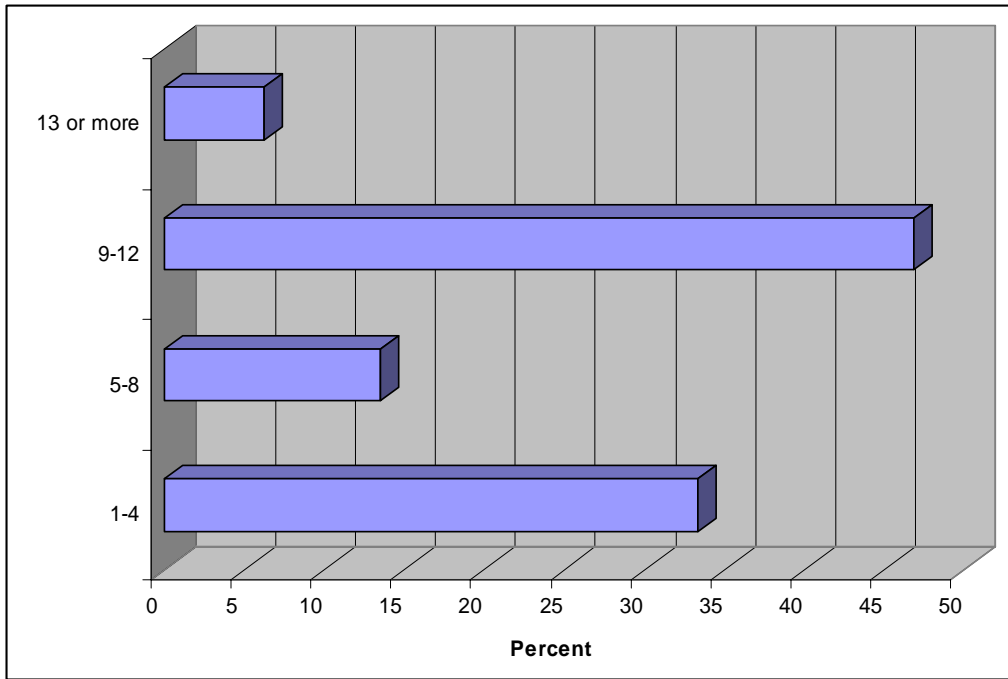


Survey Results for Pilot Study

Arizona Professional and Trade Associations

411 invited, 91 completed survey

1. How many board meetings do you have each year?



2. How long are terms for board members?

	Number of Responses	Response Ratio
1 year or less	11	11%
2 years	33	34%
3 years	37	39%
4 years	5	5%
5 years or more	2	2%
Our terms have no specified length	8	8%
Total	96	100%

3. How many terms may a board members serve continuously before they must rotate off the board?

	Number of Responses	Response Ratio
1 term	12	13%
2 terms	36	38%
3 terms	7	7%
4 or more terms	0	0%
No limit	37	39%
Not applicable.	4	4%
Total	96	100%

4. In the last five years, have you changed the size of your board?

	Number of Responses	Response Ratio
No change in the number individuals on the board (skip the next question)	55	57%
Increased the number of board members	33	34%
Reduced the number of board members	8	8%
Total	96	100%

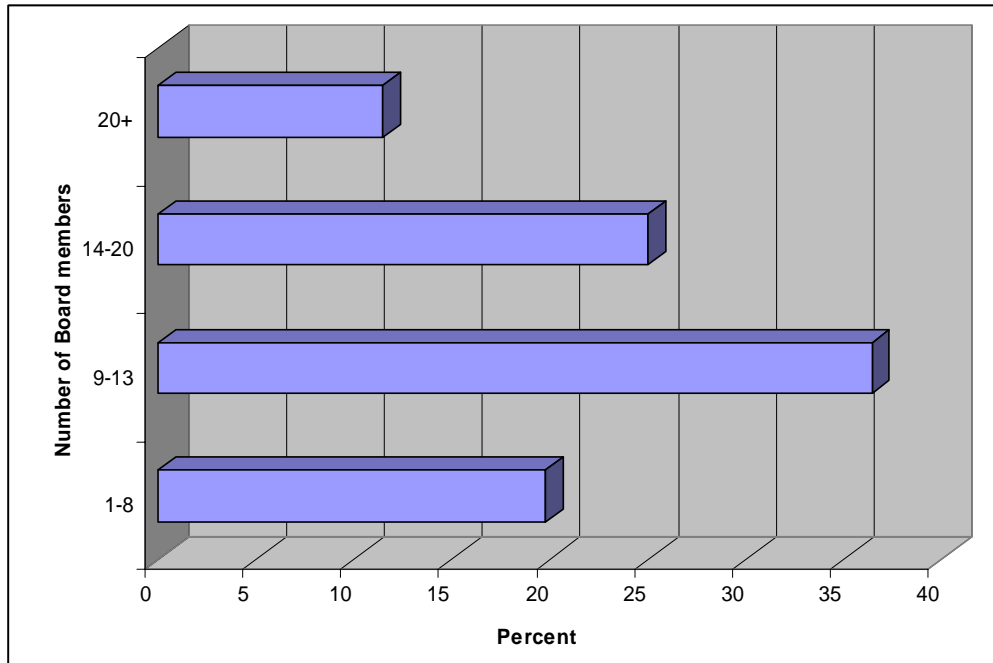
5. If your board size has changed, why? (select all that apply)

	Number of Responses	Response Ratio
to increase diversity of board members	19	44%
to increase skills and experience on the board	18	42%
to reduce costs associated with a larger board	2	5%
to achieve efficiency of a smaller board	4	9%
merger of organizations	1	2%
other	13	30%

6. Is the CEO a voting member of the Board?

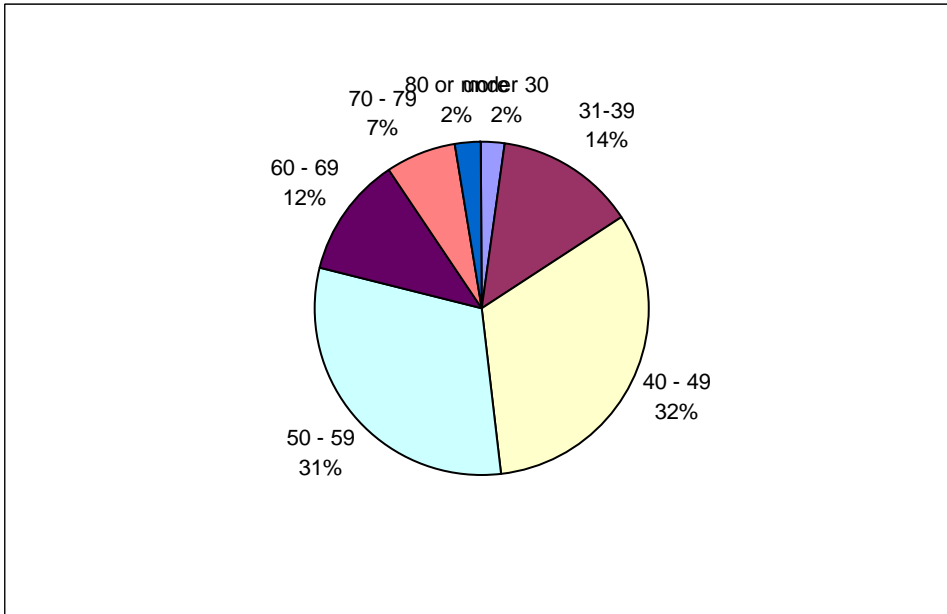
	Number of Responses	Response Ratio
Yes	27	29%
No	63	67%
Don't know	4	4%
Total	94	100%

7. How large is your board? **Average 15.8**

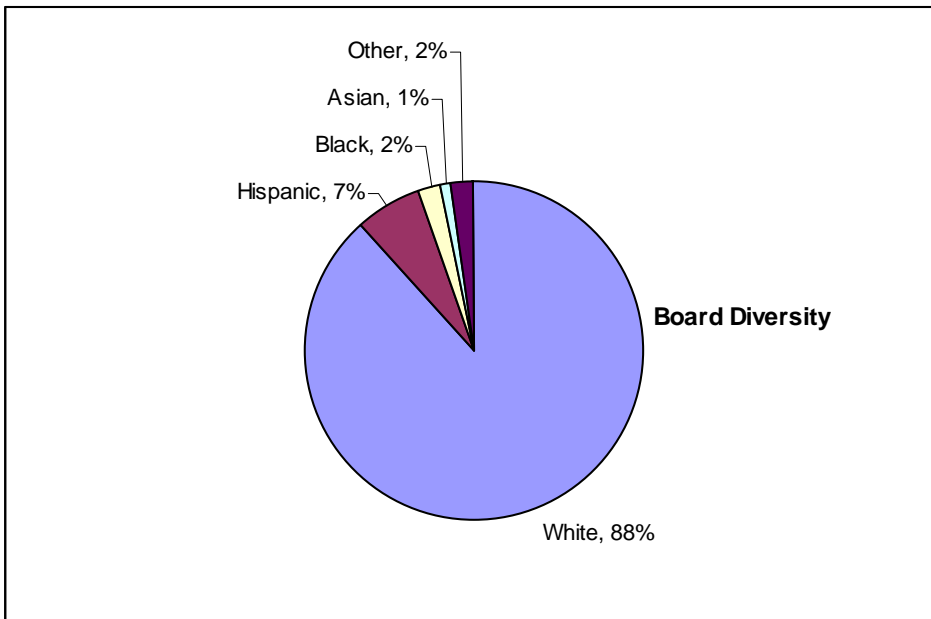


8. How many board members are women? **47%**

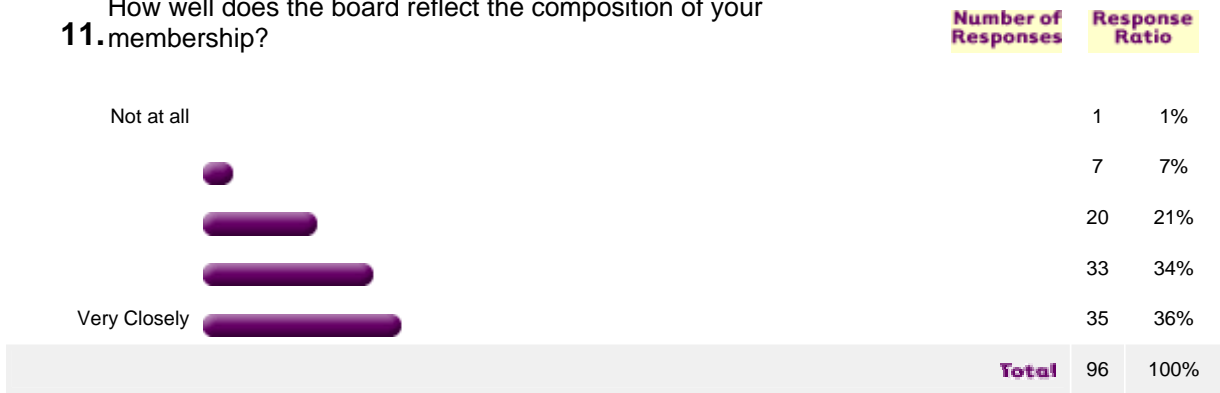
Our board has the following number of board members in each age group shown below (An **9.** estimate is fine.)



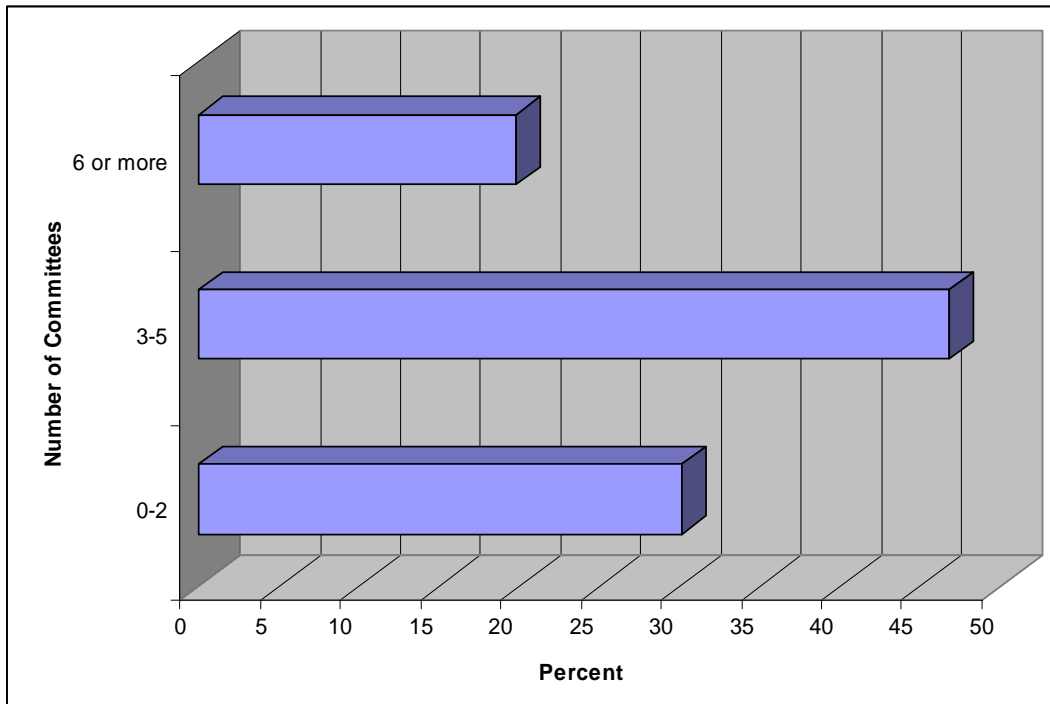
Our board has the following number of board members in each of the following racial/ethnic **10.** groups (an estimate is fine):



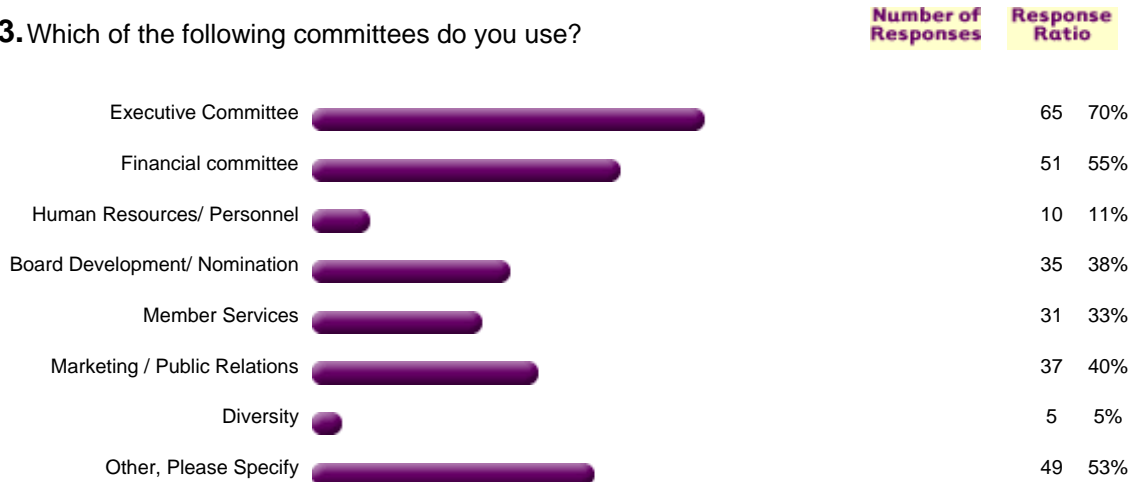
11. How well does the board reflect the composition of your membership?



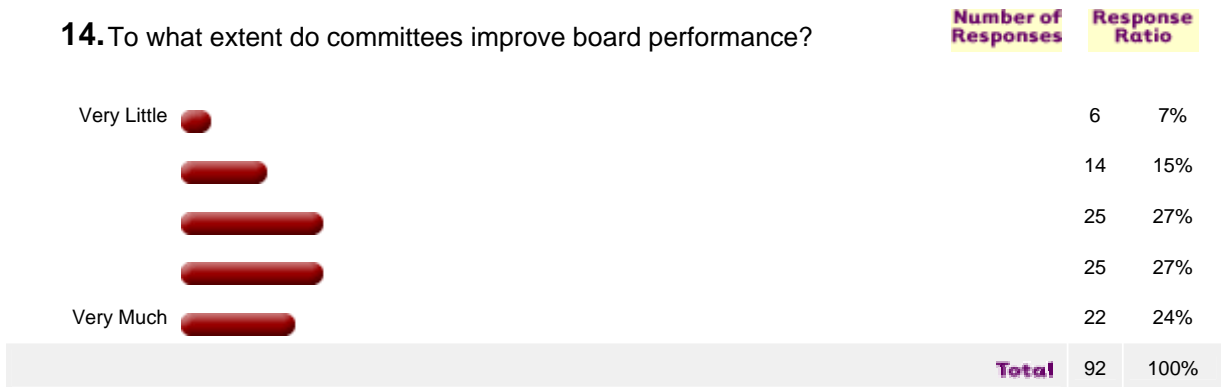
12. How many board committees do you have?



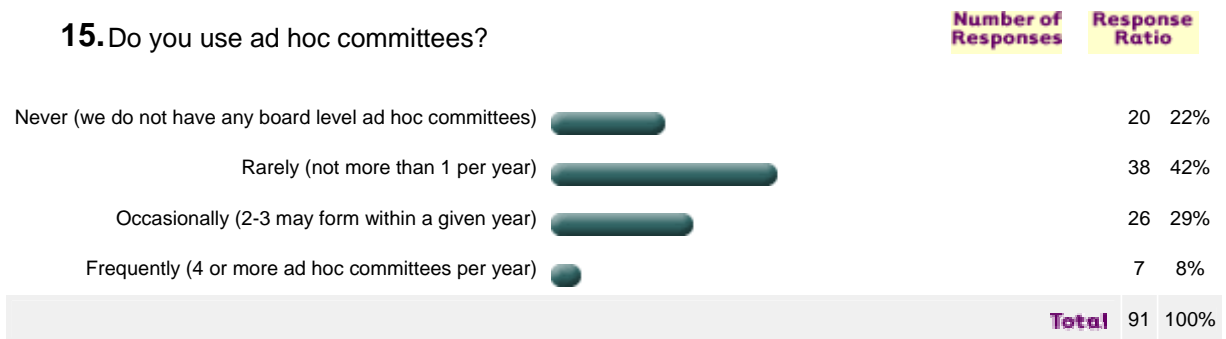
13. Which of the following committees do you use?



14. To what extent do committees improve board performance?



15. Do you use ad hoc committees?



How is the agenda developed for board meetings? (select all that apply)
16.

	Number of Responses	Response Ratio
Staff (i.e., CEO) primarily sets the agenda	38	40%
Board chair primarily sets the agenda	18	19%
Both CEO and board chair set the agenda	43	45%
A committee of the board sets the agenda	2	2%
Board members submit items for the agenda	24	25%
Other	1	1%

17. Do you use a consent agenda?

	Number of Responses	Response Ratio
Yes	33	34%
No	39	41%
Don't Know	24	25%
Total	96	100%

Which of the following descriptions is CLOSEST to the way your board operates?
18.

	Number of Responses	Response Ratio
The CEO is highly influential and trusted in recommending a course of action on governance issues.	27	28%
A small group of the board members plays a very influential role in recommending a course of action on governance issues.	26	27%
CEO and board leadership are equally influential in recommending a course of action on governance issues	33	34%
No particular individual or group is highly influential in recommending a course of action on governance issues.	10	10%
Total	96	100%

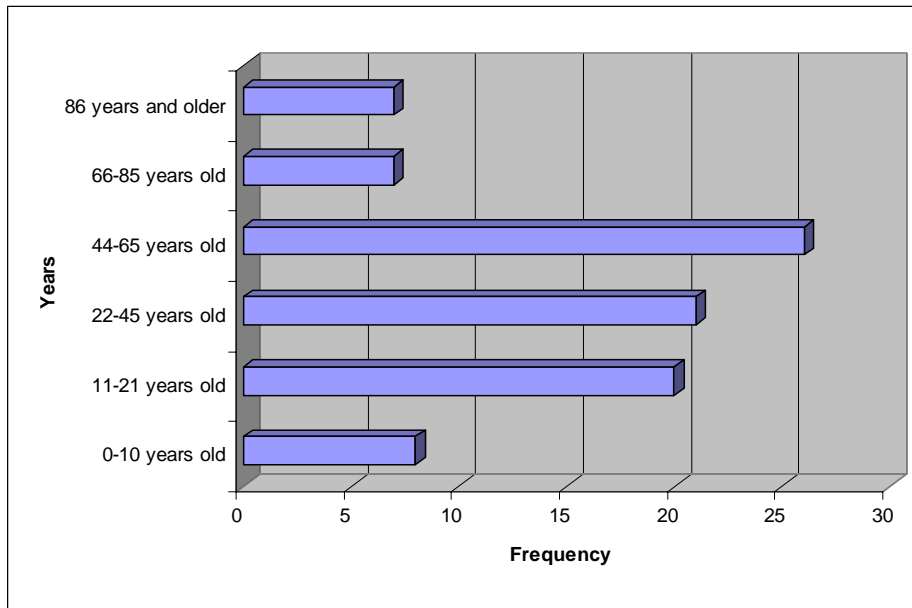
BACKGROUND ON THE ORGANIZATION

19. Which of the following best describes your field of membership?

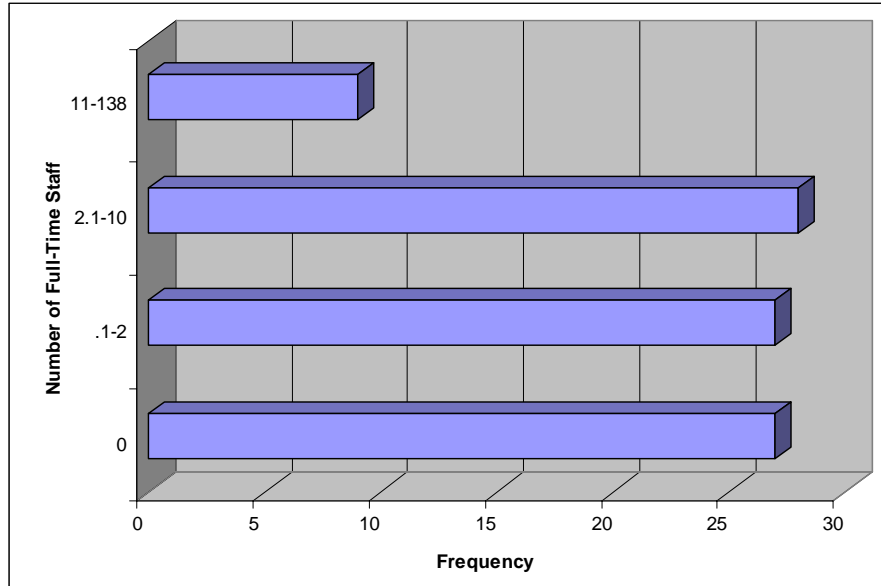
Number of Responses **Response Ratio**

Chamber of Commerce	18	20%
Predominately Individual/Professional Members	44	48%
Predominately Organization/Businesses as Members	19	21%
Other, Please Specify	11	12%
Total	92	100%

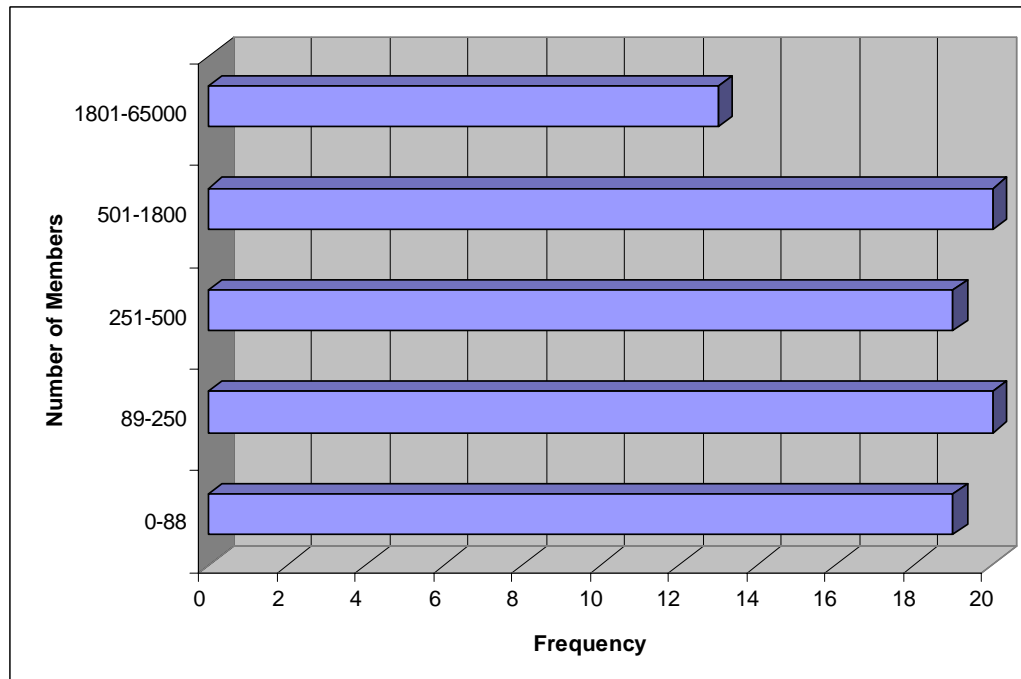
20. Year your organization (your local branch or affiliate) was established



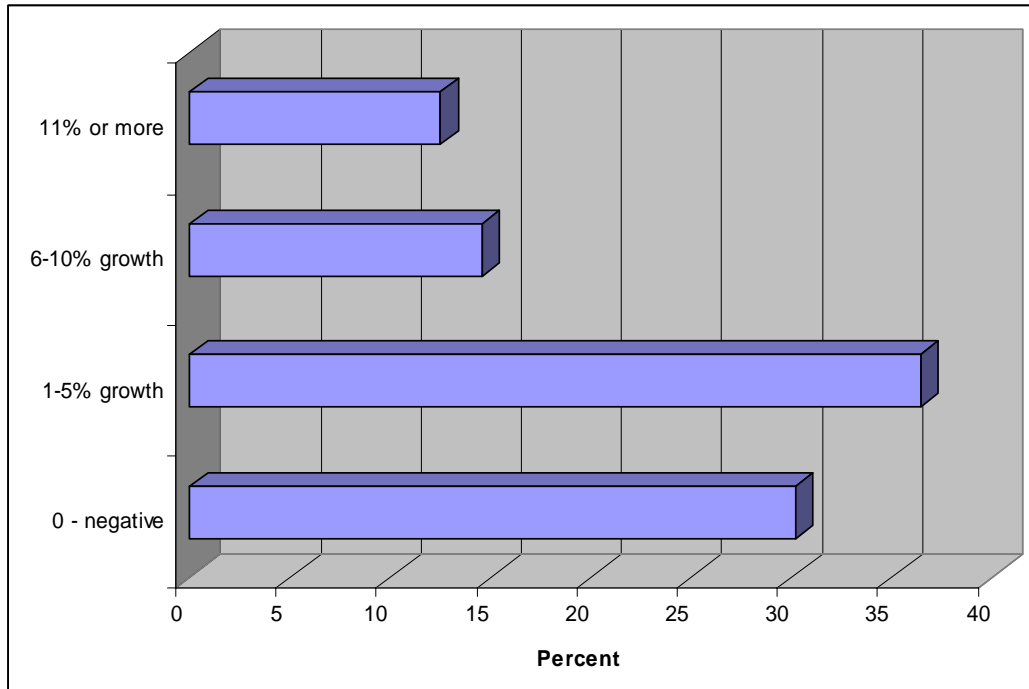
21. How many full-time equivalent Paid Staff does your organization have?



22. How many members does your organization have?



23. What has been your membership growth during the last year? Please indicate percentage.



24. Annual budget last year

	Number of Responses	Response Ratio
Under \$100,000	36	39%
101,000 - 500,000	33	36%
501,000 - 1 million	10	11%
1-2 million	5	5%
2-5 million	1	1%
5-10 million	3	3%
10 - 25 million	3	3%
25 million or more	1	1%
Total	92	100%

Rate your Association's performance over the last 12 months, relative to other associations
25. similar to your own.

The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option

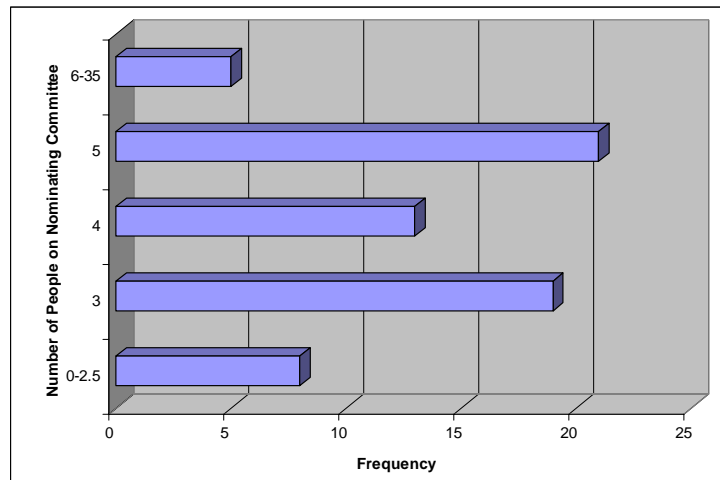
	1 Significantly worse	2 Slightly worse	3 About the same	4 Slightly better	5 Significantly better
1. Financial management/performance	2% 2	4% 4	30% 28	35% 33	28% 26
2. Range and quality of member services	2% 2	5% 5	36% 33	30% 28	26% 24
3. Member relations (maintain or expand membership)	3% 3	9% 8	37% 33	34% 31	17% 15

INFORMATION ABOUT BOARD PRACTICES

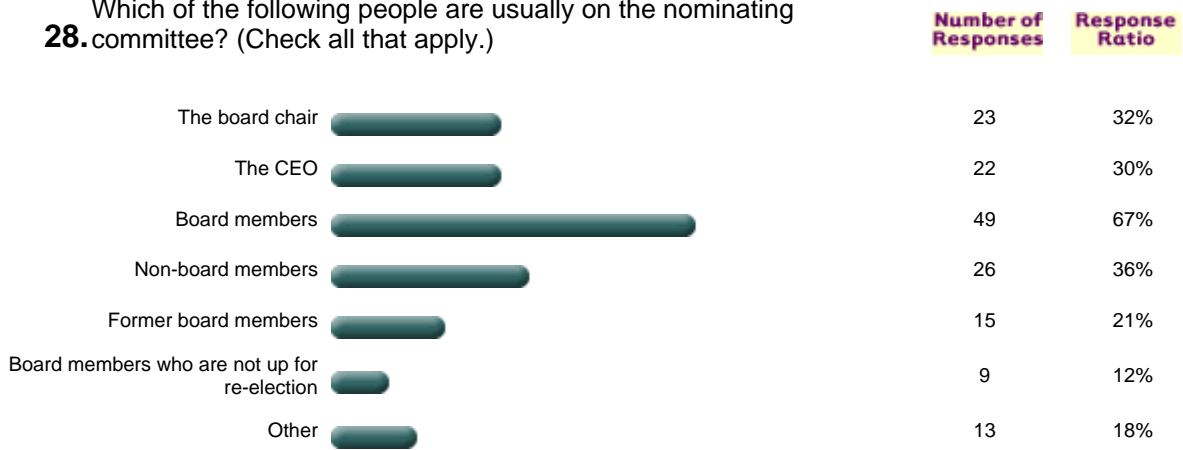
26. Are new board members typically nominated by (select all that apply)

	Number of Responses	Response Ratio
The CEO alone	6	7%
The Board as a whole	19	21%
By a nominating committee	60	67%
By petition from the membership	17	19%
Other	10	11%

27. How many people are on your nominating committee?



Which of the following people are usually on the nominating
28. committee? (Check all that apply.)



Please indicate the extent to which the following statements reflect board member
29. recruitment practices.

The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option

	1 Not at all	2	3	4	5 To a high degree
1. The CEO is instrumental in board member recruitment	14% 12	13% 11	13% 11	38% 33	22% 19
2. Job descriptions exist for board member positions	18% 16	11% 10	18% 16	22% 19	31% 27
3. Skill/competency profiles are developed and used to help nominate new board members	35% 31	15% 13	33% 29	7% 6	11% 10
4. The nomination committee works throughout the year to identify a wide variety of potential candidates	31% 27	34% 29	22% 19	8% 7	5% 4
5. Strategies are in place to insure a diversity of new board members	22% 19	26% 22	29% 25	14% 12	9% 8
6. Typically, the number of candidates for board seats exceeds the number of seats to be filled	41% 35	15% 13	16% 14	14% 12	14% 12
7. The organization usually find enough good candidates for the board	13% 11	10% 9	24% 21	28% 25	25% 22

30. Indicate the extent to which the following statements reflect board development practices?

The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option

	1 Not at all	2	3	4	5 To a high degree
1. Your organization has a plan on how to strengthen the board	16% 14	20% 18	30% 26	28% 25	6% 5
2. Your organization provides an orientation for new board members	4% 4	20% 18	30% 27	25% 22	20% 18
3. Your organization has an effective process for preparing new members for their role on the board	9% 8	26% 23	29% 25	23% 20	13% 11
4. Board members are engaged in the kind of training they need to perform their role effectively	18% 16	31% 27	23% 20	18% 16	10% 9
5. The board evaluates individual board member's performance	56% 49	23% 20	14% 12	7% 6	1% 1
6. The board evaluate the performance of the board overall	42% 37	20% 18	18% 16	15% 13	5% 4
7. Does the organization/board remove/replace low performing members	38% 33	25% 22	19% 17	13% 11	6% 5

Please indicate the extent to which the following statements reflect board members in your **31.** organization.

The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option

	1 Not at all	2	3	4	5 To a high degree
1. Board members generally have the needed experience and background to be effective	2% 2	10% 9	25% 22	35% 31	28% 25
2. Board members commit sufficient time to perform their responsibilities	1% 1	10% 9	41% 36	31% 27	17% 15
3. Board members have the appropriate skills to be effective	0% 0	5% 4	32% 28	43% 37	21% 18
4. All board members contribute to making the board function effectively	3% 3	21% 19	21% 19	39% 35	15% 13
5. Board members come to meetings well prepared	1% 1	18% 16	34% 30	31% 28	16% 14
6. Board members understand the issues being discussed and contribute in a constructive way to the discussion	1% 1	2% 2	20% 18	44% 39	33% 29
7. Board members help maintain relationships with key stakeholders	2% 2	10% 9	32% 28	39% 34	16% 14
8. Board members are instrumental in creating new relationships that benefit the organization	2% 2	18% 16	36% 32	27% 24	16% 14
9. Board members are selected based upon the relationships they can bring to the organization	16% 14	18% 16	27% 24	30% 26	9% 8

32. Turnover on our board in the last five years has been:

	Number of Responses	Response Ratio
too little	11	12%
about right	71	80%
too much	7	8%
Total	89	100%

33. Do you have any program to keep former board members active in the organization?

	Number of Responses	Response Ratio
Yes	38	43%
No	51	57%
Total	89	100%

34. Do you have mandatory retirement age policy for Board members?

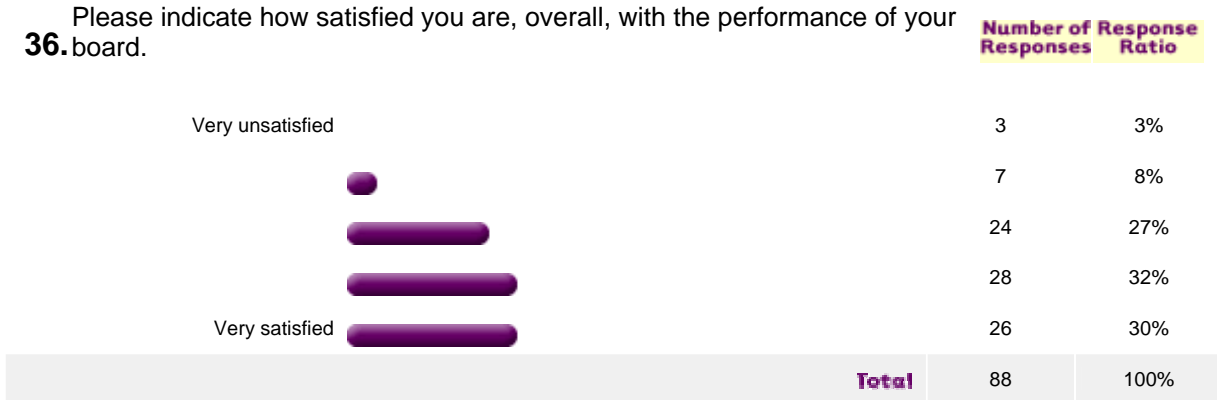
	Number of Responses	Response Ratio
Yes	0	0%
No	87	100%
Total	87	100%

35. Rate the performance of your board in the following areas

The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option

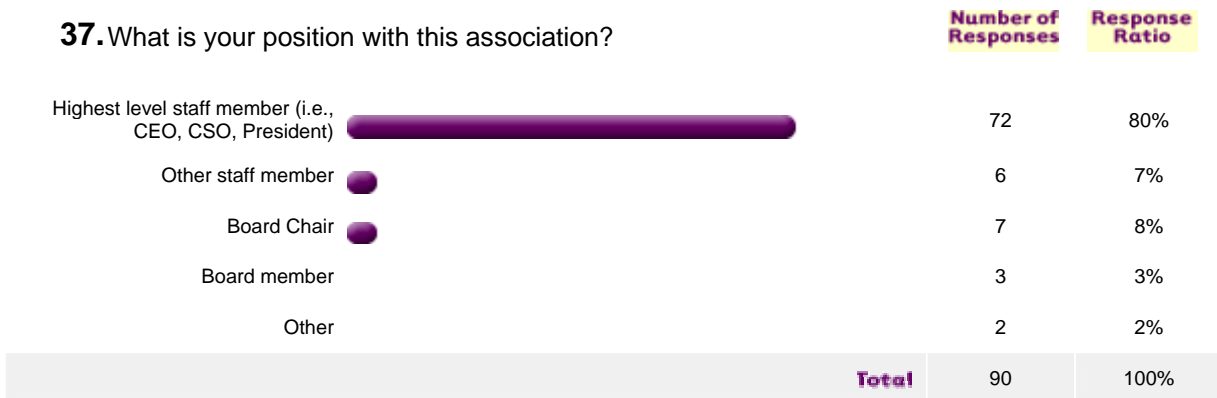
	1 Very Ineffective	2	3	4	5 Very Effective
1. Providing financial oversight	1% 1	9% 8	31% 27	31% 27	28% 25
2. Serve member interests and needs	0% 0	8% 7	34% 30	37% 33	21% 19
3. Setting mission, policies, and long-range strategy	2% 2	7% 6	25% 22	36% 31	30% 26
4. Marketing and promoting the organization	6% 5	18% 16	38% 34	25% 22	13% 12
5. Evaluating and selecting (if necessary) the senior executive	10% 8	7% 6	24% 20	38% 31	21% 17
6. Ensuring high quality leadership on the board	1% 1	15% 13	35% 31	27% 24	22% 19

36. Please indicate how satisfied you are, overall, with the performance of your board.

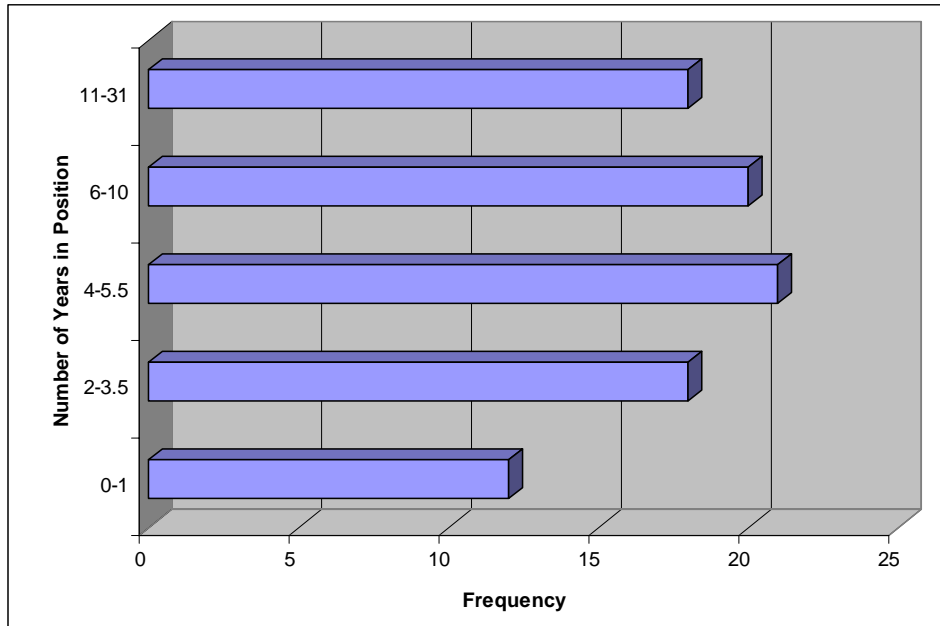


INFORMATION ABOUT RESPONDENT

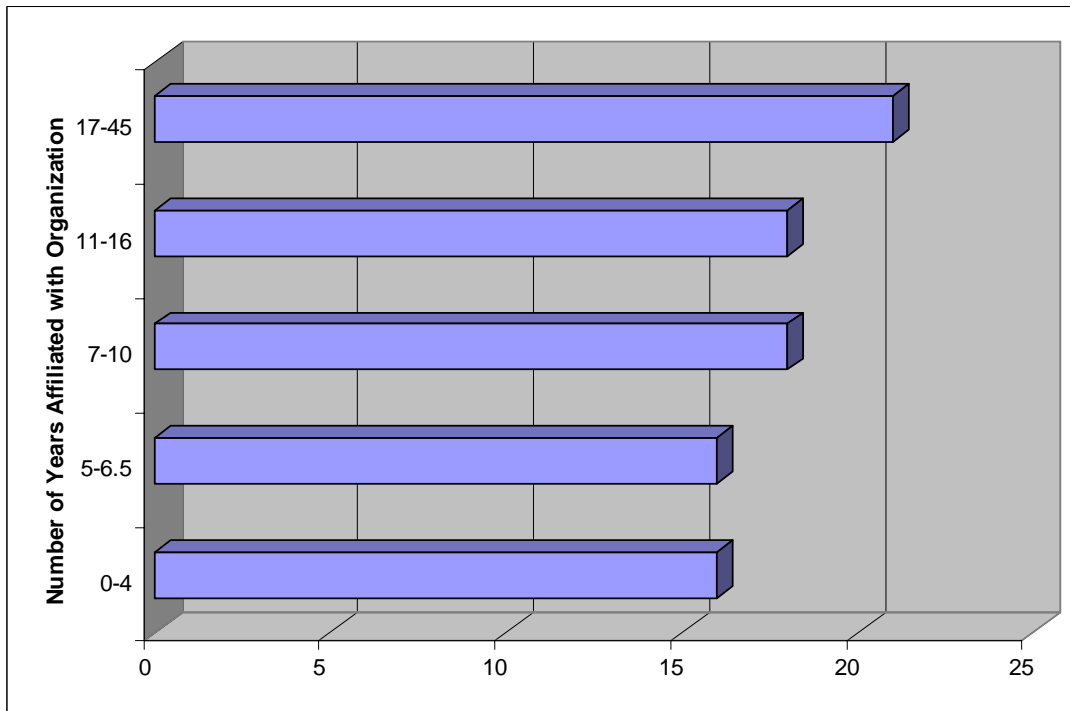
37. What is your position with this association?



38. How long have you been in this position (in years)?



39. How long have you been affiliated with this association (in years)?



40. Would you be interested in participating in a second round of data collection?

		Number of Responses	Response Ratio
Yes		50	56%
No		15	17%
Maybe		24	27%
Total		89	100%