successful in their leadership roles and to stay on the job longer. These executives: are personally committed to the agency’s mission; get good personal support from their board, and are relatively satisfied with the way the board has teamed up with them in meeting various management challenges, especially fund raising, strategic planning, and financial oversight; have good working relationships with their agency managers and other work colleagues; see them as good sources of support; have significant management experience

Appendix 5: Annotated Bibliography

prior to their current job; are more likely to have a fundraiser on staff; experience less of the “high stress and long hours” that can burn out an Executive Director; and are adequately compensated.

11. Renz, David O., Exploring the Puzzle of Board Design: What’s Your Type? *Nonprofit Quarterly* (2004) Volume 11, Issue 4.

Could we develop a basic typology of nonprofit boards that would offer nonprofit leaders a useful framework—a framework that would help them develop boards that are functional and truly add value to the execution of their missions and visions? The question of board types is really about design, and in reality, most of us are living with a board design that is not of our own choosing. In too many organizations, one might even question whether anyone actually designed the board. But if you had the option to choose a design, what type of board would you choose? Thoughtful board design involves the consideration of many factors and, fundamentally, offers important choices regarding power, control, engagement, accountability, and autonomy. Designs that enable an agency to achieve its goals are grounded in a solid understanding of its mission, vision, core values, the nature of its work, and the characteristics of its operating environment. Building from this understanding of the context and results we seek, we can begin to clarify which types of boards may be better aligned with the needs of our agencies.

12. Salamon, Lester M. and Geller, Stephanie L., *Nonprofit Governance and Accountability*, Listening Post Project Communique, No. 4, October 2005.

The Johns Hopkins Listening Post Project’s survey of 600 nonprofits on governance and accountability deals with many of the questions raised by the Senate Finance Committee. Head of the project and Alliance member Lester Salamon writes, “There are many calls for reform and suggestions for regulating nonprofit governance, but this is the first comprehensive view of what these organizations are actually doing... While there will always be instances of poor governance in any sector, what this report shows is that the vast majority of nonprofit managers and governing boards take their fiscal responsibilities very seriously and have governance and accountability mechanisms in place that are far more up to the challenge than some recent accounts have suggested.”

13. Sonnenfeld, Jeffrey A. (2002). What Makes Great Boards Great. *Harvard Business Review*, vol. 80, no. 9, 106-113.

Exemplary boards are robust, effective social systems. Team members develop mutual respect; because they respect one another, they develop trust; because they trust one another, they share difficult information; because they all have the same, reasonably complete information, they can challenge one another’s conclusions coherently; because a spirited give and take becomes the norm, they learn to adjust their own interpretations in response to intelligent questions. Effective boards require their members to play a variety of roles, in some cases dipping deep into the details of particular business, in others playing the devil’s advocate, in still others serving as the project manager. Playing different roles gives directors a wider view of the business and of the alternatives available to it.

Appendix 6: Web-Based Resources

There are many board development resources on the Internet. Following are a few examples at the time of this printing of web sites that offer free tools and informational articles on nonprofit governance and management: (Do your own search. Web resources change over time.)

Board Café™
CompassPoint

<http://www.compasspoint.org/boardcafe>

BoardSource

<http://www.boardsource.org>

Free Complete Toolkit for Boards

<http://www.managementhelp.org/boards/boards.htm>

Info Central
Minnesota Council of Nonprofits

<http://www.mncn.org/infocentral.htm>

Nonprofit Genie

<http://www.compasspoint.org/askgenie/index>

Nonprofit Good Practice Guide

<http://www.npgoodpractice.org>

Nonprofit Nuts and Bolts

<http://www.nutsbolts.com/np-articles.htm>

The Nonprofit FAQ
Idealist.org Action Without Borders

<http://www.nonprofits.org/npofaq>

Appendix 7: We Want Your Feedback!

This report describes the experiences of 117 nonprofit leaders throughout Minnesota through their data and stories. Our goal is to present the unique wisdom and challenges faced by smaller grassroots organizations, as well as organizations based in rural or cultural communities.

We hope that you are inspired and engaged by these stories, and find the accompanying discussion questions useful as you think about your own work as a nonprofit leader.

Please let us know how and when you've used this information in your organization. We'd also love to hear your ideas and suggestions for additional tools and resources that you've found to be useful in your work. Please mail your answers to us at:

395 W County Rd C
Roseville, MN 55113

1. My board used the guide and found it to be helpful in the following ways:

2. As a result, we're now thinking/working differently in the following areas:

3. I'd be interested in learning more about the following topics:

4. Here are some other thoughts:

Thank you in advance –

Kim Sundet Vanderwall
651-483-2524
kim@vanderwallconsulting.com

Ellen Benavides
651-646-5115
benav003@umn.edu



Additional copies of this report are available at <http://www.mapforprofits.org>.