

# Board Pulse Check Survey

## Structure of the Survey

- ➔ 10 Components of Board operations:
  - » One half is related to internal practices and processes.
  - » Other half is related to external practices and relationship management.
- ➔ 1 Question per component = 10 Questions total
  - » Generally, the question asks about how the component affects the effectiveness of the board's operations and practices.
- ➔ 2-4 aspects to rank in each component:
  - » A five-point scale is provided (see below).
  - » This guides respondents to provide nuanced answers for each component.
  - » The format (Likert scale) allows for easily comparable responses so that we can assess alignment/diversion between board member perspectives and ask consistent questions in our follow-up interviews.

## The Likert scale options

- 1 **Severely lacking:** This area is severely lacking, causing consistent issues for the board and its operations.
- 2 **Insufficient:** This area is insufficient, often hindering the effectiveness of the board and its operations.
- 3 **Sufficient:** This area is sufficient, with some positive practices in place while still having room for improvement.
- 4 **Effective:** This area is effective, consistently and positively affecting the board's activities and operations.
- 5 **Exceptional:** This area is exceptional, leading to effective, consistent, and successful board activities and operations.

## Components

Below are the ten elements that we've identified as core to a Board's practices, each followed by the questions we will be able to answer as a result of the survey.

### Section 1: The Board's Internal Practices and Processes

1. **Board Structure and Composition** – Measures the extent to which the board's structure and composition lead to efficient decision-making, include a diversity of experience and perspectives, holds expertise in key areas, etc.

2. **Board Dynamics and Decision-Making** – Measures the extent to which processes are clear and inclusive.
3. **Board Meeting Effectiveness and Process** – Evaluates whether meeting agendas balance responsibilities/priorities, necessary information for each meeting is received on time, there is sufficient time for discussion during meetings, etc.
4. **Board Culture and Continuous Improvement** – Seeks to better understand how the board engages with each other (i.e., do they work well together?), change and innovative practices, practices of self-assessment to improve board knowledge and abilities, etc.
5. **Board Member Engagement** – Seeks to better understand to what extent the board is engaged in advancing strategic areas of the institution, networking and building community around the institution, measuring and communicating impact to the institution's communities, etc.

### Section 2: The Board's External Practices and Relationship Management

1. **Strategic Oversight and Alignment** – Measure the extent to which the board aligns with the institution's strategic goals, undertakes long-term strategic planning, balances strategy with operational concerns, etc.
2. **Financial Stewardship and Sustainability** – Seeks to better understand the board's comfort and comprehension of financial statements. Measures the extent to which the board oversees fundraising and revenue diversification efforts and aligns the budget with the institution's strategic priorities.
3. **Risk Oversight and Compliance** – Evaluates whether the board is set up for timely identification and mitigation of risks (financial, reputational, cybersecurity, etc.), prepared for a crisis and response, and have/follow mechanisms for reporting risks, etc.
4. **Board/Management Relationship and Accountability** – Seeks to better understand how the board works with and alongside the institution's President, whether there are clear boundaries in their responsibilities, how the President's performance is evaluated, how feedback is given to the President, etc.
5. **Reputation Oversight: Stakeholder Engagement and Communication** – Evaluate whether the board: effectively manages its relationships with key stakeholders, ensures board decisions are made transparent, communicates the institution's strategic direction to external audiences, etc.