



Board & Leadership
Development

Strategic On-boarding &
Professional Development

Succession Planning

Development Consulting

Survey Results
on
Board Recruitment & Orientation
October 2009
in preparation for CASE Webinar
November 5, 2009

27
respondents
with 22 fully
completed
surveys

Institutional representation:

▶ Associate's College	3.8%
▶ Doctorate-granting Universities	30.8%
▶ Master's Colleges & Universities	15.4%
▶ Baccalaureate Colleges	23.1%
▶ Special Focus Institutions	0%
▶ Tribal College	0%
▶ Independent Schools	11.5%
▶ Not-for-Profit Organization	15.4%



Position Responding to Survey

- CAO 66.7%
- Director of Alumni Relations 9.5%
- Associate/Assistant VP/DOD 23.8%

Other titles completing the survey: public affairs officer, director of leadership gifts, director of annual giving, trustee

Who
provides
staff
support:

- President/Head/CEO 62.5%
- Assistant to President/Head
or Secretary to the Board 29.2%
- Chief Advancement Officer 8.3%



Size of Voting Members of Board

- 16-20 16.7%
- 21-25 16.7%
- 26-30 37.5%
- More than 30 29.2%



- Yes 58.3%
- No 41.7%

From administrative team, who provides staffing:

- President/Head/CEO 50.0%
- Assistant to President or Head/Secretary to Board 31.3%
- Chief Advancement Officer 18.8%



Sources for
Recommendations
to the Board

- President/Head/CEO 91.7%
- Assistant to President/Head
or Secretary to Board 20.8%
- Chief Advancement Officer 91.7%
- Director of Alumni Relations 25.0%



Sources for
Recommendations
continues

- Board of Trustees 95.8%
- Alumni Association Board 29.2%
- Past Board of Trustees' 50.0%
- Senior Staff/team 50.0%

Other sources: governor appointment, Board of Fellows, alumni in general, development staff, research director, foundation board members and staff



Term
Limits

Yes	87.5%
No	12.5%



If yes,
what are
the terms:

- Three years 70%
- Four years 20%
- Five years 10%

Other: one year; renewable only three years for officers



Leave the
board and
return for
additional
terms:

- Yes 90.9%
- No 10.1%



Committees include non-trustees:

- ▶ Yes 56.5%
- ▶ No 43.5%

If yes, are they voting members:

- ▶ Yes 53.8%
- ▶ No 46.2%

Practices to Keep Past Members Involved:

- Receive board agendas 33.3%
- Receive board minutes 27.8%
- Invite to attend board meetings 33.3%
- Serve on board committees 11.1%
- Receive communication from president/head/ceo 100%
- Appointed to special task forces or other strategic initiatives 55.6%
- Other from respondents: invited to weekend activities planned every other year; bi-annual reunion at regular meetings, annual luncheon for “state of school” briefing

How is
your board
(s) elected:

- Gubernatorial appointment,
legislative or public election
17.6%
- Self-perpetuating
82.4%

Steps in
recruiting
new
members:

- In person interview by members of the board 55%
- In person interview by president/head/ceo 95%
- In person interview by chief advancement officer 25%

Steps
continue

- Telephone interview by members of the board 20%
- Telephone interview by president/head/ceo 20%
- Telephone interview by chief advancement officer 5%



Steps
continued

- Receipt of resume and/or biographical information from potential candidate 60%
- Research information provided by the Advancement/Development office 85%



- Development and assessment that considers a matrix to profile board priorities 55%

Other: board chair also involved in initial contact with president

Compared to five years ago, process:

- Much easier 4.8%
- Easier 4.8%
- About the same 66.7%
- Harder 19%
- Much harder 4.8%

Reasons potential members decline:

- Over-commitment 100%
- Expectations of members 26.3%
- Concern over personal giving 57.9%
- Financial position of institution 0%



- Concern on accountability and transparency 5.3%
- Politics of/with organization 5.3%
- Leadership of organization 0%
- Leadership of board 0%



Reasons
from
respondents

State requirements for financial disclosures



Provide an
orientation

100% said yes!

What is included in orientation:

- On site session 90.5%
- Tour 57.1%
- Presentation by board members 57.1%
- Presentation by trustee/governance committee 33.3%
- Presentation by members at institution 76.2%
- Financial overview 85.7%
- Fundraising initiatives 85.7%
- Structure of board 90.5%
- Roles & responsibilities of the board 95.2%



- Conflict of interest and disclosure
76.2%
 - Board code of ethics
61.9%
 - Role in raising philanthropic support
57.1%
 - By-laws
76.2%
 - Committee information, assignments, etc.
81%
 - Board member responsibilities and expectations
90.5%
- Other responses:
Conducted by president only



Board Manual

- Yes 85%
- No 15%



Formal mentoring program:

▶ Yes 15.8%

▶ No 84.2%


Next
CASE
Webinar

Board Development, Part II:
Assessment and Evaluation of
Trustees

Thursday, April 8, 2009
2:00pm – 3:30pm, EST

Cynthia Woolbright and Barbara Taylor, co-presentors
with Trustee, Trish Jackson, Scripps College

Check: www.case.org or Robin Feldman,
202-478-5671 or email: feldman@case.org



For more
information:

Cynthia Woolbright
Stony Point Landing
667 Midship Circle
Webster, New York 14580
Tele: 585.787.0325
Email: cynthia@woolbrightgroup.com
Website: www.woolbrightgroup.com