

**High Hopes**

**DRAFT**

**Board Survey Report**

Prepared by  
Fio Partners, LLC

**December 2022**

CONFIDENTIAL AND NOT FOR DISTRIBUTION

# executive summary

The High Hopes Board of Trustees completed a self-assessment board survey. Results indicate strength in Board discussion, Board functioning and strategic and generative practices. The Board has new Trustees that it would like to take care to support in integration with the group. Like many groups, this Board has seen a reduction in relationship strength due to pandemic restrictions on meeting in person over the last two years. The group is working to rebuild social cohesion and looks forward to more opportunities to do so.

There are indications throughout the survey responses that the way Board members are experiencing discussions and interactions may not be the same. Another observation through the survey is inconsistency in relation to elements of diversity, equity, and inclusion. This group may be in the beginning of its journey to better understanding such issues and the inconsistency in experiences are not surprising.

Opportunities for next steps could include more DEI training and dialogue among the Board to ensure a common language and understanding of terms. Additionally, finding ways to ensure programming and policies center community voice and ensuring engagement with communities of color is an area to explore. Having a better understanding of racism and anti-racism would be an important first step before the group can work to ensure the organization is actively anti-racist. The group is also in agreement that they would benefit from more diversity and are seeking to take action steps toward this effort.

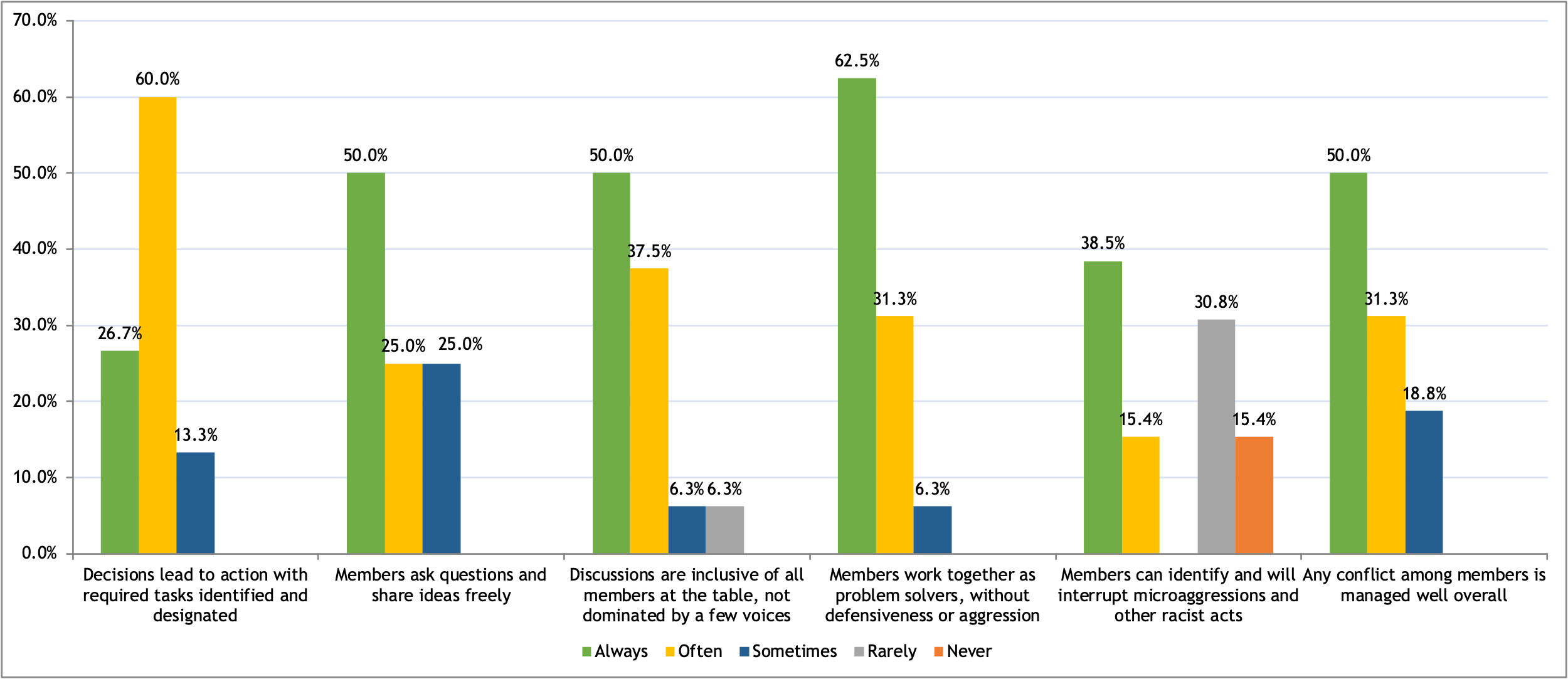
# DETAILED FINDINGS

The Board survey was sent via Survey Monkey to all Board members on November 9th and remained open for completion until December 1, 2022. The survey was completed or partially completed by 16 Board members for a response rate of 94%. There were a few Trustees for whom it was a challenge to access the survey. This is not uncommon with corporate email addresses that have very strong spam filters. Separate or additional links to the survey were sent to those who expressed difficulty in accessing it.

## Board DISCUSSION

Overall, the survey findings indicate Board discussion is an area of strength. There are some interesting differences in the frequency with which some Board members indicate certain types of discussion are happening. It may be of interest to the Board to probe more deeply into how and why **individual experiences may differ** across the group. This may indicate that there is some inconsistency in the way members are currently experiencing discussion among the Board.

The chart below highlights some of the differences within the group based on Board responses. One example is that while half the group says Board discussions are **always** *inclusive of all members at the table and not dominated by a few voices*, some Board members indicate this is **sometimes** or **rarely** the case. Another example is that while half of the Board thinks members **always** *ask questions and share ideas freely*, a quarter of the group thinks this happens only **sometimes**.



## LEARNING OPPORTUNITIES

The Board was asked to reflect on the last 12 months regarding the frequency with which it has carried out a series of different practices. In terms of activities to support new Board members, dialog with staff and understanding emerging trends, there is consistent agreement that those practices are taking place regularly.

There was no consistent agreement from the Board with regard to learning about racial disparities or DEI, asking for feedback from the community or engaging communities of color. These inconsistencies are not uncommon in a Board group that is early in their journey to better understand racism, racial equity and how their discussions and practices need to shift to address these issues.

## RELATIONSHIP QUALITY AND MANAGEMENT

In terms of social cohesion, the Board has indicated through a series of questions, that it would benefit from opportunities to **socialize**. This may increase the **trust** among the group, which is important to allow for generative discussion.

When asked if there were additional reflections members wanted to share in terms of the quality of interactions or relationships of the Board, the group had the following feedback, in summary:

* The pandemic and virtual interactions were difficult for the group and there was something lost in not being able to meet in person
* The Board is intentionally rebuilding after this experience, and should pay particular attention to new Board members since they do not have the same history of meeting in person
* Board meetings are and should be important to all Trustees. Reading materials beforehand and regular attendance should be a priority for all members
* The group wishes for more opportunities to have casual interaction as a way to build group cohesion

## INTERPERSONAL TRUST

We look at interpersonal trust in three ways: **competence**, which is the ability to perform the tasks associated with one’s role; **dependability**, the extent to which someone does what they have agreed to do; and **communication reliability**, that what one says is truthful, complete, and timely.

The survey asked Board members to assess personal trust levels with Board members, Board leadership and with the Executive Director. The group indicates high levels of trust with these three groups, and particularly the with Executive Director.

## Board FUNCTIONING

The Board indicates an adequate, appropriate mix of **structures and policies** are in place to ensure Board **functioning** and **oversight** and support to the organization. There may be an opportunity for the Board to examine more closely its efforts to **include voices of those who are most impacted** by the organization’s work.

The group also reports that it carries out its **fiduciary responsibilities** well, such as overseeing the organization’s financial health and assessing the performance of the Executive Director.

The Board executes well on several **strategic and generative practices** such as ensuring activities are within the organization’s mission and contributing to strategic planning. There are also some opportunities to consider for future direction. To the extent the group has planned to prioritize addressing racial disparities, there are opportunities to:

* more closely examine programs to ensure they are **responsive** to community need and racial disparities, and
* take steps to ensure the Board and organization are **actively anti-racist**.

One group of questions asked the Board to reflect on external relations and fundraising. Board self-assessment indicates the group **supports fundraising** through donation and solicitation of **donations** and uses their **influence** and **connections** to raise funds very well.

The Board has some opportunities to support **composition and recruitment**. While the group reflects a range of thought, experience, and expertise and represents a variety of life experiences, there is room to be more intentional about diversity. Such diversity efforts could include:

* Thinking and planning intentionally about a diverse group in terms of race, ethnicity, age and generational experiences
* **identifying barriers** that exist preventing or discouraging a more diverse membership in the above categories
* creating **strategic recruitment goals** and metrics to **develop and maintain a diverse Board**.

## Board ENGAGEMENT AND PERSONAL SATISFACTION

The Board has a range of tenure with a fairly even distribution of its members from less than one year to 10 years or more. The Board contributes a range of hours to support the Board and its committees. The biggest group (37.5%) contribute more than 30 hours annually. One quarter of the group contributes less than 10 hours, and the rest between 10 and 30 hours.

When asked about personal satisfaction, there is clear **commitment** to the organization’s mission. The group also indicates they regularly attend and participate in meetings and committees, and that they **feel valued**. There are opportunities to bolster Board member’s **confidence** and skills through **development and training** activities for those who have not those opportunities.

## PLANNING FOR THE FUTURE

### Q16. What do you view as the three **most important strategic issues** to be addressed in the next three years?

The most mentioned strategic issue was volunteers by far, both in terms of attraction and retention of volunteers. Other top mentions were staff, remaining relevant and ensuring that the organization is being responsive to the needs of its constituency.

|  |  |
| --- | --- |
| THEME | INPUT |
| Volunteers | The most mentioned topic in the feedback had to do with volunteers. Management of, decline in, need to attract and retain volunteers was mentioned by a majority of respondents as the first or second (or both) most important strategic issue for the organization to address. |
| Staff | |  | | --- | | Recruitment, retention, resiliency, and succession | |
| Relevance | Remaining relevant and responsive to be sure the organization is meeting the needs of its constituents |
| Finance | Growth of donor and client base, meeting budgetary goals and focus on endowment giving/development |
| DEI | Diversification of the Board, staff, and volunteer groups to reflect the service community |
| Public Relations | Improving our image and public awareness |
| Single Mentions | Mission focus, flexibility |

### Q 17. How/do you think the **board should evolve** in light of these issues and ambitions?

In terms of how the Board considers ways to evolve to support the organization, suggestions involve educating the group around **current issues** and providing opportunities and encouragement of **generative Board discussion** and improving utilization of the Boards skills and experience. Improving Board **socialization** and building relationships to increase engagement, and a desire to see efforts to **diversify** the group were also mentioned. Considering volunteer management including methods of recruitment and whether the organizational culture supports it were also mentioned as a specific tactic for addressing current issues.

### Q18. What additional suggestions do you have to improve your experience as a Board member? Please use the space below to provide any additional comments on prior questions, suggestions, concerns, or observations about our Board.

Additional comments were primarily focused on the **relational** cultivation of the Board as a group. Holding social events and relationship building activities were mentioned as important steps toward **building trust** and conviviality among the group.

Expanding the committee volunteer groups would allow the Board to focus on governance rather than operations. In terms of generative practices, there is curiosity whether the absence of **conflict or dissenting opinions** means the Board culture needs to support that type of dialog more actively or intentionally.

There were also suggestions around providing an **inclusive** environment as a way to help integrate new Board members and support new staff. Another comment mentioned efforts to support staff volunteers and development teams, tapping into Board expertise.

It was also suggested that diversification efforts become more intentional and structured.

# SECTION AVERAGES

Fio Partners conducted a survey of the Board of Trustees in 2011, 2015 and 2017. Since 2017, the Board survey instrument has been substantively changed to add practices that explore the areas of diversity, equity, inclusion and belonging. For this reason, we do not recommend comparison to prior years by section average to ascertain progress by the Board of Trustees.

The table below details the average scores of the sections as they are now organized. This may be helpful to serve as a baseline for the Board moving forward to gauge progress and development.

|  |  |
| --- | --- |
| **Section** | **2022 Average** |
| Board Discussion | 1.73 |
| Learning Opportunities | 1.77 |
| Board Staff Relations | 1.77 |
| Social Cohesion | 1.99 |
| Board Functioning: | 1.72 |
| *Board Structure and Policies* | *1.5* |
| *Fiduciary Responsibilities* | *1.44* |
| *Strategic and Generative Practices* | *1.67* |
| *External Relationships and Fundraising* | *1.7* |
| *Board Composition and Recruitment* | *2.06* |
| Board Engagement and Personal Satisfaction | 1.55 |

# APPENDIX A: BOARD PERFORMANCE DATA TABLES

## Board Discussion

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Q1. Board discussions have the following characteristics: | Always | Often | Sometimes | Rarely | Never |
| a. Discussions are based on information and knowledge shared with members. | 62.5% | 37.5% | 0.0% | 0.0% | 0.0% |
| b. Leads to clear decisions. | 31.3% | 62.5% | 6.3% | 0.0% | 0.0% |
| c. Decisions lead to action with required tasks identified and designated. | 26.7% | 60.0% | 13.3% | 0.0% | 0.0% |
| d. Members ask questions and share ideas freely. | 50.0% | 25.0% | 25.0% | 0.0% | 0.0% |
| e. Discussions are inclusive of all members at the table, not dominated by a few voices. | 50.0% | 37.5% | 6.3% | 6.3% | 0.0% |
| f. Members work together as problem solvers, without defensiveness or aggression. | 62.5% | 31.3% | 6.3% | 0.0% | 0.0% |
| g. Debates are open and honest, yet remain respectful. | 68.8% | 31.3% | 0.0% | 0.0% | 0.0% |
| h. Members can identify and will interrupt microaggressions and other racist acts. | 38.5% | 15.4% | 0.0% | 30.8% | 15.4% |
| i. Any conflict among members is managed well overall. | 50.0% | 31.3% | 18.8% | 0.0% | 0.0% |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Q2. Board discussions take into consideration: | Always | Often | Sometimes | Rarely | Never |
| a. The experience of our clients and the communities we serve. | 62.5% | 25.0% | 12.5% | 0.0% | 0.0% |
| b. The perspectives and interests of key constituencies. | 62.5% | 25.0% | 12.5% | 0.0% | 0.0% |
| c. Issues and trends that are relevant to the organization’s work. | 37.5% | 62.5% | 0.0% | 0.0% | 0.0% |
| d. Multiple views on an issue and potential alternatives. | 25.0% | 68.8% | 6.3% | 0.0% | 0.0% |
| e. How the organization's vision, mission, and values relate to the matter at hand | 62.5% | 37.5% | 0.0% | 0.0% | 0.0% |
| f. Principles of Diversity, Equity, and Inclusion. | 31.3% | 50.0% | 18.8% | 0.0% | 0.0% |
| g. How change may impact programs and services. | 40.0% | 60.0% | 0.0% | 0.0% | 0.0% |
| h. The wellbeing or morale of staff. | 31.3% | 68.8% | 0.0% | 0.0% | 0.0% |
| i. The interrelated nature of issues and their implications across the organization. | 31.3% | 56.3% | 12.5% | 0.0% | 0.0% |
| j. The downside, tradeoffs, or possible risks of important decisions. | 31.3% | 56.3% | 12.5% | 0.0% | 0.0% |
| k. How the work of the organization actively advances racial equity. | 6.3% | 50.0% | 31.3% | 12.5% | 0.0% |
| l. How to make the organization more effective. | 37.5% | 62.5% | 0.0% | 0.0% | 0.0% |
| m. How the Board can support or help advance a solution to the issue at hand. | 31.3% | 56.3% | 12.5% | 0.0% | 0.0% |

## Board Practices

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Q3. To what extent do you agree that Board has carried out the following practices over the past 12 months? Our Board… | Always | Often | Sometimes | Rarely | Never | Not Sure |
| a. Provides new members with materials that clearly explain the roles, responsibilities, and expectations of the Board. | 46.7% | 53.3% | 0.0% | 0.0% | 0.0% | 0.0% |
| b. Provides new members with a formal orientation. | 86.7% | 13.3% | 0.0% | 0.0% | 0.0% | 0.0% |
| c. Incorporates opportunities for staff to share information about programs and emerging trends. | 46.7% | 46.7% | 0.0% | 0.0% | 0.0% | 6.7% |
| d. Examines and understands trends that could enhance or impede the organization's mission. | 40.0% | 60.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| e. Regularly requests and reviews feedback from clients and the community. | 33.3% | 33.3% | 20.0% | 13.3% | 0.0% | 0.0% |
| f. Regularly examines and discusses data about program effectiveness. | 33.3% | 60.0% | 6.7% | 0.0% | 0.0% | 0.0% |
| g. Enables members to learn about racial disparities in the organization's area of work. | 13.3% | 26.7% | 40.0% | 13.3% | 0.0% | 6.7% |
| h. Examines data about racial disparities in the provision of civil legal services and ways our organization addresses them. | 13.3% | 20.0% | 53.3% | 0.0% | 0.0% | 13.3% |
| i. Provides training to promote members' shared understanding and advancement of Diversity, Equity, and Inclusion. | 20.0% | 20.0% | 33.3% | 6.7% | 0.0% | 20.0% |
| j. Ensures that our organization is actively engaging communities of color and collaborating with other organizations led by people of color. | 46.7% | 53.3% | 0.0% | 0.0% | 0.0% | 0.0% |

## Board Social Cohesion

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Q4. Board Social Cohesion | Strongly Agree | Agree | Disagree | Strongly Disagree | Neutral | Not Sure |
| a. The Board shares biographical information that highlights members' personal and professional backgrounds. | 31.3% | 62.5% | 6.3% | 0.0% | 0.0% | 0.0% |
| b. Newer members are mentored by those with longer tenure. | 12.5% | 68.8% | 0.0% | 0.0% | 0.0% | 18.8% |
| c. Board members have opportunities to get to know one another. | 6.3% | 68.8% | 0.0% | 0.0% | 18.8% | 6.3% |
| d. The Board recognizes special events in its members' lives. | 12.5% | 37.5% | 6.3% | 0.0% | 12.5% | 31.3% |

## Board-staff relations

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Q5. Board-Staff Relations | Strongly Agree | Agree | Disagree | Strongly Disagree | Neutral | Not Sure |
| a. At Board meetings, there is a good balance between dialogue among members and with the Executive Director. | 43.8% | 50.0% | 6.3% | 0.0% | 0.0% | 0.0% |
| b. Recommendations from the Executive Director are adequately discussed before being accepted or rejected by the Board. | 50.0% | 43.8% | 0.0% | 0.0% | 6.3% | 0.0% |
| c. The Board understands and respects the responsibilities distinct to the Executive Director. | 56.3% | 43.8% | 0.0% | 0.0% | 0.0% | 0.0% |
| d. The staff is willing and appropriately available to answer questions from Board members. | 62.5% | 37.5% | 0.0% | 0.0% | 0.0% | 0.0% |
| e. Board and staff members collaborate and communicate well with each other. | 31.3% | 62.5% | 6.3% | 0.0% | 0.0% | 0.0% |

## Interpersonal Trust

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Q6. Competence: the ability of another to perform tasks associated with assigned roles. | Always | Often | Sometimes | Rarely | Never |
| a. Board Members | 53.3% | 46.7% | 0.0% | 0.0% | 0.0% |
| b. Board Leadership | 73.3% | 26.7% | 0.0% | 0.0% | 0.0% |
| c. Executive Director/CEO | 80.0% | 20.0% | 0.0% | 0.0% | 0.0% |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Q6. Dependability: the degree of trust in another’s intent to follow through on agreements. | Always | Often | Sometimes | Rarely | Never |
| a. Board Members | 26.7% | 60.0% | 13.3% | 0.0% | 0.0% |
| b. Board Leadership | 66.7% | 33.3% | 0.0% | 0.0% | 0.0% |
| c. Executive Director/CEO | 86.7% | 13.3% | 0.0% | 0.0% | 0.0% |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Q6. Communication reliability: the degree of trust that information provided is complete and truthful. | Always | Often | Sometimes | Rarely | Never |
| a. Board Members | 26.7% | 66.7% | 6.7% | 0.0% | 0.0% |
| b. Board Leadership | 53.3% | 46.7% | 0.0% | 0.0% | 0.0% |
| c. Executive Director/CEO | 80.0% | 20.0% | 0.0% | 0.0% | 0.0% |

## Board Structure And Policies

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Q8. Board Structure and Policies:  Our Board... | Strongly Agree | Agree | Disagree | Strongly Disagree | Neutral | Don’t Know |
| a. Has regularly scheduled, well attended, and well documented meetings. | 68.8% | 31.3% | 0.0% | 0.0% | 0.0% | 0.0% |
| b. Effectively convenes essential committees (governance and finance). | 62.5% | 37.5% | 0.0% | 0.0% | 0.0% | 0.0% |
| c. Has a committee structure that adequately supports the work of the Board and the organization. | 56.3% | 37.5% | 0.0% | 0.0% | 6.3% | 0.0% |
| d. Has and follows key Board policies (e.g., term limits, conflict of interest, confidentiality). | 62.5% | 31.3% | 0.0% | 0.0% | 0.0% | 6.3% |
| e. Staggers term limits to ensure continuity of knowledge and functioning. | 50.0% | 50.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| f. Puts structures in place (e.g., Board seats, committee involvement) to include the voices of those most impacted by the organization's work. | 25.0% | 50.0% | 6.3% | 0.0% | 18.8% | 0.0% |

## Board Functioning

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Q9. Fiduciary Responsibilities: Our Board... | Strongly Agree | Agree | Disagree | Strongly Disagree | Neutral | Don’t Know |
| a. Oversees the organization's financial health and is sufficiently informed to steward its funds. | 62.5% | 37.5% | 0.0% | 0.0% | 0.0% | 0.0% |
| b. Ensures compliance with regulatory and fiscal reporting requirements. | 50.0% | 43.8% | 0.0% | 0.0% | 0.0% | 6.3% |
| c. Oversees the currency and relevance of key organizational policies. | 50.0% | 43.8% | 0.0% | 0.0% | 6.3% | 0.0% |
| d. Oversees risk management efforts. | 50.0% | 50.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| e. Assesses the performance of the Executive Director regularly (annually or biannually). | 56.3% | 31.3% | 0.0% | 0.0% | 6.3% | 6.3% |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Q10. Strategic and Generative Practices: Our Board... | Strongly Agree | Agree | Disagree | Strongly Disagree | Neutral | Don’t Know |
| a. Has a deep understanding of and commitment to the organization's mission. | 50.0% | 50.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| b. Ensures that the organization's activities are within its mission. | 37.5% | 56.3% | 0.0% | 0.0% | 6.3% | 0.0% |
| c. Contributes to the development of our strategic plan and/or annual priorities. | 43.8% | 56.3% | 0.0% | 0.0% | 0.0% | 0.0% |
| d. Ensures that programs address demonstrated community need and racial disparities. | 26.7% | 53.3% | 0.0% | 0.0% | 20.0% | 0.0% |
| e. Ensures that the Board and organization are actively anti-racist. | 33.3% | 40.0% | 0.0% | 0.0% | 20.0% | 6.7% |
| f. Reviews the adequacy of long-term strategies. | 25.0% | 68.8% | 0.0% | 0.0% | 0.0% | 6.3% |
| g. Ensures the organization's commitment to quality assurance. | 31.3% | 62.5% | 0.0% | 0.0% | 0.0% | 6.3% |
| h. Has specific goals for itself, distinct from the goals for the organization. | 18.8% | 50.0% | 6.3% | 0.0% | 6.3% | 18.8% |
| i. Will discuss the effectiveness of its own performance. | 31.3% | 31.3% | 12.5% | 0.0% | 12.5% | 12.5% |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Q11. External Relations and Fundraising: A majority of Board members... | Strongly Agree | Agree | Disagree | Strongly Disagree | Neutral | Don’t Know |
| a. Actively promote the organization within their networks. | 18.8% | 62.5% | 0.0% | 0.0% | 0.0% | 18.8% |
| b. Use their influence and connections to create access, clear obstacles, and raise funds. | 18.8% | 75.0% | 0.0% | 0.0% | 0.0% | 6.3% |
| c. Help to implement fundraising efforts. | 25.0% | 68.8% | 0.0% | 0.0% | 6.3% | 0.0% |
| d. Support fundraising efforts through donations or purchases (tickets, etc.). | 25.0% | 75.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| e. Promote fundraising efforts by asking others to donate, purchase tickets, etc. | 25.0% | 68.8% | 0.0% | 0.0% | 6.3% | 0.0% |

## Board Composition

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Q12. Board Composition and Recruitment: Our Board… | Strongly Agree | Agree | Disagree | Strongly Disagree | Neutral | Don’t Know |
| a. Reflects a broad range of thought, experience, and expertise that meets organizational needs. | 25.0% | 62.5% | 0.0% | 0.0% | 6.3% | 6.3% |
| b. Represents a variety of life experiences. | 25.0% | 62.5% | 0.0% | 0.0% | 6.3% | 6.3% |
| c. Is ethnically and racially diverse. | 0.0% | 18.8% | 43.8% | 12.5% | 25.0% | 0.0% |
| d. Represents a variety of ages and generational perspectives. | 6.3% | 75.0% | 18.8% | 0.0% | 0.0% | 0.0% |
| e. Has identified the skills, expertise, and experiences needed for incoming Board members. | 25.0% | 62.5% | 6.3% | 0.0% | 0.0% | 6.3% |
| f. Has strategic recruitment goals and metrics to develop and maintain a diverse Board. | 0.0% | 75.0% | 0.0% | 6.3% | 12.5% | 6.3% |
| g. Identifies barriers that may prevent or discourage people with diverse backgrounds, especially people of color, from becoming members. | 6.3% | 50.0% | 12.5% | 0.0% | 12.5% | 18.8% |
| h. Has a clear recruitment process that is fair and unbiased. | 12.5% | 75.0% | 0.0% | 0.0% | 0.0% | 12.5% |
| i. Has an actively cultivated pipeline of potential Board candidates. | 0.0% | 68.8% | 12.5% | 0.0% | 0.0% | 18.8% |

## Tenure

|  |  |
| --- | --- |
| Q13. I have served as a Board member for: | Response |
| 1 year or less | 18.75% |
| 2-3 years | 12.50% |
| 4-6 years | 31.25% |
| 6-10 years | 12.50% |
| 10 years or more | 25.00% |

## Board Engagement

|  |  |
| --- | --- |
| Q14. Each year, I contribute to the Board and its committees the following range of hours: | Response |
| None, I am not engaged in the Board’s efforts at this time. | 0.00% |
| 0 - 10 | 25.00% |
| 10 - 20 | 18.75% |
| 20 - 30 | 18.75% |
| 30+ | 37.50% |

## personal Satisfaction

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Q15. Please check the box in the column to the right that best reflects your agreement. | Strongly Agree | Agree | Disagree | Strongly Disagree | Neutral |
| a. One of the reasons I joined this Board is because I believe strongly in the mission and values of this organization. | 87.5% | 12.5% | 0.0% | 0.0% | 0.0% |
| b. I attend and participate in meetings to the best of my ability. | 81.3% | 18.8% | 0.0% | 0.0% | 0.0% |
| c. I attend and participate in at least one committee. | 87.5% | 12.5% | 0.0% | 0.0% | 0.0% |
| d. I feel I am well informed about the issues and challenges the organization faces. | 56.3% | 43.8% | 0.0% | 0.0% | 0.0% |
| e. I am comfortable offering alternative points of view. | 56.3% | 37.5% | 0.0% | 0.0% | 6.3% |
| f. I have participated in Board development activities provided by our organization or elsewhere. | 56.3% | 31.3% | 0.0% | 6.3% | 6.3% |
| g. I feel competent in my role as a Board member. | 25.0% | 62.5% | 0.0% | 6.3% | 6.3% |
| h. I contribute my knowledge and skills to solving problems. | 31.3% | 56.3% | 0.0% | 0.0% | 12.5% |
| i. I feel that my contributions to the Board are meaningful. | 25.0% | 62.5% | 0.0% | 0.0% | 12.5% |
| j. I feel that I am a valued member of the Board. | 31.3% | 68.8% | 0.0% | 0.0% | 0.0% |
| k. I am pleased with my personal involvement on the Board. | 50.0% | 43.8% | 0.0% | 0.0% | 6.3% |