



CCCA Thriving Boards Survey - Participating Board Members

Introduction to the Survey

SURVEY DEADLINE: October 4, 2016

Attn: All Board Members Participating in the CCCA Thriving Boards Program (March 29-30 and/or Oct. 4-5, 2016)

As you know, your camp is participating in the invitation-only inaugural program of the Thriving Boards program, sponsored by Christian Camp and Conference Association, and generously funded, in part, by the M.J. Murdock Charitable Trust.

As part of the program, we are asking all board members who participated in the March 29-30 sessions and/or will be participating in the October 4-5 sessions at Warm Beach Camp & Conference Center in Stanwood, Washington to complete the following survey.

Your survey responses will be anonymous, and your participation is extremely important to the process. The survey will take about 10 minutes to complete, and we need everyone to participate. We will be using your responses to help make this program more effective for everyone, so thanks for investing your time on this.

IMPORTANT! Survey references to "CEO" (chief executive officer) refer, of course, to your camp's executive director. Executive directors that are voting members of the board should also complete this survey.

Thank you for your membership and partnership in CCCA! May God bless you, your board, and your ministry, as, together, we grow healthy, effective camp boards!

**Gregg Hunter, President
Christian Camp and Conference Association**

1. Please check your camp name:

- Camp Bighorn
- Cannon Beach Conference Center
- Lakeside Bible Camp
- Lutherhaven Ministries
- Mile High Pines Camp
- Solid Rock Ministries
- Victory Ministries of Alaska
- Tall Timber
- Yellowstone Alliance Adventures
- SAMBICA
- The Firs
- Trout Creek Bible Camp
- Zephyr Point Presbyterian Conference Center

2. What is your current role with your camp?

(Note: If you are the Executive Director and NOT a voting member of the board, DO NOT complete this survey.)

- Board Chair
- Board Member
- Executive Director (voting member of board)
- Other (please specify)



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Mission, Vision, and Values

One of the board's fundamental responsibilities is to establish the mission, vision, and values of the organization. The board should review the mission at least every three years. Each member of the board should understand and support the mission, vision, and values.

3. For each statement, please indicate how much you agree, on a scale of 1 to 7, with 7 being "Describes Completely" and 1 being, "Does Not Describe At All."

	Does Not Describe At All (1)	2	3	4	5	6	Describes Completely (7)
Our board members have high passion for our mission, vision, and values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board ensures that our programs align with our mission, vision and values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Executive Leadership

One of the most significant decisions a board makes is the selection of a chief executive. An effective board will provide a clear job description that outlines the duties of the chief executive, and will undertake a carefully planned search process to fill the position. The board will support its chief executive by providing him or her with frequent and constructive feedback, and by conducting an annual evaluation to help the chief executive strengthen his or her performance.

4. For each statement, please indicate how much you agree, on a scale of 1 to 7, with 7 being "Describes Completely" and 1 being, "Does Not Describe At All."

	Does Not Describe At All (1)	2	3	4	5	6	Describes Completely (7)
Our board agrees that their most important responsibility is having the right CEO in place.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board approves our CEO's annual measurable goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board monitors our CEO's annual measurable goals at least quarterly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board conducts an annual performance review of our CEO.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board has a written plan for an emergency CEO transition—and it is reviewed annually.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board ensures that we have an on-going continuous process of succession planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board agrees that compensation/benefits for our CEO are at the right level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Governance

Effective boards ensure effective governance by putting organizational policy documents in place and periodically reviewing and updating those documents.

5. For each statement, please indicate how much you agree, on a scale of 1 to 7, with 7 being "Describes Completely" and 1 being, "Does Not Describe At All."

	Does Not Describe At All (1)	2	3	4	5	6	Describes Completely (7)
Our board member roles and responsibilities are in writing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board members understand their roles and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board members are knowledgeable about the numerous governance models, including the "policy governance" model.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board agrees that our current governance model is appropriate for us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board has a dynamic written document (such as a "Board Policies Manual") to ensure that both long-standing and the latest board policies are easily accessible by the board, CEO, and senior team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board meetings are well-planned, well-led, and achieve our desired results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our committee meetings are well-planned, well-led, and achieve our desired results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Board Member Recruitment and Engagement

An effective board needs a plan to identify and recruit qualified people to serve on the board. It is the responsibility of the board to effectively orient new members to their responsibilities and to the activities of the organization.

6. For each statement, please indicate how much you agree, on a scale of 1 to 7, with 7 being "Describes Completely" and 1 being, "Does Not Describe At All."

	Does Not Describe At All (1)	2	3	4	5	6	Describes Completely (7)
Our board (not our CEO) owns the responsibility to recruit and build a competent board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board has a formal orientation process for new board members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board members understand the unique "roles/hats" that board member wear (in and out of board meetings), such as the Governance Hat, the Volunteer Hat, and the (Event) Participant Hat—and there is agreement on the protocol for each unique role.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board members sign an annual "re-commitment/reminder" document such as a "Board Member Annual Affirmation Statement."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Does Not
Describe At
All (1)

2

3

4

5

6

Describes
Completely
(7)

Our board has written policies addressing charitable giving expectations for board members.

Our board's self-evaluation process improves the functioning and output of the board.

Our board has policies in place—and the spiritual integrity required—to ask an under-performing board member to resign.

Our board is prepared to do its job well when a crisis erupts.



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Board Member Character and Relationships

Board members must act with integrity and be exemplary role models of the organization's values and character, carrying out their duties in a Christ-like manner. An effective board will display healthy relationships with each other, and between the board and staff.

7. For each statement, please indicate how much you agree, on a scale of 1 to 7, with 7 being "Describes Completely" and 1 being, "Does Not Describe At All."

	Does Not Describe At All (1)	2	3	4	5	6	Describes Completely (7)
Our board members conduct our work and relationships with Christ-centered character.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board practices spiritual discernment in our decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board ensures that there is a healthy and effective relationship between our board chair and our CEO.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board members annually read and sign our "conflicts of interest" policy that addresses legal and ethical integrity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board "speaks with one voice, or not at all."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Strategic Planning and Strategy

The board is responsible for establishing the organization's direction and goals. The board engages in a formal strategic planning process, and monitors changes in the environment that may present new challenges or opportunities that call for new direction.

8. For each statement, please indicate how much you agree, on a scale of 1 to 7, with 7 being "Describes Completely" and 1 being, "Does Not Describe At All."

	Does Not Describe At All (1)	2	3	4	5	6	Describes Completely (7)
Our board ensures that there is an effective and on-going planning process in place.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board "owns" the organization's strategy to achieve our mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board regularly addresses the risks that could send our ministry over the cliff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board reviews program reports that address measurements and ministry outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Sustainability, Financial and Fiduciary Oversight

The board is responsible for stewarding the organization's resources and assets. This includes ensuring that income is managed wisely, financial guidelines are established and adhered to, and the organization is properly reporting sources and uses of funds. It also includes making sure the organization is complying with local, state, and federal requirements.

9. For each statement, please indicate how much you agree, on a scale of 1 to 7, with 7 being "Describes Completely" and 1 being, "Does Not Describe At All."

	Does Not Describe At All (1)	2	3	4	5	6	Describes Completely (7)
Our board ensures that there are adequate financial resources to achieve the mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board is competent in protecting organizational assets and providing proper financial oversight to ensure our sustainability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board monitors the organization's compliance with all applicable local, state, and federal laws and regulations that govern our operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our board has the information, including financial information, it needs to govern well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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TOOLS & TEMPLATES: Board Best Practices

Part 1: The Board's Role with the CEO

So they don't have to "re-invent the wheel," many boards look for tools and templates that other nonprofit boards have found helpful—and then each board customizes the templates to their unique situation. (One size doesn't fit all.)

Below is a list of frequently used tools and templates that embody one or more of the most common board best practices.

Check YES or NO if your board is currently using the following tools and/or templates (or a variation of the template)?

10. Check YES or NO if your board is currently using the following tools and/or templates (or a variation of the template)?

	Yes	No	Not Sure	N/A
<p>CEO's Monthly "5/15" Report to the Board. A standardized monthly report from the CEO, updating the board with agreed-upon topics and metrics—and takes just 5 minutes to read and normally just 15 minutes for the CEO to write</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>CEO's Annual S.M.A.R.T. Goals. A board-approved list of 3 to 5 annual goals for the CEO that meet the "S.M.A.R.T." test: Specific, Measurable, Achievable, Realistic, Time-related</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Monthly Dashboard on CEO's Annual S.M.A.R.T. Goals. A one-page dashboard reporting the year-to-date progress on the CEO's 3 to 5 annual "S.M.A.R.T." goals (often color-coded in green, yellow and red)</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>CEO's Position Description. The document that describes the roles and responsibilities of the CEO</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Board's Annual Evaluation of the CEO. The agreed-upon process and written (or online) survey instrument completed by all board members for the board's annual assessment of the CEO.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Part 2: The Board's Governance Role

11. Check YES or NO if your board is currently using the following tools and/or templates (or a variation of the template)?

	Yes	No	Not Sure	N/A
Board Policies Manual. A 10- to 15-page document that gathers all board policies into one document; and revised occasionally—based on the ever-changing environment (financial, leadership, strategy, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prime Responsibility Chart. A one-page document clarifying roles between the board, committees, board chair, board treasurer, CEO, CFO, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board Meeting Agenda & Recommendations Template. A board-approved template for each board meeting's agenda, recommendations, reports, minutes, etc.—and mailed or emailed to board members at least X days prior to every board meeting (per policy).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board Position Description & Board Member Annual Affirmation Statement. A board-approved document that includes the board member position description, signed annually by every board member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Not Sure	N/A
<p>Board Chair Position Description. The written position description for the board chair that details roles and responsibilities, plus protocol for enriching the important relationship between the board chair and the CEO.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Board Nominee Orientation Binder. The annually-updated 3-ring binder that the Nominating Committee uses to inspire and inform both board prospects and board nominees.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Board's Annual Self-Assessment Survey. The written (or online) annual survey completed by every board member, assessing his or her own performance on the board, and the performance of the full board.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>The Board's 3 Powerful S's: Strengths, Spiritual Gifts and Social Styles (and/or Other Assessments). The assessments that many boards use to help members better understand themselves, each other, and their CEOs.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Leading Indicators: Program/Products/Services. A monthly or quarterly report that identifies agreed-upon metrics or measurements, outcomes, and impact for programs, products, and services.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Dashboard Reports. The monthly or quarterly dashboard reports that help "nonprofit leaders focus their attention on what matters most in their organizations, and in doing so, gain greater insight and ascribe greater meaning to other available data."</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Part 3

12. Do you use other tools and templates in your board governance work? (Note: We're asking only for templates used by the board, not by the staff.) If so, please list them the template below, with a very brief (very brief!) description:

Other Template

Other Template

Other Template

Other Template

Other Template