

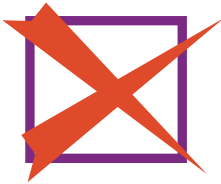


LEADING WITH INTENT

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Figure 1. Board Report Card: Grades

	Responsibility	CEO	Chair
	Mission	A-	A-
	Financial Oversight	B+	B+
	Legal/Ethical Oversight	B+	B+
	CEO Support	B	B+
	Strategy	B-	B
	CEO Evaluation	B-	B
	Monitors Performance	B-	B
	Community Relations	C+	C+
	Board Composition	C	C+
	Fundraising	C	C

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Figure 2. Summary of “Determinants of Board Performance in Nonprofit Organizations”

	Internal Functions	External Functions
Inputs	Chair: Expertise (HR, business, fundraising), service on single board	
	Having right people on board	
		Chair made personal financial contribution
Structures	Board manual	Board size
	Formal orientation	Meeting frequency
Processes	Group dynamics	
	Clarity of roles and responsibilities	
Organizational Factors	Size of organization	Type of organization

Brown, William; Tenuta, Rosemary; Van Puyvelde, Stijn; and Walker, Vernetta. “Determinants of Board Performance in Nonprofit Organizations, Working Paper.” Bush School of Government and Public Service, Texas A&M University.

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Figure 3: The Who, What, and How of Board Performance



PEOPLE (WHO)

Board Composition & Structure

Composition

- Size & Terms
- Composition/Diversity + Inclusion
- Recruitment & Elections

Structures

- Committees
- Meetings



WORK (WHAT)

Board Responsibility

Strategy & Programs

- Mission, Vision, Programs
- Strategic Planning
- Strategic Issues

Ambassadorship

- Advocacy & Public Policy
- Fundraising

Financial Oversight & Accountability

- Financial Oversight
& Sustainability



CULTURE (HOW)

Leadership & Board Dynamics

Board Development

- Role Clarity
- Orientation
- Assessment

Board Dynamics

- Chair & Board Succession Planning
- Group Dynamics & Board Member Engagement

CEO Relations

- Constructive Partnership
- Evaluation & Compensation
- CEO Succession Planning