



GROUP

L e a r n i n g f o r A c t i o n

## Rhode Island Foundation Initiative for Nonprofit Excellence

Fidelity Investments  
Board Development Program  
Follow-up Evaluation:  
Report of Key Findings

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### **Prepared For**

The Rhode Island Foundation  
One Union Street  
Providence, RI 02903  
(401) 427-4006

### **Prepared By**

LFA Group  
170 Capp Street Suite C  
San Francisco, CA 94110  
(415) 392-2850  
[www.LFAGroup.com](http://www.LFAGroup.com)



# Table of Contents

**Introduction and Background .....1**

**Methods .....1**

    Logic Model Development.....1

    Instrument Development and Data Collection .....1

    Strengths and Limitations .....2

**Key Findings ..... 3**

    Profile of Survey Respondents.....3

    Workshop Attendance.....4

    Impact of Board Development Workshops .....4

    Outcomes of Attending Board Development Workshops .....6

    Individual and Organizational Changes Attributable to Workshop Attendance.....8

**Conclusion..... 9**

**Appendices .....10**

## Introduction and Background

Established in 1916, the Rhode Island Foundation (RIF) is a community foundation whose mission is “to build a better Rhode Island as a philanthropic resource for people, communities, organizations, and programs.” The community foundation launched the Initiative for Nonprofit Excellence (INE) in 2008 “to build the capacity of nonprofit organizations so they can better achieve their missions.” The Initiative’s long-term intended impact is ultimately to improve the quality of life for Rhode Islanders through strengthening the nonprofit sector.

The Fidelity Investments Board Development Program is one program of the INE and includes four workshops that are aimed at enhancing the governance and leadership of nonprofit organizations:

1. Boards 101
2. Financial Sustainability
3. Board/Staff Relationships
4. Strategic Planning and Succession Planning

RIF contracted with the independent research, evaluation, and strategy firm of LFA Group (LFA; formerly LaFrance Associates, LLC) to evaluate the Fidelity Investments Board Development Program with respect to its impact on participants’ knowledge and behaviors, as well as on board functioning overall.

LFA focused on addressing the following evaluation questions for this study:

- ❖ Do participants report increased knowledge about effective boards, the role of board members, and finances and financial stability, as a result of attending the workshops?
- ❖ Do participants report increased clarity among board members about roles and responsibilities and expectations between board and staff, as a result of attending the workshops?
- ❖ Since attending workshops, are board members improving the guidance and direction they provide to organizations to increase financial stability?
- ❖ Are boards more engaged in strategic planning and succession planning activities since members participated in Board Development workshops?

## Methods

### *Logic Model Development*

The logic model serves as an at-a-glance tool to communicate what the Board Development Program does and how success is defined. This was the starting place for LFA’s evaluation of the Board Development Program. Through an iterative process and in collaboration with RIF INE staff, evaluators developed a logic model for the workshops to use as a basis for identifying evaluation questions (see Appendix A).

### *Instrument Development and Data Collection*

LFA developed the Fidelity Investments Board Development Program Follow-Up Survey in collaboration with RIF INE staff. The survey included close-ended questions assessing the level of impact that the Board Development workshops had on their organization with respect to the board’s functioning (see Appendix B). Evaluators also asked participants to respond to open-ended questions to elaborate on outcomes that they and the organizations on whose board they serve experienced as a result of the workshops that they attended.

LFA administered surveys online to 164 workshop participants, of whom 57 people completed the survey for a response rate of 35%. LFA evaluators conducted statistical analyses on quantitative data and content analysis on open-ended survey responses to identify common themes.

### *Strengths and Limitations*

There are several strengths to this evaluation. First, we began with the development of a logic model to identify intended outcomes and impacts of the Board Development workshops. LFA generated evaluation questions based on these outcomes and impacts, allowing for the development of survey questions assessing targeted and quantifiable changes.

Second, the overall sample size of 57 respondents allows for sufficient power in statistical testing, comparing one group of respondents to another group, to assess whether the levels of impact differ depending on factors such as the total number of workshops attended and the participant's position on the board (Executive Director vs. Board Member). The sample of workshop participants who responded to the survey is also generally representative of all workshop participants, with a slight underrepresentation of board members, as described in more detail below.

Finally, a third-party research and evaluation firm conducted this study, allowing for an independent evaluation of the Board Development workshops. Findings will provide RIF INE with baseline data that will inform future directions of the workshops and INE programs in general.

- **Limitations**

One limitation of this evaluation is that workshop participants may not have had sufficient time to impart knowledge gained from the workshops to other board members to create changes at the board level or at the organizational level. Creating organizational change can take a significant amount of time, and can require intervention with more than one board member or other organizational leader/staff person. This type of follow-up study could be continued over time to acquire additional information on the long-term impacts of the workshops.

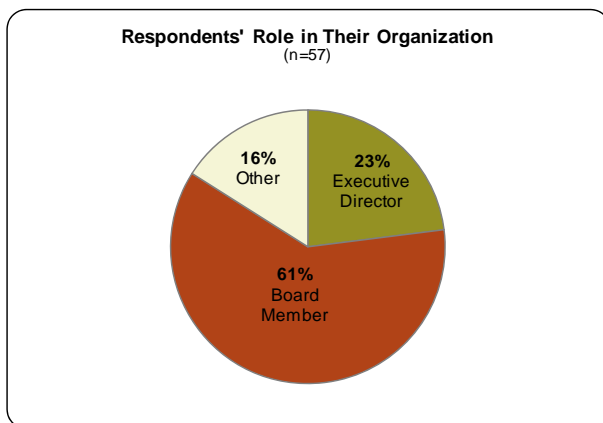
## Key Findings

### Profile of Survey Respondents

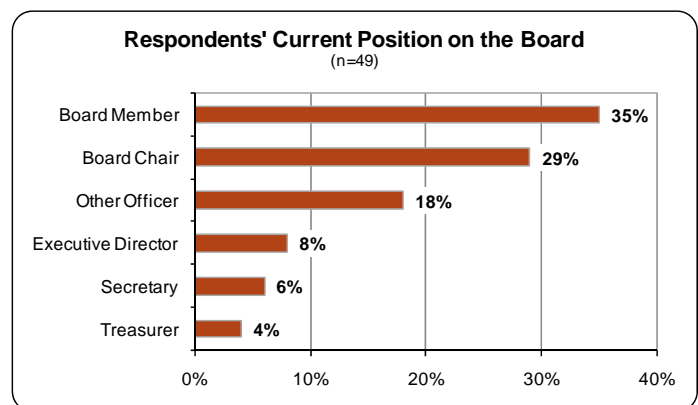
The majority (61%) of survey respondents are board members of nonprofit organizations (see Exhibit 1). Twenty-three percent are Executive Directors and the remaining 16% include staff positions at nonprofit organizations and community members interested in nonprofit or board development work. In comparison, an estimated 74% of Board Development workshop participants overall are board members, and 20% are Executive Directors of nonprofit organizations.<sup>1</sup> Our study sample is representative of Executive Directors, although board members are slightly underrepresented among survey respondents.<sup>2</sup> For the remainder of the report, we refer to survey respondents as “workshop participants.”

As shown in Exhibit 2, workshop participants hold positions as the Board Chair (29%), non-voting Executive Director (8%), Secretary (6%), or Treasurer (4%). Other positions include Chairs of committees (e.g., Development Committee) and Vice President/Vice Chair. On average, participants have served on the boards of directors of four organizations (range 0 to 20).

**Exhibit 1**



**Exhibit 2**



<sup>1</sup> Information received from the Initiative for Nonprofit Excellence.

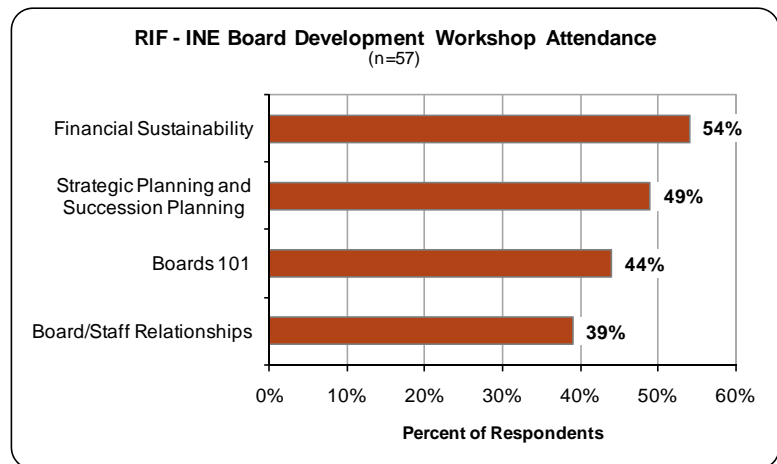
<sup>2</sup> Evaluators ran statistical tests to compare the percentages of Executive Directors and board members among the study sample to those of all workshop participants. We found that the percentages of Executive Directors among the two groups (23% vs. 20%) are not statistically significantly different, while the percentages of board members (61% vs. 74%) are statistically significantly different.

## Workshop Attendance

The Board Development workshops have been offered since spring of 2008. Evaluators asked participants when they attended their first workshop. Half of workshop participants attended their first workshop three to six months prior to survey completion. Over one quarter (30%) attended their first workshop approximately one year prior to completing the survey.

Over half (54%) of workshop participants have attended the Financial Sustainability workshop followed by Boards 101 (44%) and Strategic Planning and Succession Planning (49%) (see Exhibit 3). The Board/Staff Relationships workshop was attended by 39% of participants. Overall, participants have attended an average of two workshops. Approximately half (51%) have attended one workshop only, and 9% have attended all four workshops.

Exhibit 3



## Impact of Board Development Workshops

The following section presents the level of impact that the Board Development workshops had on participants' boards and organizations on whose board they serve. We begin with summarizing these longer-term impacts that the Board Development Program is ultimately intended to achieve, and then later in the report detail other intermediate outcomes that participants experienced, as described in open-ended responses.

Workshop participants answered a series of close-ended questions assessing levels of impact on a scale of 1 (no impact) to 4 (a significant impact) that the Board Development workshops had on their agency with respect to the board's functioning. For example, evaluators assessed whether the workshops contributed to changes to board operations, such as frequency of financial discussions and development of a succession plan for the organization's leadership. Evaluators also assessed outcomes such as participants' understanding of what makes for an effective board and clarification of individual board member roles on the boards that they serve.

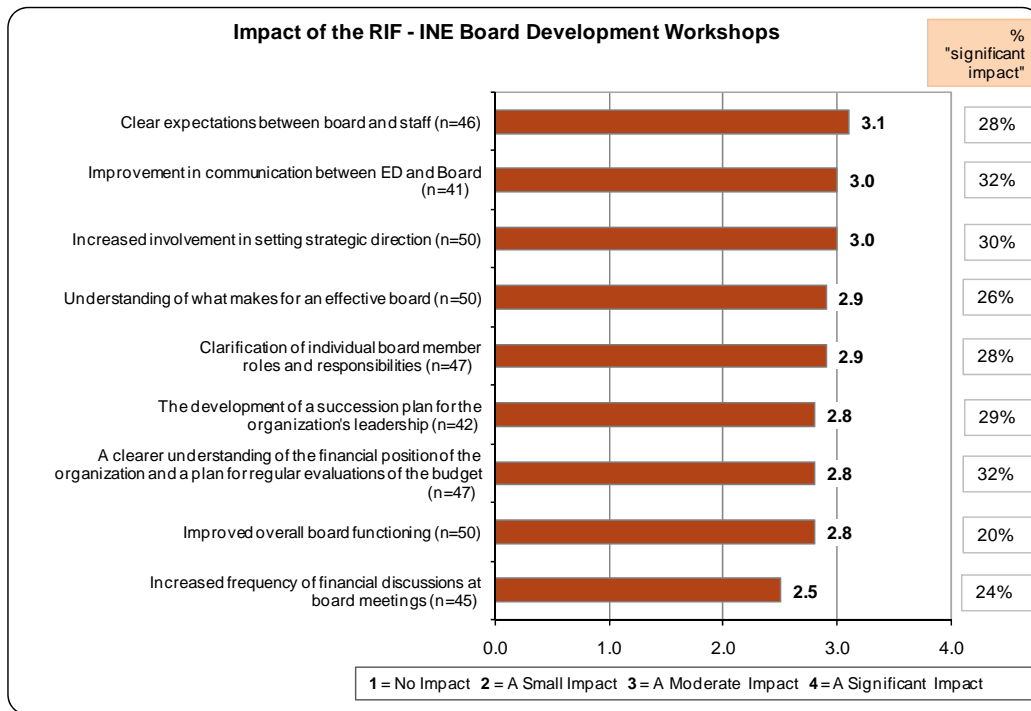
*"We have begun an examination of our structure and committee responsibilities to improve function and effectiveness."*

-Workshop Participant

As Exhibit 4 shows, on average, workshop participants reported that the Board Development workshops had "moderate impact" (average score of 2.8 to 3.1) on various areas of board functioning such as:

1. Improvement in the communication between the Executive Director and board;
2. The board's increased involvement in setting strategic direction;
3. The development of a succession plan for the organization's leadership; and
4. A clearer understanding of the financial position of the organization and a plan for regular evaluations of the budget.

### Exhibit 4



Evaluators also examined the percentage of participants who reported that the workshop had a “significant impact”—the highest bar against which to assess the workshops. Given the relatively “light touch” nature of a workshop-type intervention, it is not generally expected that high percentages of participants would report the highest level of impact. Nonetheless, in the case of the Fidelity Investments Board Development workshops, overall a range of 20% to 32% of participants reported that the workshops had a significant impact on improved understanding and functioning of their board (see Exhibit 4 above).

Examining the average responses on the four-point impact scale, participants reported that the workshops had the lowest level of impact on “increased frequency of financial discussions at board meetings” (average score of 2.5). This may be attributable to the relatively short period of time elapsed since attending the workshops (not allowing enough time for best practices learned to be implemented), or may be a reflection of the lack of availability of reliable and timely financial information among these nonprofit organizations. At the same time, participants reported a higher level of impact (average score of 2.8) on having a plan for regularly evaluating the organization’s budget, indicating that the workshops are providing participants with guidance and direction to increase financial stability within their organizations.

Evaluators assessed whether, and if so how, the total number of workshops attended influences the level of impact experienced. We compared participants who have attended one workshop to participants who have attended two or more workshops. Overall, participants attending two or more workshops reported a higher level of impact than those attending only one workshop, with a difference in average scores ranging from 0.2 to 0.7. Average scores on a scale of 1 to 4 were statistically significantly higher among participants attending two or more workshops, compared to participants attending one workshop, in the following areas:

1. One’s understanding of what makes for an effective board (3.2 vs. 2.6,  $p < 0.05$ );
2. Clarification of individuals board member roles and responsibilities (3.3 vs. 2.6,  $p < 0.01$ );

3. Improvement in communication between the board and Executive Director (3.2 vs. 2.7,  $p < 0.1$ );
4. A clearer understanding of the financial position of the organization and a plan for regular evaluation of the budget (3.1 vs. 2.5,  $p < 0.1$ ); and
5. Increased involvement in setting (3.2 vs. 2.7,  $p < 0.05$ ).

Evaluators also examined whether Executive Directors and board members perceived the impact of the workshops differently. A larger percentage of Executive Directors (55%) compared to board members (18%) reported that the workshops had a significant impact on increasing the frequency of financial discussions at board meetings.

### Outcomes of Attending Board Development Workshops

Through open-ended survey questions, participants shared outcomes they experienced as a result of the workshops that they attended. Participants reported that the workshops presented useful and relevant information, and that they gained awareness and knowledge in topic areas covered by the workshops such as the basic responsibilities of boards, effective board/staff relationships, and financial sustainability. The following section summarizes the themes that emerged from their responses.

- **Opportunity to network and learn from the experiences of others**

Workshop participants valued the opportunity to meet and connect with others serving on boards and working in the nonprofit sector. Benefits to networking include the opportunity to meet and connect with others in similar and different fields and having new resources to call upon. Many commented on the benefit of hearing that other organizations are experiencing similar struggles and challenges to those of their own organizations. Furthermore, learning about how others are addressing similar challenges gave participants strategies to consider in addressing their own challenges. Some participants welcomed more time for networking before, during or after the workshop.

*"Each organization is facing differing challenges and yet there are some that remain constant. Learning how other organizations are strategically approaching both was useful and offered concepts that might be applicable to my organization."*

*"Being new to the nonprofit sector allowed exactly that: a networking opportunity to meet with various members at various levels."*

-Workshop Participants

- **Learning about financial planning and increased knowledge about board member roles, board responsibilities**

Many participants reported that the workshops increased their awareness and knowledge about 1) fundraising and the fiscal responsibilities of the board, and 2) the role and responsibilities of the board in general, including how they function and what qualities constitute an effective board. Survey respondents reported that learning the basics regarding the roles and responsibilities of the board was beneficial. In the area of financial planning, some mentioned that they gained understanding of information basic to the board's financial planning responsibilities such as learning about financial terminology and statements and learning about funding streams. Others expressed an increased awareness of fundraising responsibilities of the board and of the importance of revenue generation. Exhibit 5 displays select responses from respondents.

**Exhibit 5**

**BENEFITS OF THE WORKSHOPS:  
INCREASED KNOWLEDGE ABOUT BOARD RESPONSIBILITIES AND FINANCIAL PLANNING**  
*Select Open-ended Responses*

- Learning some of the basics of fundraising and board roles
- Communicating financial information to the board
- Discussion of proactively encouraging sponsorship during this recession
- Insight to endowment versus operational fundraising
- Increased my understanding and comfort as a board member of a not-for-profit
- Helped set expectations for board members

• **Increased awareness and importance of strategic planning**

Survey respondents also mentioned that the workshops helped them set priorities and heightened their awareness of the importance of stepping back and looking at the “big picture.” One respondent noted that the workshops shed light on the fact that his/her organizations did not have a “strategic five-year plan at a local level.”

**Exhibit 6**

**BENEFITS OF THE WORKSHOPS:  
INCREASED AWARENESS AND IMPORTANCE OF STRATEGIC PLANNING**  
*Select Open-ended Responses*

- Emphasis on strategy and planning in all aspects of board work
- Ability to step back and explore the big picture
- The need for the Board to have a sound and sustainable vision, mission and plan
- Good overview of strategic planning

• **Insight into succession and sustainability planning**

The workshops instilled thoughts and questions regarding succession planning for outgoing board officers and organization leaders. One respondent commented that prior to attending the board development workshops, discussions about succession and concrete steps in addressing a vacant position did not take place.

**Exhibit 7**

**BENEFITS OF THE WORKSHOPS:  
INSIGHT INTO SUCCESSION AND SUSTAINABILITY PLANNING**  
*Select Open-ended Responses*

- Concrete ideas for developing a sustainability plan
- Learned ways to address founder/director leaving
- Planning to get a new president in place a year or more before the current one’s term expires
- Made me think about succession

## Individual and Organizational Changes Attributable to Workshop Attendance

In open-ended responses, participants shared what changes they or the organizations on whose board they serve have experienced as a result of attending the workshop. Participants indicate that they are increasingly being agents of change within their boards, using the tools and knowledge that they have gained from the workshops, offering elaboration on the quantified impact in the previous section. The majority of participants spoke of changes that occurred at the individual level and has, in turn, affected the board's operations or effectiveness. Some changes were indicative of incremental steps being made towards a more stable organization whether through increased financial discussions or engagement in strategic planning discussions.

*"Many of our board and staff attended the workshops. The biggest impact was a reinforcement of their commitment. People seem to respond to the process, their creative, intellectual juices begin to flow and they more fully engage in the organization. Following your workshops our Board members seemed to enjoy their roles even more."*

- Workshop Participant

- **Increased level of involvement due to confidence gained from the workshops**

Participants overwhelmingly expressed an increased level of comfort and confidence in their role as a board member as a result of the increased knowledge and awareness of their roles and responsibilities. Some felt empowered to be an active participant in board meetings sharing that they ask more questions or make specific requests and "keep the board on task." Other participants have become more active by encouraging and engaging others to increase their participation in the board.

*"I am more comfortable driving the Board's agenda and being explicit about expectations. I don't do this unilaterally; I try to make it a collective effort."*

*"I am more aware of my responsibilities as a board member and am able to participate fully."*

*"Engaging other Board Members to think more strategically and to "step up" in their role/our role in fundraising."*

*"[I've] worked to be more transparent and open to input from other members of the board."*

-Workshop Participants

- **Incremental steps taken to improve or maintain the financial stability of the organization**

Participants have increased their participation by playing a more active role in paving a path for financial planning and sustainability of the organization on whose board they serve. One person specifically mentioned engaging others to be more proactive in fundraising. Another participant's board completed a "full-scale audit." Others mentioned improvements in maintaining a focus on financial planning as part of the board's activities. Understanding the concept of financial sustainability more clearly helped one participant realize that his/her organization's financial position was in good standing.

*"We are looking to split our board into two sections: 1) a programmatic board and 2) an executive board that handles finances and fundraising."*

*"Our board is much more aware of the need for an established financial plan, including fundraising and measures for financial sustainability."*

*"I continue to advocate for more open, frequent, and in-depth discussion of finances at board meetings."*

-Workshop Participants

- **Initiating conversations on and engaging in strategic planning**

Workshop participants also reported that their boards are engaged in strategic planning or are beginning a strategic planning process. A few participants mentioned maintaining a focus on strategic thinking rather than becoming wrapped up in operations.

*"Engaged in a broader, more engaging strategic planning process that involves Board, staff and funders/collaborative partners."*

*"We have decided to do focused and facilitated strategic planning sessions."*

-Workshop Participants

- **Building relationships between board members and between the board and the executive director**

Some participants shared that they have been building relationships between board members. One person noted that increased communication with and involvement of board members could result in a more effective board. A few participants mentioned how the workshops impacted the relationship between the board and executive director. One participant encouraged the board to communicate more openly with the executive director to ensure progress towards a succession plan, and a couple participants set boundaries between the executive director and the board to minimize micromanagement of the executive director.

*"...maintaining personal contact between board meetings (phone, not e-mail). [As a result] committees clearly are aware that reports are expected at board meetings."*

-Workshop Participants

## Conclusion

This follow-up evaluation of the Rhode Island Foundation Fidelity Investments Board Development Program reveals that the workshops offered contribute significantly among many participants to increased awareness and knowledge about: effective boards and the role of board members in general, and finances and planning for long-term stability of nonprofit organizations. Moreover, as a result of gaining new knowledge and tools, workshop participants indicate that they are taking a more active role in improving the board's overall functioning in the areas of financial, strategic and succession planning.

In terms of how to deepen the impact of the workshops, the one consistent theme that emerged from participant responses was the desire for more time and opportunity to network with others during the workshops. Based on LFA's experience of other similar types of interventions designed to improve nonprofit board functioning, we also suggest consideration of strategies for disseminating information to a wider swath of board members and nonprofit leaders, particularly within the same organization and within nonprofit fields of work. In other words, organizational change is more likely to occur if multiple board members from a single organization attend, and even better if the Executive Director (and perhaps other staff), attend the workshops together. Likewise, by providing similar information to multiple board members and leaders all within the same field of practice in the nonprofit sector (e.g., housing and basic needs, the arts, etc) greater opportunities are created for networking that can deepen the application of knowledge gained in a workshop setting. Another strategy for consideration is to target and encourage individuals new to serving on boards to attend the workshops as part of their orientation process.

Overall, the Fidelity Investments Board Development Program is making a solid difference in improving board functioning, particularly when the outcomes reported here are considered in the context of the relatively low level of intensity of the intervention.

## Appendices

Appendix A: RIF INE Logic Model for Moderate Intensity Programs

Appendix B: Fidelity Investments Board Development Program Follow-up Survey

# Appendix A: The Rhode Island Foundation Initiative for Nonprofit Excellence

## Moderate Intensity Programs

### Activities

#### Organizational Development

Workshop topics:

- Mission Clarity
- Finance 101
- Do You Know Whether Your Goals are Being Achieved
- Aligning Strategic Thinking and Technology
- Managing Your Organization's Capital Assets
- Developing a Planned Giving Program
- Creating a Communication Strategy
- Effective Public Advocacy

#### Board Development

Workshops topics:

- Boards 101
- Financial Sustainability
- Board/Staff Relationships
- Strategic Planning and Succession Planning

### Outputs

#### Organizational Development

- # and types of OD workshops held per year
- # of attendees at each OD workshop
- # of unduplicated nonprofit leaders who participate in the program
- # of unduplicated nonprofit board members who participate in the program
- # of unduplicated nonprofits that have had executive leaders from their organizations attend

#### Board Development

- # and types of OD workshops held per year
- # of attendees at each OD workshop
- # of unduplicated nonprofit leaders who participate in the program
- # of unduplicated nonprofit board members who participate in the program
- # of unduplicated nonprofits that have had leaders from their organizations attend
- # of nonprofits with at least one board member and the ED participating in BD program during the course of one year

### Outcomes

#### Organizational Development

- % of participants reporting increased knowledge on sound financial management practices and about effective nonprofit management (ST)
- % of participating nonprofits that have strengthened management practices (LT)
- % of participating nonprofits that have improved organizational structures and sustainability (LT)
- % of participating nonprofits that have improved alignment of programs/services with their mission (LT)

#### Board Development

- % of participants reporting increased knowledge about effective boards, the role of board members, finances and financial stability (ST)
- % of participants reporting increased clarity among board members about roles and responsibilities, and expectations between board and staff (ST)
- # of boards putting a succession plan in place or updating a succession plan since workshop (LT)
- % of participants reporting increased board member fund development skills (LT)
- % of participants who report that the financial sustainability of their organization is improved (LT)

### Cross-Cutting Long-term Outcomes

- Improved communication and collaboration among organizations.
- Increased knowledge about and implementation of best practices in nonprofit governance and organizational effectiveness.
- Increased number of effective executive leaders and governing bodies.
- Increased number of small- and medium-sized organizations with stable and effective organizational systems and structures.

### Ultimate Desired Impact

The nonprofit sector is strengthened to improve the quality of life for Rhode Islanders.

Initiative for Nonprofit Excellence at the Rhode Island Foundation

FIDELITY INVESTMENTS BOARD DEVELOPMENT PROGRAM

FOLLOW-UP SURVEY

The Rhode Island Foundation’s Initiative for Nonprofit Excellence (INE) is evaluating its services to identify how its programs contribute to changes in organizations in the community. Your responses will also help the INE learn more about possible improvements to make to its programs.

This survey is **confidential**. Your name will not be associated with any of your responses and survey results will only be reviewed by RIF INE staff in the aggregate. RIF INE’s external evaluators, LaFrance Associates (LFA), will analyze all survey data and provide RIF INE with summary reports.

The survey should take no more than 10 minutes to complete. Questions regarding this survey can be directed to Jessica Xiomara García at LFA at [jessica@lfagroup.com](mailto:jessica@lfagroup.com) or 1-866-396-2850 x322.

1. Which Board Development workshops have you attended? *Please check all that apply*

- Boards 101, Financial Sustainability, Board/Staff Relationships, Strategic Planning and Succession Planning

2. Approximately when did you first participate in one of these Board Development workshops? (Month)\_\_\_\_\_

3. Please select one of the following:

- I am the Executive Director of a nonprofit organization
I am a Board Member of a nonprofit organization
Other (please specify): \_\_\_\_\_

4. How many boards have you ever served on, including the board of this current organization? \_\_\_\_\_

5. What is your current position on the board that you serve? *Please check one.*

- Board Chair, Secretary, Treasurer, Board Member, Other Officer: \_\_\_\_\_

6. Please briefly describe the **top 3 benefits** of the workshop(s) you attended. Please be as specific as possible.

- 1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## Initiative for Nonprofit Excellence at the Rhode Island Foundation

7. Using a scale of 1-4, please respond to the following questions regarding the impact of the Board Development workshops on your agency.

To what extent did participation in the Board Development workshop(s) contribute to...	<i>Too soon to know or was already in place</i>	No Impact 1	A Small Impact 2	A Moderate Impact 3	A Significant Impact 4	Not Applicable
a. Your understanding of what makes for an effective board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Clarification of individual board member roles and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Clear expectations between board and staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Improvement in communication between board and ED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The development of a succession plan for the organization's leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. A clearer understanding of the financial position of the organization and a plan for regular evaluations of the budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Increased frequency of financial discussions at board meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Increased involvement in setting strategic direction (as opposed to operations)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Improved overall board functioning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Please describe any other changes the organization on whose board you serve experienced as a result of the Board Development workshops.

9. What have you begun to do differently as a board member as a result of your participation in this workshop(s)? Please explain.

10. If the Board Development workshop(s) had little or no impact, please explain.

11. Was the opportunity to network with other workshop participants and learn about their experiences valuable to you?

Not applicable – I did not have the opportunity to network

No

Yes     ➔ If yes, in what way(s) was it valuable?

12. Does your organization have a compelling story to tell about the impact of the Board Development workshops that would help us communicate the benefit of this program?

No

Yes     ➔ If yes, please explain in further detail:

13. Would you be willing to participate in a short interview to share this story?

No

Yes ➔ (Selecting 'Yes' indicates that LFA staff can contact you.)

**Thank you for your time!**