



COMMUNITY FOUNDATIONS

BSA:

COMMUNITY FOUNDATIONS

BOARD SELF-ASSESSMENT

Welcome

Welcome to the BoardSource Board Self-Assessment for Community Foundations (BSA) Report. The BSA is designed to educate and provide insights on your board's governance performance, which will enable your board to operate at the highest and best use of its collective capacity. BoardSource recommends that community foundations engage in a self-assessment process every two to three years.

This report provides an overview of your board's performance based on recognized nonprofit governance roles and responsibilities, as outlined in *Ten Basic Responsibilities of Nonprofit Boards*. The report compiles data that reflect how well the board and the chief executive think they are meeting their responsibilities in four key areas identified by BoardSource as crucial for high-performing boards and organizational success: setting direction, ensuring resources, providing oversight, and board structure and operations.

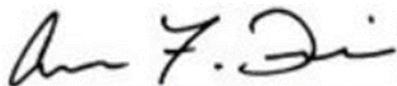
The report is intended to help your board determine its strengths and identify opportunities for board development. We encourage you to use the report

- as a starting point for discussions to identify gaps between expected and actual performance
- a basis for establishing a shared understanding of the board's roles and responsibilities
- provide context for creating a board development action plan
- enhance credibility for the community foundation among staff, volunteers, donors, and other constituencies

Additionally, this report benchmarks your data against other community foundations that have answered the same questions. By comparing your performance as a governing body against that of your peers, you will be able to clarify areas where your performance differs from that of your peers. Please use this data as one point of reference within the context and history of your community foundation to help you focus on your strengths and identify those areas in need of improvement.

As the preeminent organization focused on nonprofit governance, BoardSource is here to help with all of your governance needs. Information about our resources and services can be found in this report, on our website, or you can e-mail us at members@boardsource.org. Congratulations on taking such an important step!

Sincerely,



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Albuquerque Community Foundation Board Assessment 2023

Results Overview At-A-Glance

The assessment is divided into four board roles; nine areas of responsibility are incorporated within those roles. The scores for individual questions are averaged within each area of responsibility, and the scores for each responsibility are then averaged within each role. These board roles and responsibilities are based on *Ten Basic Responsibilities of Nonprofit Boards*.

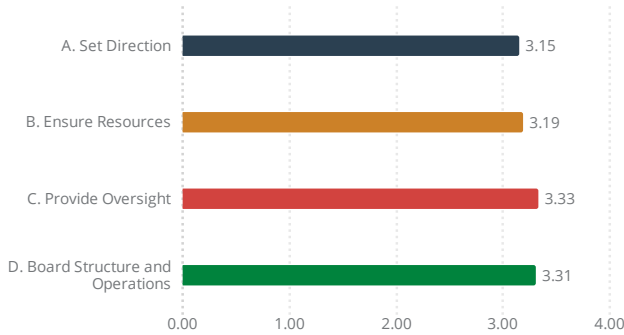
The scores below are based on a 5-point scale using the following definitions:
0 = Poor or needs improvement; 1 = Fair or marginal; 2 = OK or acceptable; 3 = Good or above average; 4 = Excellent or superior.

As an important note, respondents to the survey have the option to select NA/Don't Know to questions within the survey. Responses of NA/Don't Know are excluded from analysis within the final report and are not included in the averages provided. Responses of NA/Don't Know are also excluded from the total response count for that question.

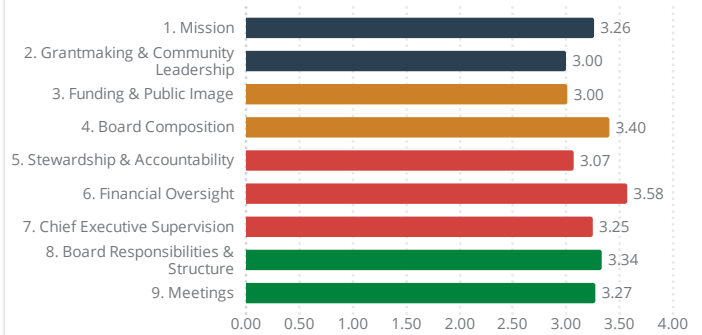
Roles and Responsibilities Overview

The graph below shows how your board has assessed its performance in the four roles (letter bars) and nine responsibilities (number bars) of nonprofit boards.

Your Board's Role Scores



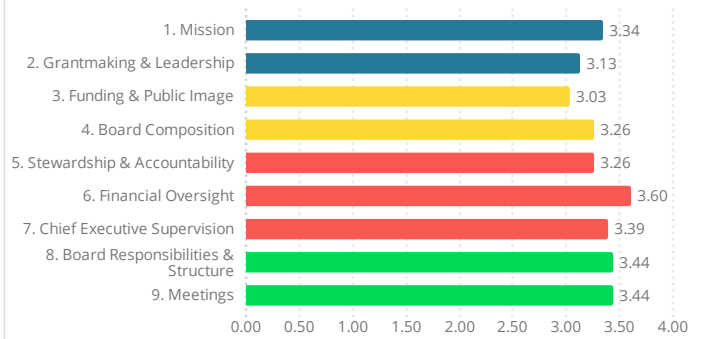
Your Board's Responsibility Scores



All Boards Average Role Scores



All Boards Average Responsibility Scores



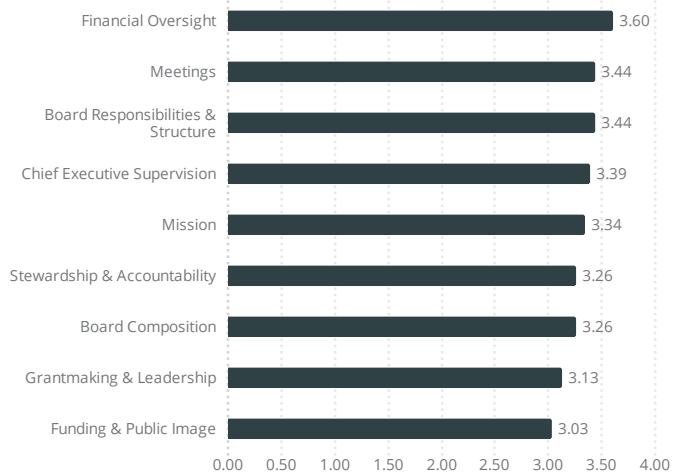
Highest to Lowest Ranked Responsibilities

The graph below shows how your board has assessed its performance — from highest to lowest — in the nine areas of responsibility. Bars at top indicate strong performance. Bars in middle highlight areas in which the board is performing at an acceptable level but may want to watch. Bars at bottom indicate responsibilities that need attention.

Your Board



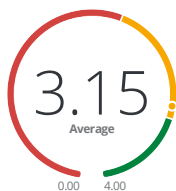
All Boards



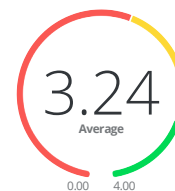
A | Set Direction

Setting direction requires the board to look beyond the immediate horizon by developing a shared vision, articulating guiding values for organizational action, establishing major goals, and outlining strategies for achieving those goals.

A | Set Direction Role Score - Your Board



A | Set Direction Role Score - All Boards



A | Set Direction Responsibility Scores - Your Board



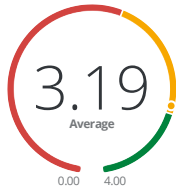
A | Set Direction Responsibility Scores - All Boards ▼



B | Ensure Resources

After establishing a strategic direction, the board is responsible for ensuring that the organization has the resources needed to achieve its goals. An organization needs three principal types of resources: people to do the work; money to pay salaries and expenses; and credibility with the public, on whose support it depends. While the board itself does not necessarily have to secure these resources, it makes sure that people and systems are in place to make them available.

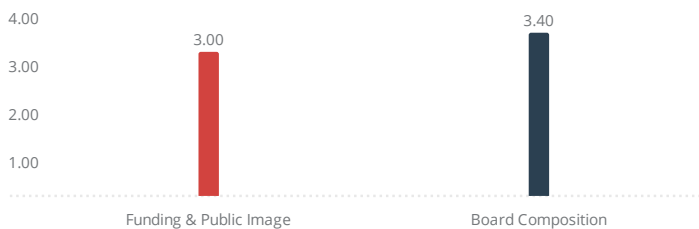
B | Ensure Resources Role Score - Your Board



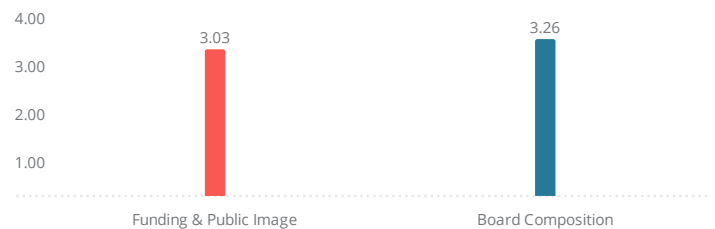
B | Ensure Resources Role Score - All Boards ▼



B | Ensure Resources Responsibility Scores - Your Board



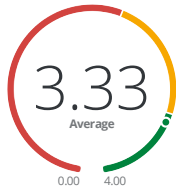
B | Ensure Resources Responsibility Scores - All Boards ▼



C | Provide Oversight

In the board's oversight role, the emphasis is on accountability. As a governing body, the board provides oversight not only of the finances and programs, but also of the community foundation's legal and moral conduct. Furthermore, the board delegates authority to the chief executive, who is therefore accountable to the board. Thus, the board's oversight role also includes supervising, providing feedback to, and supporting its chief executive.

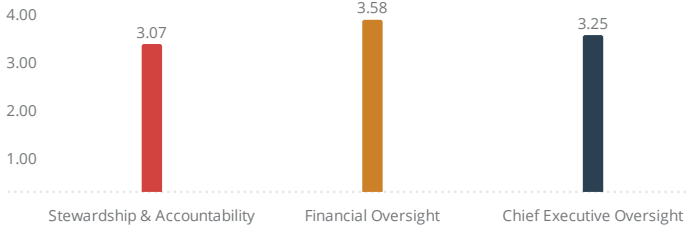
C | Provide Oversight Role Score - Your Board



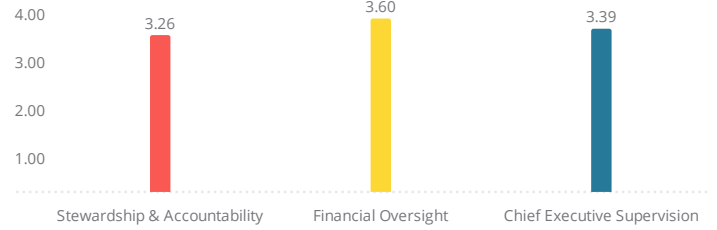
C | Provide Oversight Role Score - All Boards ⌵



C | Provide Oversight Responsibility Scores - Your Board



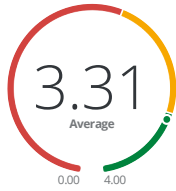
C | Provide Oversight Responsibility Scores - All Boards ⌵



D | Board Structure and Operations

A well-functioning board is a strategic resource for the organization. A board that attends to the quality of its performance will serve the community foundation and its constituencies well. Among the factors that go into functioning effectively are board size and composition, clarity of roles and responsibilities, productive meetings, well-functioning committees, access to necessary information, and use of a team approach.

D | Board Structure and Operations Role Score - Your Board



D | Board Structure and Operations Role Score - All Boards ⌵



D | Board Structure and Operations Responsibility Scores - Your Board



D | Board Structure and Operations Responsibility Scores - All Boards ⌵

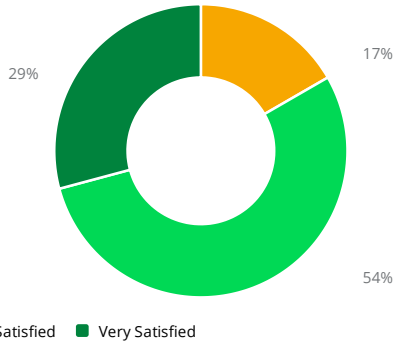


Board Service Experience

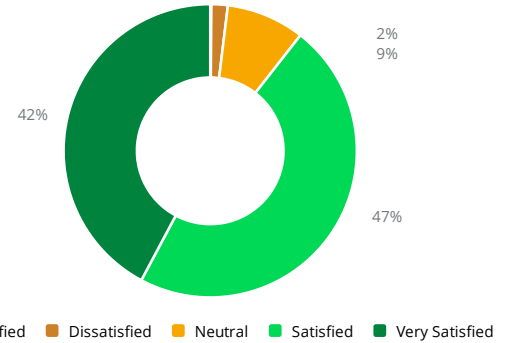
Overall Effectiveness

The following graphs reflect the board's thinking about its overall effectiveness. Because the percentages are based on the perceptions of your individual board members, this information can be used to spark a full board discussion on whether the members feel they are collectively meeting their responsibilities.

Your Board



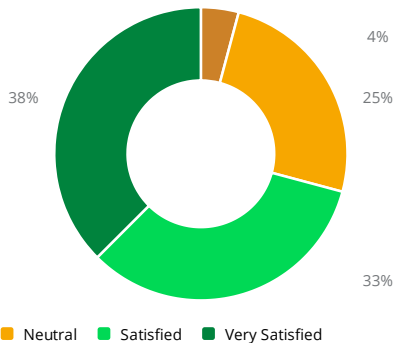
All Boards



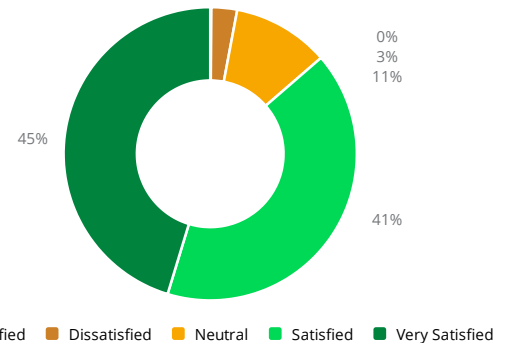
Level of Commitment and Involvement

The board self-assessment survey asks board members to identify their fellow board members' level of commitment and involvement, typically described as board engagement. Engaged board members make it a priority to attend and participate in all board meetings, take initiative, and jump into action when the chief executive needs expert guidance or opinion. Furthermore, engaged board members use their personal connections and affiliations to introduce the community foundation to potential funders and suitable board member candidates, volunteer for leadership positions on the board, and, by example, encourage others to do the same. The graphs below show the board's level of satisfaction with its commitment and involvement.

Your Board



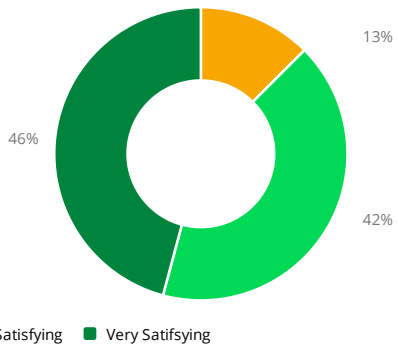
All Boards



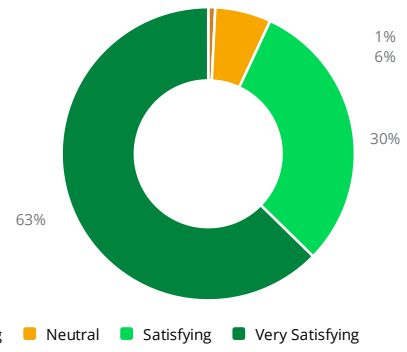
Individual Board Member Experience

Individuals serve on nonprofit boards for a variety of reasons. The percentages in this graph provide an overall sense of whether your individual board members feel that they have adequate opportunities to use their time, talent, and expertise to advance the mission of your community foundation.

Your Board



All Boards



General Open-Ended Responses

Comments appear exactly as they were entered in the survey.

What are the two or three most important areas the board should address to improve its performance in the next year or two?

- 1. Following through on (in priority order) agreed on strategic objectives and practicing discernment with new initiatives that are valuable but not in alignment with the new strategic plan.
- 2. Developing and implementing Succession and Key Employee plans.

1-Ensuring that we do not lose sight of strategic goals and ensure consistency and discipline to seeing results from the ACF staff on a regular basis. If they are not delivering we need to call them on it e.g. donor diversity. 2- Board member engagement and onboarding. As we move into a CEO transition it is critical that all board members are on the same page and feel comfortable expressing support or discomfort.

Clear communication on Executive committee vs. entire board duties Using survey feedback to identify and address areas of improvement Delineate board committee member expectations vs. staff expectations

setting clear expectations of board members making sure that all board members are engaged

Fostering continuity and variety of board involvement on committees by having board members participate in at least one committee for a whole 3-year term and at least one other committee each year, changing to a different committee each year. Adequate time to contemplate significant changes.

Continuing to engage board members - maybe Staff can be assigned certain members to follow up with. They can then form a relationship that can also help them with possible questions they have. I know Staff has SO much on their plate already, but please utilize your board members and just ask us for help- we will gladly help when we can! Continue to work on our strategic plan, asking the full board for their views on it. Continue to establish our ever changing goals as we grow with our education in DEI, learning more and more about the community we now live in. I thoroughly enjoyed the Groundwork DEI training and we need more people to speak generally about it, to help engage other board members to take it and learn.

Staff retention Exec

Review committee assignment policies and make sure those are communicated to board, reviewed periodically and managed to expectations. Discuss strengths and weaknesses of board members relative to committee assignments/duties, and fully describe committee responsibilities prior to individual assignment to committees.

- 1. Review the strategic initiatives of the organization and align some BIG goals to push the organization for long-term growth/thinking. How are we measuring success not as an organization-- as a board.
- 2. Adopt the new mission and move forward--- seems like talking about it and taking apart every word is done now. Let's move ahead.
- 3. From a board perspective, training on cultivating donors, language to use, dos/don't. Please realize this is your everyday world and not all of us live in this space on the daily.

ACF is at an inflection point, as in-depth planning for the new strategic plan needs to occur to assure the staff can successfully execute on it's vision AND beginning the process of preparing for the recruitment strategy for a new President & CEO for ACF. Given these two initiatives, the boards leadership needs to work with the staff to identify how best we can support the staff to assure success while providing opportunities for growth. Additionally, the board needs to coalesce around strategies to attract new donors. Possibly the board should consider setting a board goal for number of new donors and correlating dollar amounts.

The board has discussed the planned retirement of the CEO in 2026, and the strategic plan contemplates development of a succession plan, but the succession plan has not yet been created. This should be accomplished within the next year. Additionally, the board should continue to develop and implement its community leadership goals and programs over the next year or two.

- 1) Ensure higher level of input from non-executive committee board members
- 2) Size of the Board

- 1. Rethink investment strategy in impact investing
- 2. More social time with trustees

- 1. Ensure the staff is adequate to support continued growth
- 2. Continued recruitment of diverse board members

See prior responses. I think CEO succession issues are really important now, so the Board should pay close attention to the Foundations planning process and existing succession plan. Staff succession and turnover is also an issue to consider carefully. While recent staff departures may be explainable due to external forces -- i.e., great opportunities for those staffers leaving for other positions -- we should be sure to explore and understand whether there may be latent internal reasons for those departures and address such issues as needed.

Working towards our big goal of operational financial sustainability Eliminate the board dues barrier to diversify board

The Board performs pretty well considering the type of Board it is and its actual function. A main function of the Board over the next couple of years will be the transition to a new

Executive Director.

Succession planning perhaps an ad-hoc committee Establish clear cut board responsibilities related fundraising and governance

Selection of the new CEO will be the most defining task of the board. Setting a timeline for the appointment of the new CEO and the departure of the current CEO are critic

Self-evaluation, education and policies on attendance.

Transparency Engagement of the full Board in fundraising and grant making Preparation for CEO transition

Board Recruitment A "refresh" on our donor base.

What organizational issues or challenges require strategic direction or guidance from the board?

1. Direction and direct engagement in the deployment of NMCT. 2. Understanding and balancing competing demands for staff time between NMCT and ACF and providing guidance for achieving appropriate staff investment in the two separate but connected organizations.

It seems that at some point the focus of succession planning should be board led.

Continuing to prepare for CEO transition

Shaping DEI initiatives to attract more donors and foster sense of belonging. Work towards replacing Randy when he retires.

Any help with Staff retention right now? I know this isn't a board expectation but hoping all is going well and noticing lots of changes going on. Happy to offer any help- sometimes we can help with hiring, retaining, etc. so it all doesn't fall on the CEO or executive team?

Executive committee not assuming too many committee duties

We know that we will have a leadership change soon, so a great extent of focus should be on strengthening the rest of the staff and making sure any other vacancies are filled with the right people to ensure a smooth transition.

The board should be strategic in their thinking and planning. I cannot off-hand state the key strategic areas of the organization, but from a board's perspective this is what we should be looking at. More thought provoking discussion that can spark conversations, dialogue not just the "trendy" now topics but more discussions to gain insight and perspective.

It is my impression that there are some internal challenges having to do with questionable leadership decisions and equality amongst staff. If this is indeed true, the board has a responsibility to help direct and guide leadership through these challenges. It seems as though the organization is challenged to figure out how best to implement DE&I initiatives. Perhaps the board can provide strategic direction on the building of a "roadmap" to support the long-term strategy.

The recent departure of the development staff, and the development goal in the strategic plan to grow the endowment to \$200 million by 2026, present a challenge for the board. The board should participate in creating or updating the strategic direction (or development plan) with the CEO.

1) Supporting the CEO with managing Staff transitions

1, CEO transition planning 2. Capital costs (building procurement)

1. gift acceptance in light of "hate" issues 2. long-term planning for staff and executive management

The potential impact of the Students For Fair Admissions case rejecting affirmative action in college admissions on philanthropy and diversity, equity and inclusion programs must be examined carefully.

Continued evolution to fully align with trust based philanthropy principles

We aren't really included in issues or challenges of the organization.

Gift Acceptance policy Grant Making Policy Mission/Vision/Values check in

The selection of officers and committee appointments are not transparent, which is inconsistent with the foundation's emphasis on DEI. There should be clear policies and procedures so that no board member is made to feel excluded as happens currently

Changes to grantmaking and development as we look at developing a policy that would address anti-hate/harmful organizations - both in terms of grantmaking, but also in terms of accepting funds from donors who may want to donate to such organizations.

Board Assessment CEO Succession

DE&I has some problematic issues on the committee from outside the board. Having community members serve on this committee, while good in theory, has left many feeling disenfranchised.

What other comments or suggestions would you like to offer?

This is the most organized, professional, and thoughtful Board I have ever sat on - the credentials of which are matched completely by the staff! Together we are taking on important issues and working diligently to change the foundation of philanthropy in our community and beyond. This level of work means we will have to grow and/or let things be taken off the plate - probably both. I know we have the talent and the ideas on board to be fully successful in this effort, but I hope we also have the confidence in our priorities to also say no, to meaningful work that is values aligned, but that is not within our new strategic direction.

I appreciate the opportunity to provide feedback. I very much enjoy serving on this board, and believe strongly in the value it serves in the community. I would just love a way to share that more broadly and really tell the story of ACF's impact!

None

Staff does SO much- I sometimes feel like we can offer more help as a board. Please ask us. We are happy to help- I sometimes don't feel like I do enough, because Staff is taking care of it. We have such proud, loyal members - I believe we can ask more of them.

None

Thank you for doing this survey and I hope the input and insight is helpful.

ACF is overall doing a GREAT job and should be commended for their focus and commitment to the community on all fronts.

This is a strong, well-functioning board and a Foundation with great positive impact on our community. It is very rewarding to serve as a member of this board.

We have a great staff and great board.

This has been a fascinating experience....I'm so glad we're doing this now...but I find myself concerned about being critical of the Organization/Board and not necessarily have the skills/knowledge to know how to fix it...plus an overriding concern of: "if I don't have the solution or the time to figure it out, don't complain or identify the problem."

Thank you for the opportunity to comment on the ACF board. The questions have made me realize that leadership has shifted from the board to the senior staff of the foundation. This is something that the board might want to discuss, and confirm is a desirable strategy. It is really great that the board is seeking to improve its performance and that ACF supports that effort.

We have a highly dedicated Board who need to become more familiar with information they have historically not been exposed to but in doing so, could make them more effective in their roles.

This is a wonderful organization, a dedicated staff and an amazing Board. We need to remember, we set an example for other Boards in the community.

N/A

Albuquerque Community Foundation

A | Setting Direction

(includes Mission and Grantmaking & Leadership)

A community foundation is a public charity with a commitment to serve a specific geographic area. It is uniquely positioned to lead community-wide efforts in its role as grantmaker for local projects, but it goes beyond simply making grants that advance charitable activities. It also identifies current and emerging issues, channels resources to address its community's needs, and helps the community prepare for the future. Bringing together individuals and organizations that share a common interest, it may lead and operate its own programs and initiatives to serve the community. It encourages and promotes individual and corporate philanthropy by managing donor-advised funds. Dedicated to improving the quality of life in its area, a community foundation effectively invests in the future of its community by creating permanent charitable funds to help its region meet the challenges of changing times.

Strengthen Performance through Action

1. Refer to your mission, vision, and value statements when making decisions.
2. When necessary, refine your statements.
3. Share the statements with all board candidates and new board members.
4. Work together with the chief executive to provide guidance and input in setting strategic grantmaking priorities.
5. Incorporate strategic thinking into every board meeting rather than relegating it to the annual retreat agenda.

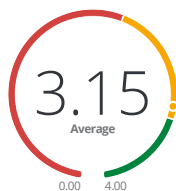
Recommended Resources - Mission and Vision

- Book: [The Nonprofit Board's Role in Mission, Planning, and Evaluation](#)
- Free Community Resource: [Tips for Developing a Mission Statement](#)
- Free Community Resource: [Mission Statement vs. Vision Statement](#)

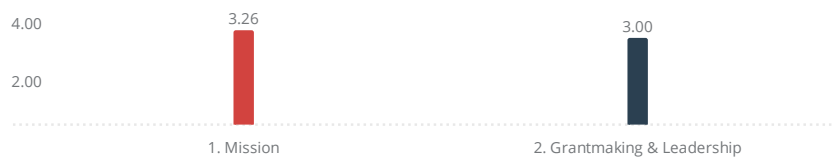
Recommended Resources - Strategy

- Guide: [Shaping the Future of Your Organization: A Strategic Planning Guide for Nonprofit Leaders](#)
- Free Community Resource: [Nonprofit Strategy By the Numbers: Evolution and Progress](#)
- Free Community Resource: [Charting a New Path Forward: Insights & Reflections from BoardSource's Strategic Planning Efforts](#)

Your Setting Direction Role Score



Your role score is based on the following responsibility scores:

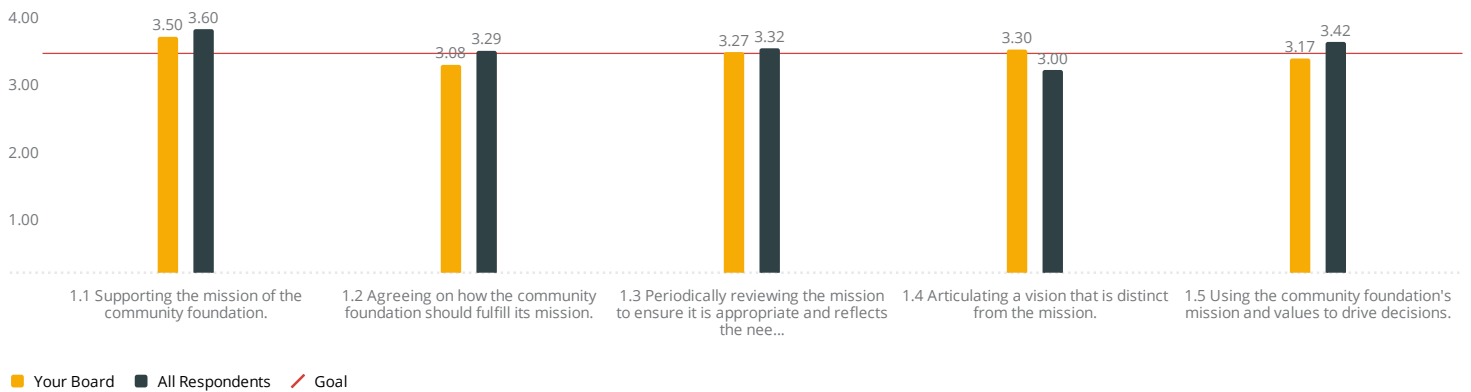


Mission | Section Detail

One of a community foundation board's fundamental responsibilities is to establish the mission and vision for the future of the community.

- A mission statement defines your foundation's fundamental purpose. A clear mission statement is inspirational yet realistic, emotional as well as informative, concise and complete. It is positive and focuses on achievable accomplishments.
- The vision statement is about long-term goals and the direction in which the foundation is heading. It defines the foundation's dream. Because a vision statement is created through a group process in which all boards members share their ideals for the organization, it has a team-building effect.
- Values are the principles that guide individual and organizational behavior. By articulating these principles, the board establishes guideposts that help chart direction for years ahead.

Average Score



Question Breakdowns

(Please rate the board's performance in...)



1.1 Supporting the mission of the community foundation.



1.2 Agreeing on how the community foundation should fulfill its mission.



1.3 Periodically reviewing the mission to ensure it is appropriate and reflects the needs of the community.



1.4 Articulating a vision that is distinct from the mission.



1.5 Using the community foundation's mission and values to drive decisions.



How can the board improve its performance in this area?

As ACF has been in a period of growth and evolution we have allowed a broader interpretation and execution of our mission and values. Fortunately, both are expansive enough that all work to date has fit within the boundaries of these foundational tools. One thing that can be done is taking a moment at the opening of each meeting (board and committee) to highlight mission moments - day to day activities that are good expressions of our mission, vision and values.

The foundation and its staff are well aligned to the mission and work diligently to execute on the primary functions of grant making and ensuring relevancy. Goals have been set to ensure future commitments and realignments are in process around who/what the foundation attracts and supports. They are well connected to the needs of the community, however should be mindful of bias and not always sticking to the non-profits that are well established. At times, it seems our focus is a mile wide but only an inch deep therefore the ability to make more significant impacts is a missed opportunity. For example, with so much change and opportunity with ACF, the notion of NMCT is pretty lost on the community. Additionally, the goal set in 2021 regarding an asset threshold is not often discussed anymore. We should be careful that for each chair, we hold steady to achieving long term goals, and not get caught up either doing something new, allowing the staff to change course without reflection on existing goals, while carefully navigate changing landscapes such as the recent focus on DEI. The definition of this section discusses review of the mission vision as a collaborative effort, however based on the most recent update, I recall updates being presented to the board, vs. collaborate on changes.

Recently the board has been reviewing and discussion a revised vision and mission and is focused on incorporating into decision making.

Put the mission on the website. I found the vision and values, but not the mission.

Continuing to revisit the mission/vision (which we are doing) and continuing to make it a current mission/vision to relate to today's community demographics and the ever changing times. The old mission/vision was a great start for the Foundation years ago but I would love to approve the newly presented mission soon.

Maybe there is a way to share stories of impact always aligning to the mission of the organization at board meetings in the trustee today and at events.

The Vision and Mission statements embedded into the organization, however, they are not always used as the cornerstone in decision making. An opportunity for engaged continual discussions exists here for the board and the staff.

There is a desire to update and revise the current mission by staff and this should have board input and discussion to ensure broad understanding and agreement.

We're in the midst of evaluating and potentially revising certain policies to ensure alignment between our vision, values and mission on the one hand with operational policies that drive the day to day work of the staff and board. I am optimistic that this process will yield strong alignment and trust that the Board will support the policy revision efforts taking place at the staff and committee level.

Continue to refine policy to align with the mission/vision. That work has started and we can build on that

I'm not sure how to improve the performance of the board in this area, but I detect too long a lag time between input on mission/vision/values (which was a robust discussion) and adoption of the mission/vision/values policy. It doesn't have to be perfect.

The drafting and discussion of the mission and vision is staff driven; therefore it is hard to discern how much the board "supports" the mission. A major decision on how to "fulfill mission" - the decision to seek and accept government grants-was made by staff without discussion or presentation to the board. Again, the how of mission fulfillment is staff driven- in this case not even a rubber-stamp opportunity to the board.

Staff & Governance Committee need to ensure new recruits fully understand the expectation for the Board to be constantly referring to the Mission. Also, Staff & Governance Committee need to ensure periodic reminders of the same to the Board-at-large.

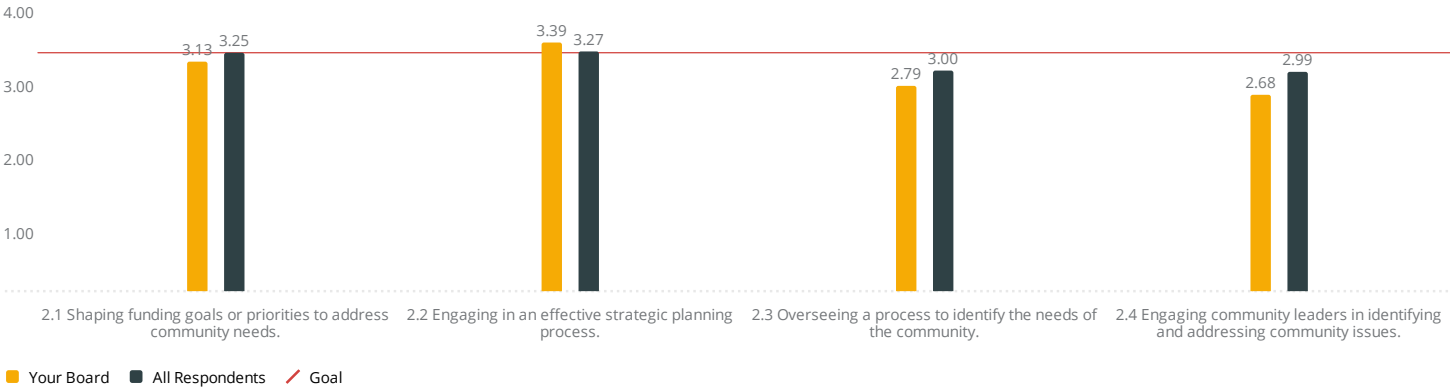
Balance involvement of and support from individual donors, local and regional businesses with seeking government grants that generate significant management revenues.

Use the results of this survey to honestly assess whether our mission and vision is being properly and effectively communicated to the entire board. Will be very curious to see the results.

Grantmaking & Community Leadership | Section Detail

An important role for a nonprofit governing board is to ensure effective planning, and a community foundation board has a particular responsibility to identify emerging issues in the community, set funding goals or priorities accordingly, and determine when or if the foundation should act as a leader and convener. Throughout the grantmaking process, the board seeks to understand the community foundation's donors, as well as the needs of the community, so that it can respond appropriately as opportunities and challenges arise.

Average Score



Question Breakdowns

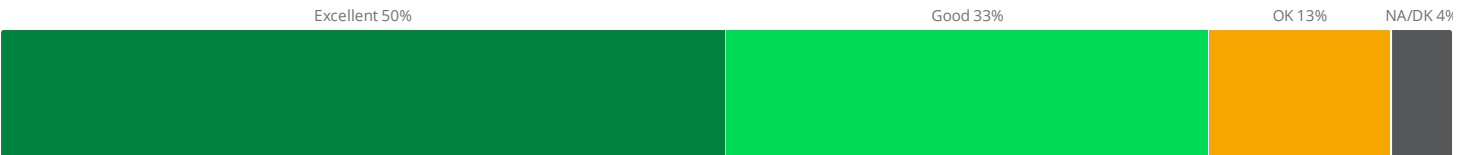
(Please rate the board's performance in...)



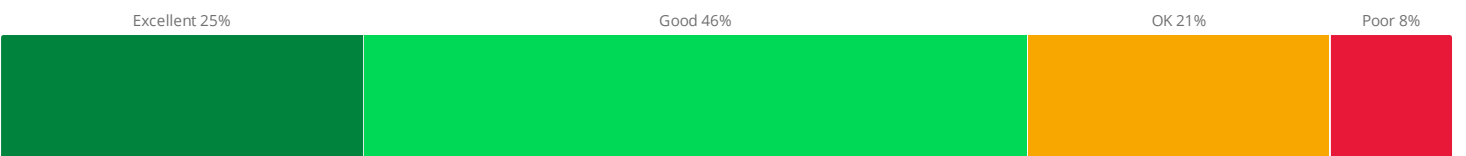
2.1 Shaping funding goals or priorities to address community needs.



2.2 Engaging in an effective strategic planning process.



2.3 Overseeing a process to identify the needs of the community.



2.4 Engaging community leaders in identifying and addressing community issues.



How can the board improve its performance in this area?

Staff seem to be plugged into the needs of organizations and the community, however, it is unclear how the BOD should best engage in the awareness building and resulting funding decisions based on community needs. There is an amazing and earnest staff executing this work so there is congruent levels of trust with the Board. NOT sure that we need to get better at this, or what better looks like, without impeding the effective flow of the staff.

The board and its staff are strong in using consultants for strategic planning. If overseeing a process to identify the needs of the community is through the grant applications, they have done good work in revamping the process by listening to applicant needs and challenges. However, more broadly, this is really not well understood and I'm not aware of any general surveys or reaching out to the broader community or leaders on their needs and partnership opportunities. In this sense, it's reaching out to the board or other already known individuals, which can at times be narrow and foster a 'who you know' kind of approach. It leaves some community businesses to wonder, "how can I get in on that?" Also, as part of the strategic plan around diversifying donors, there is still not clarity. It doesn't appear the board has been provided a tangible assessment or plan from staff on what current state is, what we believe our donor base should look like, and how we will get there. When staff alludes to a donor not fitting our mold yet the mold isn't defined, it feels like a lack of transparency and we have nothing go off of to validate the statement.

I have not seen much of engaging community leaders.

I truly believe our grant making continues to dig deep in our community, finding those smaller non-profits that don't get the attention some of the larger ones do. We continue to assist the non-profits, seeking them out and following through with them once granted. We probably just need to continue to grow our team to better assist in following so many non-profits, as we continue to add fields of interests, etc. Great Grant Giveaway is ALWAYS an amazing event by the way!

The process followed to create the strategic plan was clunky and left many board members with a feeling of uncertainty members were not able to easily coalesce around the Plan. As a collective board, not all members are involved/engaged in engaging community leaders, an opportunity exists here the board to become more connected to the community.

A new strategic plan was adopted by the board recently, and it needs to be presented to the community in a way that encourages comments and the gathering of information about community needs.

I say "good" on two of my responses only because I am not clear that the board has actually been engaged in oversight of ongoing staff (and committee) efforts to identify needs and engage community leaders. Overall, I believe the Foundation has been doing excellent work in these areas.

Continued engagement with community leaders at a board level

We don't seem to have a "cause" we stand behind and promote. We do have 7 areas of interest and if a non-profit group from any of those 7 asks for money, we typically give it to them. We don't ever say, "Our community could benefit best from _____, and then get behind that initiative. We passively provide to those who ask.

I feel like the staff is doing a good job in this area, but I'm not clear about the boards oversight role relative to identifying needs in the community.

DEI is a critical issue and has been made the focus of ACF board meetings. At this time, no other community needs are being discussed by the board. A funding goal of \$200M was adopted by the board ~2 years ago, but there has been no board discussion of funding strategy except the introduction of a new support group. Fundraising has never been discussed at a board meeting. Board members are not asked to create funds. Without board discussion, the staff have mostly shifted their focus to government grants, away from private donations. Demotion of development position from VP to director level confirms this shift of emphasis, without board involvement

Simply ensure the Board & new recruits are more informed of this expectation.

We could do more to engage community leaders AND the ACF Trustees in discussions regarding community needs. Decisions regarding community needs and allocations of funds seem to be staff driven without Trustee input (example the grants awarded during the 40th Anniversary).

I would like more regular communication about the grant making process. Perhaps a newsletter that is specifically designed for the ACF Board that gives brief but regular updates.

Albuquerque Community Foundation

B | Ensuring Resources

(includes Funding/Public Image and Board Composition)

Your community foundation, like all nonprofits, requires a competent board, adequate financial resources, and a positive public image to accomplish its mission.

Build a Competent Board through Action

1. Approach recruitment and board building as an ongoing cycle.
2. Ensure your governance committee is fully engaged and involves every board member in the board-building process by recommending or cultivating potential new board members.
3. If necessary, enhance the profile of your foundation to make it attractive to strong board candidates.
4. Create a solid orientation program for new members no matter how extensive their previous board experience is.

Strengthen Public Image through Action

1. Spread the word about your foundation's accomplishments and share your pride in the foundation. Be the foundation's advocate and representative 24/7.
2. Take on assignments such as joining a board team to meet with an elected official or a funder.
3. Transmit feedback from stakeholders to help shape board discussion.
4. Articulate the foundation's official positions; be clear about when you are presenting your personal opinions.

Ensure Sustainability through Action

1. Analyze the current mix of revenue to identify shifts or changes that may impact the overall budget.
2. Ensure there is adequate infrastructure and resources — both human and financial — to deliver programs and services.

Ensure Fundraising Success through Action

1. Commit to become actively involved in fundraising. Either raise the needed funds or ensure that staff is equipped with the necessary skills and expertise to oversee the fundraising effort.
2. Draft the necessary policies related to fundraising, such as gift acceptance guidelines and statements addressing each board member's personal responsibility to make a contribution or to participate in fundraising activities.
3. Serve as references for potential funders.
4. Accompany the chief executive on donor visits, identify potential donors, sign fundraising letters, attend fundraising events, and serve as a fundraising mentor for less experienced board members. Keep in mind that fundraising is always a team effort. Division of duties must be clearly defined.

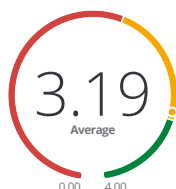
Recommended Resources - Funding and Public Image

- Book: [Fundraising Responsibilities of Nonprofit Boards](#)
- Free community resource: [Measuring Fundraising Effectiveness](#)
- Free community resource: [Stand for Your Mission](#)

Recommended Resources - Board Composition

- Book: [The Board Building Cycle](#)
- Free Community Resource: [Taking Action on Board Diversity: Five Questions to Get You Started](#)

Your Ensuring Resources Role Score



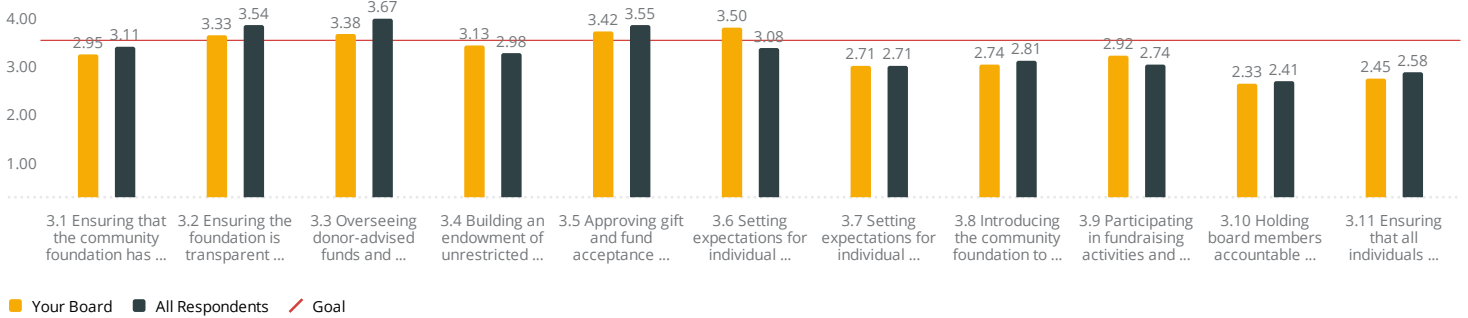
Your role score is based on the following responsibility scores:



Funding and Public Image | Section Detail

To succeed in its mission of developing the community and cultivating supporters, a community foundation needs to have a strong reputation and an adequate financial base. The foundation needs a clear-cut fundraising strategy to cultivate donors and carry out its grantmaking process. It can serve as a convener within the community as it works to develop broad support in the form of contributions from donors with diverse charitable interests. To accomplish these objectives, the board should be active in making personal contributions, connecting staff to potential donors (individuals, foundations, and corporations), soliciting friends and colleagues, and serving as an ambassador for the foundation in the community.

Average Score

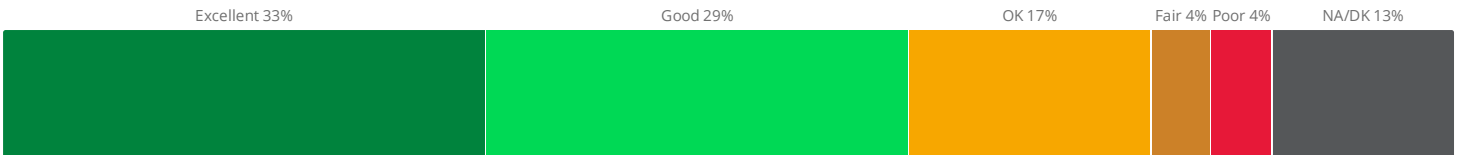


Question Breakdowns

(Please rate the board's performance in...)



3.1 Ensuring that the community foundation has a resource development plan.



3.2 Ensuring the foundation is transparent and accountable to the community by regularly disseminating information on finances and grant awards.



3.3 Overseeing donor-advised funds and ensuring they are well managed.



3.4 Building an endowment of unrestricted funds for discretionary grantmaking and/or operating expenses.



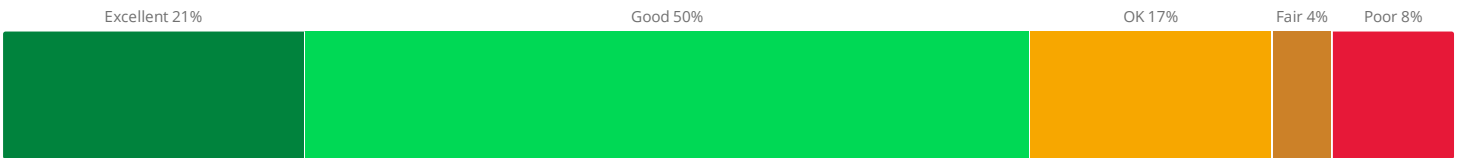
3.5 Approving gift and fund acceptance policies that address the purpose and use of funds.



3.6 Setting expectations for individual board members to make a personal financial contribution.



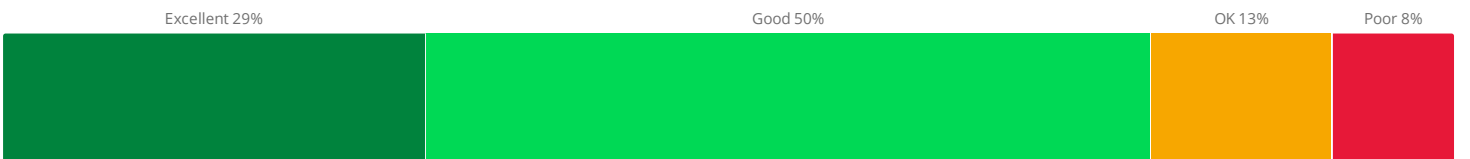
3.7 Setting expectations for individual board members to participate in fundraising activities and solicitations.



3.8 Introducing the community foundation to potential donors.



3.9 Participating in fundraising activities and solicitations.



3.10 Holding board members accountable for fulfilling their fundraising responsibilities.



3.11 Ensuring that all individuals involved in fundraising understand the legal issues related to fundraising.



How can the board improve its performance in this area?

The Board can improve in two areas: 1. Personal participation in events, and activities with donors and grantees. There are typically only 1-2 Trustees at events and they are usually the same handful of trustees. 2. We can hold ourselves and the extended team more accountable to resourcing the goal of reaching \$200M. This was a large strategic initiative that was approved that seems to have lost momentum.

Some of these questions, I am not apprised of the methods in which they are conducted. Regarding donor introductions or community connections, these were not upheld for the last two years despite filling out forms of CPA's, investors etc. It would be helpful if a quick overview of engagement opportunities (how to donate, start a fund etc.) is presented in a simple way, one that a board member could easily share e.g. template emails, two page overviews etc. as it's complex to navigate the webpage.

Expand donor base by eliminating barriers to entry such as minimum donations. Work to expand giving circles to be more diverse and inclusive.

Legal issues related to fundraising? Not sure I understand that question. Otherwise, our board can probably have a better expectation set of bringing in more donors to help the foundation.

Recent changes at the Foundation involving staff call into question the current development strategy and plan. There have not been discussions with the board regarding how this might be addressed.

I think the Board could use some training regarding the "legal issues" related to fundraising. When I say this, may be I am missing something here.

More clearly communicate expectations Provide regular feedback on fundraising specifically related to the board...not in a shaming way but in the positive feedback way. Establish a process for introducing high net worth individuals to the organization.

Fundraising is never discussed at board meetings. No report on fundraising or progress to goal is provided in meeting materials. Board members are not asked to create funds- beyond annual dues payment- or to join support groups. Board members were asked to provide names of financial and legal advisors but no other requests for potential donors has been made. ACF has benefited recently from estate planning gifts that were cultivated in the past, and have now come to fruition. It is not clear if similar funds continue to be planned.

Some of these responsibilities have never been communicated to Board members. Other responsibilities have been delegated to Staff with the Board essentially not knowing they still have a level of responsibility. Like other questions in this survey, we need to determine which things the Board has not be aware of/involved with, need to be communicated effectively to the Board and which things will remain with Staff but have the Board knowledgeable that they are ultimately responsible so they should have a way to check on items delegated to Staff for a record they have followed through on their end.

The full ACF Board has little if any involvement in fundraising starting with the Advancement Committee. Almost 1/3 of the Board are corporate representatives whose "dues" are paid for by their employers. A much stronger, inclusive fundraising plan is desperately needed. Discuss fundraising at Board meetings.

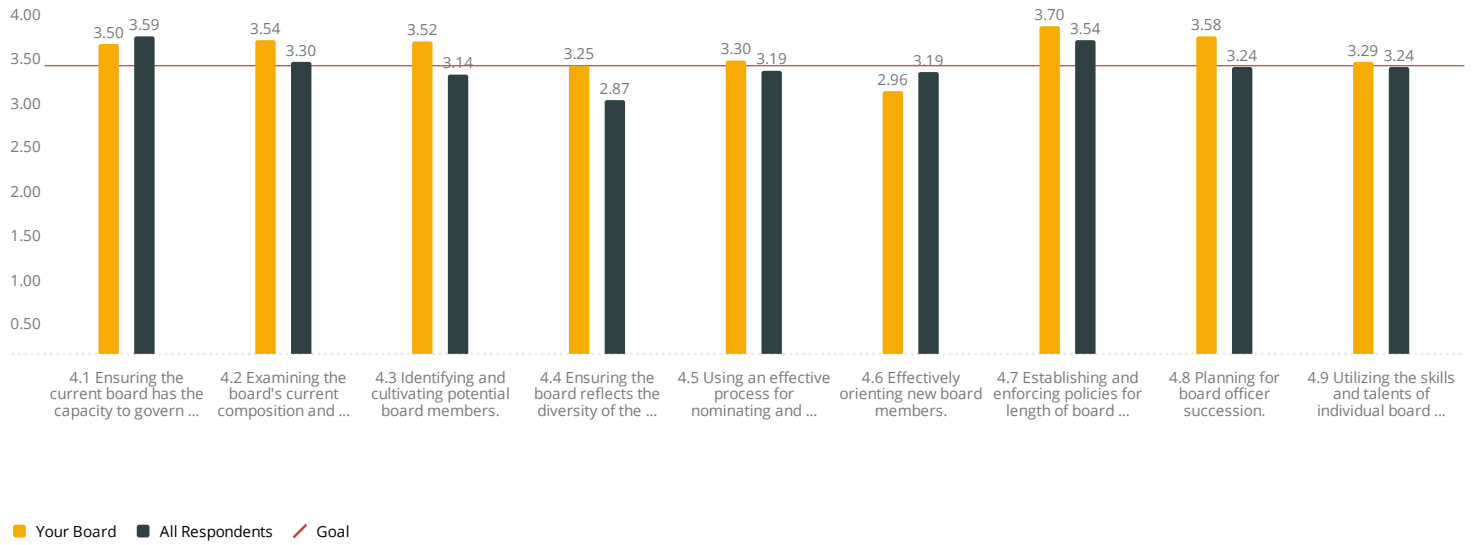
Overall, I think ACF does a good job with donor information, communication and transparency.

Continued education for board members.

Board Composition | Section Detail

A community foundation's board is responsible for its own composition and leadership. A good board is made up of individuals who contribute critically needed skills, experience, perspective, wisdom, contacts, time, and other resources to the foundation. In addition, the board should reflect the diversity of the community it serves. A well-conceived board-building plan helps the board to identify and recruit members and cultivate officers. New members are oriented to the board's responsibilities and the community foundation's activities. Board member rotation ensures that the board is infused with new ideas yet remains a manageable size.

Average Score



Question Breakdowns

(Please rate the board's performance in...)



4.1 Ensuring the current board has the capacity to govern the community foundation.



4.2 Examining the board's current composition and identifying gaps, e.g., in expertise, influence, ethnicity, age, gender.



4.3 Identifying and cultivating potential board members.



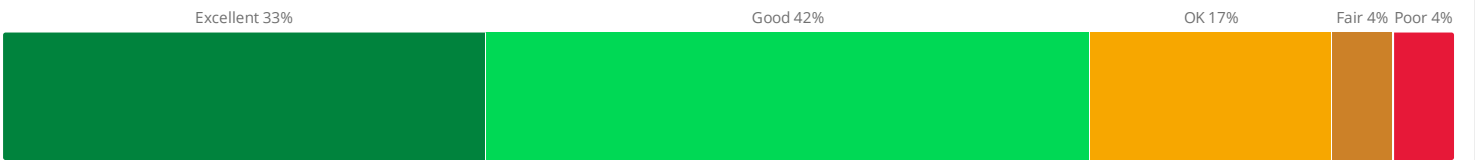
4.4 Ensuring the board reflects the diversity of the community it serves.



4.5 Using an effective process for nominating and electing board members.



4.6 Effectively orienting new board members.



4.7 Establishing and enforcing policies for length of board service, e.g., length of terms and number of terms.



4.8 Planning for board officer succession.



4.9 Utilizing the skills and talents of individual board members.



How can the board improve its performance in this area?

Staff has historically been put in the leadership role of cultivating potential board members. The Board could take a more active role in partnership with staff to cultivate these new members (attending all coffee/lunch meetings, etc.). When Board members do engage in this process it is often the current or incoming chair who are often in their final term on the board. Asking an earlier-term Trustee join the conversations will be good. This process may also contribute to growth in the area of "orienting and onboarding". Having foundational relationships forged during the cultivation phase will yield dividends in the onboarding phase.

For such a complex organization, it takes often a full first term to really digest what is happening and understand how you can/should engage. The onboarding is not well established, and therefore can be intimidating. Mentors, and ongoing training on how a foundation runs and core elements could be expanded upon. In the same, the fact that chairs only have a one year term prohibits momentum from continuing into a new year as natural focuses may shift for each chair. Why wouldn't we approach a 2 or 3 year term as we have with some committee chairs? The decisions around the executive committee, chairs etc. appear to be influenced by ACF staff, which could be argued contradicts the purpose of a board. I've been really disappointed in some of the appointments of executive committee given their lack of engagement. Emeritus members are not part of any ongoing ACF activities from what I can tell and again are proposed to the board vs. the board really understanding why they should be inducted.

This is an area of particular strength for the board.

Encourage board members to serve on at least one committee consistently and rotate among at least one other committee each year. This would provide continuity on one hand and variation on the other.

We definitely need some help when it comes to orienting new members. We give many new members the tools, however I believe follow-through may not be happening? Newer members always seem to be missing something... I believe a true mentor program needs to be in place again. Maybe having newer members attend different committees right away, helping them get a better feel for what all goes on in the Foundation. Lunch or coffees with different groups of board members, etc.

The board does a good job in this area, and is working on improving the new board member orientation process.

A couple of years ago, there was discussion of implementing a mentor-mentee program for newer board members to continue with educating new board members following the initial orientation. I'd like to see the Board/staff follow through with this type of program.

Our board dues mean that we exclude a large percentage of folks who would bring really valuable insight to the board. We need to move forward to have options to eliminate that barrier to entry.

Establish a process for introducing new community members to the organization and committee functions. And an unpublished, 'track' from becoming a board member.

Board member selection is not a project of the board. Board members are not asked for suggestions or to make nominations; board only rubber-stamps a slate of officers presented at a board meeting. Board member recruitment, and selection of board officers is entirely a project of the executive staff. The board does appear to have excellent diversity of several types, but this is as a result of efforts of the staff rather than the board. ACF has excellent policies, orientation, etc - again these are projects of the staff. They are never discussed by the board. Since these are all staff projects, it is difficult to score this category.

Most of these items have been delegated by the Board to the Governance Committee which has some Board representation. Much of this has been delegated to the President/CEO by the Governance Committee. Should probably have more discussion about this with the Governance Committee and the Board-at-large.

The CEO takes a very strong role in identifying, cultivating and selecting both new Board members and ACF officers. Board members outside of the Governance Committee should be: Encouraged to attend governance meetings Told what skill sets etc. are needed in new Board members Invited to submit names of potential Board members along with a rationale why the individual should be considered Asked to serve as mentors for new Board members with a set of mentorship expectations

The ACF board does a good job of building a strong pool of board candidates. It strives for diversity and that's very important.

We do well here. Continue to seek input from board members on their ever changing skill sets.

Albuquerque Community Foundation

C | Providing Oversight

(includes Stewardship & Accountability, Financial Oversight, and Chief Executive Supervision)

Oversight involves both authority and accountability. However, in the board's oversight role, the emphasis is on accountability — on making sure the foundation's assets are safeguarded and used responsibly and effectively to implement the mission. The board provides oversight not only of the finances and grants process, but also of the foundation's legal and moral conduct. Furthermore, the board delegates authority to the chief executive, who is therefore accountable to the board. Thus, the board's oversight role also includes supervising, providing feedback to, and supporting its chief executive. As fiduciaries and stewards of public trust, board members must always act for the good of the foundation, rather than for the benefit of themselves.

Strengthen Financial Oversight through Action

1. All board members must fulfill their fiduciary responsibility to oversee the financial health of the foundation.
2. Financial oversight cannot be delegated to a committee but can be supported by the work of a committee.
3. Board development should include resources to assist board members in understanding nonprofit financial basics.
4. Ensure that all necessary financial policies and controls are in place and being followed.
5. Set up and monitor key financial indicators.
6. Monitoring financial sustainability goes beyond reviewing financial reports; it requires reviewing short- and long-term trends in revenue streams, expenses, and programs.
7. Work with the chief executive to understand and oversee the foundation's legal obligations.

Strengthen Grantmaking Oversight through Action

1. Monitor the quality of programs: "Are we doing what we said we would do?" "Are we doing the right thing?" "Are we doing it well enough?"
2. Compare cost and benefits: "Is this program or service making enough of a difference for the people served?" "Is it worth the expenditure of funds and efforts?"
3. Determine how to provide the board with the information it needs to make data-driven and informed decisions while avoiding report overload at board meetings.
4. Incorporate mission moments during board meetings or create opportunities to see your mission in action.

Support and Supervise the Chief Executive through Action

1. Establish regular communication links between the chair and the chief executive.
2. Provide a clear job description and mutually agreed-upon annual expectations for the chief executive by clarifying what needs to be achieved; when appropriate, provide guidelines.
3. Properly administer annual performance assessment. Look at qualitative and quantitative factors, link goals to measurable indicators, understand that the chief executive's intangible qualities may have a valuable impact on the success of the foundation. Remember that evaluation provides your board the opportunity to strengthen the organization by improving its management.
4. Offer opportunities for professional development and speak candidly when troubling issues arise.

Recommended Resources - Stewardship Oversight

- Book: [The Nonprofit Dashboard: Using Metrics to Drive Mission Success](#)
- Free Community Resource: [Strengthen Your Board's Leadership by Increasing Its Understanding of Programs](#)
- Member Resource: [Identifying and Managing Risk](#)

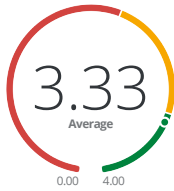
Recommended Resources - Financial Oversight

- Free Community Resource: [Red Flags, Yellow Flags: Are Your Financial Statements Trying to Tell You Something?](#)
- Book: [Financial Responsibilities of Nonprofit Boards](#)
- Guide: [Welcome to Your Financial Statements: A Primer for Nonprofit Board Members](#)
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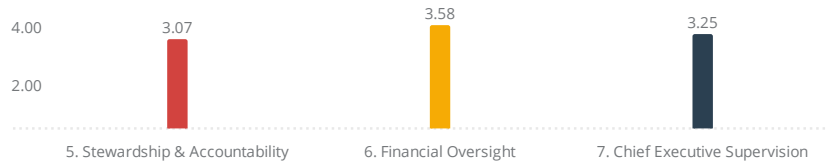
Recommended Resources - Chief Executive Oversight:

- Member Resource: [Setting Goals for Your CEO](#)
- Book: [Govern More, Manage Less](#)
- Free Community Resource: [Board Chair and Chief Executive Partnership](#)

Your Providing Oversight Role Score



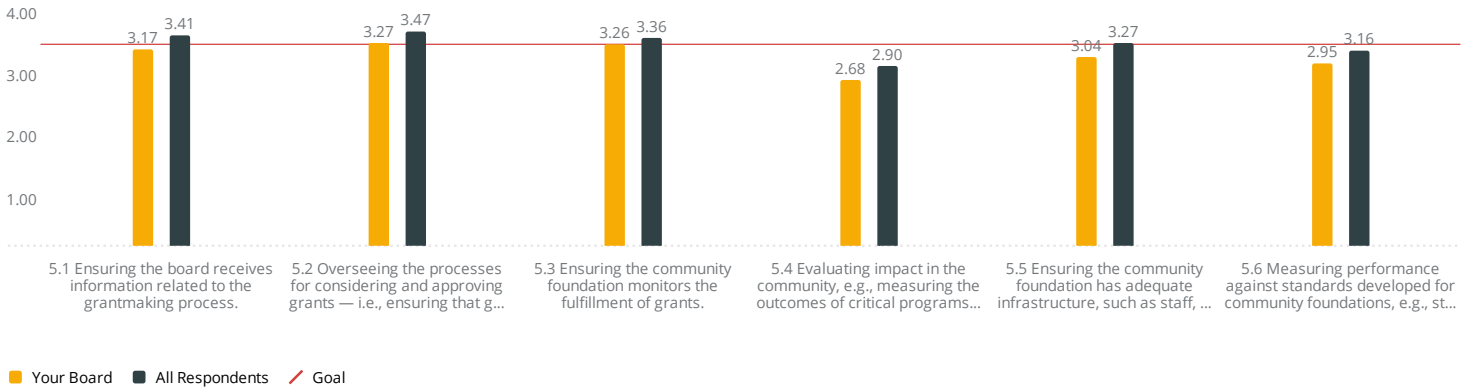
Your role score is based on the following responsibility scores:



Stewardship & Accountability Oversight | Section Detail

Each foundation should have a grantmaking strategy describing the foundation's areas of giving and overall involvement, the types of grants the foundation makes, oversight of donor-advised funds, and the foundation's approach to grantmaking and program participation. The foundation's grantmaking strategy provides a long-term, collective framework for giving, which separates "organized philanthropy" from an individual's donations to various worthy causes. Proper care in monitoring all activity helps the foundation to focus on the results it hopes to achieve with all grants, programs, and services, and to determine how to measure the impact of the grants.

Average Score



Question Breakdowns

(Please rate the board's performance in...)



5.1 Ensuring the board receives information related to the grantmaking process.



5.2 Overseeing the processes for considering and approving grants — i.e., ensuring that grant awards are consistent with donor intent, that grant process guidelines are disseminated widely, and that the grant process is open and competitive.



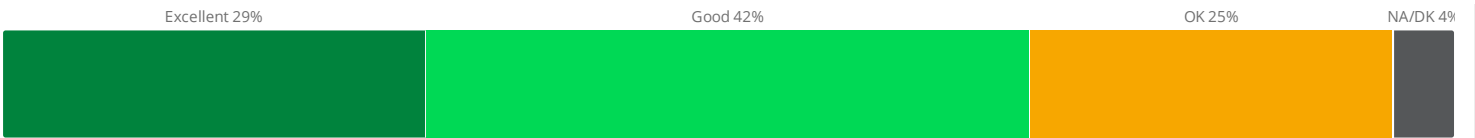
5.3 Ensuring the community foundation monitors the fulfillment of grants.



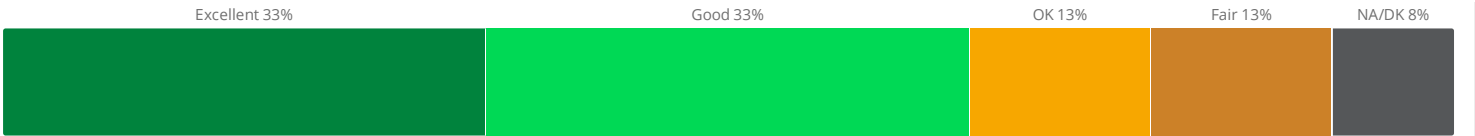
5.4 Evaluating impact in the community, e.g., measuring the outcomes of critical programs and initiatives.



5.5 Ensuring the community foundation has adequate infrastructure, such as staff, volunteers, and technologies to carry out effective program oversight.



5.6 Measuring performance against standards developed for community foundations, e.g., standards for grantmaking, documenting donor-advised funds.



How can the board improve its performance in this area?

To be clear, I do not think ACF is doing an "OK" job in the above metrics. My assessment is that ACF is going a Good or Excellent job at all these elements. However, when considering the Boards specific involvement or activities in these areas I cannot think of many instances where we engage in items 5.3-5.5. This is possibly something that is done at the committee level. It is also worth noting that our intentional movement towards a Trust Based Philanthropy may not be entirely congruent with the traditional implementation of 5.3 and 5.4. Just fodder for thought.

The board could be more firm in requiring performance metrics as aligned to foundation standards be shared as well as a deeper dive into how the grants are making an impact in the community. Today this more around how many dollars were awarded vs. the impact. It'd be great to see the connections of this work over 2, 5, 10 years. There has been a lot of staff changes this year, and a constant focus on Randy's succession. It would be helpful to understand from the executive committee how we can play a role, or what is already being considered as a succession plan. With the restructures of the organization, one could assume the intent, but it's not as transparent as it could be.

Conceptually and in practice the Foundation is shifting to more open grants that don't require this type of detailed oversight

We need to continue to grow our staff, as our programs continue to grow. Can the board assist with this? Also, assigning certain board members to certain awarded grantees, ensuring they follow through with their grant 'gift'. This might help engage board members further and connect them to a organization further?

Potential opportunities exist for more succinctly measuring the outcomes of critical programs and initiatives. Various measures and impacts should be discussed as a whole board.

The board receives good information regarding the grantmaking process and the awarding of grants, but would benefit from a better understanding of outcomes and community impact of grants (and impact investments).

The wording of some of these inquiries is difficult given our shift to trust-based philanthropy and grants that may be used by donee organizations as they see fit, rather than for specific programming. The upcoming work we are doing on policy review and revision will test my optimism on some of these inquiries!

We are finding a balance between trust based philanthropy principles and understanding/measuring impact. We can continue to work towards finding the right balance there.

I feel like this area is in very good hands with Emily and Khia, but I feel like the board should have better overall understanding of how what used to be the "competitive grant program" currently operates and maybe make sitting on a grant panel mandatory for all trustees once every term.

ACF has an excellent grantmaking process that is continuously improved. Again this is a staff project, not one of the board. The board is occasionally informed of procedure changes, but for information purposes, not for discussion. The board is also given a long list of grant recommendations for approval- but never for discussion. Grantees are never discussed at board meetings.

Again, some of these responsibilities have been delegated by the Board to the Grantmaking Committee which is comprised of some Trustees. Some of the responsibilities have been delegated by the Committee to Staff. Should review with Staff and Committee and then Board-at-large to determine what areas need more attention and what areas need movement of responsibility and to ensure Board-at-large understands, they ultimately have the responsibility to ensure the program is appropriate.

The Board needs to be more than a rubber stamp for grants approved by the Committee and Executive Committee. Every Board member should be required to sit on a grant making panel at least every other year so he/she understands and experiences grant making first hand The Board needs clearer and more detailed information about how donor advised funds are handled and what their (changing) impact is

These are all important and vital to the infrastructure of the board and its grant making. I honestly don't know - or remember the process. I would suggest making sure that new AND veteran board members get a more thorough briefing/orientation on this.

Financial Oversight | Section Detail

As a tax-exempt nonprofit entity, a community foundation operates in the public trust. To preserve that trust, it is critical that a community foundation be a prudent steward of charitable funds, carefully managing and investing funds, overseeing donor-advised funds, and maintaining accurate financial records. The board is responsible for preserving the community foundation's resources, protecting its assets, and maintaining its legal and ethical integrity. The board approves the annual budget and then monitors performance against the budget throughout the year. The board also oversees the annual audit to verify for itself and the public that the community foundation is accurately reporting the sources and uses of its funds. To safeguard the community foundation's future, the board establishes and adheres to appropriate investment and risk-management policies.

Average Score



Question Breakdowns

(Please rate the board's performance in...)



6.1 Ensuring the annual budget reflects the priorities of the community foundation.



6.2 Reviewing and understanding financial reports.



6.3 Monitoring the organization's financial health, e.g., against budget, year-to-year comparisons, ratios.



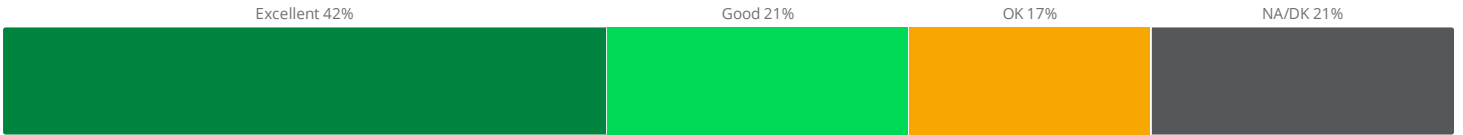
6.4 Reviewing the results of the independent financial audit and management letter.



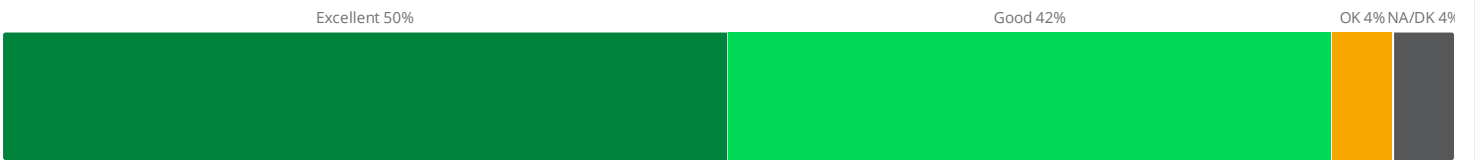
6.5 Establishing and reviewing the community foundation's investment policies.



6.6 Ensuring that insurance carried by the community foundation is reviewed periodically, e.g., general liability, directors' and officers', worker's compensation.



6.7 Ensuring the community foundation has policies to manage risks, e.g., internal controls, personnel policies, emergency preparedness.



6.8 Complying with IRS requirements for completion and disclosure of Form 990.



How can the board improve its performance in this area?

I have a lot of trust in our CFO and board members who engage in the financials because this is definitely not my field of expertise. Information is always readily available and I always receive timely mailings of our own endowment with detailed explanations of how the investment is going.

The Foundation and the board do an excellent job in this area.

I think a training session on how to read a financial report would be helpful.

ACF has excellent financial procedures, and an excellent financial situation. Again this is a project of the staff with some input from relevant committees so it is difficult to evaluate board performance. When the budget was presented to the board for approval, there were no questions from board members- no one even questioned a significant increase to payroll (+\$500K). Quarterly financial and investment statements are not discussed at board meetings - just part of consent agenda package.

Board has delegated most of these responsibilities to the Finance or Investment or Risk Management Committees. The respective committees have delegated some responsibilities to Staff. Need to ensure all understand the expectation, are comfortable with the lead of the committees and Staff and that the Board-at-large realizes their approval indicates they are on top of all requirements being appropriately met.

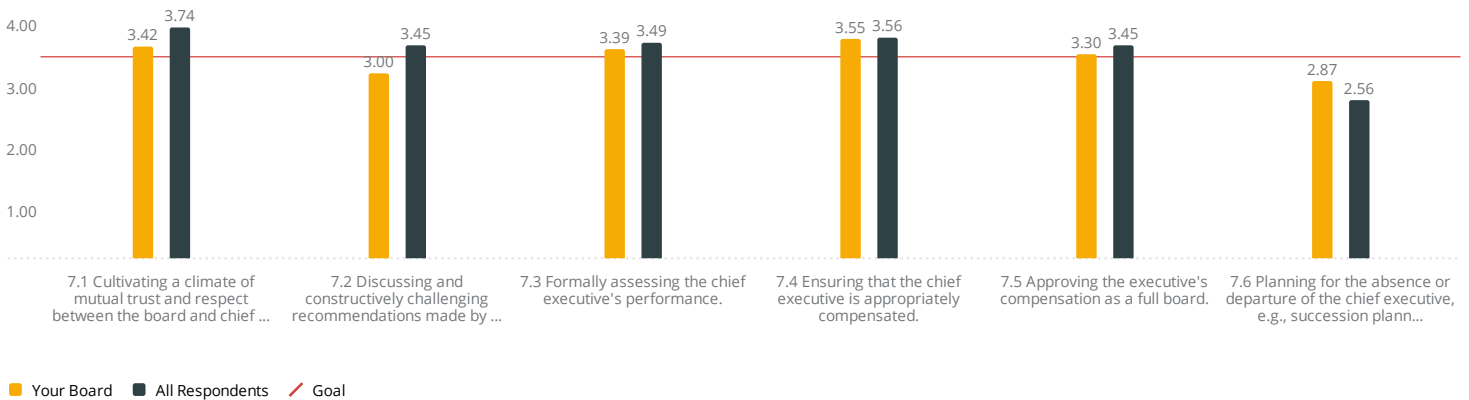
The D&O policies and coverage should be explained to the Board annually

Our financial oversight feels strong and consistent.

Chief Executive Supervision | Section Detail

The primary board-staff relationship is between the board and the chief executive, and the quality of this relationship is of the utmost importance. To be effective, the board and chief executive need a close working relationship based on mutual trust and an appreciation of their respective roles in leading the community foundation. As part of its responsibility for supervising the chief executive, the board ensures that a job description outlines his or her duties, then evaluates the chief executive annually and determines appropriate executive compensation.

Average Score



Question Breakdowns

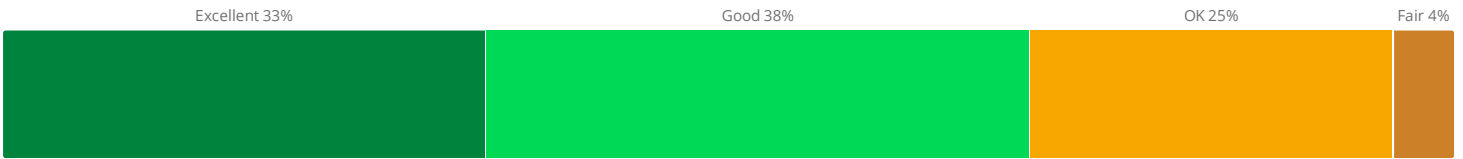
(Please rate the board's performance in...)



7.1 Cultivating a climate of mutual trust and respect between the board and chief executive.



7.2 Discussing and constructively challenging recommendations made by the chief executive.



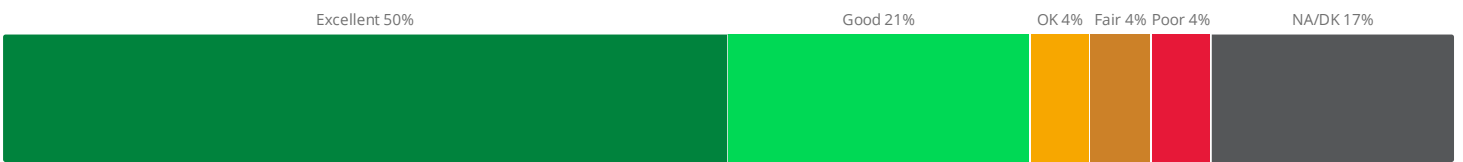
7.3 Formally assessing the chief executive's performance.



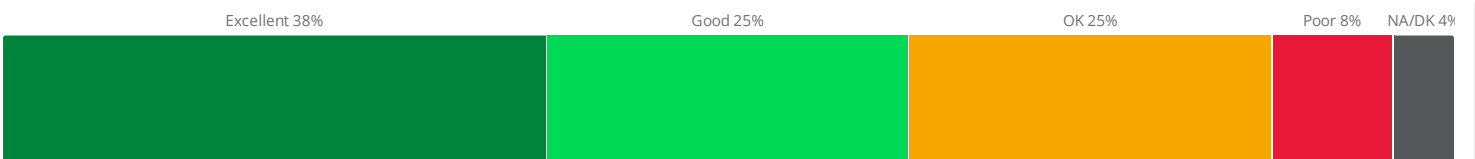
7.4 Ensuring that the chief executive is appropriately compensated.



7.5 Approving the executive's compensation as a full board.



7.6 Planning for the absence or departure of the chief executive, e.g., succession planning.



How can the board improve its performance in this area?

Continued resourcing of the development of a Succession Plan. This is an urgent need for ACF.

The review of the CEO is subjective and not based on performance goals/metrics and my understanding is that the full board does not always participate with feedback. This is a risk if performance were to decline and we had nothing to demonstrate adequate review and assessment. Further when approving the compensation, we are not shown the comparable compensation data used to determine his pay, only told they reviewed it. Same with his contract and incentive. As I've noted already, there is not a clear succession plan but much is known about his departure date. I don't recall a conversation where we've constructively disagreed on anything he has proposed. Part of this is the fact the entire staff may be in the room, perhaps more executive sessions could be had. Randy reignited his individual board meetings this year, but for prior years this was not done and I worry about new members feeling included.

As an ex member of the Executive Committee, I know a lot more discussion goes on behind the scenes. I believe the Board sometimes feels left out of this conversation, although it is discussed at board meetings in less detail. The Executive Committee should invite board members ever so often to their meetings where a lot of this discussion occurs. Otherwise, the one-on-ones have started up again where we can speak freely to our CEO.

The full board participates in the performance review of the CEO but the board has delegated the review of the CEO compensation to the Executive Committee. The Executive Committee reviews the performance of the CEO and compares the CEO's compensation to comprehensive market data before approving current compensation. The results of the performance review and compensation decision are reported to the full board.

Can't think of anything.

More opportunities for input from the board on major executive decisions Discuss processes and specific planning for CEO's retirement

ACF has a talented and experienced CEO. The CEO's overall compensation was contractually set a few years ago. What the Executive Committee -on behalf of the board-decides is just one small part. The CEO will be retiring soon and appears to have designated an in-house successor. A power shift is already occurring, which renders feedback on the CEO somewhat irrelevant.

Board has delegated most of these responsibilities to the Executive Committee. the Board, however, does approve the CEO compensation as an entire Board. The succession planning has never been done, but is scheduled to be completed.

The "chain of command" in the absence of the CEO is very unclear. The Board and particularly Committee Chairs need to understand who is in charge in the CEO's absence

Our CEO Randy is a very strong and effective leader. During our public meetings, not sure if I remember anyone ever challenging him on an issue. But perhaps its because there's full agreement? Not sure about the process of his compensation.

More work needs to be done regarding succession and having a prepared plan.

Albuquerque Community Foundation

D | Board Structure and Operations

(includes Board Responsibilities & Structure and Meetings)

Every board needs structure — rules, guidelines, and boundaries. A meeting is where the board makes and reviews policy, sets direction for the foundation, defines and follows its own ethical guidelines, oversees the operations, and addresses its own well-being.

Strengthen Board Structure through Action

1. Periodically assess your board's workload, committee structure, life cycle requirements, need for diversity, and legal mandates to ensure that your board is managed well.
2. View your bylaws and policies as evolving documents needing regular review.
3. Define the authority levels on your board. The board functions as a team. Individual board members inherently have no authority — no individual rights — over the foundation but must assume accountability for their own actions.
4. Consider relying on task forces in lieu of multiple standing committees to help the board manage its workload.
5. Cultivate positive board culture and dynamics.

Strengthen Performance through Productive Meetings

Set expectations

1. Attendance is an obligation, not an option.
2. Full participation from well-prepared board members is expected.
3. If necessary, draft a code for civil behavior indicating that personal attacks and cacophony are not acceptable; all members are expected to respect their peers' opinions.

Before the meeting

1. Set the schedule for meetings a year ahead.
2. Draft an agenda that focuses on strategic issues, not on operational matters.
3. Use a consent agenda for standard, no-discussion-needed issues.

During the meeting

1. Ensure all opinions get aired without bias.
2. Include executive sessions as a standard part of your board meetings.
3. Add meeting evaluation as a standard practice to all meetings.
4. Follow a basic structure for the meeting but allow for free-flowing deliberation on issues.
5. Make sure that those with conflicts of interest recuse themselves from discussing and voting on issues.

After the meeting

1. Integrate an executive session after each board meeting.
2. E-mail a list of assignments to each board member; copy to the chair.
3. Have the chair or another contact person communicate with board members who did not attend the meeting.
4. Communicate regularly between meetings.

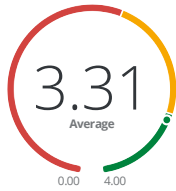
Recommended Resources - Board Responsibilities & Structure

- Free Community Resource: [Are Your Board Committees Working Well?](#)
- Member Resource: [The Care and Feeding of Your Board: A Checklist for a Top-Level Governance Committee](#)
- Free Community Resource: [Bylaws Dos and Don'ts](#)

Recommended Resources - Meetings

- Book: [Meeting, and Exceeding Expectations: A Guide to Successful Board Meetings](#)
- Free Community Resource: [Using Generative Governance Principles for Better Boardroom Conversations](#)
- Free Community Resource: [Preparing for More Effective, Focused, and Strategic Board Meetings](#)

Your Board Structure and Operations Role Score



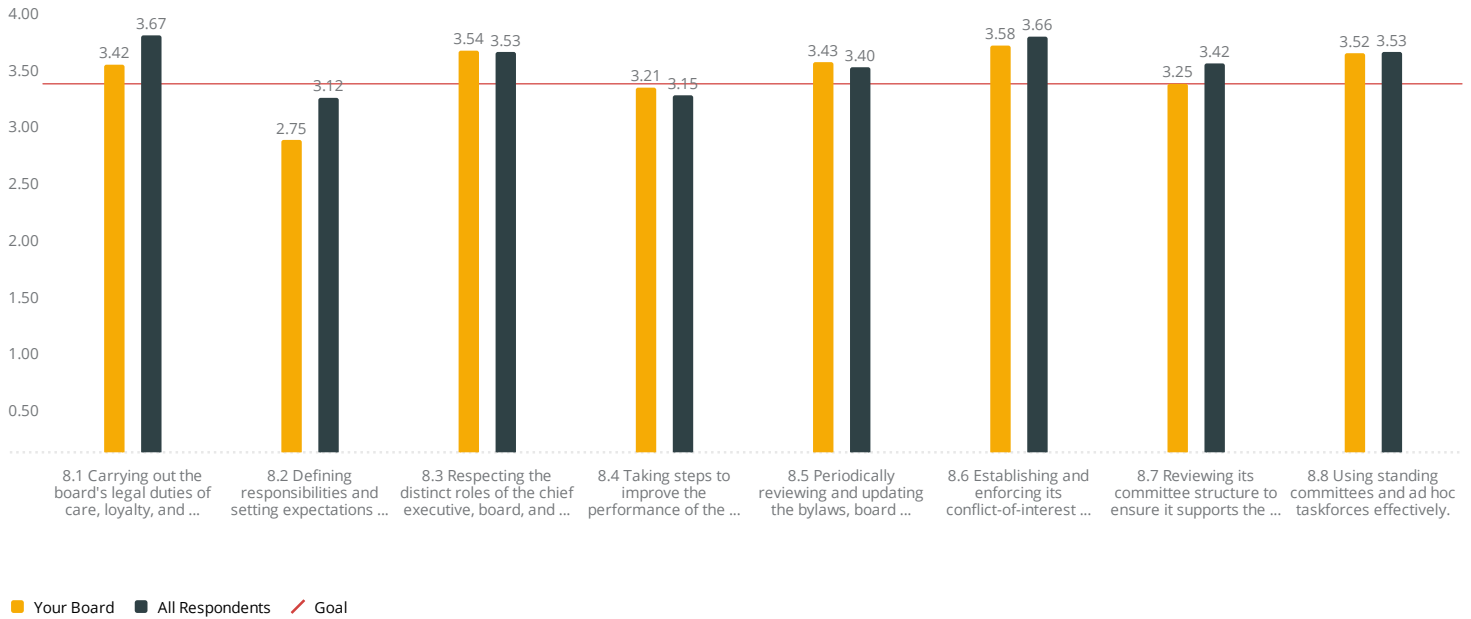
Your role score is based on the following responsibility scores:



Board Structure | Section Detail

The board is responsible for making sure its own practices are appropriate and up-to-date. This requires that the board have a clear understanding of its roles with staff and an awareness of how these respective responsibilities may change as the community foundation evolves. The board also ensures that it is operating in accordance with the bylaws and other major organizational policies, which are reviewed periodically and revised as necessary. Finally, the board structures itself efficiently using committees and taskforces that have written charters and capable leadership.

Average Score

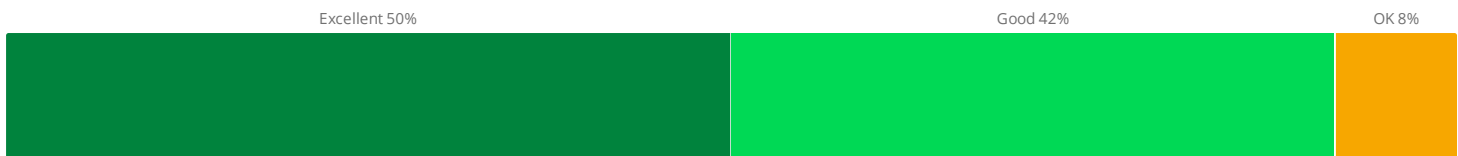


Question Breakdowns

(Please rate the board's performance in...)



8.1 Carrying out the board's legal duties of care, loyalty, and obedience.



8.2 Defining responsibilities and setting expectations for board member performance.



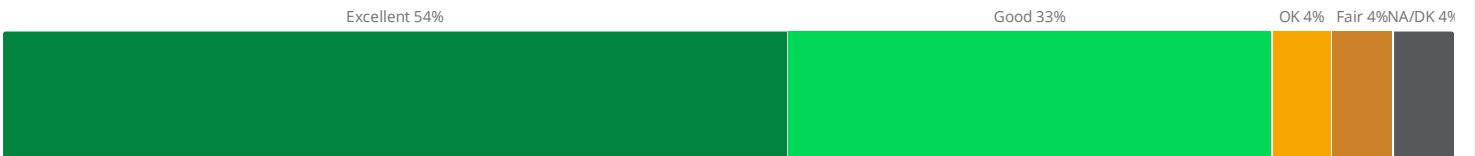
8.3 Respecting the distinct roles of the chief executive, board, and staff.



8.4 Taking steps to improve the performance of the board, e.g., board self-evaluation, board education, development of board action plan.



8.5 Periodically reviewing and updating the bylaws, board policies, and board procedures.



8.6 Establishing and enforcing its conflict-of-interest policy.



8.7 Reviewing its committee structure to ensure it supports the work of the board.



8.8 Using standing committees and ad hoc taskforces effectively.



Size Matters

The primary guide for determining board size is the board's function, which may change over time depending on where the organization is in its life cycle, ranging from start-up to adolescent to mature. Variables such as these make it impossible for BoardSource to recommend a standard size for all boards; however, it is difficult to imagine that a board with fewer than five members is able to incorporate all the desired qualities and capacity of an effective board, or that an exceptionally large board is able to engage every member in a constructive manner. Regardless of size, all board members must be engaged, as all are equally accountable for the organization.

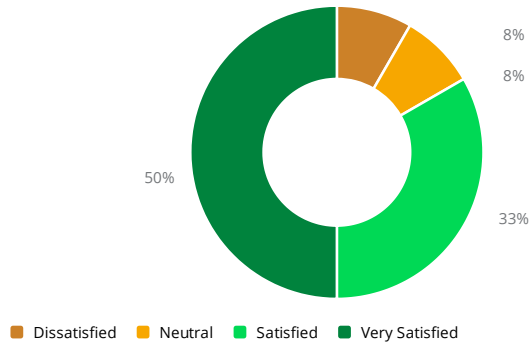
of Voting Board Members - Your Board

24

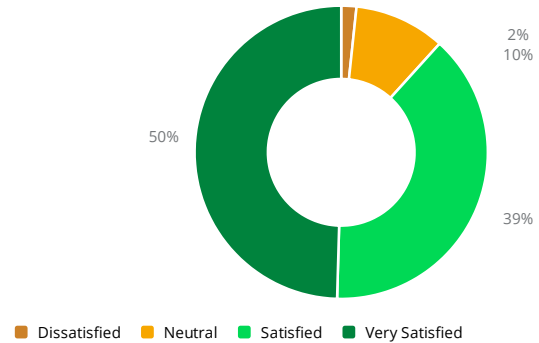
Average # of Voting Board Members - All Boards

16

Satisfaction with Board Size - Your Board



Satisfaction with Board Size - All Boards



Committees

Standing committee structure should be lean and strategic and complemented by the use of task forces. Only ongoing board activities warrant a standing committee. Otherwise, time-limited task forces are efficient and utilize board members' time, interest, and expertise in a meaningful manner.

of Standing Committees - Your Board

9

Average # of Standing Committees - All Boards

6

How can the board improve its performance in this area?

Board training could be improved. It's a lot to ask of the board and important during the recruitment process as well to ensure transparency. Sometimes we are on policy update overload, especially the last few years. We could use some time to ensure that we are able to live with those policies for a while and assess the impact of change, otherwise it can feel trendy.

Create continuity and variety by having board members commit to multiple years on at least one committee and changing from year to year among other committees.

Defining responsibilities of a board member- I know we're all adults and I guess I would expect members to be more open and approaching the staff should they have any questions, concerns, but I know this doesn't always happen. Again- placing older board members with newer ones, helping better explain the board's expectations and ALL that goes on on the board. It's VERY overwhelming at first, but maybe after a meeting- having that older member contact the newer member, asking if they have thoughts/questions.

Consideration - annual review of responsibilities and expectation for board performance and engagement

The board does a very good job in this area.

I'd like to see a Board resource page online that includes bylaws, mission, vision and values statements, key policies, etc. This should also include related NMCT materials.

Provide a check list of Trustee duties and nice-to-haves and distinguish between the two.

As mentioned earlier, the board meetings are driven by staff. ACF has talented and committed staff. Board members appear content to accept what is presented. No questions are ever asked about the consent agenda. I do not know if board members review the materials in advance and ask questions separately of staff or assume that committees have covered the detailed work or? I understand the consent agenda was adopted to make room for other discussions at board meetings. However, it might be beneficial to have at least one committee presentation per meeting, or a meeting dedicated annually to review of financials and other details so that board members have an opportunity to have a broader and deeper understanding of the foundation.

The Board is just now undertaking the first self-evaluation, education and development of Board plan.

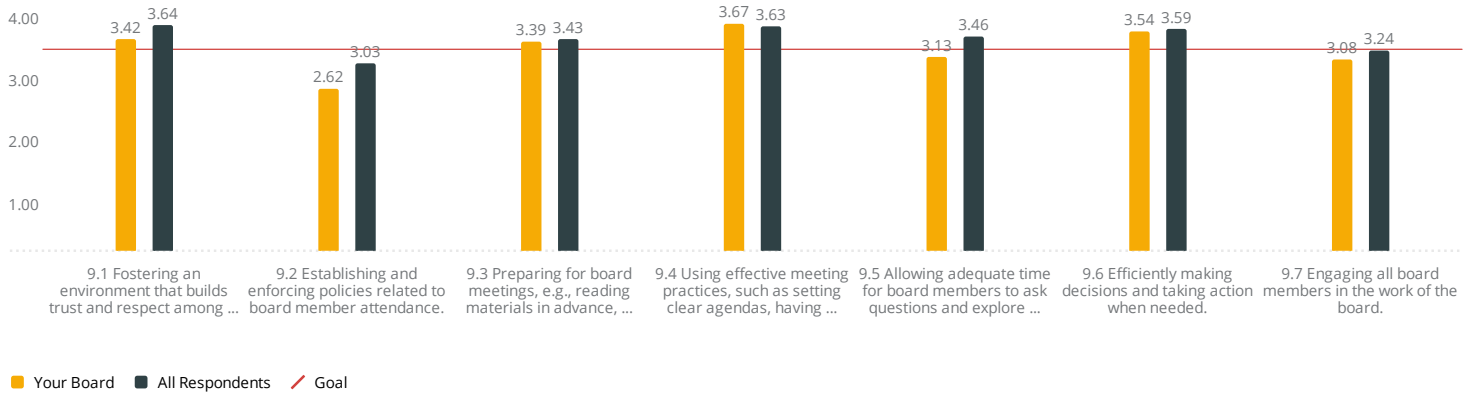
Each standing Committee needs to understand its exact scope of work and where staff/volunteers fit into that scope. Each standing Committee should have written goals shared with all members and benchmarked throughout the year. The standing Committees should include a mix of Trustees and community members and, some of those community members should be possible future Trustees

This area feels fairly solid.

Meetings | Section Detail

Boards carry out much of their work in meetings. Meetings that are carefully structured and efficiently conducted will help board members feel that their time is well spent and that the board adds value to the organization. Effective boards have meeting agendas that focus on important issues, allow for discussion, and lead to action. To ensure efficiency, board members receive and review agendas and background materials prior to the meetings. To tap into the collective wisdom of the board, boards pay careful attention to boardroom culture, group dynamics, and decision-making processes.

Average Score



Question Breakdowns

(Please rate the board's performance in...)



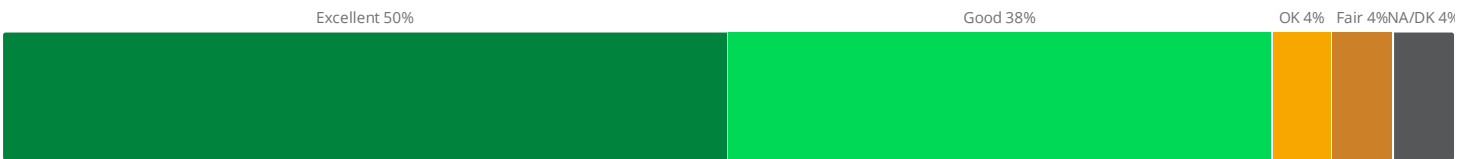
9.1 Fostering an environment that builds trust and respect among board members.



9.2 Establishing and enforcing policies related to board member attendance.



9.3 Preparing for board meetings, e.g., reading materials in advance, following up on assignments.



9.4 Using effective meeting practices, such as setting clear agendas, having good facilitation, and managing time well.



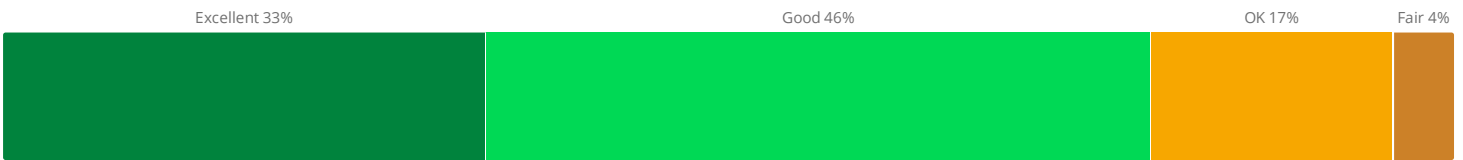
9.5 Allowing adequate time for board members to ask questions and explore issues.



9.6 Efficiently making decisions and taking action when needed.



9.7 Engaging all board members in the work of the board.



How can the board improve its performance in this area?

We should continue to foster a culture of the Board that values and encourages diverse and even dissenting thoughts. We will continue to grow even stronger as we grapple with difficult issue and organizational change. Additionally, it seems we may want to create more time in agendas, or more frequent meetings, to allow for time for discussion, deliberation and inquiry.

The staff puts a lot of work into the meeting presentations and we should give them our full attention. Sitting on this board is a big commitment, and if board members are not able to participate, it is of my opinion they should be talked with to assess the best fit of trustee or committee member. As mentioned before, sometimes it feels like decisions are made in the background and full board meetings are more of a rubber stamp and there isn't ample time to get context or ask questions. Psychological safety perhaps? This is the chair's opportunity to set the stage.

At times it feels like staff is doing the work of the board committees, not just supporting committees and staff leads committee report outs at the board meeting.

Board meetings have such packed agendas that it feels like there is not enough time for significant discussion of items. Sometimes votes seem like a foregone conclusion rather than a fully contemplated decision.

I know our time is precious but I wondered why we decided to meet less this current year. I feel like we barely have time together as a board, as it truly flies by when we do. Is it too difficult to meet more often?

The number of board meetings per year has been reduced recently and this makes it very challenging to address all of the significant work of the Foundation and enable board discussion of all of the important issues. Adding an additional meeting or separating the forum from board meetings could make this easier for the board.

A huge amount of time is required for the board. We should always be asking whether the meeting we are having is necessary- we may be able to find some efficiencies.

As with other categories, board meetings are a project of the staff mostly. Detailed information is circulated in advance, but not discussed at meetings. I do not know if board members read the materials. There are never any questions or comments. Meetings are generally interesting. DEI has dominated the agenda for several years now. The board never meets without staff present except once for performance reviews. Board members are engaged through committee assignments made by staff. There is limited opportunity for board members to be broadly involved in workings of the foundation and board.

We don't have policies for Board attendance.

Board member participation in reporting and discussions in ALL areas (not just DEI) needs to be improved. The move to having all Committee reports written or videoed saves time but it also makes the Board meeting "staff reporting" heavy. Attendance in person or via Zoom seems to be an issue for some people, this should be addressed Meeting materials need to be in the Board's hands at least 1 week prior to the meeting.

This feels solid. I appreciate that our board meetings are well structured with definitive time lines. I prefer meeting locations that are not too far away. :)

We could include more input and engagement. I'm also not aware of any written policy on attendance.

Albuquerque Community Foundation

Checklist of Practices

Certain policies and practices characterize an effective nonprofit board. Some of these practices are required by law; many others have become widely accepted as good practice. The board self-assessment survey asked yes/no questions about these practices, which were answered only by the chief executive.

The gauges below show the percent of practices your board currently has in place.

These practices are divided into four areas:

1. **Organizational Practices** relate to strategic planning documents and procedures.
2. **Oversight Practices** include financial and legal policies and procedures.
3. **Board Practices** address issues related to orientation, terms, retreats, and committees.
4. **CEO Supervision Practices** cover the support and supervision of the highest paid staff person.

Organizational Practices

Does your board have the following practices in place?

% of organizational practices your board has in place:



1. Does the community foundation have a written mission statement?

Yes

2. Does the community foundation have a written vision statement?

Yes

3. Does the community foundation have a written code of ethics?

Yes

4. Does the community foundation have a written strategic plan?

Yes

5. Did the full board formally approve the community foundation's strategic plan?

Yes

Benchmark: % of boards that have each policy in place: 7

Organizational Practices

Yes

01. Does the community foundation have a written mission statement?	100%
02. Does the community foundation have a written vision statement?	86%
03. Does the community foundation have a written code of ethics?	84%
04. Does the community foundation have a written strategic plan?	95%
05. Did the full board formally approve the community foundation's strategic plan?	95%

Board Practices

Does your board have the following practices in place?

% of board practices your board has in place:



1. Is a structured, formal orientation held for new board members?

Yes

2. Is the length of board member terms defined?

Yes

3. Is there a maximum number of consecutive years a board member can serve?

Yes

4. Does the board have an annual retreat?

Yes

5. Do board committees have written charters or job descriptions?

Yes

6. Is there a written policy specifying the executive committee's roles and powers?

Yes

7. As the chief executive, are you excluded from voting on board issues?

Yes

Benchmark: % of boards that have each policy in place: ∇

Board Practices	Yes
01. Is a structured, formal orientation held for new board members?	84%
02. Is the length of board member terms defined?	97%
03. Is there a maximum number of consecutive years a board member can serve?	95%
04. Does the board have an annual retreat?	57%
05. Do board committees have written charters or job descriptions?	89%
06. Is there a written policy specifying the executive committee's roles and powers? (Selec...	78%
07. As the chief executive, are you excluded from voting on board issues?	81%

Oversight Practices

Does your board have the following practices in place?

% of oversight practices your board has in place:



1. Did the full board formally approve the community foundation's annual budget?

Yes

2. Does the full board receive financial reports at least quarterly?

Yes

3. Within the past year, has the community foundation obtained a formal independent audit?

Yes

4. Did the board, or a committee of the board, meet with the auditors without staff present?

Yes

5. Did all board members receive a copy of the community foundation's IRS Form 990?

Yes

6. Does the community foundation have a whistleblower policy that provides protection for employees who report suspected illegal activities?

Yes

7. Does your community foundation have a document retention and destruction policy?

Yes

8. Does your community foundation carry directors' and officers' liability insurance?

Yes

9. Does your community foundation have a written conflict-of-interest policy?

Yes

10. Have all current board members and senior staff signed a conflict-of-interest and annual disclosure statement?

Yes

Benchmark: % of boards that have each policy in place: 7

Oversight Practices ^

Yes

01 Did the full board formally approve the community foundation's annual budget?	95%
02. Does the full board receive financial reports at least quarterly?	100%
03. Within the past year, has the community foundation obtained a formal independent audit?	95%
04 Did the board, or a committee of the board, meet with the auditors without staff prese...	78%
05. Did all board members receive a copy of the community foundation's IRS Form 990?	97%
06. Does the organization have a whistleblower policy that provides protection for employe...	94%
07. Does the organization have a document retention and destruction policy?	94%
08. Does the organization carry directors' and officers' liability insurance?	97%
09. Does the organization have a written conflict-of-interest policy?	97%
10. Have all current board members and senior staff signed a conflict-of-interest and ann...	89%

CEO Supervision Practices

Does your board have the following practices in place?

% of CEO supervision practices your board has in place:



1. Does the chief executive have a written job description?

Yes

2. Is the chief executive evaluated annually by the board?

Yes

3. Does the evaluation of the chief executive include a formal, written performance review?

Yes

4. Does the board periodically review executive compensation at comparable organizations?

Yes

Benchmark: % of boards that have each policy in place: 7

CEO Supervision Practices ^

Yes

01 Does the chief executive have a written job description?	97%
02. Is the chief executive evaluated annually by the board?	92%
03. Does the evaluation of the chief executive include a formal, written performance review?	84%
04 Does the board periodically review executive compensation at comparable organizations?	86%

Board Information

1. How many voting members currently serve on the board?

2. How many times did your full board meet during the past 12 months?

3. How many hours does a typical board meeting last?

Your Board

24

Average ▾

16

Your Board

5

Average ▾

6

Your Board

2.0

Average ▾

3.1

4. During the past year, on average, what percent of the board attended meetings?

5. What percent of board members made a financial contribution last year?

6. How many committees does your board have?

Your Board

85

Average ▾

80

Your Board

100

Average ▾

90

Your Board

9

Average ▾

6

Benchmarking

By comparing your performance as a governing body against that of your peers, you will be able to see areas where your performance differs from that of your peers. Please use this data as one point of reference within the context and history of your community foundation to help you focus on your strengths and identify areas in need of improvement.

This dashboard report benchmarks your data against other community foundations that have answered the same questions in BoardSource's Board Self-Assessment (BSA) survey.

Budget 37 ⓘ ▾



IRS Classification 37 ⓘ ⌵


501(c)3-public charity 100%



IRS Classification	Percentage
501(c)3-public charity	100%

Mission Area 37 ⓘ ⌵

Other (if other, please specify) 14%



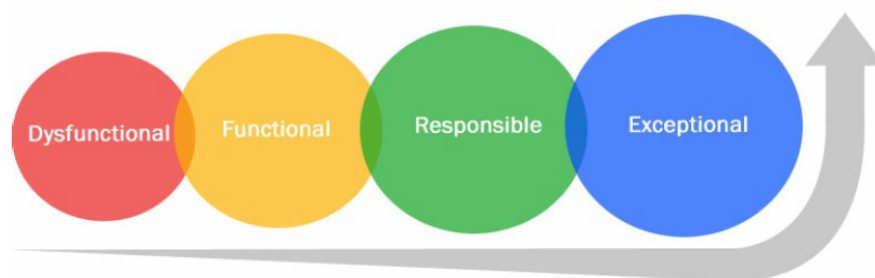
Mission Area	Percentage
Other (if other, please specify)	14%

Philanthropy/Grant-making 86%



Mission Area	Percentage
Philanthropy/Grant-making	86%

Board Performance Continuum



Taking Actions

Exceptional boards are a strategic asset to be leveraged by the organization. They add significant value and make a discernible difference in the organization's advancement of mission. Use this report as a tool to guide your board on the path to exceptional performance.

Take action. The board self-assessment establishes a platform for setting board priorities. The final step is identifying areas for growth. To help your board do this, consider the following questions:

1. What stands out? Is there anything in the report that is especially surprising, or that you'd like to understand better through conversations as a full board?
2. Does the board seem to be well aligned in terms of its assessment of its performance, or are there indications that different board members are experiencing the board's leadership performance differently? If the latter, why might that be?
3. To what extent is your board meeting its own expectations? In what ways is the board happy with its leadership performance, and where is it signaling a desire to improve? Do any natural priorities emerge from the ratings?
4. Based on what you see in the self-assessment, what are the top one to three areas where you think the board should focus its board development efforts?

Develop a board action plan. Once the board has agreed on its priorities, use a board action plan to help the board develop a clear approach to achieving its goals and staying accountable.

1. What steps can we take to ensure that information from the evaluation is used to improve the performance of the board?
2. Who or what committee is responsible for initiating and leading board development and assessment? Does it have the necessary resources and authority to fulfill its responsibilities?
3. Every board should have clearly established guidelines that outline the duties and responsibilities of individual board members. Are our board members held accountable to these standards? Do we have a process for removing nonperforming board members?

Check your progress. Only the board can hold itself accountable for its own performance. Periodically revisit the results from the self-assessment and action plan, celebrate the successes, and recommit to those areas that need further attention.

Repeat. BoardSource recommends conducting a thorough board self-assessment every two to three years and using the intervening time to work on the action plan you develop.

Deeper Support

Looking to go deeper? Consider investing in the Board Support Program, or reaching out to a consultant from our network.

Board Support Program

BoardSource's [Board Support Program](#) provides year-round governance guidance, resources, and leadership development to you, your board, and your organization.

Key benefits include:

- Complimentary Assessment Product
- Access to the [BoardSource Exchange](#)
- On-demand [Certificate of Nonprofit Board Education](#)
- Ask-an-Expert Email Service
- Members-Only Downloadable & Written Resources

Consultant Directory

BoardSource knows that – many times – there is no replacement for direct support and guidance from a [knowledgeable board consultant](#). That's why BoardSource has built relationships with a broad network of consultants from across the country who bring a wide range of strengths and experiences working with nonprofit boards.

New to selecting a consultant, or need a little help getting started? Check out this resource page:

[Choosing a Consultant FAQ](#)

Contact Us

Assessments Questions: assessments@boardsource.org
Membership or General Inquiries: members@boardsource.org

About BoardSource

About Us

BoardSource envisions a world where every social sector organization has the leadership it needs to fulfill its mission and advance the public good. Our mission is to inspire and support excellence in nonprofit governance and board and staff leadership.

Established in 1988, BoardSource's work is grounded in the fundamental belief that boards are critical to organizational success. With decades of hands-on experience working with and supporting nonprofit boards, BoardSource is the recognized leader in nonprofit governance and leadership, and a go-to resource for nonprofit board and executive leaders. BoardSource supports a broad and diverse cross-section of social sector organizations with

- leadership initiatives addressing key opportunities and issues within the nonprofit sector
- research and benchmarking of board composition, practices, and performance
- membership and board support programs
- customized diagnostics and performance assessment tools
- a comprehensive library of topic papers, publications, and downloadable infographics, tools, templates and more
- live and virtual education and training
- a biennial conference that brings together approximately 800 board leaders for two days of learning and sharing

A note to our global readers

The need for effective board leadership and governance knows no geographic boundaries, and BoardSource is committed to strong social sector board leadership and governance around the globe. While BoardSource uses United States laws and policies as the legal framework for our resources and recommendations, most of our resources do not focus on legal matters but rather on good governance practices, making them relevant to organizations working outside of the United States. We do suggest, however, that you refer to applicable laws in your country regarding financial reporting and other legal and transparency issues.

BoardSource is a 501(c)(3) organization.

For more information, please visit our website at www.boardsource.org, e-mail us at mail@boardsource.org, or call us at 800-883-6262.