

Task

Akron has long been concerned about “brain drain” – our youth leaving Akron to lead a life in another city or state. The effect is far-reaching and is considered significant due to Akron’s “graying leadership.”

To propel Akron’s growth and revitalization, there are three primary requirements:

- attracting and retaining talent
- expanding economic opportunity
- creating a culture of civic engagement

Task

As a first step, the John S. and James L. Knight Foundation and the GAR Foundation, partnered with BVU: The Center for Nonprofit Excellence to study the makeup of nonprofit boards in the Akron area. The overarching questions to be answered:

- Are Akron area nonprofit boards diverse in regard to age, gender and ethnicity?
- What opportunities exist for young professionals (age 40 and under) and minorities to be readied and engaged in the community?

Approach

- 1) BVU and GAR developed a list of 197 nonprofits in the greater Akron area, reflecting a range of budgets, development stages and focus areas.
- 2) On October 21, 2014 an email was sent to the executive director of each organization explaining the project and providing a link to an 11-question survey. They were asked to complete the survey and to submit a list of their board members within three weeks.
- 3) The survey reached 196 nonprofit organizations.
- 4) At the end of the survey period, those who had not completed the survey or submitted their board list were called and asked to do so within one week. In December, 12 organizations who had not responded were asked to do so.

Approach

- 4) Ultimately, 143 nonprofit organizations (73%) responded to the survey. With the board lists submitted and additional research, 167 board lists (85%) were acquired.
- 5) BVU developed a list of all board members for each organization and compiled the data from each organization.
- 7) The data was segmented to offer views into who is serving on area boards.
- 8) The data was segmented to offer views of the age, gender and racial diversity of area boards, based on budget and focus area.

Survey Questions

- 1) Please provide your contact information.
- 2) What is your annual operating budget?
- 3) How many board members currently serve on your nonprofit board?
- 4) How many of your board members fall within these age brackets?
20-29, 30-39, 40-49, 50-59, 60-69, 70+
- 5) How many of your board members are (male, female)?
- 6) How many of your board members fall within these ethnic groups?
White, Black, Hispanic, Asian, Multiracial, Unknown/Other
- 7) Are board members given a Statement of Expectations?

Survey Questions

- 8) Do you have board term limits?
- 9) Roughly how many of your board members come from the following sectors?
Public sector – government, Public sector – education, Nonprofit,
Private sector – business owner, entrepreneur, Private sector – corporate,
Private sector – professional services firm (lawyers, accountants, bankers,
investment professionals, insurance)
- 10) In what subject matter does your organization focus?
Education, Social Services, Health, Arts & Culture, Environment, Economic
Development, Community Development
- 11) What percentage of your board members focus on the same subject matter
in the course of their daily professional life?

Survey Results

Q1. Please provide your **contact** information.

Answered: 143 Skipped: 0

NPO Response by Budget			
Budget	Survey sent	Responded	Response Rate
<200k	37	19	51%
\$200k - \$500k	31	25	81%
\$500k - \$1M	22	26	118%*
\$1M - \$10M	63	51	81%
>\$10M	39	19	49%
Unknown	4	3	75%
Total	196	143	73%

*Four NPOs self-identified a budget that was different than what was known to GAR or BVU: The Center for Nonprofit Excellence.

Survey Results

Q2. What is your annual operating **budget**?

Answered: 140 Skipped: 3

Answer Choices	Responses	
<\$200K	13.57%	19
\$200K to \$500K	17.86%	25
\$500K to \$1M	18.57%	26
\$1M to \$10M	36.43%	51
>\$10M	13.57%	19
Total		140

Survey Results

Q3. How many **board members** currently serve on your board?

Number of NPO Board Members	Number	Percentage
1-5	11	8%
6-10	31	21.5%
11-15	34	24%
16-21	31	21.5%
22-40	23	16%
40+	8	6%
No response	5	3%

Responses ranged from 0 to 91 board members.

Nationally, the average board size is 16.2 members.*

Number of NPO Board Members by Budget Size						
NPO Budget	5 or less	6-10	11-15	16-21	22-40	40+
<200k	11%	47%	26%	11%	5%	
\$200k - \$500k	8%	48%	28%	12%	4%	
\$500k - \$1M	19%	15%	15%	35%	15%	
\$1M - \$10M	2%	10%	25%	25%	22%	16%
>\$10M	26%	5%	16%	21%	32%	
Total	11%	22%	23%	22%	16%	6%

*Source: Nonprofit Governance Index 2012: Data Report 1; BoardSource

Survey Results

Q4. How many of your board members fall within the **age** brackets listed below?

Answered: 139 Skipped: 4

Answer Choices	Average Number	Total Number	Responses
20 to 29 years old Responses	1	38	72
30 to 39 years old Responses	2	271	112
40 to 49 years old Responses	4	506	124
50 to 59 years old Responses	6	786	131
60 to 69 years old Responses	4	553	126
Over 70 years old Responses	2	192	92
Total Respondents: 139			

Nonprofit Board Members by Age Group*		Summit County population	National Board Demographics*
20-29	1.6%	12%	2%
30-39	11.6%	12%	12%
40-49	21.6%	14%	28%
50-59	33.5%	15%	43% (ages 50-65)
60-69	23.6%	10%	15% (age 65+)
70+	8.1%	11%	

*Source: Nonprofit Governance Index 2012: Data Report 1; BoardSource

Survey Results

Q4. How many of your board members fall within the **age** brackets listed below?

Age Distribution, NPOs <\$200k	Number	Percentage	Age Distribution, NPOs \$200-\$500k	Number	Percentage	Age Distribution, NPOs \$500k-1M	Number	Percentage
20-29	3	1%	20-29	6	2%	20-29	9	2%
30-39	33	16%	30-39	40	15%	30-39	42	11%
40-49	33	16%	40-49	58	21%	40-49	81	22%
50-59	55	27%	50-59	85	31%	50-59	145	39%
60-69	58	28%	60-69	52	19%	60-69	79	21%
70+	24	12%	70+	31	12%	70+	18	5%
Total	206	100%	Total	272	100%	Total	374	100%

Age Distribution, NPOs \$1-10M	Number	Percentage	Age Distribution, NPOs >\$10M	Number	Percentage	Age Distribution, NPOs Budget not provided	Number	Percentage
20-29	18	1%	20-29	1	.03%	20-29	1	3%
30-39	125	11%	30-39	31	11%	30-39	0	
40-49	268	23%	40-49	62	22%	40-49	4	13%
50-59	401	34%	50-59	91	32%	50-59	9	29%
60-69	282	24%	60-69	72	26%	60-69	10	32%
70+	88	7%	70+	24	9%	70+	7	23%
Total	1182	100%	Total	281	100%	Total	31	100%

Segmented by budget

The majority of board members are over the age of 50.

Survey Results

Q4. How many of your board members fall within the **age** brackets listed below?

Age by NPO Focus Area	20-29	30-39	40-49	50-59	60-69	70+
Arts & Culture	2%	12%	19%	33%	23%	11%
Education	2%	7%	21%	36%	27%	7%
Community Development	2%	8%	19%	35%	28%	8%
Economic Development	0	7%	17%	41%	28%	7%
Environment	1%	12%	18%	35%	25%	9%
Health	1%	10%	18%	31%	28%	12%
Social Services	2%	17%	27%	29%	19%	6%
Focus not provided	1%	10%	19%	38%	22%	9%

Segmented by focus area

The largest number of board members across all focus areas is 50-59.

Conclusions

■ Age

- Board member age groups skew higher than the Summit County population averages for those aged 40-69. They are lower for those age 20-39 and 70+.
- Only 13% of nonprofit boards are comprised of people under age 40.
- The highest percentage of board members are age 50-59 for all nonprofit organizations with budgets of more than \$200k.
- Those with smaller budgets had a higher percentage of board members age 60-69.
- The largest organizations had the smallest number of board members under age 40.
- In all focus areas, the highest percentage of board members were age 50-59.
- Considering focus areas, education and economic development have the fewest number of young professionals (age 40 and under) on their boards.

Survey Results

Q5. What is the **gender** ratio of your board?

Answered: 141 Skipped: 2

Answer Choices	Average Number	Total Number	Responses
Male Responses	10	1,435	137
Female Responses	7	984	139
Total Respondents: 141			

Gender	NPO Boards	Summit County Census	National Board Member Demographics*
Male	59%	48.4%	55%
Female	41%	51.6%	45%

*Source: Nonprofit Governance Index 2012: Data Report 1; BoardSource

Survey Results

Q5. What is the **gender** ratio of your board?

Gender, NPOs <\$200k	Number	Percentage	Gender, NPOs \$200k-\$500k	Number	Percentage
Men	79	38%	Men	134	49.6%
Women	127	62%	Women	136	50.4%

Gender, NPOs \$500k-\$1M	Number	Percentage	Gender, NPOs \$1M-\$10M	Number	Percentage
Men	235	60%	Men	756	64%
Women	157	40%	Women	428	36%

Gender, NPOs >\$10M	Number	Percentage	Gender, NPOs Budget not provided	Number	Percentage
Men	207	62%	Men	24	77%
Women	129	38%	Women	7	23%

Segmented by budget

Survey Results

Q5. What is the **gender** ratio of your board?

Gender by NPO Focus Area	Men	Women
Arts & Culture	53%	47%
Community Development	56%	44%
Economic Development	85%	15%
Education	63%	37%
Environment	64%	36%
Health	57%	43%
Social Services	54%	46%
Focus not provided	64%	36%

Segmented by focus area

Men make up the majority of the boards in each focus area, with the highest percentage in Economic Development.

Conclusions

■ Gender

- The number of male board members is 10% higher than the Summit County population average and 4% higher than the national board member demographics.
- Women are the majority (62%) on boards of <\$200k and a very slight majority (50.4%) on boards with a budget of \$200-\$500K. Otherwise, the percentage of women serving on nonprofit boards decreases as the organizations increase in budget size.
- Considering focus areas, there is a severe imbalance in organizations that focus on economic development, followed by environment and education.

Survey Results

Q6. How many of your board members fall within these **ethnic** groups?

Answered: 141 Skipped: 2

Answer Choices	Average Number	Total Number	Responses
White Responses	15	2,079	139
Black Responses	2	242	98
Hispanic Responses	0	7	39
Asian Responses	1	22	42
Multiracial Responses	0	7	35
Unknown/Other Responses	2	62	37
Total Respondents: 141			

Ethnicity	NPO Boards	Summit County Census	National Board Member Demographics*
White	86%	79%	82%
Black	10%	15%	8%
Hispanic	.03%	1.6%	3%
Asian	1%	2.6%	2.6%
Multiracial	.03%	1.8%	.9%
Unknown	3%		.8% (Other)

*Source: Nonprofit Governance Index 2012: Data Report 1; BoardSource

Survey Results

Q6. How many of your board members fall within these **ethnic** groups?

Ethnicity, NPOs <\$200k	Number	Percentage	Ethnicity, NPOs \$200k-\$500k	Number	Percentage	Ethnicity, NPOs \$500k-\$1M	Number	Percentage
White	176	86%	White	236	87%	White	347	89%
Black	26	13%	Black	32	12%	Black	38	9%
Hispanic	1	.05%	Hispanic	1	.03%	Hispanic	2	.05%
Asian	0	0	Asian	2	.07%	Asian	2	.05%
Multiracial	1	.05%	Multiracial	0	0	Multiracial	2	.05%
Unknown	1	.05%	Unknown	0	0	Unknown	1	.03%

Ethnicity, NPOs \$1M-\$10M	Number	Percentage	Ethnicity, NPOs >\$10M	Number	Percentage	Ethnicity, NPOs Budget not provided	Number	Percentage
White	1006	85%	White	287	85%	White	27	87%
Black	101	9%	Black	42	13%	Black	3	10%
Hispanic	2	.02%	Hispanic	1	.02%	Hispanic	0	.04%
Asian	13	1%	Asian	4	1%	Asian	1	3%
Multiracial	3	.02%	Multiracial	1	.02%	Multiracial	0	
Unknown	59	5%	Unknown	1	.02%	Unknown	0	

Segmented by budget

Survey Results

Q6. How many of your board members fall within these **ethnic** groups?

Ethnicity by NPO Focus Area	White	Black	Hispanic	Asian	Multi	Unknown
Arts & Culture	93%	6%		.07%	.02%	.02%
Community Development	68%	31%				1%
Economic Development	85%	13%		1.6%	.8	
Education	75%	12%	.02%	.04%	.04%	12%
Environment	92%	6%		1%		
Health	89%	9%			1%	1%
Social Services	88%	9%	.06%	1%	.01%	.06%
Focus not provided	88%	9%	.05%	1%		1%

Segmented by focus area

Conclusions

■ Ethnicity

- Ethnicity of board members is higher for whites than the Akron population average and lower for all other ethnicities.
- Regardless of budget size, the percentage of whites serving on boards is consistently 85-89%.
- Considering focus areas, the percentage of whites is highest (92%, 93%) on environmental and arts boards, and lowest on community development boards (68%).
- Blacks and other minorities differ in board participation depending on the type of NP ranging from 6% (Arts & Culture, Environment) to 31% (Community Development). Only eight nonprofit organizations identified themselves as having a Community Development focus.

Survey Results

Q7. Are board members given a **statement of expectations**?

Answered: 141 Skipped: 2

Answer Choices	Responses	
Yes	83.69%	118
No	16.31%	23
Total		141

Statement of Expectations by NPO Focus Area	Yes	No
Arts & Culture	90%	10%
Community Development	88%	12%
Education	83%	17%
Economic Development	50%	50%
Environment	100%	0
Health	87%	13%
Social Services	91%	9%
Focus not provided	62%	38%

Of those that do NOT have a statement of expectations, nearly half have a budget range of \$1M or more, organizations large enough that one might expect this best practice to be the norm.

Survey Results

Q8. Do you have board **term limits**?

Answer Choices	Responses	
Yes	71.22%	99
No	28.78%	40
Total		139

Answered: 139 Skipped: 4

Of those that do NOT have term limits, 40% have budgets of \$1M or more. The national average of consecutive terms for board members is 2.4 terms. 27% of national boards do not have term limits.*

Term Limits by NPO Focus Area	Yes	No
Arts & Culture	75%	25%
Community Development	63%	37%
Education	64%	36%
Economic Development	100%	0
Environment	57%	43%
Health	80%	20%
Social Services	72%	28%
Focus not provided	70%	30%

*Source: Nonprofit Governance Index 2012: Data Report 1; BoardSource

Survey Results

Q9. Roughly how many of your board members come from the following **sectors**?

Answered: 139 Skipped: 4

Answer Choices	Average Number	Total Number	Responses
Public sector - government Responses	1	143	102
Public sector - education Responses	2	200	109
Nonprofit Responses	2	277	113
Private sector – business owner, entrepreneur Responses	3	404	122
Private sector – corporate Responses	5	588	118
Private sector – professional services firm (lawyers, accountants, bankers, investment professionals, insurance) Responses	5	673	128
Total Respondents: 139			

NPO Board members by Sector	
Public sector - government	6%
Public sector - education	9%
Nonprofit	12%
Private sector - business owner, entrepreneur	18%
Private sector - corporate	26%
Private sector - professional services firm (lawyers, accountants, bankers, investment professionals, insurance)	29%

Survey Results

Q10. In what subject matter does your organization **focus**?

Answered: 122 Skipped: 21

Answer Choices	Responses	
Education	18.85%	23
Social services	35.25%	43
Health	12.30%	15
Arts and culture	17.21%	21
Environment	5.74%	7
Economic development	4.10%	5
Community development	6.56%	8
Total		122

Survey Results

Q11. What percentage of your board members do you estimate focus on the same subject matter in the course of their daily **professional life**?

Answered: 140 Skipped: 3

Answer Choices	Responses	
More than half	14.29%	20
About half	12.86%	18
Fewer than half	72.86%	102
Total		140

Most board members bring diverse skill sets to their board responsibilities.

Survey Results

Board Service: 63 people serve three or more boards, as listed below.

Board Members/Number of Boards Served		
One board	2124	89%
Two boards	204	8%
Three boards	41	3%
Four boards	15	
Five boards	4	
Six boards	0	
Seven boards	3	
Total people serving	2,391	100%

See addendum for a list of those serving three or more boards and a list of the boards served by them.

3% of Board members are frequent board members serving on 3 or more nonprofit boards.

Considering the 3%, collectively they fill 224 boards “seats.” The 224 seats represent 85 nonprofit boards with budget sizes as listed below. While they occupy many of the larger boards they also serve some small nonprofit boards.

NPO Budget	People
<200k	9
\$200k - \$500k	8
\$500k - \$1M	19
\$1M - \$10M	37
>\$10M	12
Total	85

Survey Results

Those who serve three or more boards represent 85 nonprofit boards with focus areas and budget sizes as shown below.

Serving 3+ boards, NPO Focus Area	Number	Percentage
Arts & Culture	11	13%
Community Development	5	6%
Education	14	16%
Economic Development	4	5%
Environment	4	5%
Health	12	14%
Social Services	14	16%
Focus not provided	21	25%

NPO Budget	People
<200k	9
\$200k - \$500k	8
\$500k - \$1M	19
\$1M - \$10M	37
>\$10M	12
Total	85

Conclusions

■ **Size of Boards**

- As expected, larger nonprofit organizations tend to have larger boards.

■ **Statement of Expectations & Term Limits**

- 16% of nonprofit boards do not have a statement of expectations and this best practice should be the norm.
- 29% of nonprofit boards do not have term limits (40% of those without terms limits have budgets over \$1M).

■ **Widespread Community Engagement**

- Just 3% of the nearly 2,400 board members serve on three or more boards, which should lessen the concern that the same people are serving on a majority of nonprofit boards.
- However, there is more overlap when considering more prestigious or highly visible boards.
- There is a need for young professionals to be educated and aligned with nonprofit boards.
- There is a need for racial diversity. While Summit county mirrors the nation, national numbers are not positive.