BoardBuild’s Impact Measurement for Year 1

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Objective

Measure BoardBuild’s community impact for each audience served by the organization. Having an understanding of how much change that can be attributed to BoardBuild’s activities will benefit BoardBuild.

Tracking impact that has occurred for the audiences will allow for:
- Continuous improvement of service offerings
- Continuous operational improvement
- Possession of performance information that can be available for current and potential funders
- Material that can be used for marketing purposes
- Facilitation of communication to nonprofits and individuals

Impact Measurement

Impact measurement is the process of quantitatively and qualitatively measuring/evaluating the impacts of an organization.

Quantitative:
- Number of individuals who complete the course
- Number of beneficiaries on a board
- Number of NPOs who put their available positions on BB
- Number of individuals who apply for positions

Qualitative (might create quantitative data):
- Level of confidence
  - Ability to apply newly learned knowledge
  - Ability to work actively on a board
- Level of motivation
  - If a company requires an individual to complete BB’s course
    - The individual feels like they are being invested in
• More commitment

Why are nonprofit impact measurements important?

• By performing nonprofit impact measurements,
• Gathered data can be used to boost marketing and communications
• Received quantitative and qualitative inputs
• Feedback can be evaluated to improve the NPO’s services
• Report to funders and be accountable
• Attract new donors

Challenges of measuring impact:

• Measuring social impact is difficult because “social impact” is vague
• Measuring social impact includes measuring complex concepts like “increase in the self-esteem of an individual” or “increase in overall well-being”

Approach

The decision made was to create a separate survey for each audience group that will have questions about how they have interacted with BoardBuild’s service offerings and how the offerings they used have affected them. Doing so will give BoardBuild a better understanding of their impact, and what they can do to improve to further deliver their mission and uphold their vision.

Audiences in question:

• NPO Executive Management and Board
• Teams User
• Individuals
  o Those already on an NPO board
  o Those looking for an NPO board

Impact Measurement would occur in stage 4 of the project, after getting acquainted with BoardBuild’s values, offerings, and market.
The surveys were created on Google Forms and distributed to the audiences that have interacted with BoardBuild’s offerings. An incentive of a $50 Amazon Gift card was offered to those that completed the survey, where the winner was chosen at random.

Survey Participation Statistics

Total Possible Participants: 314
Total Survey Participants: 43
Survey Turnout: 13.7%

NPO Executive Management & Board: 4
Teams User: 1
Individuals: 38
Individual Impact Measurement Survey Analysis

Demographics

Figure 1.1 shows that 63.2% of the respondents were female and 36.8% of respondents were male. This means that there are 24 female respondents and the remaining 14 were males.

Figure 1.2 shows that from a total of 38 respondents 34.2% of the respondents were between the 31-40 years age group, 36.8% were between 41-50 and 51-60, 15.8% were between 61 & above, while remaining 13.2% were 30 & below. Hence the majority of our respondents fell in the 31-40 age group.
Through the collection of this data, it can be seen that BoardBuild’s audiences are diverse as they come from different age groups.

**Pathways**

It is a good sign that the majority of the participants complete the training and receive BoardBuild’s certificate. This indicates the high quality of the training and people are interested in the course. They do not just sign up and leave.

**Registered to be a BoardBuild member but did not start the training**

![Figure 1.3](image1.png)

![Figure 1.4](image2.png)
The majority of individual client responses indicate that the reason they did not continue with the training is due to personal time-related issues. Other outliers say that they “expected some engagement and interaction” from BoardBuild’s end, or they “never received the training information” from BoardBuild. While personal reasons cannot be amended on BoardBuild’s part, BoardBuild can increase their communication between the system and the clientele.

A possible course of action would be to send out weekly emails indicating course progress. With weekly progress reports, the client is given the option of unsubscribing. On the page for terminating the subscription, clients can indicate their reason for taking that action through a form. This will allow BoardBuild to have another way to gather data on their clients for improvement.

### BoardBuild will miss you!

- [ ] I am not interested in BoardBuild anymore
- [ ] BoardBuild's Governance course content isn't relevant to my career
- [ ] BoardBuild's Governance course quality didn't live up to my expectations
- [ ] I am getting too many emails
- [ ] I don’t have enough time
- [ ] Other ...

Figure 1.5 - Sample Page for Unsubscribing to Weekly progress reports

### Are you still interested in nonprofit board service?

7 responses

![Pie chart showing 100% interested in nonprofit board service](image)

Figure 1.6

The graph shows all 7 respondents are still interested in the nonprofit board service which is a good sign for an NPO like BoardBuild.
Started the training, but did not complete all the courses

Figure 1.7

The reasons given by the clients indicate that they have not finished the course generally due to their time constraints. There are no reasons that relate to BoardBuild’s course quality, which is a positive indication. One possible way to reduce this however is to increase BoardBuild’s value to their clients. To tackle this, BoardBuild’s training should be more up-to-date and have more useful knowledge so that people will feel more urgency to take the course.

Possible Course Ideas for BoardBuild

- Stress Management
- Marketing Communications
- Fundraising
- Grantseeking
- Volunteer Management
- Time Management
- Work/Life Balance

Figure 1.8 - Possible Course Ideas for BoardBuild
Figure 1.9 indicates that although they have not completed the course, they are still interested in nonprofit board service.

**Completed training and received BoardBuild's certification**

The clients report that they have gained the most knowledge on “Nonprofit Board Governance”, “Finances,” and “Nonprofit Guiding Documents”. However, the survey data collected demonstrates that BoardBuild needs to possibly modify the training to deliver more information on “Leadership Development” and especially “Agency Programs.”
According to the survey conducted, the clients that have completed the training all have shared that the knowledge they gained from BoardBuild’s course has helped them become a better community trustee, which reflects the positive impact that BoardBuild had on the community. One of the best ways to fortify a community is by strengthening those that lead it. These responses from the participants indicate that those being trained are enhancing their insight on being a board member. They are understanding a board’s roles and responsibilities better and will be able to contribute greatly on a board to collaborate to drive their nonprofit’s mission, vision, and values.

A majority of participants (68%) claim that the knowledge they gained from BoardBuild’s course will contribute positively to their career. This means that they have a better ability to contribute to wherever they set out to be, and in turn contribute to their community. Those that said “no” or
“maybe” reflect the minority who may not think BoardBuild is a source that can help build skills that can contribute to their career.

In the next survey sent out, participants should be asked how could Boardbuild improve their training, or what content is missing from the course that would increase its value.

Figure 1.13

Did you use BoardBuild’s matching functionality to find a board position that aligns with your skills and interests?

25 responses

- Yes: 56%
- No: 44%

More than half of survey participants (56%) did not use BoardBuild’s matching functionality. However, one way to enhance this survey in the future would be to follow up with this question by asking the reason for not using BoardBuild’s matching functionality. There are several possible reasons we could assume for now. One could be that they are not aware that the functionality exists. If this is the case, then BoardBuild needs to do something to increase the awareness of it. This could be done in the welcome email when users sign up for BoardBuild. Another reason that people might steer away from this offer might be related to the cost of it. Once again, there would need to be a follow-up question listing these possible reasons.
Responses for those who used BoardBuild’s matching functionality

Has the knowledge acquired from BoardBuild's course contributed to your ability to work effectively as a board member?

11 responses

Figure 1.14

81.8% of respondents claimed that BoardBuild’s course has contributed to their ability to work effectively as a board member. This is in alignment with BoardBuild’s mission to strengthen communities through the training of emerging and established leaders to serve better on nonprofit boards. 18.2% of respondents answered with “neutral.” People who check off this option may feel that the question is not relevant to them, that they do not have enough information to make an informed decision, or that they can muster up positive and negative reasons.

For a future survey, the rating system for this question should be altered to a number rating system rather than one that includes “neutral” as an option. A neutral category may mask whether or not a respondent leans towards a favorable or unfavorable response.

Another question that can be asked is how could BoardBuild improve and/or what content needs to be added to the training.
All 11 respondents feel that a well-trained board can contribute to organizational performance which is the mission of BoardBuild to make board employees perform better.

The majority of respondents (90.9%) express that they are either likely or highly likely to refer others to BoardBuild’s services. However, 9.1% chose the “highly unlikely” option. It is recommended in a future survey to redirect participants who answer this question in a negative light to a question that asks “How could we improve our service”, or “What makes you unsatisfied with our service?”
According to Figure 1.17, a 42.9% majority said: “I’m already serving on a board and don’t have time to serve on another board.”

Other sections that are 7.1% each are:
- “I was only interested in taking the course.”
- “I only ever received one match email in the whole year since I completed the certificate.”
- “Just not have spent the time to do it yet.”
- “Only one match continues to be offered and it’s not a strong preference of mine.”
- “Timing was not good for me, at the time the position was open.”
- “I have used the matching service, but there were not many relevant matches.”
- “Most positions are in the DFW area.”
- “I was reached out by other non-profits that are not partnered with BoardBuild.”

Answers that relate to BoardBuild’s matching functionality claim that it is limited. Some particular examples relate to having only one match offered, not many relevant matches, or matches only in a certain area. BoardBuild is a new nonprofit so these answers are understandable, as it does not have that many partners yet. In the future where the number of partners increases, BoardBuild might receive a better answer to this question.
According to Figure 1.18, 7.1% of respondents responded that they are unlikely to refer others to BoardBuild services. This is an area in which those that enter low ratings should be redirected to a question that asks something along the lines of “how could we improve our service”, or “what makes you unhappy with our service?” Another approach could be to personally contact this individual, as their email is registered on the Google Forms. It is possible to send an email to them saying something similar to, “We are sorry to hear that you are not pleased with BoardBuild’s service offering. How can BoardBuild improve?” We can also let them know that we will aim to provide a better service in the future.

Additionally, for a future survey, the rating system for this question should be altered to a number rating system (1 through 5, 1 being lowest rating) rather than one that includes “neutral” as an option. A neutral category may mask whether or not a respondent leans towards a favorable or unfavorable response.
NPOs Impact Measurement Responses

Demographics

Figure 2.1 shows that all of the 4 NPO respondents are based in Fort Worth, Texas. We expected this because BoardBuild is still an NPO on the local level.

Figure 2.2 shows that out of 4 responses 50% of the NPOs were established from the last 21 or more years, while the other 50% were between 1-5 and 6-10 years old.

We also asked for the name of the NPO being represented by these four responses. They are:
According to Figure 2.3, 50% of respondents registered for BoardBuild and sent board members to the course, while the 25% registered for BoardBuild, sent employees to take the course and posted a board position opening, another 25% registered for BoardBuild and posted a board position opening.
100% of the respondents said yes to “BoardBuild certified board members expressed increased knowledge of nonprofit board governance following completion of the course”. This shows the high quality of the training and that BoardBuild is having a positive impact on its audience, one that correlates to its mission and vision. However, this does not mean BoardBuild should go without periodically improving aspects of the course, such as the content of the training.

50% of the participants agreed and 50% said they strongly disagreed with the question presented in Figure 2.8. In the future, when a survey like this is sent out again if a client
disagrees, BoardBuild should ask them how they could improve. They could also ask which domain the above-mentioned BoardBuild certified board members need to work on. Furthermore, in a future survey, this question should have a different rating system, perhaps yes/no.

Figure 2.9

100% of respondents answered “yes”, which indicates the satisfaction of the clients towards BoardBuild service. If certified individuals are reported to have increased a board’s efficiency as a result of doing the training, then they are leaders that have been strengthened by BoardBuild. In turn, they can further enhance community development.
50% of the participants answered “yes”, and the remaining 50% said that they do not currently have 100% participation on the board, which makes it quite hard to judge the effectiveness of BoardBuild through this question.

50% of the participants agree, and the remaining 50% strongly disagree, which is not a good sign. Through the Google Forms, we can know who chose “strongly disagree” as their answer, so we should contact them directly to find out why. We could do this through email or phone calls to ask for their opinion on how BoardBuild could improve and why they chose to strongly disagree with this statement. For a future survey, it is recommended to redirect those who
answered in a negative light to a more open-ended question to obtain specific feedback for further improvement.

Did you post a board position opening on BoardBuild? (If no, please explain why in "Other" section)
2 responses

50% said that their organization has not tried to recruit public board members yet, while the other 50% said they have not posted but intend to. Their responses fall under the same domain that they have not posted a position on BoardBuild’s website. Through this question, we could see that the matching functionality is not as useful and popular compared to the training. Therefore, BoardBuild needs to promote it more; maybe highlight it on the homepage of the website, mention it during the training, emphasize it in the welcome email, etc.

Posted a board position opening

Were you able to identify potential new board members as a result of posting a board position opening on BoardBuild?
2 responses

100%
100% answered “yes”, which is a good sign. It indicated the positive impact BoardBuild has on the community by creating a platform that connects emerging and established leaders to nonprofit organizations.

If you answered yes to identifying potential new board members:

![Diagram showing the percentage of respondents who offered a board position to a BoardBuild candidate.](image)

**Figure 2.14**

In the above figure, it shows one person offered a board position to a BoardBuild candidate while the other did not. For a future survey, it is recommended to follow up with a “Why?” question to those who answer with no. Possible answers could be, “No one applied,” “Found someone with a better skill set,” etc.

![Diagram showing the percentage of respondents who accepted the offer of board service.](image)

**Figure 2.15**
The above response shows the candidate accepted the offer for the board service as it met their set expectations.

Figure 2.16

According to Figure 2.16, the respondent reported that their organization has gained new partnerships/collaborations as a result of recruiting a board member through BoardBuild. This is significant because it shows that BoardBuild’s matching functionality is successfully fulfilling its purpose. It also means BoardBuild is linking groups together that will in turn strengthen communities, thus achieving its mission and vision.
According to Figure 2.17, the respondent strongly agrees that BoardBuild is a tool that can be used to diversify boards of directors. BoardBuild seems to be on the right track based on this response, and they should continue to follow their vision and mission to fortify diverse communities.

Do you think that BoardBuild has facilitated diversification of your NPO's board? (Diversity includes race, gender, age, life experiences, expertise, industry sectors, geography)

1 response

Figure 2.18
According to Figure 2.18, the audience reported that BoardBuild has facilitated diversification of their NPO’s board (Diversity includes race, gender, age, life experiences, expertise, industry sectors, geography). Diversity in leadership has many benefits including innovative thinking, enhanced decision-making and more diverse boards are more adaptable to a changing environment. This shows that diversity is an important aspect, not only for BoardBuild but for other nonprofit organizations too.

Registered, sent board members and/or employees to the course, and posted a board position opening

Have BoardBuild certified board members expressed/exhibited increased knowledge of nonprofit board governance following completion of the course?
1 response

Figure 2.19
According to Figure 2.19, the respondent believes that a BoardBuild certified board member expressed an increase in knowledge of NPO governance following the completion of the course. This directly shows BoardBuild’s impact on its audience as it conveys that its course is effective in developing an individual’s knowledge.

Do you feel BoardBuild certified board members come to board meetings better prepared after completing the course?

2 responses

Figure 2.20

In Figure 2.20, the respondent reported a diverse opinion as one respondent completely agree that BoardBuild certified board members come to board meetings better prepared after completing the course while the other respondent completely disagree.
According to Figure 2.21, the respondent believes that BoardBuild certified individuals have contributed to their board’s efficiency as a result of the board governance training. This is a good indication that the board governance course holds value with those who participate.

Figure 2.22

Do you feel organizational performance has benefited as a result of having BoardBuild certified directors on your board?
1 response

Yes
1 (100%)

No (If no, please explain why in the "O..."
0 (0%)
According to Figure 2.22, the respondent believes that organizational performance has benefitted as a result of having BoardBuild certified directors on their board.

Figure 2.23 shows that the respondent agrees that the services provided by BoardBuild of online training add value to their nonprofit, which is the ultimate mission of BoardBuild.

### Teams Impact Measurement

Figure 3.1 shows that the respondent interacted with BoardBuild by registering, but never sent an employee through the training.
Registered but never sent an employee through the training

Figure 3.2

Figure 3.2 shows that respondents chose the option of just joining BoardBuild, and that is why they have not proceeded with the Board Governance training.

Figure 3.3

Figure 3.3 displays the respondent being interested in sponsoring key employees to become connected as leaders in the social sector.
Possible Survey Biases & Response Gathering Methods

We have identified different types of biases to be cautious of according to *Response vs Non Response Bias + [Examples]*[^1]:

The prominent ones in a survey of this nature are most likely to be:

- **Social Desirability Bias** - people feel pressured to put the answer most socially acceptable answer even if it is personally untrue
- **Extreme Response** - people exaggerate their answers to make themselves look good or make others look bad
- **Neutral Response** - people answer everything with neutral choice, which gives us no valuable data

According to *4 Effective Methods to Increase Your Survey Response Rates*[^2], we have identified four effective methods to gather a higher rate of responses. They are:

- Make sure potential respondents know that their opinions are valuable
- Motivation with incentive
- Keep surveys relevant and concise
- Use multiple channels to distribute surveys

We used 3/4 of these methods to entice respondents. We felt that in such a short amount of time, we would not need to use multiple channels to distribute our surveys. For the future, when an even higher response rate is the goal, we would suggest other methods of distribution along with emails.

Conclusion

The purpose of this research was to measure the community impact served by the organization. The study was conducted using primary data. The data was collected from 38 individuals, 4 NPOs, and 1 team. All the survey respondents were from Fort Worth, Texas, and were connected with BoardBuild in some way. Results indicate that the majority of the individual survey respondents completed the board training and received certification.

[^1]: Response vs Non Response Bias + [Examples] [https://www.formpl.us/blog/response-non-response-bias](https://www.formpl.us/blog/response-non-response-bias)
For the NPO surveys, many organizations registered for BoardBuild and also sent their employees for the training. The team response showed they registered for BoardBuild but never sent an employee for the training. If a similar survey is conducted in the future, it will be useful to analyze the differences from year to year.

Diversity is an important aspect of BoardBuild as it will make them achieve their mission with a range of diverse leaders. Our survey results also showed nonprofit organizations believe BoardBuild is a tool to diversify board members based on race, gender, age, life experiences, etc. This shows nonprofits want diversity in their organizations to help strengthen the community.

Overall, BoardBuild’s audiences have reported that the platform’s course has helped them gain knowledge on NPO governance boards. With a better understanding of a board’s responsibilities, individuals will be able to offer more and contribute greatly to their board. Individuals who are more comfortable with their duties are better able to drive their nonprofits’ mission, vision, and values. Strengthening NPOs in turn strengthens communities.

Recommendations

POTENTIAL QUESTIONS TO INCLUDE:

- What motivated you to interact with BB? Did they find it on their own, recommendation, etc?
- What motivated you to take BB’s course?
- Could you specify which domain your board members still need to improve after the BoardBuild course? (ask when a participant says no to ‘BB certified board member better prepare coming to board meeting’)
- Why have you chosen to not use BoardBuild’s matching functionality?
  - Pricing
  - Quality
  - Already on a board
  - Ambiguity (Not enough information available)
  - Other…
- What are some ways BoardBuild can improve its matching functionality?
  - Pricing
  - Add more positions
  - Improve/Increase notification of matches
  - Interface
  - Get more partnerships with NPOs in more locations
  - Other…
- What other kinds of courses would you be interested in taking?
  - Stress Management
  - Marketing Communications
  - Fundraising
- Grantseeking
- Volunteer Management
- Other

Some of the questions do not even need to be on a survey, they could just be implemented on BB’s website after taking the course.

- Which of the following core competencies have you gained knowledge in by taking the course?
  - Leadership Development
  - Nonprofit Board Governance
  - Nonprofit Finances
  - Agency Programs
  - Nonprofit Guiding Documents
- Do you feel the knowledge gained from BoardBuild’s course will help you become a better community trustee? Y/N, Comment
- Do you feel the knowledge gained from BoardBuild’s course will help you in your career? Y/N, Comment
- Did you use BoardBuild’s matching functionality to find a board position that aligns with your skills and interests? Y/N
- What areas can be improved in our course?
  - Leadership Development
  - Nonprofit Board Governance
  - Nonprofit Finances
  - Agency Programs
  - Nonprofit Guiding Documents
  - Other…
- How likely are you to refer others to BoardBuild’s services?
  - Highly likely -> Highly unlikely

DIVERSITY:
In the future, BoardBuild needs to mention more diversity in the survey questions, since they greatly value it in their mission and vision. This would mean to include more questions about it, and potentially get more opinions from the community to see how BoardBuild can improve the diversification of boards.

Since we are currently in a civil rights movement, BoardBuild should aim to make a change for the better when giving potential candidates fair opportunities instead of possibly displaying an internal bias.
GENERAL SUGGESTIONS:
For the first surveys being sent out from BoardBuild, we were pleased to get 43 responses. However, since there were multiple pathways that respondents could have ended up on, certain questions only received 1 or 2 responses. This is not enough information to accurately grasp the impact of these scenarios. In the future, BoardBuild should try to expand their channels to gather more information on their community impact. These channels may include over-the-phone surveys, text surveys, or even just increase the number of emails sent as reminders to fill out the survey.

Another suggestion would be to increase the number of incentives given (if the budget allows), because people may be more inclined to participate if they know they have a higher chance of winning something, especially if it's something of value. These incentives may include multiple gift cards and/or free or discounted BoardBuild services for some time (3 months, 6 months, 1 year).