



Any Non Profit

Prepared By:

Alphonso Spence

Trinity Corporation

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BOARD GOVERNANCE REPORT

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Methodology

The assessment employs a six-point interval scale to evaluate your Board's performance measured against 68 best-practice statements tied to 8 Board Effectiveness categories. Each statement requires a response ranging from "Strongly Disagree" to "Strongly Agree". Participants may also choose a "Don't Know" or "Not Applicable" response. Responses from all participants are aggregated resulting in performance mean scores.

The Results & Key Findings report is designed to reflect:

1. **Priorities:** The areas the Board Members view to have the most impact on their current effectiveness.
2. **Performance:** The Board Member's perception of the Board's overall performance in each of the 8 categories.
3. **Comparison:** The degree to which Inside and Outside Directors agree or disagree on priorities and performance.
4. **Consensus:** The level of agreement or disagreement that exists among the Board Members regarding performance in key areas.

How to Use this Report

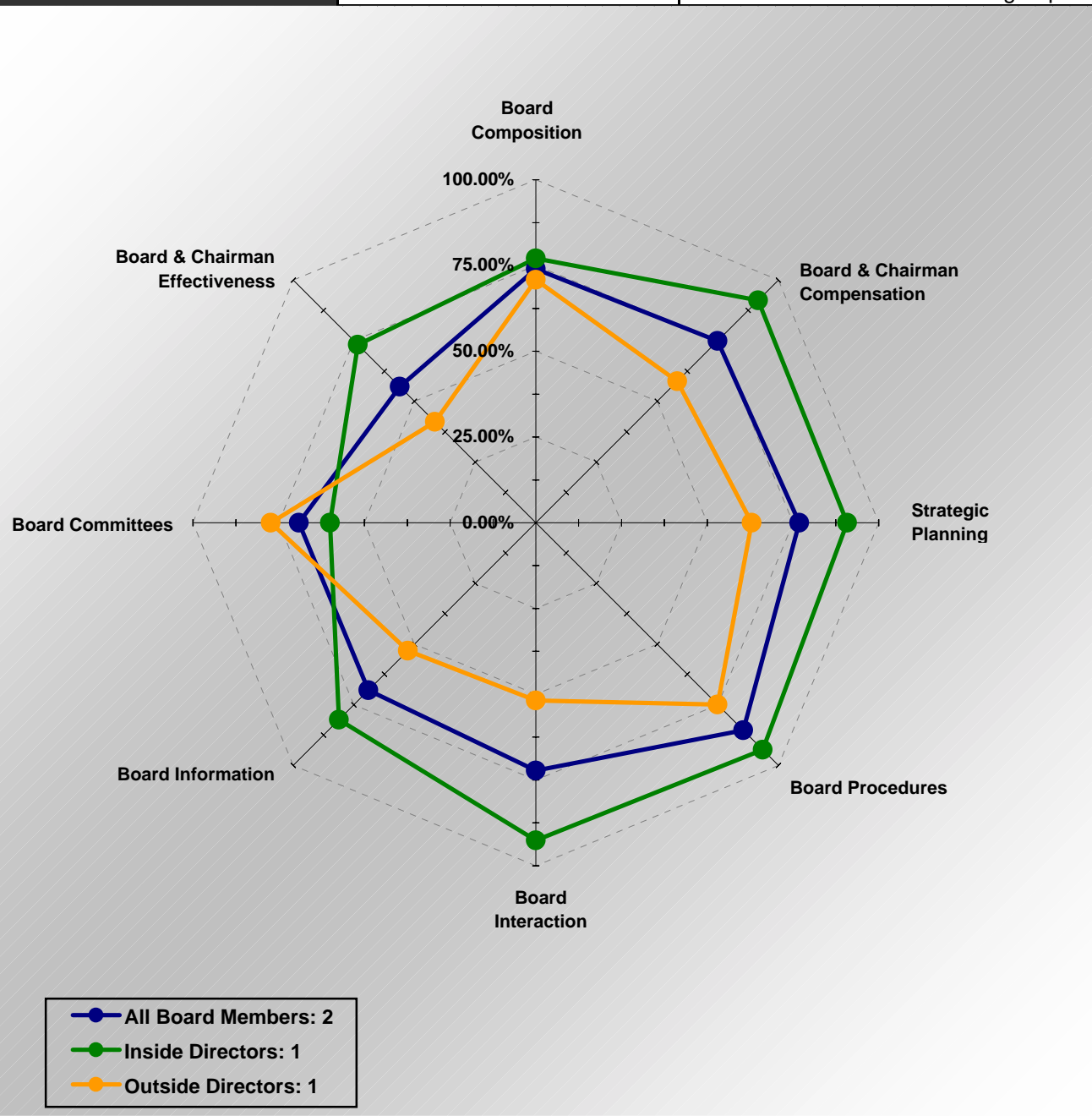
1. Review the Executive Summary/Board Member Comparison and Degree of Impact pages to understand:
 - How all Board Members collectively rate their overall performance.
 - How the inside and outside Board Members rate their overall performance.
 - How all Board Members collectively prioritized the each of the board effectiveness categories.
 - How the inside and outside Board Members prioritized each of the board effectiveness categories.
2. Use the Detail Results to see how participants individually rated performance of the high-impact areas. Is there consensus or polarity?
3. Use this information to prioritize key performance improvement goals and to develop and execute a Board Effectiveness plan.
4. Take the assessment again in approximately 6 to 12 months to compare results in targeted improvement areas.

Notice: This report reflects the views and opinions of the individuals that have completed the QuadBoard® assessment. The information contained within this report does not imply, direct, or recommend specific actions to be taken on the part of the assessment respondents or the company or firm they represent. It is recommended that you utilize the skills of a certified consultant to facilitate the process.

EXECUTIVE SUMMARY

Board Member Comparison

This page compares performance ratings for each of the 8 Board categories. Performance ratings are first displayed in aggregate and then separately for the Inside and Outside Board Member groups. Means scores are listed under "Perf.".

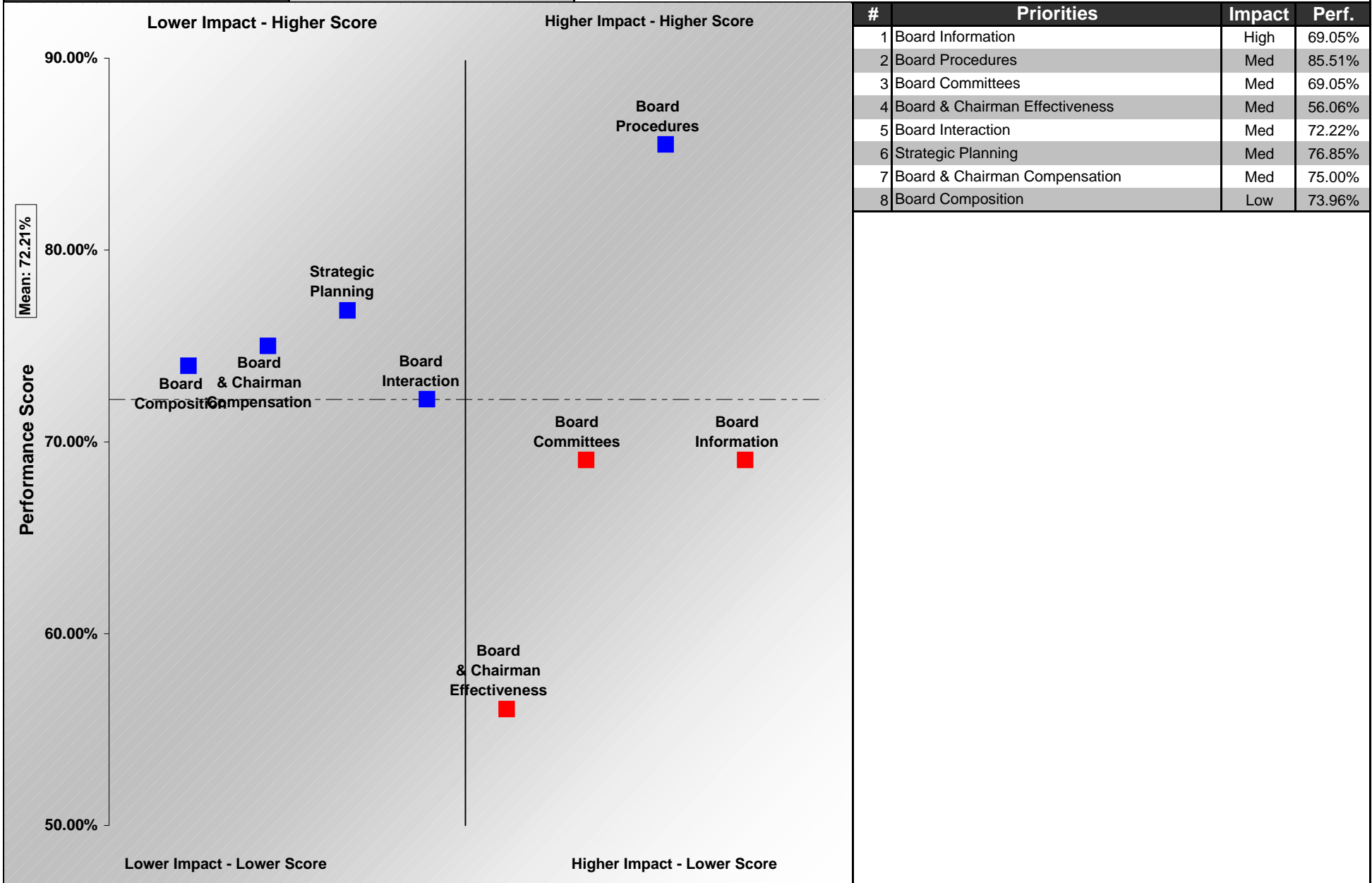


#	All Board Members	Impact	Perf.
1	Board Information	High	69.05%
2	Board Procedures	Med	85.51%
3	Board Committees	Med	69.05%
4	Board & Chairman Effectiveness	Med	56.06%
5	Board Interaction	Med	72.22%
6	Strategic Planning	Med	76.85%
7	Board & Chairman Compensation	Med	75.00%
8	Board Composition	Low	73.96%
#	Inside Directors	Impact	Perf.
1	Board Procedures	High	93.59%
2	Board Interaction	High	92.59%
3	Board Information	High	81.25%
4	Board & Chairman Compensation	Med	91.67%
5	Strategic Planning	Med	90.74%
6	Board Committees	Low	60.00%
7	Board Composition	Low	77.08%
8	Board & Chairman Effectiveness	Low	73.33%
#	Outside Directors	Impact	Perf.
1	Board & Chairman Effectiveness	High	41.67%
2	Board Committees	High	77.27%
3	Board Information	High	52.78%
4	Strategic Planning	Med	62.96%
5	Board & Chairman Compensation	Med	58.33%
6	Board Procedures	Low	75.00%
7	Board Interaction	Low	51.85%
8	Board Composition	Low	70.83%

EXECUTIVE SUMMARY

Degree of Impact All Board Members

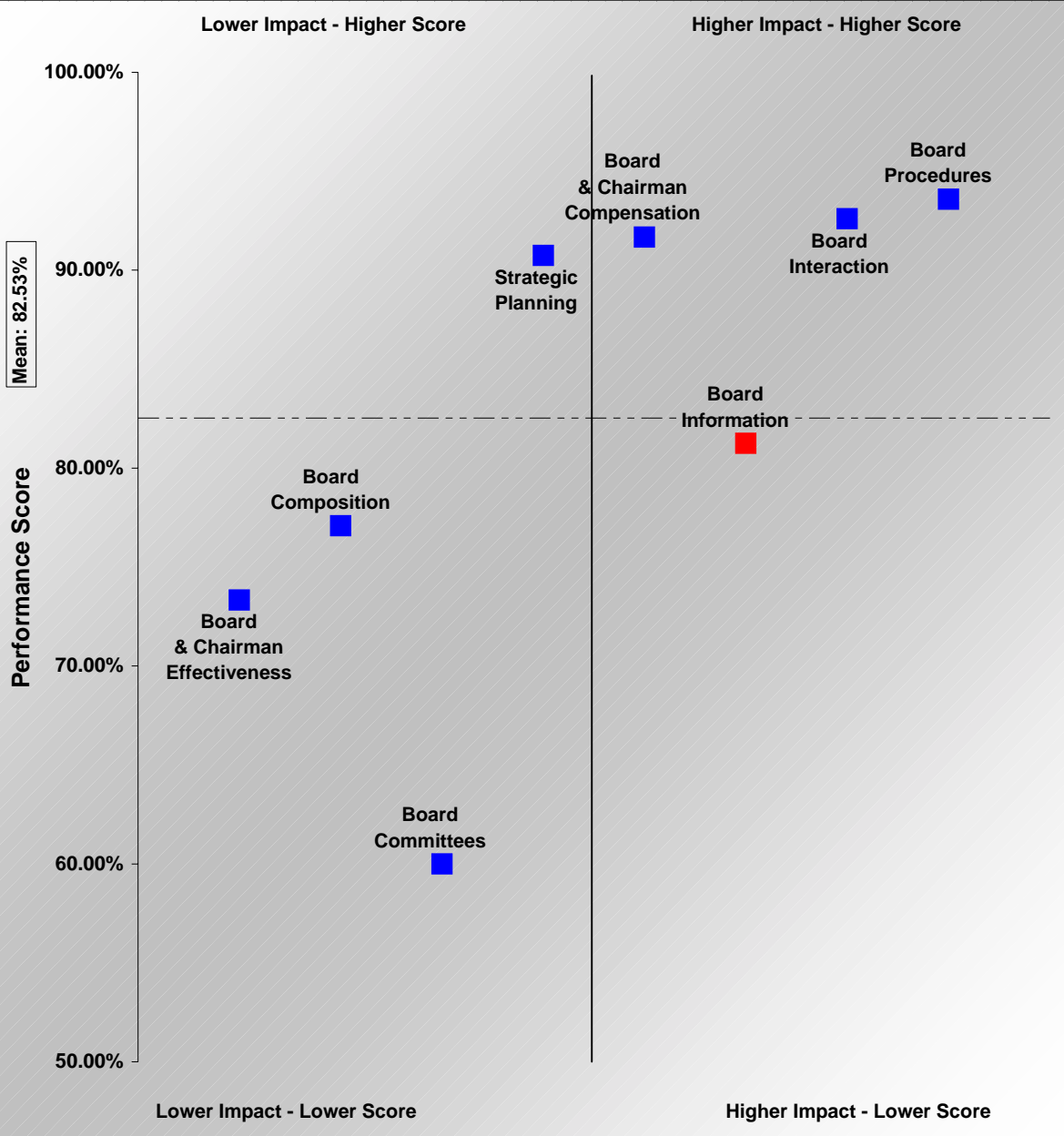
This page plots the 8 Categories of Board Effectiveness as perceived by **All Board Members**. The vertical axis represents the low to high performance mean scores. The horizontal axis represents the order of priority, with the highest priority to the right. The Priorities table reflects the 8 Categories in order of weighted priority, as determined by the group. The performance mean score ("Perf") is also listed for each Category.



EXECUTIVE SUMMARY

Degree of Impact Inside Directors

This page plots the 8 Categories of Board Effectiveness as perceived by the **Inside Board Members**. The vertical axis represents the low to high performance mean scores. The horizontal axis represents the order of priority, with the highest priority to the right. The Priorities table reflects the 8 Categories in order of weighted priority, as determined by the group. The performance mean score ("Perf") is also listed for each Category.

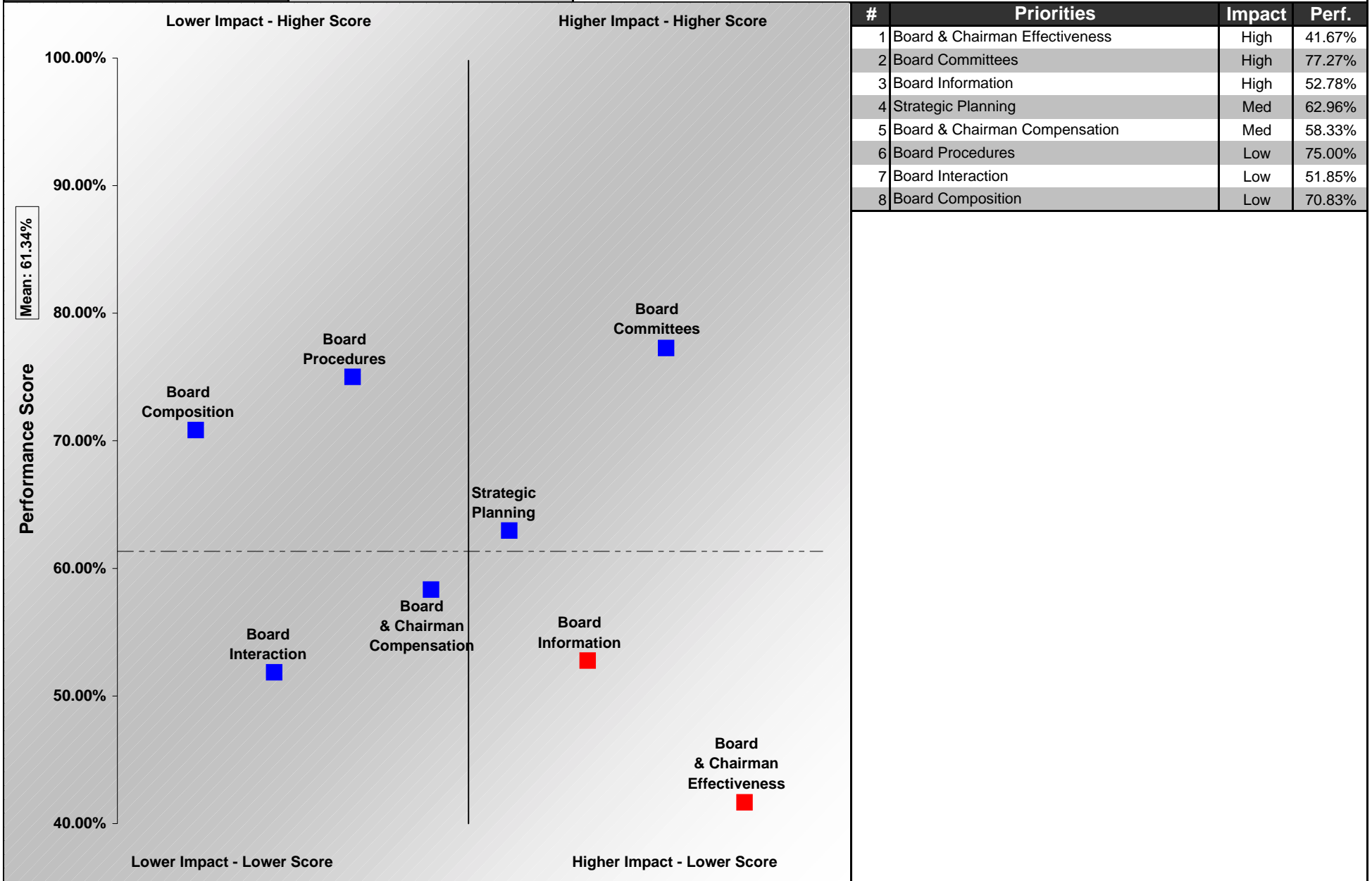


#	Priorities	Impact	Perf.
1	Board Procedures	High	93.59%
2	Board Interaction	High	92.59%
3	Board Information	High	81.25%
4	Board & Chairman Compensation	Med	91.67%
5	Strategic Planning	Med	90.74%
6	Board Committees	Low	60.00%
7	Board Composition	Low	77.08%
8	Board & Chairman Effectiveness	Low	73.33%

EXECUTIVE SUMMARY

Degree of Impact Outside Directors

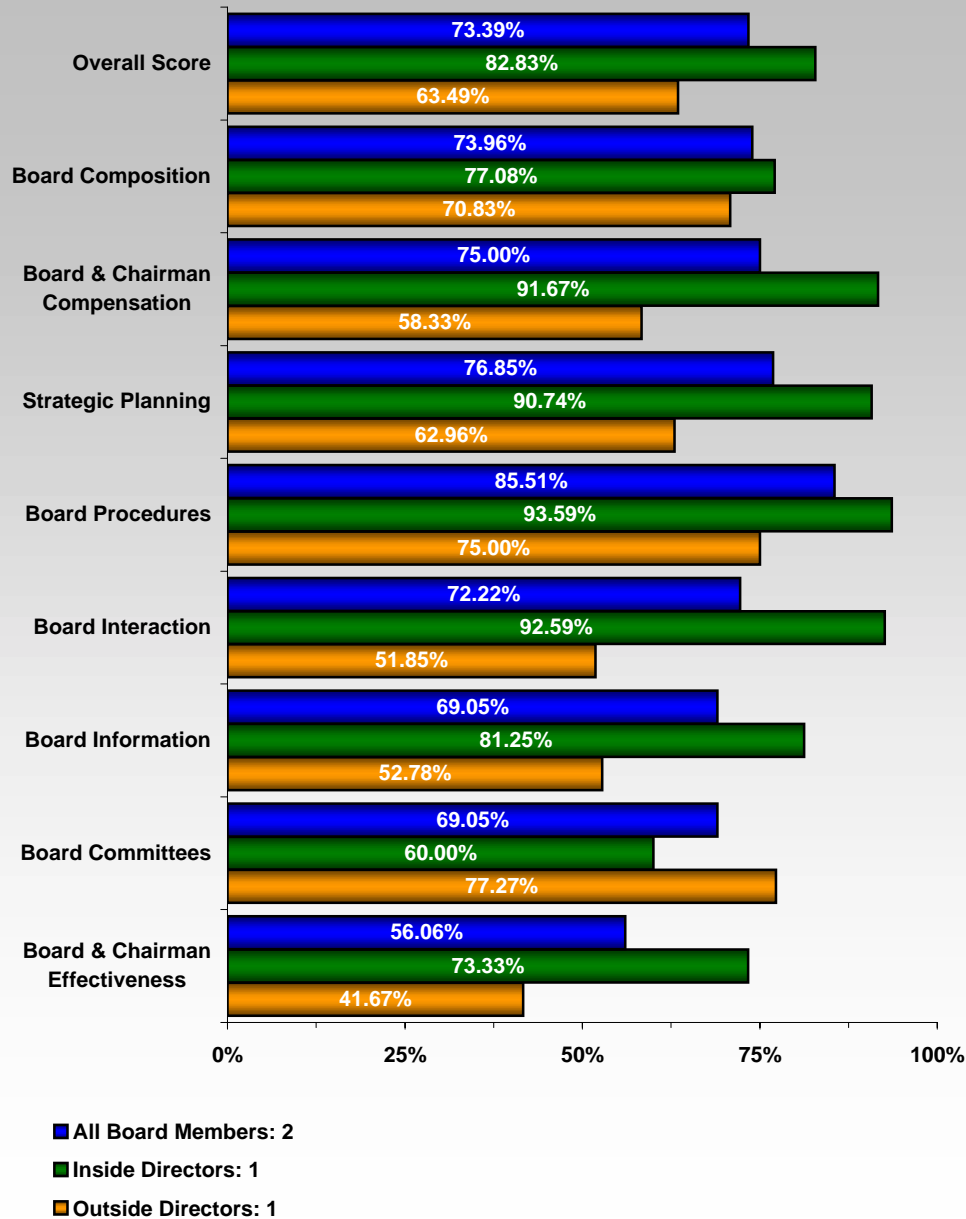
This page plots the 8 Categories of Board Effectiveness as perceived by **Outside Board Members**. The vertical axis represents the low to high performance mean scores. The horizontal axis represents the order of priority, with the highest priority to the right. The Priorities table reflects the 8 Categories in order of weighted priority, as determined by the group. The performance mean score ("Perf") is also listed for each Category.



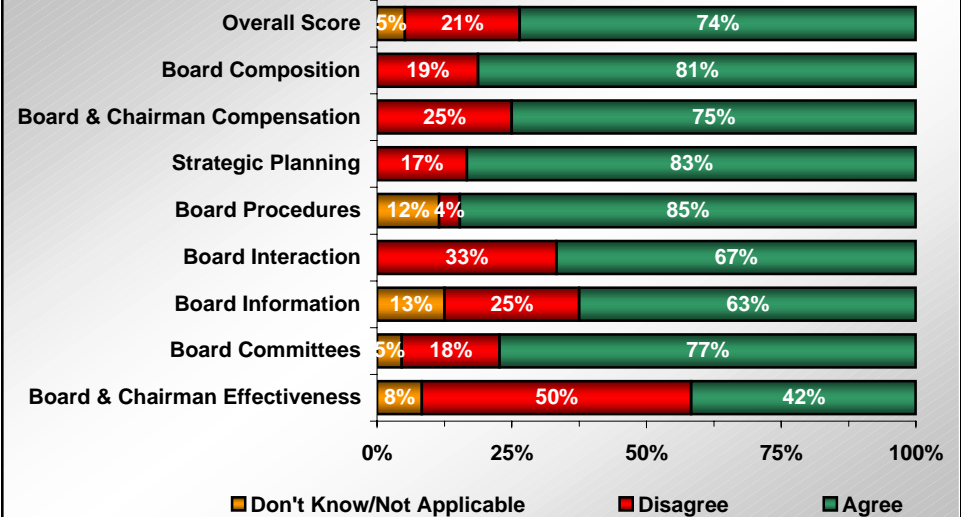
Board Effectiveness

Results Detail

This section of the report presents performance scores and shows the percent of Agree or Disagree responses selected by the respondents for each of the 8 Categories. This section of the report also shows the distribution of responses for each statement by group.

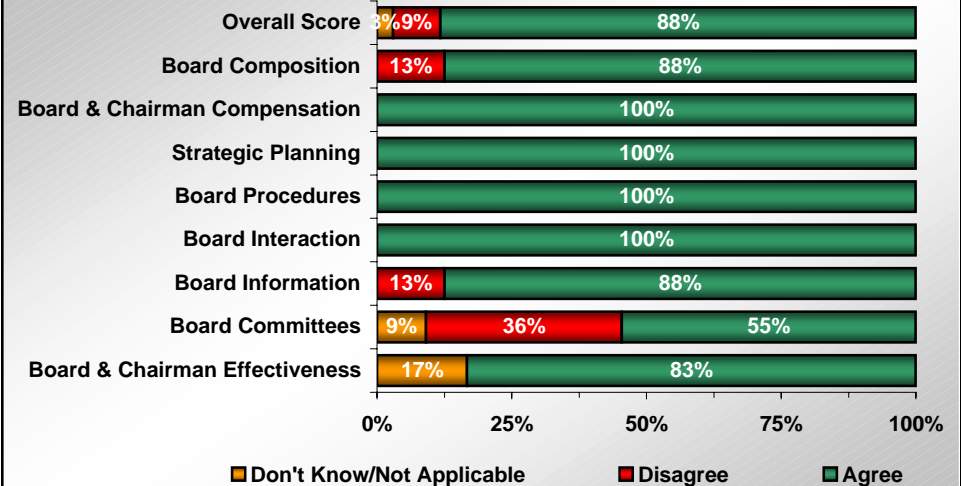


Level of Awareness/Agreement: All Board Members



Note: Due to rounding, the total may not exactly equal 100%

Level of Awareness/Agreement: Inside Directors



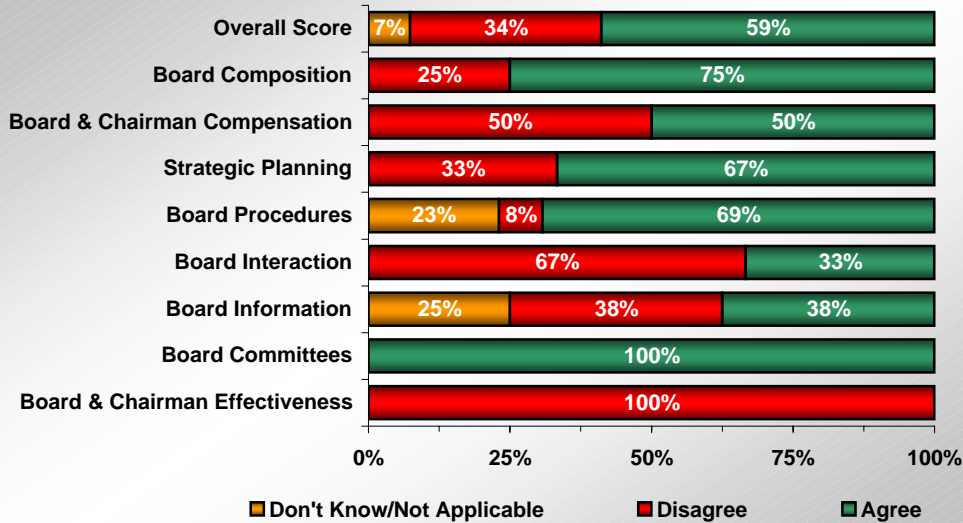
Note: Due to rounding, the total may not exactly equal 100%

Board Effectiveness

Results Detail

This section of the report presents performance scores and shows the percent of Agree or Disagree responses selected by the respondents for each of the 8 Categories. This section of the report also shows the distribution of responses for each statement by group.

Level of Awareness/Agreement: Outside Directors



Note: Due to rounding, the total may not exactly equal 100%

Board Effectiveness

Detail Results

This page shows the distribution of responses for each statement. The distribution information is presented for All Board Members and then for Inside and Outside Directors respectively.

Board Composition		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
1. We have identified the necessary skills and knowledge we must have on the Board.	All Board Members	0%	0%	0%	50%	0%	0%	50%	50%	75.00%	35.36	All Board Members	73.96%	17.18
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	Inside Directors	77.08%	17.68
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	Outside Directors	70.83%	17.25
2. The Board currently has the appropriate mix of skills and experience.	All Board Members	0%	0%	0%	0%	50%	0%	50%	50%	83.33%	23.57	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
3. The Board currently has the appropriate mix of inside and outside directors.	All Board Members	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	0.00			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
4. When selecting new members, we recruit the most talented individuals who possess necessary skills and experience we need.	All Board Members	0%	0%	0%	0%	50%	0%	50%	50%	83.33%	23.57			
	Inside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Outside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
5. The Board has determined clear policies and criteria for selecting new members.	All Board Members	0%	0%	0%	50%	0%	50%	0%	50%	66.67%	23.57			
	Inside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Outside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
6. I am satisfied with the process we use for nominating new directors.	All Board Members	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	0.00			
	Inside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
7. Our current Board is made up of qualified members.	All Board Members	0%	0%	0%	50%	50%	0%	0%	0%	58.33%	11.79			
	Inside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
8. We are able to reach consensus when nominating new directors.	All Board Members	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	11.78			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
Board & CEO Compensation		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
9. Our Board and volunteers feel appreciated for their contribution.	All Board Members	0%	0%	0%	0%	0%	50%	50%	100%	91.67%	11.79	All Board Members	75.00%	23.57
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	Inside Directors	91.67%	9.62
	Outside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Outside Directors	58.33%	21.52
10. The board and volunteers are recognized with the appropriate publicly and within the organization.	All Board Members	0%	0%	0%	0%	50%	0%	50%	50%	83.33%	23.57			
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
11. Our Chairman's (Chief Executive) compensation is tied to the performance of the organization as it relates to our strategic plan.	All Board Members	0%	0%	0%	50%	0%	50%	0%	50%	66.67%	23.57			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
12. Our Chairman's (Chief Executive) current compensation package is fair and competitive.	All Board Members	0%	0%	50%	0%	0%	50%	0%	50%	58.33%	35.36			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			

Board Effectiveness

Detail Results

This page shows the distribution of responses for each statement. The distribution information is presented for All Board Members and then for Inside and Outside Directors respectively.

Strategic Planning		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
13. The Chairman (Chief Executive) has a strategic plan that has been approved by the Board.	All Board Members	0%	0%	0%	0%	50%	0%	50%	50%	83.33%	23.57	All Board Members	76.85%	17.28
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	Inside Directors	90.74%	8.79
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	Outside Directors	62.96%	11.11
14. The Board has a clear understanding of our market and the people that we service.	All Board Members	0%	0%	0%	0%	0%	50%	50%	100%	91.67%	11.79	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
15. The Chairman (Chief Executive) has a strategic vision of how the organization should be evolving over the next three to five years.	All Board Members	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	11.78			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
16. The Board engages in strategic planning discussions with the Chairman (Chief Executive).	All Board Members	0%	0%	0%	50%	0%	50%	0%	50%	66.67%	23.57			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
17. The Board has a process for tracking the progress of the strategic plan.	All Board Members	0%	0%	0%	50%	0%	0%	50%	50%	75.00%	35.36			
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
18. The Chairman (Chief Executive) utilizes Board members' skills and experience in crafting the strategic plan.	All Board Members	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	11.78			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
19. The Chairman (Chief Executive) regularly updates Board members on progress of the strategic plan.	All Board Members	0%	0%	0%	50%	0%	50%	0%	50%	66.67%	23.57			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
20. The Board devotes an appropriate amount of time discussing strategy at board meetings.	All Board Members	0%	0%	0%	0%	50%	0%	50%	50%	83.33%	23.57			
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
21. The organization is achieving its strategic goals.	All Board Members	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	11.78			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
Board Procedures		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
22. Board members meet no less than 4 times per year.	All Board Members	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	0.00	All Board Members	85.51%	14.48
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	Inside Directors	93.59%	8.44
	Outside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	Outside Directors	75.00%	14.16
23. The Board has effectively established its own goals and objectives.	All Board Members	0%	0%	0%	0%	0%	50%	50%	100%	91.67%	11.79			
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
24. The Board has effectively established the Chairman's (Chief Executive) goals and objectives.	All Board Members	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	11.78			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			

Board Effectiveness

Detail Results

This page shows the distribution of responses for each statement. The distribution information is presented for All Board Members and then for Inside and Outside Directors respectively.

Board Procedures (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
25. The Chairman's (Chief Executive) performance is effectively evaluated by the Board.	All Board Members	0%	0%	0%	0%	0%	50%	50%	100%	91.67%	11.79	All Board Members	85.51%	14.48
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	Inside Directors	93.59%	8.44
	Outside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Outside Directors	75.00%	14.16
26. The Board effectively delegates work to the Board committees.	All Board Members	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	0.00	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
27. The Board effectively selects the appropriate corporate officers to serve on the Board.	All Board Members	0%	0%	0%	0%	50%	0%	50%	50%	83.33%	23.57			
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
28. The Board achieves consensus on strategic decisions.	All Board Members	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	11.78			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
29. The Board has developed a succession plan for itself.	All Board Members	0%	0%	0%	50%	0%	0%	50%	50%	75.00%	35.36			
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
30. The Board has developed a succession plan for the Chairman (Chief Executive) and committee chairs.	All Board Members	50%	0%	0%	0%	0%	0%	50%	50%	100.00%	--			
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	100%	0%	0%	0%	0%	0%	0%	0%	0.00%	--			
31. The Board is actively involved in monitoring Ethics and Business Practices.	All Board Members	50%	0%	0%	0%	0%	50%	0%	50%	83.33%	--			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	100%	0%	0%	0%	0%	0%	0%	0%	0.00%	--			
32. When our standards or ethics are violated, we take the appropriate action.	All Board Members	50%	0%	0%	0%	0%	0%	50%	50%	100.00%	--			
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	100%	0%	0%	0%	0%	0%	0%	0%	0.00%	--			
33. The Board effectively resolves conflicts of interest.	All Board Members	0%	0%	0%	0%	0%	50%	50%	100%	91.67%	11.79			
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
34. Board meetings are carefully planned to ensure that we effectively use the Board members time.	All Board Members	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	11.78			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
Board Interaction		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
35. Board members clearly understand their roles and responsibilities as directors.	All Board Members	0%	0%	0%	0%	50%	0%	50%	50%	83.33%	23.57	All Board Members	72.22%	23.57
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	Inside Directors	92.59%	8.79
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	Outside Directors	51.85%	13.03
36. The Board has frank and open discussions.	All Board Members	0%	0%	0%	0%	50%	0%	50%	50%	83.33%	23.57			
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			

Board Effectiveness

Detail Results

This page shows the distribution of responses for each statement. The distribution information is presented for All Board Members and then for Inside and Outside Directors respectively.

Board Interaction (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
37. Board members respect differing opinions of others.	All Board Members	0%	0%	0%	50%	0%	50%	0%	50%	66.67%	23.57	All Board Members	72.22%	23.57
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Inside Directors	92.59%	8.79
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	Outside Directors	51.85%	13.03
38. Board members in the minority support the majority decision when consensus is not achieved.	All Board Members	0%	0%	50%	0%	0%	0%	50%	50%	66.67%	47.14	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
39. Board members participate fully in decision-making.	All Board Members	0%	0%	0%	50%	0%	50%	0%	50%	66.67%	23.57			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
40. We are careful to ensure that some Board members do not dominate meetings more than others.	All Board Members	0%	0%	0%	0%	50%	0%	50%	50%	83.33%	23.57			
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
41. Board members regularly call on each other to discuss issues outside of Board and committee meetings.	All Board Members	0%	0%	0%	50%	0%	50%	0%	50%	66.67%	23.57			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
42. Board members resolve conflict with trust and respect.	All Board Members	0%	0%	50%	0%	0%	0%	50%	50%	66.67%	47.14			
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Outside Directors	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
43. Our Board members have an excellent attendance record for Board meetings.	All Board Members	0%	0%	0%	50%	0%	50%	0%	50%	66.67%	23.57			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
Board Information		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
44. The amount of information Board members receive for Board meetings is manageable.	All Board Members	50%	0%	0%	0%	0%	0%	50%	50%	100.00%	--	All Board Members	69.05%	24.33
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	Inside Directors	81.25%	16.52
	Outside Directors	100%	0%	0%	0%	0%	0%	0%	0%	0.00%	--	Outside Directors	52.78%	24.53
45. The quality of Board information materials is good.	All Board Members	50%	0%	0%	0%	0%	50%	0%	50%	83.33%	--			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	100%	0%	0%	0%	0%	0%	0%	0%	0.00%	--			
46. Information and reports from committees are received in ample time for adequate preparation for Board meetings.	All Board Members	0%	50%	0%	0%	50%	0%	0%	0%	41.67%	35.36			
	Inside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Outside Directors	0%	100%	0%	0%	0%	0%	0%	0%	16.67%	--			
47. Information and reports are received in ample time for adequate preparation for Board meetings.	All Board Members	0%	0%	50%	0%	0%	50%	0%	50%	58.33%	35.36			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
48. The Board is updated regularly at meetings.	All Board Members	0%	0%	0%	50%	0%	50%	0%	50%	66.67%	23.57			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			

Board Effectiveness

Detail Results

This page shows the distribution of responses for each statement. The distribution information is presented for All Board Members and then for Inside and Outside Directors respectively.

Board Information (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
49. The Board seeks outside expert advice when necessary.	All Board Members	0%	0%	0%	0%	50%	0%	50%	50%	83.33%	23.57	All Board Members	69.05%	24.33
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	Inside Directors	81.25%	16.52
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	Outside Directors	52.78%	24.53
50. The executive team can be counted on to provide useful information to help the Board carry out its duties.	All Board Members	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	0.00			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
51. Our Board members take the time to prepare for meetings.	All Board Members	0%	0%	0%	50%	50%	0%	0%	0%	58.33%	11.79			
	Inside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
Board Committees		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
DK	1	2	3	4	5	6								
52. We have established a finance or audit committee with a charter.	All Board Members	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	0.00	All Board Members	69.05%	21.27
	Inside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	Inside Directors	60.00%	26.29
	Outside Directors	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	Outside Directors	77.27%	11.23
53. We have established a Development or Fundraising committee.	All Board Members	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	0.00	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
54. We have established a Governance & Nominating committee with a clear charter.	All Board Members	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	0.00			
	Inside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
55. We have established a Strategy committee with a clear charter.	All Board Members	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	11.78			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
56. Our finance or audit committee is effective.	All Board Members	0%	0%	50%	0%	50%	0%	0%	0%	50.00%	23.57			
	Inside Directors	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
57. Our Development or Fundraising committee is effective.	All Board Members	0%	0%	50%	0%	50%	0%	0%	0%	50.00%	23.57			
	Inside Directors	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
58. Our Governance & Nominating committee is effective.	All Board Members	50%	0%	0%	0%	50%	0%	0%	0%	66.67%	--			
	Inside Directors	100%	0%	0%	0%	0%	0%	0%	0%	0.00%	--			
	Outside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
59. Our Strategy committee is effective.	All Board Members	0%	50%	0%	0%	0%	50%	0%	50%	50.00%	47.14			
	Inside Directors	0%	100%	0%	0%	0%	0%	0%	0%	16.67%	--			
	Outside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
60. Committee reports are frequently considered when making important Board decisions.	All Board Members	0%	0%	0%	50%	0%	50%	0%	50%	66.67%	23.57			
	Inside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Outside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			

Board Effectiveness

Detail Results

This page shows the distribution of responses for each statement. The distribution information is presented for All Board Members and then for Inside and Outside Directors respectively.

Board Committees (cont.)		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
61. Committee assignments reflect an appropriate mix of interests, experience, and skills of Board members.	All Board Members	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	11.78	All Board Members	69.05%	21.27
	Inside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	Inside Directors	60.00%	26.29
	Outside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Outside Directors	77.27%	11.23
62. We ensure that our Board Committees are made up exclusively from outside members.	All Board Members	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	11.78			
	Inside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Outside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
Board and CEO Effectiveness		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.		Mean Score	Std. Dev.
		DK	1	2	3	4	5	6						
63. The Board is very effective in delegating to the Chairman (Chief Executive), staff, and committees full responsibility for implementing policies.	All Board Members	0%	0%	50%	0%	50%	0%	0%	0%	50.00%	23.57	All Board Members	56.06%	18.67
	Inside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	Inside Directors	73.33%	9.12
	Outside Directors	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--	Outside Directors	41.67%	9.13
64. The Board effectively works with the Chairman (Chief Executive) to increase his or her effectiveness.	All Board Members	0%	0%	50%	0%	0%	50%	0%	50%	58.33%	35.36	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree		
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
65. We provide Board Members with training and development opportunities to increase their effectiveness.	All Board Members	0%	0%	0%	50%	50%	0%	0%	0%	58.33%	11.79			
	Inside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
66. The overall performance of the Board is very effective.	All Board Members	0%	0%	50%	0%	50%	0%	0%	0%	50.00%	23.57			
	Inside Directors	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Outside Directors	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
67. The overall performance of the Chairman (Chief Executive) is very effective.	All Board Members	0%	0%	0%	50%	0%	50%	0%	50%	66.67%	23.57			
	Inside Directors	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
68. The effective interaction of the Board and the Chairman (Chief Executive) has resulted in the successful execution of our strategic plan.	All Board Members	50%	0%	0%	50%	0%	0%	0%	0%	50.00%	--			
	Inside Directors	100%	0%	0%	0%	0%	0%	0%	0%	0.00%	--			
	Outside Directors	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			

Inside Directors - Comments.

1. As you look back over the past year on the Board, what successes stand out most?

Fund development.

2. What specific goals would you like to see the CEO pursue this year?

Executive development.

Outside Directors - Comments.

1. As you look back over the past year on the Board, what successes stand out most?

Strategic plan.

2. What specific goals would you like to see the CEO pursue this year?

Reduce employee turnover.