

2004 TCG Governing Boards Survey
Response averages by budget group

KEY:

| Budget Group | Budget Size |
|--------------|---------------------------|
| 1 | \$499,999 or less |
| 2 | \$500,000-\$999,999 |
| 3 | \$1 million - \$2,999,999 |
| 4 | \$3 million - \$4,999,999 |
| 5 | \$5 million - \$9,999,999 |
| 6 | \$10 million or more |

| | Group 1 | Group 2 | Group 3 | Group 4 | Group 5 | Group 6 |
|--------------------|------------|------------|--------------|--------------|--------------|---------------|
| Number of theatres | 16 | 16 | 45 | 12 | 11 | 11 |
| Current expenses | \$ 323,062 | \$ 684,626 | \$ 1,618,257 | \$ 3,675,000 | \$ 7,704,545 | \$ 18,217,743 |
| Organizational age | 17 | 23 | 27 | 31 | 37 | 47 |

BOARD COMPOSITION AND STRUCTURE

1 As of today, how many people serve on your organization's governing board?

| | | | | | |
|----|----|----|----|----|----|
| 13 | 16 | 23 | 32 | 40 | 46 |
|----|----|----|----|----|----|

2 Of this number:

How many do you estimate are aged

| | | | | | | |
|-------------|-------|-------|-------|-------|-------|-------|
| Under 30 | 3.3% | 1.2% | 4.0% | 1.0% | 0.9% | 0.0% |
| 30-39 | 23.8% | 11.2% | 11.7% | 8.9% | 9.1% | 3.6% |
| 40-49 | 31.4% | 29.8% | 30.9% | 23.4% | 25.1% | 23.0% |
| 50-59 | 30.0% | 36.4% | 33.9% | 38.5% | 40.8% | 43.5% |
| 60 and over | 11.4% | 21.3% | 23.1% | 27.1% | 23.2% | 29.9% |

How many are men?

| | | | | | |
|---|---|----|----|----|----|
| 6 | 6 | 12 | 19 | 23 | 27 |
|---|---|----|----|----|----|

Of these men, how many are

| | | | | | | |
|-------------------------|-----|-----|-----|-----|-----|-----|
| Asian/Pacific Islander | 1% | 5% | 3% | 2% | 3% | 2% |
| Black/African American | 11% | 15% | 5% | 12% | 10% | 9% |
| White/Caucasian | 85% | 75% | 86% | 84% | 85% | 83% |
| Latino/Hispanic/Chicano | 2% | 5% | 6% | 1% | 1% | 1% |
| Native American | 0% | 0% | 0% | 0% | 0% | 0% |
| Multiracial | 1% | 0% | 0% | 1% | 0% | 0% |
| Other | 0% | 0% | 0% | 1% | 0% | 6% |

| | | | | | | |
|--|-----------|-----------|------------|------------|------------|------------|
| How many are women? | 7 | 10 | 11 | 13 | 17 | 19 |
| Of these women, how many are | | | | | | |
| Asian/Pacific Islander | 0% | 11% | 2% | 2% | 2% | 1% |
| Black/African American | 13% | 24% | 5% | 4% | 7% | 8% |
| White/Caucasian | 83% | 62% | 89% | 91% | 89% | 88% |
| Latino/Hispanic/Chicano | 3% | 3% | 3% | 1% | 2% | 2% |
| Native American | 0% | 0% | 0% | 0% | 0% | 0% |
| Multiracial | 0% | 0% | 0% | 1% | 1% | 0% |
| Other | 1% | 0% | 1% | 1% | 0% | 0% |
| How many have physical challenges/disabilities? | 0.9% | 1.9% | 1.4% | 1.8% | 0.9% | 0.6% |
| 3 Of the current members of your organization's board, how many have served | | | | | | |
| 0-3 years | 56.6% | 32.7% | 43.8% | 40.9% | 47.0% | 36.5% |
| 4-6 years | 2.4% | 39.4% | 30.6% | 27.6% | 21.0% | 21.9% |
| 7-10 years | 14.2% | 19.1% | 14.4% | 13.9% | 18.5% | 21.6% |
| 11 years and over | 5.2% | 8.8% | 11.1% | 17.6% | 13.5% | 20.0% |
| 4 What would you estimate is the median income of your board members? | \$ 68,333 | \$ 78,615 | \$ 139,843 | \$ 228,667 | \$ 229,167 | \$ 283,333 |
| 5 How many board meetings did your organization hold in the last calendar year? | 8 | 5 | 8 | 6 | 6 | 5 |
| 6 How long was your last board meeting (in hours)? | 2.2 | 2.6 | 1.9 | 1.9 | 1.8 | 2.4 |
| 7 How many board members attended your last board meeting? | 9 | 11 | 14 | 20 | 25 | 26 |
| 8 Of the following, are either a voting member of your organization's governing board? | | | | | | |
| Artistic Leader | 56.3% | 31.3% | 53.3% | 33.3% | 45.5% | 63.6% |
| Managing Leader | 37.5% | 6.3% | 22.2% | 16.7% | 18.2% | 54.5% |
| 9 Of the following, do either serve on the boards of any other not-for-profits? | | | | | | |
| Artistic Leader | 18.8% | 31.3% | 44.4% | 50.0% | 36.4% | 63.6% |
| Managing Leader | 25.0% | 31.3% | 40.0% | 66.6% | 72.7% | 81.8% |
| 10 Are any of the following people founding members of the theatre? | | | | | | |

| | | | | | | | |
|----|--|-------|-------|--------|--------|--------|-------|
| | Artistic Leader | 56.0% | 62.0% | 53.3% | 8.3% | 27.3% | 9.0% |
| | Managing Leader | 31.0% | 25.0% | 11.1% | 8.3% | 0.0% | 9.0% |
| | Board Member(s) | 31.3% | 31.3% | 33.3% | 25.0% | 36.4% | 36.4% |
| 11 | Do you have artists on your board? If yes, how many? | 56.3% | 50.0% | 68.8% | 41.6% | 45.5% | 54.5% |
| | | 4 | 2 | 2 | 3 | 2 | 4 |
| 12 | Do you have one or more professionals on your board that provide pro bono work to the theatre either themselves or through their firms (e.g., lawyers, accountants, etc.)? | 87.5% | 50.0% | 86.7% | 100.0% | 91.9% | 81.8% |
| 13 | Do you have any political figures on your board? | 6.25% | 6.24% | 26.67% | 25.00% | 36.36% | 9.09% |
| 14 | Do you have any political figures who have a formal relationship with your theatre in some capacity other than as a governing board member (e.g., advisory committee)? | 12.5% | 6.3% | 13.3% | 16.7% | 27.3% | 9.1% |
| 15 | Do you have any board members whose primary contribution is their name (i.e., a high profile figure who does not contribute funds)? | 6.3% | 12.5% | 8.9% | 8.3% | 0.0% | 27.3% |
| 16 | In addition to the regular board, does your theatre have a senior board mechanism that is used as a way to retain the wisdom and involvement of members who have retired from the board? | 43.8% | 32.0% | 53.3% | 58.3% | 91.0% | 81.8% |
| | If yes, do you have a (check all that apply) | | | | | | |
| | Board Emeritus | 14.3% | 60.0% | 50.0% | 50.0% | 60.0% | 90.0% |
| | Honorary Board | 87.5% | 40.0% | 41.6% | 33.3% | 50.0% | 22.2% |
| 17 | Likewise, does your theatre have a junior board mechanism that is used as a way to identify and develop future board members? | 12.5% | 31.3% | 11.1% | 33.0% | 36.4% | 18.2% |
| | If yes, do you have a (check all that apply) | | | | | | |
| | Advisory Board | 8.0% | 33.0% | 14.3% | 37.5% | 9.1% | 0.0% |
| | Junior Board | 8.0% | 0.0% | 10.7% | 12.5% | 18.1% | 25.0% |
| 18 | In the past three years, which of the following has recruited the greatest number of new board members? (choose one) | | | | | | |

| | | | | | | |
|---|-------|-------|-------|-------|-------|-------|
| Staff | 38.0% | 18.8% | 11.4% | 8.3% | 0.0% | 18.0% |
| Board chair | 12.5% | 12.5% | 2.0% | 8.3% | 0.0% | 0.0% |
| Nominating committee | 18.8% | 6.3% | 37.8% | 58.3% | 63.6% | 45.5% |
| A small group of board members | 6.3% | 12.5% | 20.0% | 0.0% | 18.0% | 18.2% |
| Equally distributed among board members | 6.3% | 0.0% | 2.0% | 0.0% | 0.0% | 0.0% |
| Equally distributed among board members and staff | 18.8% | 43.8% | 28.9% | 25.0% | 18.2% | 18.2% |

BOARD POLICIES

| | | | | | | |
|---|-------|-------|-------|-------|--------|-------|
| 19 Does your organization have a written policy on | | | | | | |
| Attendance at meetings? | 56.3% | 56.3% | 71.0% | 91.7% | 72.7% | 81.8% |
| Conflicts of interest? | 31.3% | 62.5% | 55.5% | 41.7% | 72.7% | 72.7% |
| Sexual harrassment? | 43.8% | 50.0% | 55.5% | 58.3% | 81.8% | 72.7% |
| Investments? | 0.0% | 18.8% | 48.8% | 58.3% | 81.8% | 54.5% |
| Board and staff diversity? | 18.8% | 37.5% | 33.3% | 25.0% | 72.7% | 45.5% |
| 20 Does your theatre have a written list of board members' responsibilities? | 62.5% | 56.0% | 80.0% | 75.0% | 100.0% | 90.9% |
| 21 Does your theatre impose limits on the number of terms or consecutive years that someone can serve on the board? | 25.0% | 37.5% | 35.5% | 33.3% | 72.7% | 27.3% |
| If yes, what is the maximum number of | | | | | | |
| terms | 2 | 2 | 3 | 2 | 3 | 2 |
| or consecutive years | 5 | 6 | 6 | 6 | 5 | n/a |
| If terms, how many years make up a term? | 3 | 3 | 3 | 3 | 3 | 3 |
| 22 Is there a limit to the terms or the number of years someone can serve <i>as an officer</i> of the board? | 12.5% | 37.5% | 26.7% | 41.6% | 45.5% | 45.4% |
| If yes, what is the maximum number of | | | | | | |
| terms | 3 | 2 | 2 | 2 | 2 | 2 |
| or consecutive years | 5 | 7 | 4 | 4 | 3 | 6 |
| If terms, how many years make up a term? | 2 | 2 | 2 | 2 | 2 | 3 |
| 23 Which of the following activities does your theatre require of board members? (check all that apply) | | | | | | |
| Subscribe to the theatre | 38.0% | 38.0% | 66.7% | 58.3% | 81.0% | 81.0% |
| Attend the theatre's productions | 68.5% | 68.7% | 60.0% | 66.6% | 81.8% | 72.7% |
| Attend the theatre's fundraising benefits | 50.0% | 62.5% | 64.4% | 66.6% | 63.6% | 63.6% |

| | | | | | | |
|---|-------|-------|-------|-------|-------|--------|
| Attend the theatre's social gatherings | 25.0% | 50.0% | 26.7% | 33.3% | 36.4% | 0.0% |
| Participate on committees | 81.3% | 68.7% | 73.3% | 83.3% | 72.7% | 100.0% |
| Volunteer at the theatre in a hands-on capacity | 12.5% | 18.8% | 20.0% | 8.3% | 0.0% | 0.0% |

24 Does your theatre have a policy requiring board members to (check all that apply)

| | | | | | | |
|---|----------|----------|----------|----------|-----------|-----------|
| Make an annual donation? | 62.5% | 68.8% | 75.5% | 91.7% | 90.9% | 90.9% |
| Of those that do, is there a minimum suggested amount? | 20.0% | 54.5% | 56.3% | 72.7% | 50.0% | 63.6% |
| If yes, how much is the minimum? | \$ 425 | \$ 575 | \$ 1,693 | \$ 2,125 | \$ 1,850 | \$ 5,889 |
| If no, are board members expected to make the theatre one of their highest giving priorities? | 50.0% | 41.7% | 32.0% | 75.0% | 50.0% | 0.0% |
| Help obtain/solicit funds from other sources? | 56.3% | 43.8% | 53.3% | 75.0% | 45.5% | 72.7% |
| Of those that do, is there a minimum suggested amount? | 11.1% | 14.2% | 37.5% | 11.1% | 40.0% | 25.0% |
| If yes, how much is the minimum? | \$ 2,000 | \$ 1,000 | \$ 5,222 | \$ 3,000 | \$ 10,000 | \$ 15,000 |
| Do one or the other (i.e., a "give or get" policy)? | 31.3% | 31.3% | 40.0% | 33.3% | 27.3% | 72.7% |
| Of those that do, is there a minimum suggested amount? | 80.0% | 80.0% | 65.0% | 100.0% | 66.7% | 87.5% |
| If yes, how much is the minimum? | \$ 900 | \$ 3,050 | \$ 5,154 | \$ 3,750 | \$ 12,500 | \$ 15,714 |

25 In your most recently completed fiscal year, how many board members gave at the minimum level? 42.9% 41.1% 44.7% 36.8% 50.6% 48.5%

26 How many gave no gift at all? 11.3% 3.9% 8.1% 4.7% 5.5% 6.7%

27 In your most recently completed fiscal year, how many governing board members made a personal contribution of either cash or in-kind materials/services to your organization in the following funds:

| | | | | | | |
|---------------------------------------|----|----|----|----|----|----|
| Annual/operating fund | 10 | 13 | 21 | 25 | 37 | 27 |
| Capital campaign fund | 5 | 10 | 14 | 19 | 6 | 19 |
| Cash reserve or board-designated fund | 5 | 10 | 9 | 10 | 12 | 18 |
| Other | 5 | 5 | 13 | 11 | 17 | 42 |

28 In total, how much did those board members give to the theatre in cash or cash equivalent to the following funds, and what percentage of the current balance of each fund do those gifts represent?

| | | | | | | |
|--------------------------|-----------|-----------|-----------|------------|------------|------------|
| Annual/operating fund \$ | \$ 12,888 | \$ 34,594 | \$ 61,332 | \$ 216,386 | \$ 310,311 | \$ 490,905 |
| Annual/operating fund % | 8.0% | 9.6% | 13.0% | 15.9% | 15.5% | 11.0% |

| | | | | | | |
|--|-----------|------------|------------|------------|--------------|--------------|
| Capital campaign fund \$ | \$ 11,000 | \$ 170,000 | \$ 486,478 | \$ 436,011 | \$ 5,555,599 | \$ 4,686,421 |
| Capital campaign fund % | 4.0% | 32.0% | 35.6% | 43.0% | 40.0% | 50.4% |
| Cash reserve or board designated fund \$ | \$ - | \$ 27,650 | \$ 58,413 | \$ - | \$ 16,783 | \$ 500,000 |
| Cash reserve or board designated fund % | | 87.5% | 75.3% | | 1.9% | 0.0% |
| Other \$ | \$ 3,000 | n/a | \$ 28,378 | \$ 50,284 | \$ 1,160,833 | \$ 1,028,293 |
| Other % | 6.0% | n/a | 33.5% | 46.2% | 57.2% | 57.5% |

29 In total, how much did those board members give to the theatre in **in-kind materials or services** to the following funds:

| | | | | | | |
|--|-----------|----------|------------|------------|-----------|------------|
| Annual/operating fund \$ | \$ 5,640 | \$ 9,013 | \$ 19,379 | \$ 49,106 | \$ 20,792 | \$ 104,250 |
| Capital campaign fund \$ | \$ - | \$ - | \$ 121,775 | \$ 900,000 | \$ - | \$ - |
| Cash reserve or board designated fund \$ | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other \$ | \$ 80,000 | \$ - | \$ 40,158 | \$ 10,000 | \$ 7,000 | \$ 75,000 |

30 Do any of your governing board members provide professional services for which the theatre pays them a fee or retainer?

| | | | | | |
|------|-------|-------|-------|------|-------|
| 6.3% | 31.3% | 11.1% | 16.7% | 9.1% | 27.3% |
|------|-------|-------|-------|------|-------|

If that fee is offered at a substantially reduced rate than normal, is the difference considered an in-kind donation?

| | | | | | |
|------|-------|------|-------|------|-------|
| 6.3% | 12.5% | 8.9% | 16.7% | 0.0% | 18.2% |
|------|-------|------|-------|------|-------|

31 Many theatres require/encourage board members to **cultivate** donors and/or potential board members by bringing them to theatre functions. Are your governing board members: (check one)

| | | | | | | |
|--|-------|-------|-------|--------|-------|-------|
| Required to do cultivation | 0.0% | 12.5% | 11.1% | 0.0% | 18.0% | 0.0% |
| Encouraged to do cultivation | 75.0% | 50.0% | 71.1% | 100.0% | 18.2% | 90.9% |
| Allowed to determine their own level of cultivation activity | 25.0% | 31.3% | 13.3% | 0.0% | 0.0% | 0.0% |

32 Does your theatre ask board members to leave when they are not fulfilling their duties?

| | | | | | |
|-------|-------|-------|-------|-------|-------|
| 37.5% | 68.8% | 66.7% | 83.3% | 72.7% | 63.6% |
|-------|-------|-------|-------|-------|-------|

33 If so, whose responsibility is it to ask the member in question to leave?

| | | | | | | |
|-----------------------|-------|-------|---------|-------|-------|-------|
| Board chair/president | 43.8% | 68.8% | 2797.8% | 50.0% | 45.5% | 72.7% |
|-----------------------|-------|-------|---------|-------|-------|-------|

34 Does your theatre carry directors' and officers' insurance for its board members?

| | | | | | |
|-------|-------|-------|-------|-------|--------|
| 50.0% | 43.8% | 62.2% | 75.0% | 72.7% | 100.0% |
|-------|-------|-------|-------|-------|--------|

If so, what is the cost per year?

| | | | | | |
|----------|----------|----------|----------|----------|-----------|
| \$ 1,730 | \$ 1,421 | \$ 1,853 | \$ 3,545 | \$ 5,289 | \$ 10,748 |
|----------|----------|----------|----------|----------|-----------|

Who pays for it?

| | | | | | | |
|--------------------------|-------|--------|-------|--------|--------|--------|
| the theatre/organization | 85.7% | 100.0% | 87.0% | 100.0% | 100.0% | 100.0% |
|--------------------------|-------|--------|-------|--------|--------|--------|

| | | | | | | | |
|----|--|--------|--------|-------|--------|-------|-------|
| | other | 14.0% | | 13.0% | | | |
| 35 | Is there any kind of formal evaluation of board members ? | 6.0% | 31.0% | 40.0% | 50.0% | 36.4% | 63.6% |
| | If yes, which of the following participate in that evaluation? (check all that apply) | | | | | | |
| | Entire board | 0.0% | 80.0% | 38.9% | 20.0% | 25.0% | 0.0% |
| | Executive committee of the board | 100.0% | 20.0% | 61.1% | 16.7% | 0.0% | 14.3% |
| | Nominating committee | 0.0% | 0.0% | 44.4% | 100.0% | 75.0% | 85.7% |
| | Artistic leadership | 0.0% | 20.0% | 38.9% | 33.3% | 50.0% | 14.3% |
| | Managerial leadership | 0.0% | 20.0% | 50.0% | 100.0% | 50.0% | 71.4% |
| | Staff | 0.0% | 0.0% | 5.3% | 16.7% | 0.0% | 28.6% |
| 36 | Is there any kind of formal evaluation of the theatre's artistic leadership ? | 37.5% | 25.0% | 60.0% | 75.0% | 81.0% | 72.7% |
| | If yes, which of the following participate in that evaluation? (check all that apply) | | | | | | |
| | Entire board | 33.3% | 0.0% | 22.2% | 0.0% | 22.2% | 12.5% |
| | Executive committee of the board | 50.0% | 100.0% | 70.4% | 100.0% | 88.9% | 75.0% |
| | Nominating committee | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| | Managerial leadership | 16.7% | 25.0% | 14.8% | 22.2% | 11.1% | 25.0% |
| | Staff | 0.0% | 50.0% | 22.2% | 0.0% | 11.1% | 12.5% |
| 37 | Is there any kind of formal evaluation of the theatre's managerial leadership ? | 31.3% | 38.0% | 64.4% | 83.3% | 90.9% | 81.8% |
| | If yes, which of the following participate in that evaluation? (check all that apply) | | | | | | |
| | Entire board | 40.0% | 0.0% | 17.2% | 0.0% | 10.0% | 11.1% |
| | Executive committee of the board | 60.0% | 50.0% | 62.1% | 80.0% | 70.0% | 77.8% |
| | Nominating committee | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| | Artistic leadership | 0.0% | 83.3% | 34.5% | 40.0% | 20.0% | 11.1% |
| | Staff | 0.0% | 33.0% | 20.7% | 10.0% | 10.0% | 11.1% |

BOARD DEVELOPMENT

38 Which of the following activities designed to strengthen board performance has your organization engaged in within the last twelve months? (check all that apply)

| | | | | | | |
|--|--------|-------|--------|--------|--------|--------|
| Board orientation program for new members | 37.5% | 37.5% | 57.7% | 75.0% | 90.9% | 90.9% |
| Board retreat | 56.3% | 56.3% | 55.5% | 33.3% | 45.4% | 36.4% |
| Long-range planning | 62.5% | 37.5% | 51.1% | 58.3% | 63.6% | 54.5% |
| Board self-assessment | 31.3% | 12.5% | 22.2% | 25.0% | 36.3% | 36.4% |
| Distributing reports about theatre's activities/progress | 68.5% | 87.5% | 88.9% | 83.3% | 90.9% | 100.0% |
| Board reports about their own activities/progress | 18.8% | 25.0% | 22.2% | 41.7% | 45.5% | 36.4% |
| Guest speakers or special presentations at meetings | 31.3% | 37.5% | 40.0% | 66.7% | 91.0% | 81.8% |
| Tour of facilities | 31.3% | 18.8% | 44.4% | 75.0% | 63.6% | 63.6% |
| Opening night parties | 68.8% | 68.8% | 73.3% | 91.7% | 81.8% | 100.0% |
| Invitation to first dress or technical rehearsal | 43.8% | 25.0% | 40.0% | 50.0% | 54.5% | 45.5% |
| Invitation to first read-through of scripts | 43.8% | 37.5% | 46.7% | 50.0% | 45.5% | 36.4% |
| Purely social events | 37.5% | 68.8% | 62.2% | 75.0% | 63.6% | 72.7% |
| Other | 0.0% | 0.0% | 6.7% | 8.3% | 27.3% | 9.1% |
| 39 Do you have a board manual ? | 43.8% | 25.0% | 73.3% | 91.0% | 72.7% | 90.9% |
| 40 Have you had a board retreat in the past four years? | 81.3% | 75.0% | 77.8% | 75.0% | 72.7% | 45.5% |
| If so, was it successful? | 100.0% | 91.7% | 80.0% | 100.0% | 87.5% | 71.4% |
| Was it moderated by an outside professional? | 69.2% | 58.3% | 45.7% | 77.8% | 75.0% | 71.4% |
| If so, would you recommend this individual to other theatres for their retreats? | 88.9% | 77.8% | 75.0% | 100.0% | 50.0% | 100.0% |
| 41 Does your theatre currently have a long-range plan? | 68.8% | 75.0% | 75.6% | 83.3% | 81.8% | 63.0% |
| If so, is the long-range plan helpful in daily decision making and short-term planning? | 83.3% | 83.3% | 61.8% | 90.0% | 77.8% | 85.7% |
| 42 What are some obstacles to board development? (check all that apply) | | | | | | |
| Lack of time | 68.8% | 75.0% | 73.3% | 83.3% | 81.8% | 63.6% |
| Lack of money | 56.3% | 18.8% | 26.7% | 25.0% | 18.2% | 9.1% |
| Board members not interested | 12.5% | 0.0% | 37.8% | 25.0% | 36.4% | 27.3% |
| Other matters take priority | 56.3% | 75.0% | 48.9% | 75.0% | 54.5% | 63.6% |
| Other | 6.3% | 12.5% | 11.1% | 0.0% | 27.3% | 0.0% |
| 43 When someone leaves the board, do you conduct an exit interview with them? | 0.375 | 0.25 | 0.1556 | 0.333 | 0.3636 | 0.3636 |
| 44 How does your board measure success? Please rank the following from 1 to 5 in importance: 1 is the most important and 5 is the least. | | | | | | |

| | | | | | | |
|-----------------------------------|-----|-----|-----|-----|-----|-----|
| Financial growth | 3.0 | 2.7 | 2.9 | 3.2 | 3.2 | 3.5 |
| Financial stability | 1.6 | 1.2 | 1.5 | 1.5 | 1.9 | 1.5 |
| Reviews | 4.0 | 4.3 | 4.2 | 4.3 | 4.2 | 3.7 |
| Attendance | 3.1 | 2.9 | 2.8 | 2.3 | 2.7 | 2.6 |
| Their own experience with the art | 3.0 | 3.1 | 3.0 | 3.2 | 2.8 | 3.3 |

45 How knowledgeable of theatre is your board? (check one)

| | | | | | | |
|------------|-------|-------|-------|-------|-------|-------|
| Very | 25.0% | 37.5% | 31.1% | 25.0% | 9.0% | 36.4% |
| Somewhat | 62.5% | 62.5% | 57.8% | 75.0% | 90.9% | 54.5% |
| Barely | 12.5% | 0.0% | 6.7% | 0.0% | 0.0% | 9.1% |
| Not at all | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |

46 Is it the theatre's responsibility to educate the board about theatre as an art form?

| | | | | | |
|-------|-------|-------|--------|-------|-------|
| 62.5% | 81.3% | 68.8% | 100.0% | 90.9% | 72.7% |
|-------|-------|-------|--------|-------|-------|

47 How important is it that your board represent the diversity of your community in terms of (1=very important, 5=not at all)

| | | | | | | |
|---|-----|-----|-----|-----|-----|-----|
| Artists and non-artists | 3.0 | 2.8 | 3.3 | 3.0 | 3.5 | 3.0 |
| Family legacy of involvement in theatre | 4.3 | 3.8 | 3.8 | 3.8 | 3.5 | 3.7 |
| Geography | 3.6 | 2.9 | 2.8 | 2.5 | 2.3 | 3.0 |
| Physical challenges | 4.1 | 3.4 | 3.7 | 3.6 | 4.2 | 3.5 |
| Politics (e.g., conservative, liberal, etc.) | 3.8 | 3.4 | 3.5 | 3.5 | 4.2 | 4.0 |
| Race/ethnicity | 2.5 | 2.6 | 2.4 | 2.3 | 2.2 | 1.8 |
| Religion | 4.3 | 3.9 | 3.9 | 3.6 | 4.3 | 3.6 |
| Sexual orientation | 4.1 | 3.5 | 3.6 | 3.3 | 3.2 | 3.5 |
| Social strata (working, middle and upper class) | 2.9 | 3.1 | 3.1 | 3.4 | 3.1 | 3.4 |

48 Who on your staff **regularly makes reports to the board at meetings?** (check all that apply)

| | | | | | | |
|--------------------------------|-------|--------|--------|-------|--------|--------|
| Managing/Administrative leader | 87.5% | 100.0% | 100.0% | 91.7% | 90.9% | 100.0% |
| Artistic leader | 87.5% | 100.0% | 86.7% | 91.7% | 100.0% | 100.0% |
| Development staff | 12.5% | 31.3% | 57.7% | 83.3% | 81.8% | 72.7% |
| Marketing staff | 12.5% | 25.0% | 31.1% | 58.3% | 54.5% | 72.7% |
| Finance staff | 12.5% | 25.0% | 37.8% | 58.3% | 36.4% | 63.6% |
| Education staff | 6.3% | 18.8% | 20.0% | 41.7% | 0.0% | 63.6% |
| Artistic staff | 6.3% | 6.3% | 6.7% | 8.3% | 0.0% | 27.3% |
| Production staff | 6.3% | 0.0% | 4.4% | 25.0% | 0.0% | 18.2% |
| Outside speakers | 6.3% | 6.3% | 8.9% | 16.7% | 36.4% | 54.5% |

49 Who on your staff **interacts** with board members on a regular basis outside of board meetings? (check all that apply)

| | | | | | | |
|--------------------------------|-------|--------|-------|-------|--------|--------|
| Managing/Administrative leader | 81.3% | 100.0% | 86.7% | 91.7% | 90.9% | 100.0% |
| Artistic leader | 87.5% | 93.8% | 91.1% | 83.3% | 100.0% | 81.8% |
| Development staff | 18.8% | 56.3% | 75.6% | 83.3% | 100.0% | 100.0% |
| Marketing staff | 31.3% | 37.5% | 40.0% | 66.7% | 54.5% | 63.6% |
| Finance staff | 18.8% | 6.3% | 44.4% | 58.3% | 45.5% | 81.8% |
| Education staff | 0.0% | 12.5% | 24.4% | 41.7% | 27.3% | 54.5% |
| Artistic staff | 6.3% | 12.5% | 13.3% | 50.0% | 36.4% | 36.4% |
| Production staff | 6.3% | 0.0% | 8.9% | 25.0% | 36.4% | 0.0% |

50 Of the following people, how many hours during the *past week* did each spend working with board members on board-related matters?

| | | | | | | |
|--------------------------------|-----|-----|-----|-----|-----|-----|
| Managing/Administrative leader | 3.8 | 4.2 | 6.1 | 7.7 | 6.5 | 7.5 |
| Artistic leader | 1.2 | 2.1 | 5.5 | 4.0 | 5.4 | 3.3 |
| Development director | 0.6 | 2.1 | 4.5 | 4.9 | 8.3 | 8.0 |
| Marketing director | 0.4 | 0.8 | 1.4 | 1.1 | 1.6 | 1.5 |

51 Is the board of directors responsible for hiring the

| | | | | | | |
|---|-------|-------|-------|--------|-------|--------|
| Artistic leader | 81.3% | 68.8% | 82.2% | 100.0% | 90.9% | 100.0% |
| If not, who is? | | | | | | |
| Producing director | 6.3% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Board chair | 6.3% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Managing/executive director | 0.0% | 0.0% | 2.2% | 0.0% | 0.0% | 0.0% |
| Founder still leader and no plan in place | 6.3% | 6.3% | 8.9% | 0.0% | 9.1% | 0.0% |
| Other | 0.0% | 0.0% | 8.9% | 0.0% | 0.0% | 0.0% |

| | | | | | | |
|---|-------|-------|-------|-------|-------|-------|
| Managing/administrative leader | 50.0% | 50.0% | 64.4% | 75.0% | 81.8% | 90.9% |
| If not, who is? | | | | | | |
| Artistic or producing director | 18.8% | 18.8% | 31.1% | 25.0% | 0.0% | 0.0% |
| Board chair | 0.0% | 0.0% | 2.2% | 0.0% | 0.0% | 0.0% |
| Founder still leader and no plan in place | 6.3% | 6.3% | 0.0% | 0.0% | 9.1% | 0.0% |
| Other | 0.0% | 0.0% | 8.9% | 0.0% | 0.0% | 0.0% |

52 Does your board chair ever interview candidates for important staff positions (i.e., those positions that require a great deal of interaction with the board)?

| | | | | | | |
|--|------|-------|-------|-------|-------|-------|
| | 6.3% | 37.5% | 51.1% | 58.3% | 54.5% | 54.5% |
|--|------|-------|-------|-------|-------|-------|

53 Does your theatre's artistic leader formally solicit feedback

| | | | | | | |
|---|-------|-------|-------|-------|-------|-------|
| from your board members on the theatre's artistic work? | 37.5% | 43.8% | 31.1% | 50.0% | 45.5% | 45.5% |
|---|-------|-------|-------|-------|-------|-------|

54 How would you characterize the managing/administrative leader's relationship with the board on the following scales: (1= very, 5=not at all) (circle one)

| | | | | | | |
|------------|-----|-----|-----|-----|-----|-----|
| Closeness | 1.6 | 1.8 | 1.9 | 1.8 | 1.7 | 1.6 |
| Cordiality | 1.4 | 1.7 | 1.6 | 1.4 | 1.5 | 1.2 |

55 How would you characterize the artistic leader's relationship with the board on the following scales: (1= very, 5=not at all) (circle one)

| | | | | | | |
|------------|-----|-----|-----|-----|-----|-----|
| Closeness | 2.1 | 2.2 | 1.8 | 1.8 | 1.9 | 2.1 |
| Cordiality | 1.5 | 1.9 | 1.5 | 1.3 | 1.5 | 1.6 |

BOARD COMMITTEES

56 Please indicate which, if any, of the following committees your board employs:

| | | | | | | | |
|---|-----------------------|-------|--------|-------|-------|--------|--------|
| | Executive | 66.7% | 75.0% | 95.6% | 91.7% | 100.0% | 100.0% |
| Number of members | | 4.5 | 5.8 | 7.1 | 11.5 | 12.5 | 11.0 |
| Number of meetings per year | | 6.5 | 6.6 | 8.1 | 7.4 | 6.2 | 4.8 |
| Managing/executive leadership on committee? | | 90.0% | 77.8% | 81.4% | 90.9% | 90.9% | 90.9% |
| Managing/executive leadership votes? | | 50.0% | 22.2% | 34.9% | 9.1% | 36.4% | 45.5% |
| Staff directly involved? | | 40.0% | 55.6% | 62.8% | 81.8% | 90.9% | 81.8% |
| | Nominating Committee | 60.0% | 75.0% | 73.3% | 91.7% | 100.0% | 100.0% |
| Number of members | | 3.7 | 5.4 | 4.3 | 5.7 | 8.4 | 9.0 |
| Number of meetings per year | | 3.0 | 2.8 | 4.7 | 3.5 | 4.8 | 3.0 |
| Managing/executive leadership on committee? | | 66.7% | 55.6% | 69.7% | 81.8% | 90.9% | 27.3% |
| Managing/executive leadership votes? | | 22.2% | 22.2% | 27.3% | 27.3% | 27.3% | 45.5% |
| Staff directly involved? | | 66.7% | 66.7% | 63.6% | 72.7% | 100.0% | 90.9% |
| | Finance Committee | 66.7% | 66.7% | 88.9% | 91.7% | 100.0% | 100.0% |
| Number of members | | 3.7 | 4.1 | 4.7 | 6.9 | 9.6 | 6.9 |
| Number of meetings per year | | 4.3 | 7.0 | 6.4 | 7.0 | 7.0 | 4.0 |
| Managing/executive leadership on committee? | | 90.0% | 100.0% | 82.5% | 90.9% | 81.8% | 90.9% |
| Managing/executive leadership votes? | | 40.0% | 37.5% | 25.0% | 9.1% | 27.3% | 45.5% |
| Staff directly involved? | | 60.0% | 50.0% | 80.0% | 90.9% | 100.0% | 90.9% |
| | Development Committee | 60.0% | 58.3% | 66.7% | 91.7% | 100.0% | 81.8% |
| Number of members | | 6.9 | 8.1 | 5.4 | 12.1 | 9.6 | 15.3 |

| | | | | | | | |
|---|------------------------|--------|--------|-------|-------|--------|--------|
| Number of meetings per year | | 7.0 | 3.6 | 6.3 | 4.8 | 4.3 | 8.5 |
| Managing/executive leadership on committee? | | 100.0% | 85.7% | 73.3% | 63.6% | 72.7% | 88.9% |
| Managing/executive leadership votes? | | 55.6% | 14.3% | 26.7% | 18.2% | 27.3% | 66.7% |
| Staff directly involved? | | 88.9% | 85.7% | 90.3% | 90.9% | 90.9% | 88.9% |
| | Marketing Committee | 40.0% | 41.7% | 44.4% | 50.0% | 91.9% | 54.5% |
| Number of members | | 5.8 | 5.6 | 6.0 | 5.8 | 10.8 | 11.3 |
| Number of meetings per year | | 3.8 | 7.2 | 6.8 | 5.8 | 4.4 | 4.5 |
| Managing/executive leadership on committee? | | 66.7% | 60.0% | 65.0% | 66.7% | 90.0% | 83.3% |
| Managing/executive leadership votes? | | 16.7% | 20.0% | 20.0% | 16.7% | 30.0% | 66.7% |
| Staff directly involved? | | 83.3% | 60.0% | 85.0% | 83.3% | 90.0% | 83.3% |
| | Gala/Benefit Committee | 86.7% | 66.7% | 82.2% | 75.0% | 90.9% | 81.8% |
| Number of members | | 3.8 | 9.4 | 7.2 | 10.4 | 16.1 | 11.3 |
| Number of meetings per year | | 4.8 | 9.0 | 6.5 | 6.1 | 4.9 | 2.6 |
| Managing/executive leadership on committee? | | 92.3% | 62.5% | 59.5% | 44.4% | 50.0% | 55.5% |
| Managing/executive leadership votes? | | 46.2% | 37.5% | 32.4% | 22.2% | 30.0% | 44.4% |
| Staff directly involved? | | 84.6% | 87.5% | 86.8% | 77.8% | 100.0% | 90.0% |
| | Artistic Committee | 6.7% | 42.0% | 13.0% | 0.0% | 27.0% | 27.0% |
| Number of members | n/a | n/a | 4.6 | 5.2 | n/a | 6.7 | 12.0 |
| Number of meetings per year | n/a | n/a | 3.0 | 3.6 | n/a | 3.0 | 2.0 |
| Managing/executive leadership on committee? | | 100.0% | 100.0% | 66.7% | n/a | 66.7% | 100.0% |
| Managing/executive leadership votes? | | 0.0% | 40.0% | 50.0% | n/a | 66.7% | 33.3% |
| Staff directly involved? | | 100.0% | 40.0% | 66.7% | n/a | 100.0% | 100.0% |

57 Please rate the effectiveness of your committees:
(1=very effective, 5=ineffective)

| | | | | | | |
|--------------|-----|-----|-----|-----|-----|-----|
| Executive | 1.4 | 2.7 | 1.9 | 1.5 | 2.0 | 1.9 |
| Nominating | 2.3 | 2.7 | 2.7 | 2.4 | 2.2 | 2.2 |
| Finance | 2.0 | 2.1 | 2.0 | 1.5 | 1.1 | 1.6 |
| Development | 2.3 | 3.0 | 3.1 | 2.9 | 2.1 | 2.6 |
| Marketing | 4.0 | 1.8 | 3.5 | 3.8 | 3.0 | 3.5 |
| Gala/Benefit | 2.7 | 2.3 | 2.1 | 1.8 | 1.5 | 2.5 |
| Artistic | 2.5 | 2.3 | 3.0 | n/a | 3.3 | 1.5 |

58 Does your board employ any other procedures for board involvement in lieu of committees, such as appointing board liaisons to work with staff in various positions?

| | | | | | | |
|--|-------|-------|-------|-------|------|-------|
| | 20.0% | 25.0% | 20.0% | 41.6% | 0.0% | 18.1% |
|--|-------|-------|-------|-------|------|-------|