



**QuadBoard**  
**Standard**  
**Any For Profit Governance**

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**November 07, 2007**



**This Report Contains...**

**1. THE QUADBOARD BOARD EFFECTIVENESS MODEL**

**2. METHODOLOGY:** How to use the QuadBoard Assessment Report to get the most benefit.

**3. QUADRED REPORT CARD™:** A 1-page summary that includes your overall Strategic Performance Index (SPI) and your perceived capabilities and constraints.

**4. DEGREE OF IMPACT RESULTS:** Identifies your High-Impact/High Performance ("Green Zone") and High Impact/Low Performance ("Red Zone") areas.

**5. PERFORMANCE COMPARISONS:** A comparison of your perception of your effectiveness in the 8 board disciplines with those of the other evaluating groups.

**6. STATEMENT FREQUENCY RESPONSES:** Shows the degree of consensus or polarity of responses to each statement.

**7. COMMENTS:** Provides additional anecdotal or situational information from the respondents.



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**The QuadBoard Effectiveness Model**

**Standard**

**Board Composition**

**CEO Compensation/Oversight**

**Strategic Planning**

**Board Procedures**

**Board Interaction**

**Board Information**

**Board Committees**

**Board & CEO Effectiveness**

**Personal Development Objectives**

1. Identify performance issues that impede Board effectiveness.
2. Pay particular attention to your **High-Impact/Low-Performance**.
3. Prioritize your performance improvement goals.
4. Determine the steps (action items) that are necessary to positively impact the overall effectiveness of your Board.
5. Create a Board Effectiveness Improvement Plan.
6. Execute your plan.



The assessment you completed compared your Board's performance against Board Effectiveness best practices. Each best practice statement in the assessment was formatted on a 6-point interval scale. Responses could range from "Strongly Agree" to "Strongly Disagree". Participants could also select a "Don't Know" or "Not Applicable" response. Responses from all participants have been aggregated, resulting in performance mean scores presented in this report. Mean scores relating to the six-point scale have been converted into percentages. "Don't Know" or "Not Applicable" responses are not factored into the mean scores.

#### How to use this report:

1. Review the Degree of **Impact Quadrants** to understand:
  - (a). How the participants prioritized each of the elements in the assessment.
  - (b). How they rated the performance of these elements.
2. Review the **Performance Comparison** spidergrams to compare the perceptions of your current Board performance among all evaluating groups (if there are more than one).
3. Use the **Statement Frequency Responses** to see how participants individually rated performance, particularly in the high-impact areas. Is there centrality or polarity?
4. Use the **Comments** section to obtain more elaboration from the respondents regarding high or low performing areas.
5. Identify and prioritize your key performance improvement opportunities.
6. Develop a performance improvement plan.
7. Execute your plan. (Provide Status updates to your Board Members and other key constituencies.)
8. Take the assessment again in approximately 9 to 12 months to determine performance progress in targeted improvement areas.

#### This report is designed to reflect:

1. **Priorities:** The performance areas the participants have identified as having the greatest impact on the organization's success.
2. **Performance:** The participant's perception of the Board's current performance.
3. **Comparison:** How the Board performance compares between all evaluating groups.
4. **Consensus:** The level of agreement or disagreement that exists among the Board Members regarding performance in key areas.



Your Strategic Performance Index™:

79

Your Prior Year SPI™:

N/A

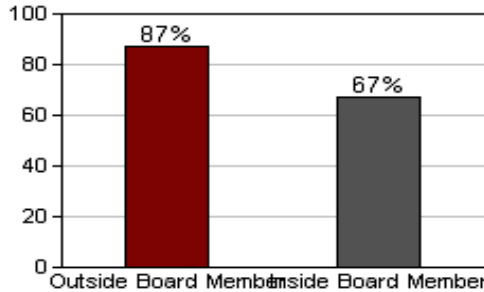
Capabilities

All Participants	
Board Procedures	82%
Board Interaction	88%

Constraints

All Participants	
Strategic Planning	77%
Board Information	77%

QuadRed Benchmark SPI Comparisons



Total Distribution: 3  
Percentage: 100%

Total Participants: 3

Group Name	Participants
Outside Board Member	2
Inside Board Member	1

Capabilities and Constraints Definitions

Capabilities are defined as those service categories that are view as "High-Impact" (important to the customer) and "High-Performing" (generally perceived as satisfactory performance).

Constraints are defined as those service categories that are view as "High-Impact" (important to the customer) and "Low-Performing" (generally perceived as less satisfactory performance).



# QuadBoard Standard (Standard Edition)

## Degree Of Impact Results

### All Statements



All Participants			
No.	Category	Impact	Score
1	Strategic Planning	High	77%
2	Board Procedures	High	82%
3	Board Interaction	Med	88%
4	Board Information	Med	77%
5	Board & CEO Compensation	Med	73%
6	Board and CEO Effectiveness	Med	85%
7	Board Committees	Med	83%
8	Board Composition	Low	71%



# QuadBoard Standard (Standard Edition)

## Degree Of Impact Results

### All Statements



Outside Board Member			
No.	Category	Impact	Score
1	Strategic Planning	High	88%
2	Board Procedures	High	86%
3	Board Interaction	Med	93%
4	Board & CEO Compensation	Med	75%
5	Board and CEO Effectiveness	Med	93%
6	Board Committees	Med	91%
7	Board Information	Low	91%
8	Board Composition	Low	73%



# QuadBoard Standard (Standard Edition)

## Degree Of Impact Results

### All Statements



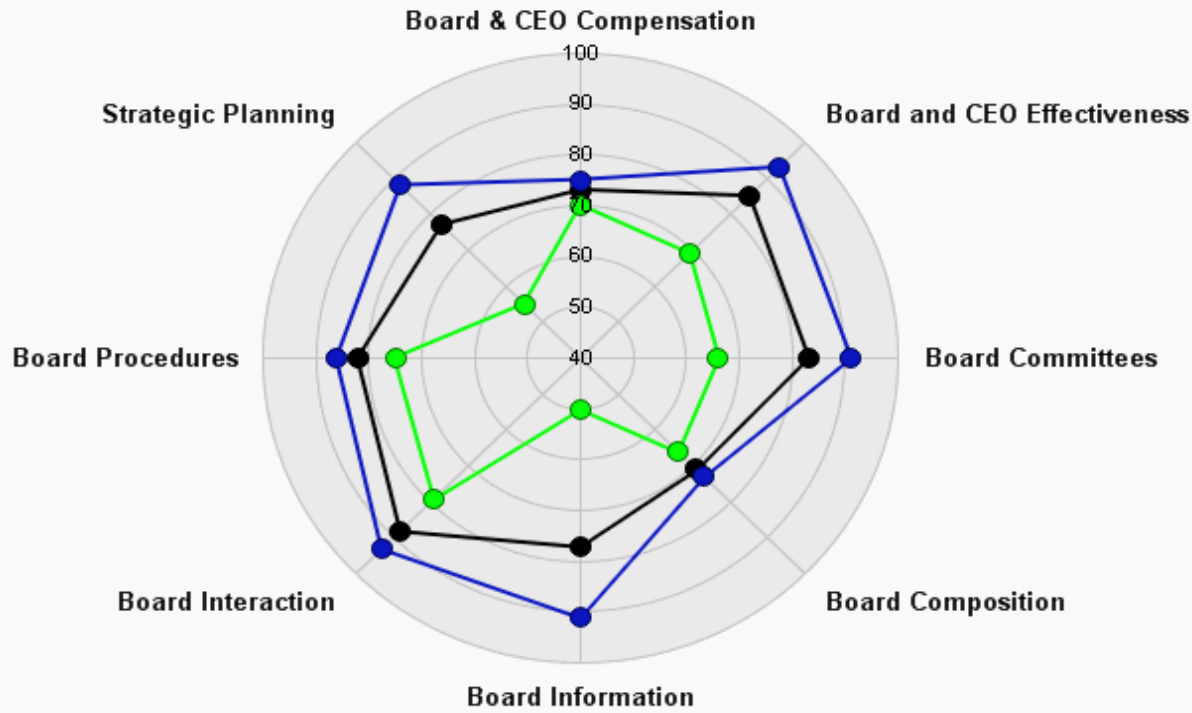
Inside Board Member			
No.	Category	Impact	Score
1	Board Information	High	50%
2	Strategic Planning	High	55%
3	Board & CEO Compensation	Med	70%
4	Board Interaction	Med	79%
5	Board and CEO Effectiveness	Med	69%
6	Board Committees	Low	66%
7	Board Procedures	Low	75%
8	Board Composition	Low	66%



# QuadBoard Standard (Standard Edition)

## Performance Comparison

### All Statements



#### All Participants

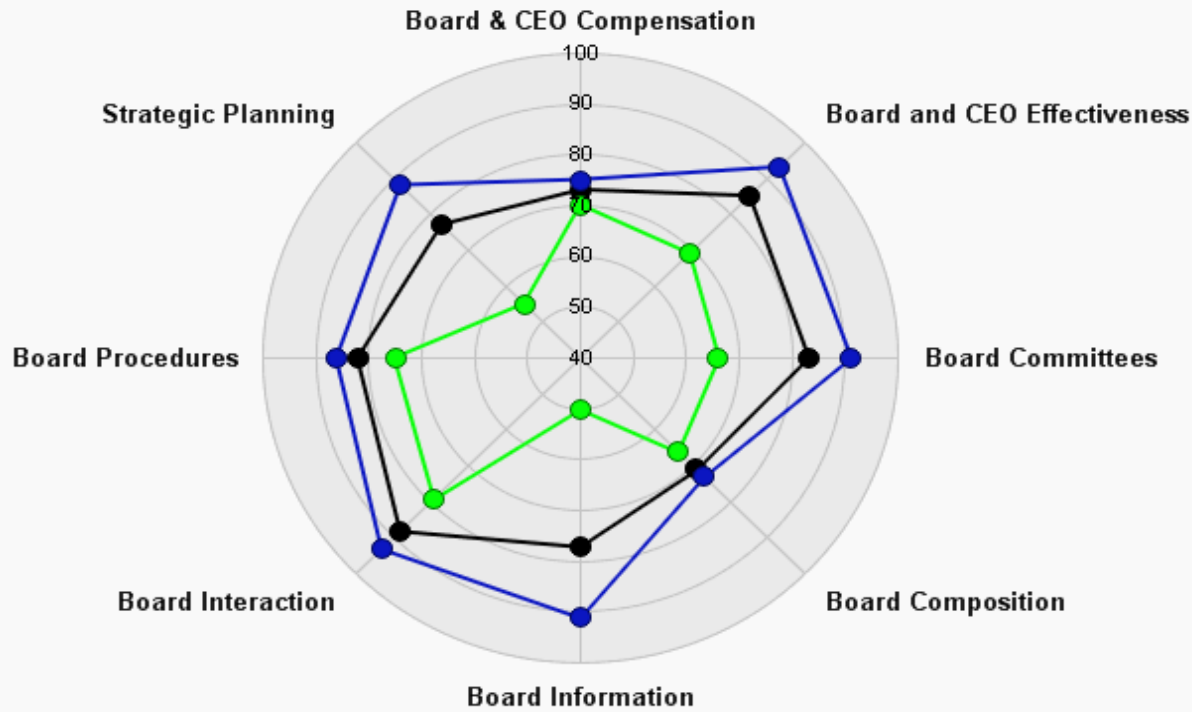
Category	Score
Strategic Planning	77%
Board Procedures	82%
Board Interaction	88%
Board Information	77%
Board & CEO Compensation	73%
Board and CEO Effectiveness	85%
Board Committees	83%
Board Composition	71%



# QuadBoard Standard (Standard Edition)

## Performance Comparison

### All Statements



#### Outside Board Member

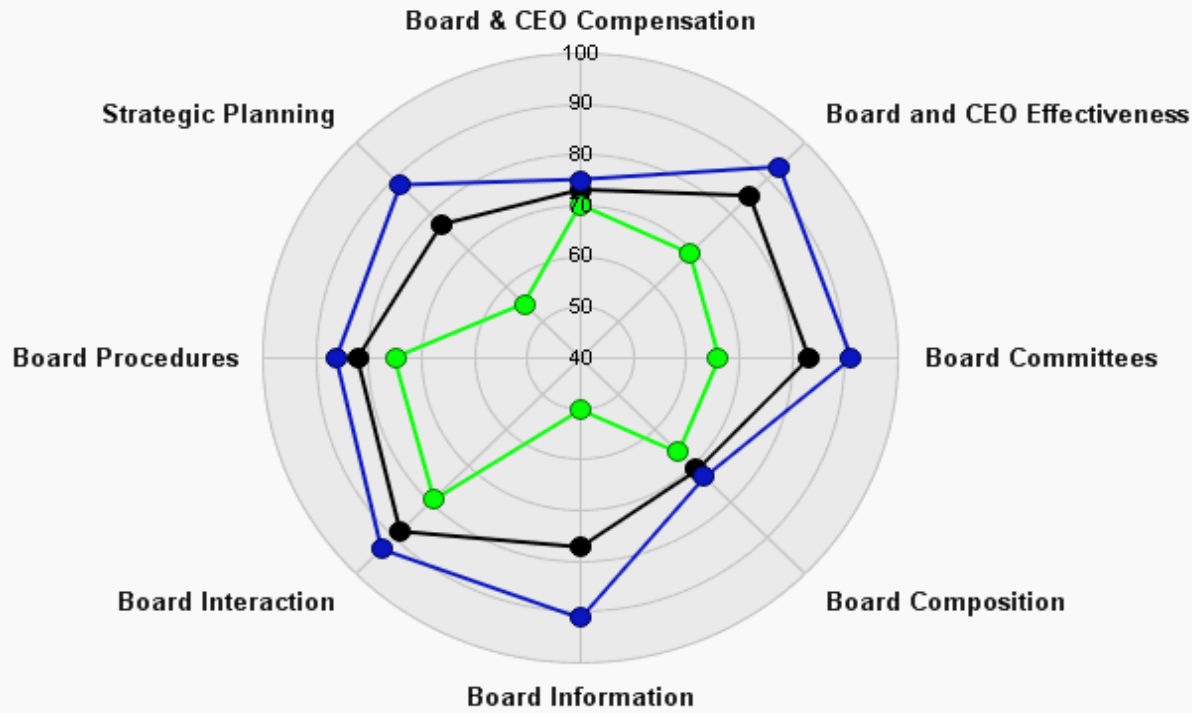
Category	Score
Strategic Planning	88%
Board Procedures	86%
Board Interaction	93%
Board & CEO Compensation	75%
Board and CEO Effectiveness	93%
Board Committees	91%
Board Information	91%
Board Composition	73%



# QuadBoard Standard (Standard Edition)

## Performance Comparison

### All Statements



#### Inside Board Member

Category	Score
Board Information	50%
Strategic Planning	55%
Board & CEO Compensation	70%
Board Interaction	79%
Board and CEO Effectiveness	69%
Board Committees	66%
Board Procedures	75%
Board Composition	66%



# QuadBoard Standard (Standard Edition)

## Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

		40%		60%		Not Applicable					Don't Know		Disagree		Agree	
Board Composition		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
1 We have identified the necessary skills and knowledge we must have on the Board.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9	All	71%	22
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11	Outside Boar...	73%	25
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Inside Board...	66%	12
2 The Board has the appropriate mix of skills and experience.	All	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
3 The Board has the appropriate mix of inside and outside directors.	All	3	0%	0%	0%	0%	33%	33%	0%	33%	33%	72%	25			
	Outside Board Member	2	0%	0%	0%	0%	0%	50%	0%	50%	50%	83%	23			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			
4 When selecting new members, we recruit the most talented individuals who possess the necessary skills and experience we need.	All	3	0%	0%	0%	0%	33%	33%	33%	0%	33%	67%	16			
	Outside Board Member	2	0%	0%	0%	0%	50%	0%	50%	0%	50%	67%	23			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
5 The Board has determined clear policies and criteria for selecting new members.	All	3	0%	0%	0%	0%	33%	33%	0%	33%	33%	72%	25			
	Outside Board Member	2	0%	0%	0%	0%	50%	0%	0%	50%	50%	75%	35			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
6 I am satisfied with the process we use for nominating new directors.	All	3	0%	0%	0%	33%	0%	0%	33%	33%	67%	72%	34			
	Outside Board Member	2	0%	0%	0%	50%	0%	0%	0%	50%	50%	67%	47			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
7 Our current Board is made up of qualified members.	All	3	0%	0%	0%	33%	0%	33%	33%	0%	33%	61%	25			
	Outside Board Member	2	0%	0%	0%	50%	0%	0%	50%	0%	50%	58%	35			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
8 We are able to reach consensus when nominating new directors.	All	3	0%	0%	0%	33%	33%	0%	0%	33%	33%	61%	34			
	Outside Board Member	2	0%	0%	0%	50%	0%	0%	0%	50%	50%	67%	47			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			



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Board & CEO Compensation		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
<b>9</b> Our Board compensation is fair.	All	3	0%	0%	0%	0%	33%	0%	67%	0%	67%	72%	19	All	73%	18
	Outside Board Member	2	0%	0%	0%	0%	50%	0%	50%	0%	50%	67%	23	Outside Boar...	75%	21
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Inside Board...	70%	8
<b>10</b> Our CEO's current compensation package is fair and competitive.	All	3	0%	0%	0%	0%	33%	33%	33%	0%	33%	67%	16			
	Outside Board Member	2	0%	0%	0%	0%	50%	0%	50%	0%	50%	67%	23			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
<b>11</b> Our CEO's compensation is tied to the performance of the organization as it relates to our strategic plan.	All	3	0%	0%	0%	0%	33%	33%	0%	33%	33%	72%	25			
	Outside Board Member	2	0%	0%	0%	0%	50%	0%	0%	50%	50%	75%	35			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
<b>12</b> The board is compensated with the appropriate amount of non-cash compensation (stock or options).	All	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			



# QuadBoard Standard (Standard Edition)

## Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

Strategic Planning		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
13 The CEO has a strategic plan that has been approved by the Board.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9	All	77%	19
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Outside Boar...	88%	9
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Inside Board...	55%	14
14 The Board has a clear understanding of our market and the people that we service.	All	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
15 The CEO has a strategic vision of how the organization should be evolving over the next three to five years.	All	3	0%	0%	0%	0%	33%	0%	33%	33%	67%	78%	25			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			
16 The Board engages in strategic planning discussions with the CEO.	All	3	0%	0%	0%	0%	0%	67%	33%	0%	33%	72%	9			
	Outside Board Member	2	0%	0%	0%	0%	0%	50%	50%	0%	50%	75%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
17 The Board has a process for tracking the progress of the strategic plan.	All	3	0%	0%	0%	0%	33%	0%	33%	33%	67%	78%	25			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			
18 The CEO utilizes Board members' skills and experience in crafting the strategic plan.	All	3	0%	0%	0%	33%	0%	0%	33%	33%	67%	72%	34			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	100%	0%	0%	0%	0%	0%	33%	0			
19 The CEO regularly updates Board members on progress of the strategic plan.	All	3	0%	0%	0%	0%	33%	0%	33%	33%	67%	78%	25			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			
20 The Board devotes an appropriate amount of time discussing strategy at board meetings.	All	3	0%	0%	0%	0%	33%	0%	67%	0%	67%	72%	19			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			
21 The organization is achieving its strategic goals.	All	3	0%	0%	0%	0%	33%	0%	33%	33%	67%	78%	25			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			



# QuadBoard Standard (Standard Edition)

## Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

		FREQUENCY OF RESPONSE										Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
Board Procedures		No.	NA	DK	1	2	3	4	5	6						
<b>22</b> Board members meet no less than 4 times per year.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9	All	82%	13
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11	Outside Boar...	86%	10
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Inside Board...	75%	16
<b>23</b> The Board has effectively established its own goals and objectives.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
<b>24</b> The Board has effectively established the CEO's goals and objectives.	All	3	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
<b>25</b> The CEO's performance is effectively evaluated by the Board.	All	3	0%	0%	0%	0%	0%	67%	0%	33%	33%	78%	19			
	Outside Board Member	2	0%	0%	0%	0%	0%	50%	0%	50%	50%	83%	23			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
<b>26</b> The Board effectively delegates work to the Board committees.	All	3	0%	0%	0%	0%	0%	33%	0%	67%	67%	89%	19			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
<b>27</b> The Board effectively selects the appropriate corporate officers to serve on the Board.	All	3	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
<b>28</b> The Board achieves consensus on strategic decisions.	All	3	0%	0%	0%	0%	0%	33%	0%	67%	67%	89%	19			
	Outside Board Member	2	0%	0%	0%	0%	0%	50%	0%	50%	50%	83%	23			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
<b>29</b> The Board has developed a succession plan for itself.	All	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9			
	Outside Board Member	2	0%	0%	0%	0%	0%	50%	50%	0%	50%	75%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
<b>30</b> The Board has developed a succession plan for the CEO.	All	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			



# QuadBoard Standard (Standard Edition)

## Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

												Not Applicable	Don't Know	Disagree	Agree
Board Procedures		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
<b>31</b> The Board is actively involved in monitoring Ethics and Business Practices.	All	3	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0		
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0		
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0		
<b>32</b> When our standards or ethics are violated, we take the appropriate action.	All	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16		
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11		
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0		
<b>33</b> The Board effectively resolves conflicts of interest.	All	3	0%	0%	0%	0%	33%	0%	33%	33%	67%	78%	25		
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11		
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0		
<b>34</b> Board meetings are carefully planned to ensure that we effectively use the Board members time.	All	3	0%	0%	0%	0%	33%	0%	67%	0%	67%	72%	19		
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0		
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0		



# QuadBoard Standard (Standard Edition)

## Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

		100%										Not Applicable	Don't Know	Disagree	Agree	
Board Interaction		No.	FREQUENCY OF RESPONSE								Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
			NA	DK	1	2	3	4	5	6						
<b>35</b> Board members clearly understand their roles and responsibilities as directors.	All	3	0%	0%	0%	0%	0%	33%	0%	67%	67%	89%	19	All	88%	12
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0	Outside Boar...	93%	10
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0	Inside Board...	79%	11
<b>36</b> The Board has frank and open discussions.	All	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
<b>37</b> Board members respect differing opinions of others.	All	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16			
	Outside Board Member	2	0%	0%	0%	0%	0%	50%	0%	50%	50%	83%	23			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
<b>38</b> Board members in the minority support the majority decision when consensus is not achieved.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
<b>39</b> Board members participate fully in decision-making.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
<b>40</b> We are careful to ensure that some Board members do not dominate meetings more than others.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
<b>41</b> Board members regularly call on each other to discuss issues outside of Board and committee meetings.	All	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
<b>42</b> Board members resolve conflict with trust and respect.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			



# QuadBoard Standard (Standard Edition)

## Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

100%											Not Applicable	Don't Know	Disagree	Agree
Board Interaction	No.	NA	DK	FREQUENCY OF RESPONSE						Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
				1	2	3	4	5	6					

43 Our Board members have an excellent attendance record for Board meetings.	All	3	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0



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## Performance Scores

NA: Not Applicable DK: Don't Know 1: Strongly Disagree 2: Disagree 3: Somewhat Disagree 4: Somewhat Agree 5: Agree 6: Strongly Agree

		FREQUENCY OF RESPONSE										Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
Board Information		No.	NA	DK	1	2	3	4	5	6						
44 The amount of information Board members receive for Board meetings is manageable.	All	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16	All	77%	22
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11	Outside Boar...	91%	8
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0	Inside Board...	50%	12
45 The quality of Board information materials is good.	All	3	0%	0%	0%	0%	33%	0%	0%	67%	67%	83%	28			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			
46 Information and reports from committees are received in ample time for adequate preparation for Board meetings.	All	3	0%	0%	0%	33%	0%	0%	67%	0%	67%	67%	28			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Inside Board Member	1	0%	0%	0%	100%	0%	0%	0%	0%	0%	33%	0			
47 Information and reports from management are received in ample time for adequate preparation for Board meetings.	All	3	0%	0%	0%	33%	0%	0%	33%	33%	67%	72%	34			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	100%	0%	0%	0%	0%	0%	33%	0			
48 The Board is updated regularly by the executive team at meetings.	All	3	0%	0%	0%	0%	33%	0%	33%	33%	67%	78%	25			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			
49 The Board seeks outside expert advice when necessary.	All	3	0%	0%	0%	0%	33%	0%	0%	67%	67%	83%	28			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			
50 The executive team can be counted on to provide useful information to help the Board carry out its duties.	All	3	0%	0%	0%	0%	33%	0%	67%	0%	67%	72%	19			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			
51 Our Board members take the time to prepare for meetings.	All	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			



# QuadBoard Standard (Standard Edition)

## Performance Scores

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Board Committees		No.	FREQUENCY OF RESPONSE									Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
			NA	DK	1	2	3	4	5	6							
52 We have established an Audit committee with a clear charter.	All	3	0%	0%	0%	0%	0%	33%	0%	67%		67%	89%	19	All	83%	15
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	0%	100%		100%	100%	0	Outside Boar...	91%	8
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%		0%	67%	0	Inside Board...	66%	12
53 We have established a Compensation committee with a clear charter.	All	3	0%	0%	0%	0%	33%	0%	67%	0%		67%	72%	19			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	100%	0%		100%	83%	0			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%		0%	50%	0			
54 We have established a Governance & Nominating committee with a clear charter.	All	3	0%	0%	0%	0%	33%	0%	33%	33%		67%	78%	25			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%		100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%		0%	50%	0			
55 We have established a Strategy committee with a clear charter.	All	3	0%	0%	0%	0%	0%	33%	33%	33%		67%	83%	16			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%		100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%		0%	67%	0			
56 Our Audit committee is effective.	All	3	0%	0%	0%	0%	0%	0%	67%	33%		100%	89%	9			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%		100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%		100%	83%	0			
57 Our Compensation committee is effective.	All	3	0%	0%	0%	0%	0%	33%	33%	33%		67%	83%	16			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%		100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%		0%	67%	0			
58 Our Governance & Nominating committee is effective.	All	3	0%	0%	0%	0%	0%	0%	67%	33%		100%	89%	9			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%		100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%		100%	83%	0			
59 Our Strategy committee is effective.	All	3	0%	0%	0%	0%	0%	33%	33%	33%		67%	83%	16			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%		100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%		0%	67%	0			
60 Committee reports are frequently considered when making important Board decisions.	All	3	0%	0%	0%	0%	33%	0%	33%	33%		67%	78%	25			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%		100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%		0%	50%	0			



# QuadBoard Standard (Standard Edition)

## Performance Scores

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Board Committees	No.	FREQUENCY OF RESPONSE									Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.
		NA	DK	1	2	3	4	5	6						

<b>61</b> Committee assignments reflect an appropriate mix of interests, experience, and skills of Board members.	All	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0
<b>62</b> We ensure that our Board Committees are made up exclusively from outside members.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0



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Board and CEO Effectiveness		No.	NA	DK	1	2	3	4	5	6	Post. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
<b>63</b> The Board is very effective in delegating to the CEO and top management full responsibility for implementing policies.	All	3	0%	0%	0%	0%	0%	33%	67%	0%	67%	78%	9	All	85%	15
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0	Outside Boar...	93%	8
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0	Inside Board...	69%	12
<b>64</b> The Board effectively works with the CEO to increase his or her effectiveness.	All	3	0%	0%	0%	0%	0%	0%	33%	67%	100%	94%	9			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
<b>65</b> We provide Board Members with training and development opportunities to increase their effectiveness.	All	3	0%	0%	0%	0%	0%	0%	67%	33%	100%	89%	9			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	0%	100%	0%	100%	83%	0			
<b>66</b> The overall performance of the Board is very effective.	All	3	0%	0%	0%	0%	0%	33%	0%	67%	67%	89%	19			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	0			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			
<b>67</b> The overall performance of the CEO is very effective.	All	3	0%	0%	0%	0%	33%	0%	33%	33%	67%	78%	25			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	100%	0%	0%	0%	0%	50%	0			
<b>68</b> The effective interaction of the Board and the CEO has resulted in the successful execution of our strategic plan.	All	3	0%	0%	0%	0%	0%	33%	33%	33%	67%	83%	16			
	Outside Board Member	2	0%	0%	0%	0%	0%	0%	50%	50%	100%	92%	11			
	Inside Board Member	1	0%	0%	0%	0%	0%	100%	0%	0%	0%	67%	0			



**General Comments**

No Comments Given