

D. Hilton's Board Best Practices Survey Series



d. hilton associates inc.

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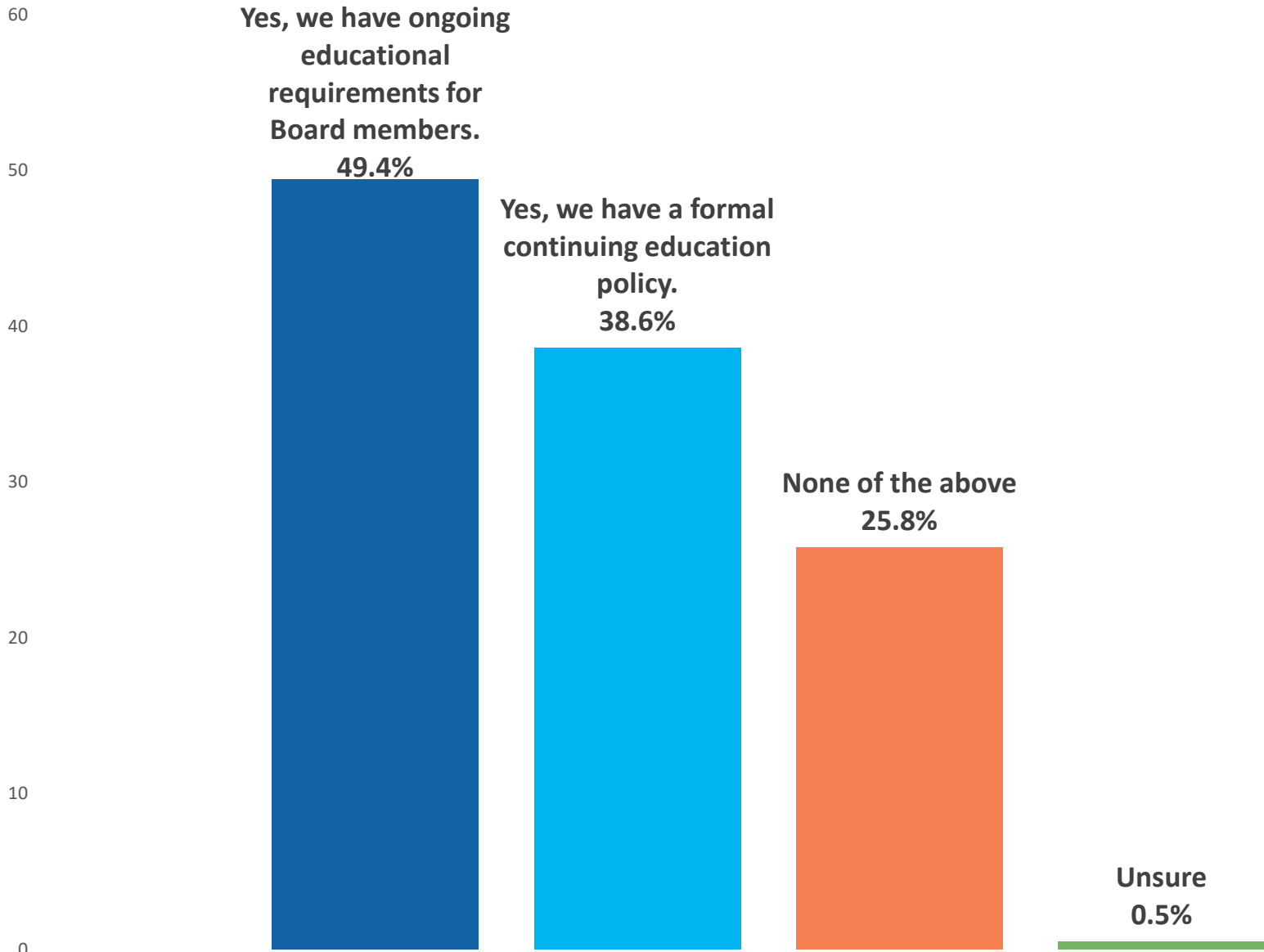
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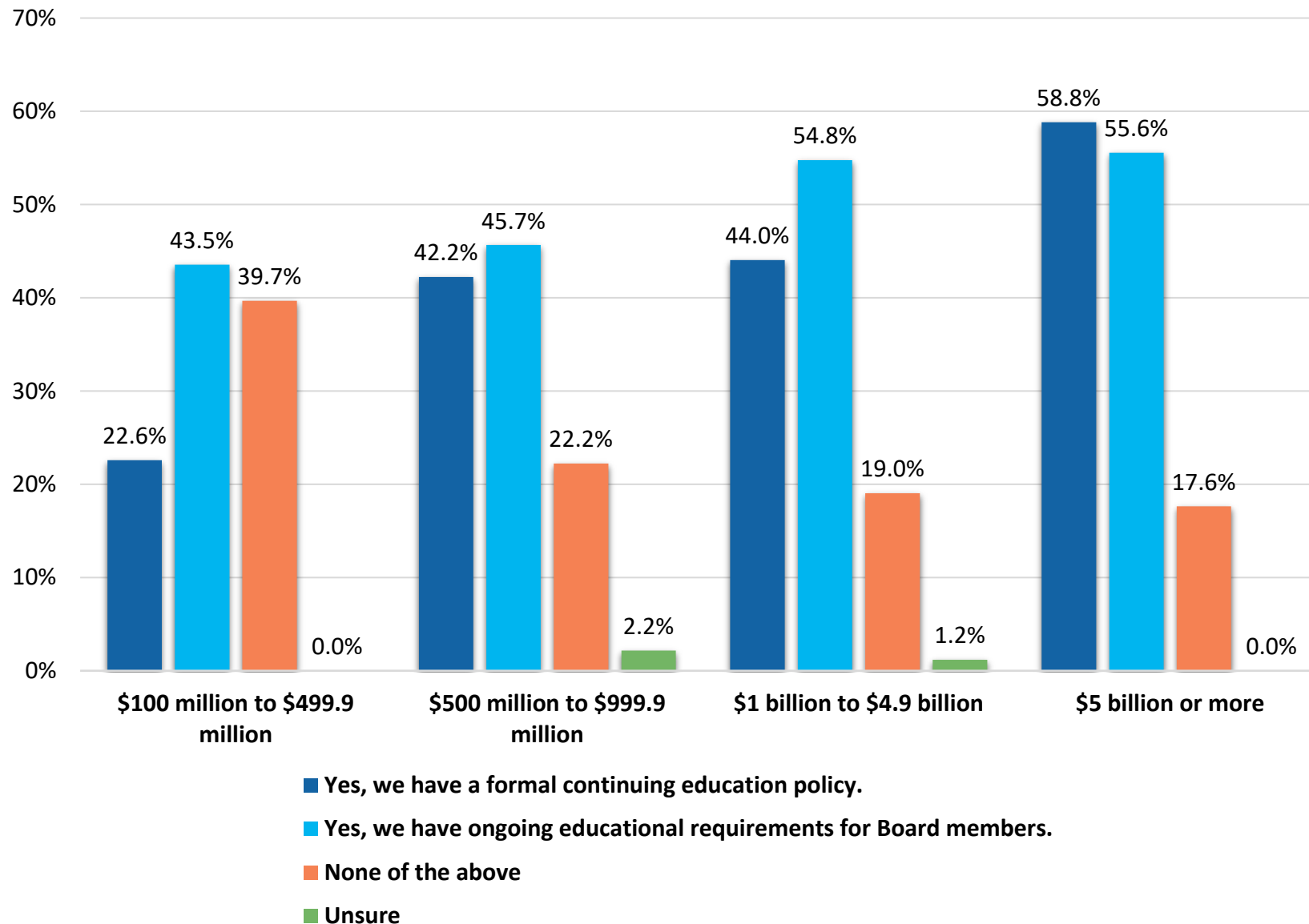
Part 1: Board Education



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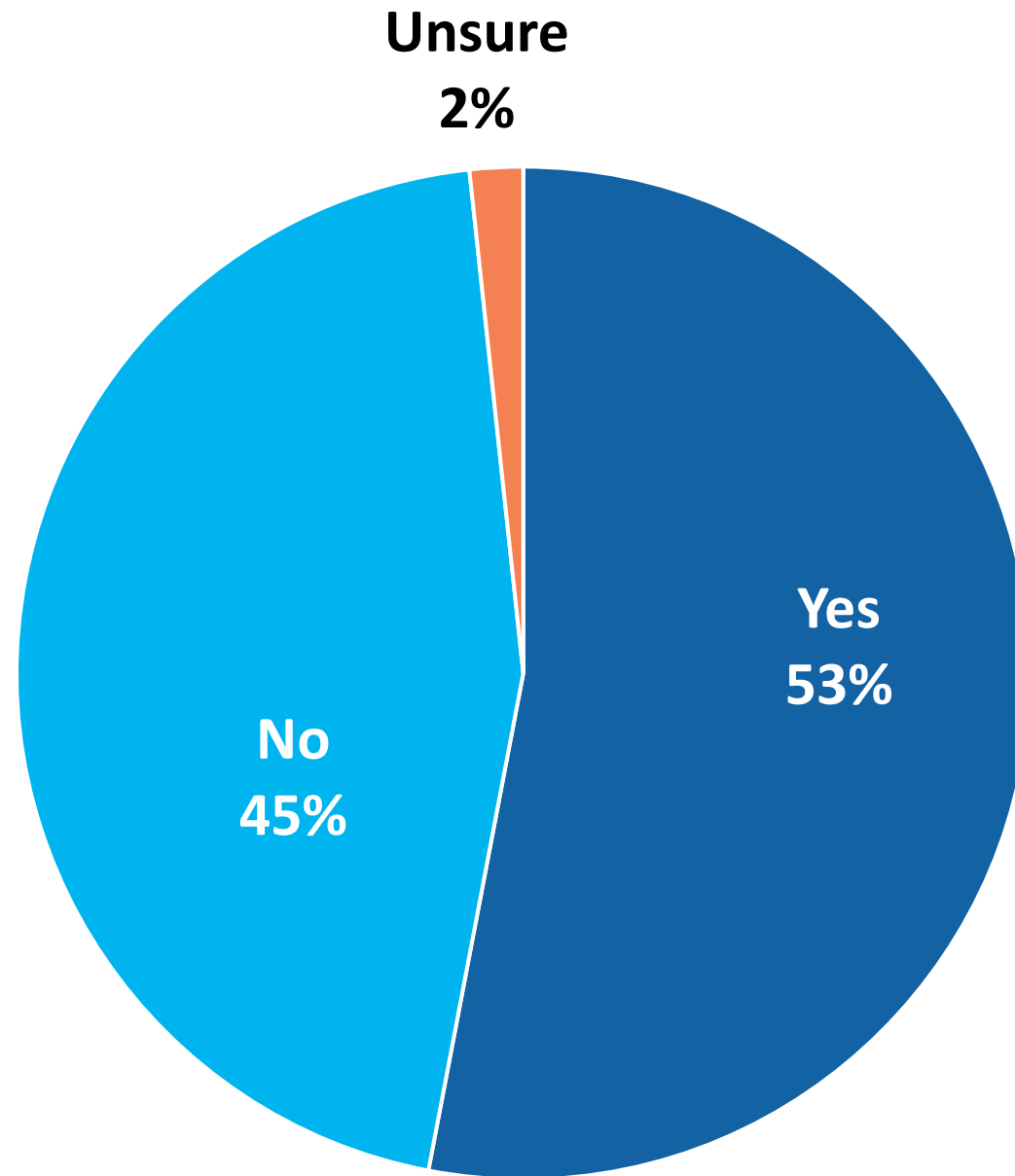


Does the Board have a formal continuing education policy and/or ongoing educational requirements for Board members?

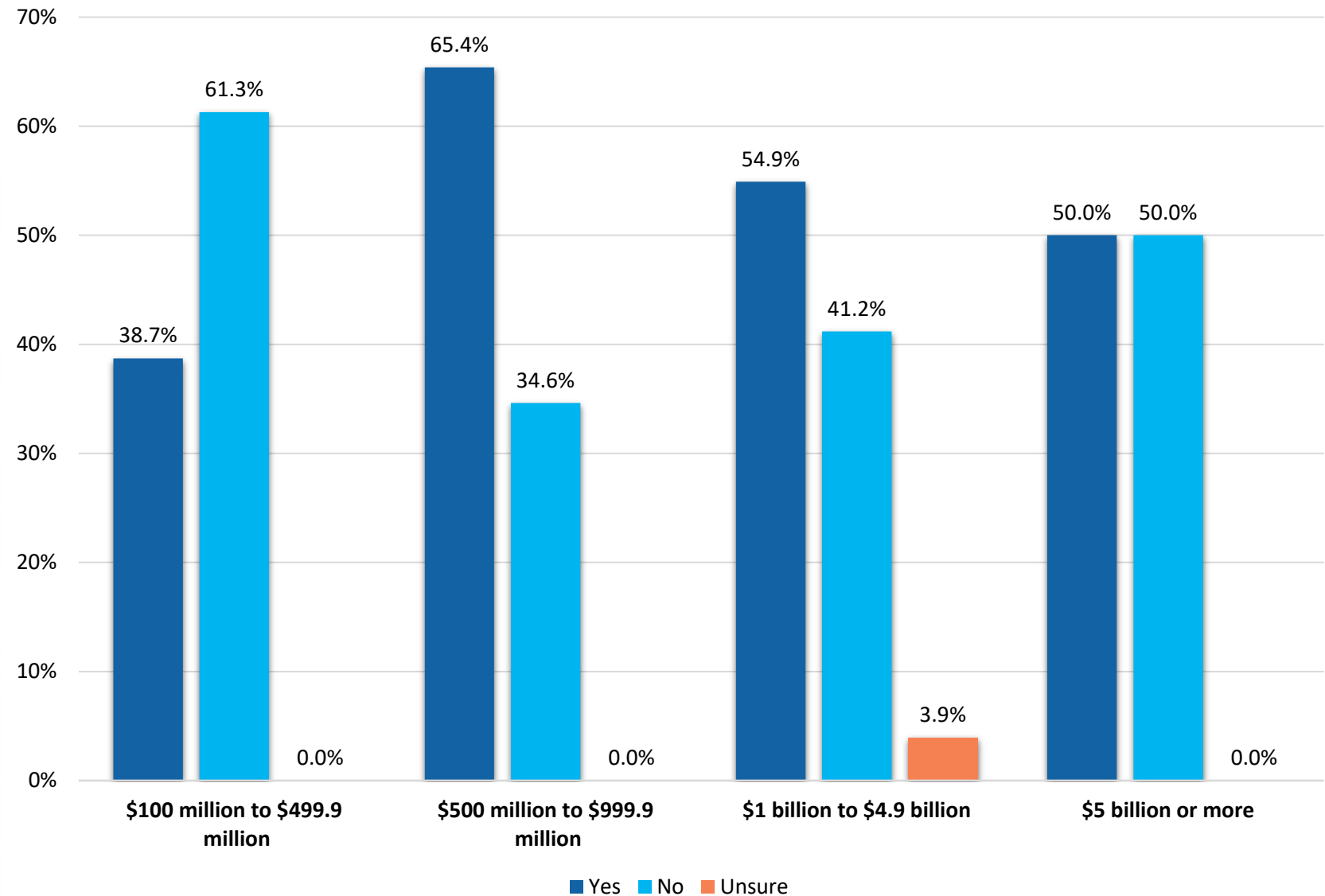


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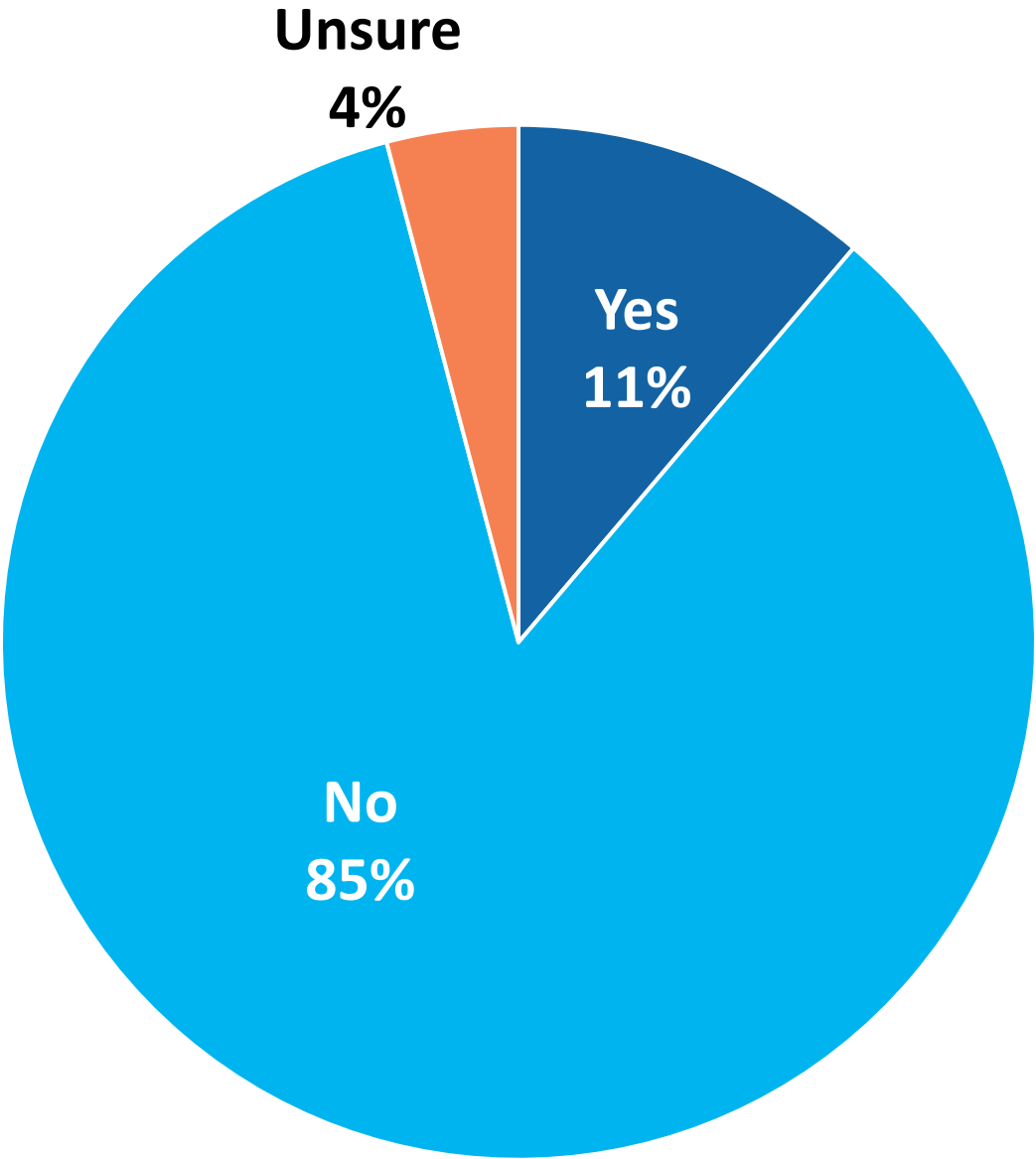
**Are Board members
required to achieve a
certain level of education
within a specified time
period?**



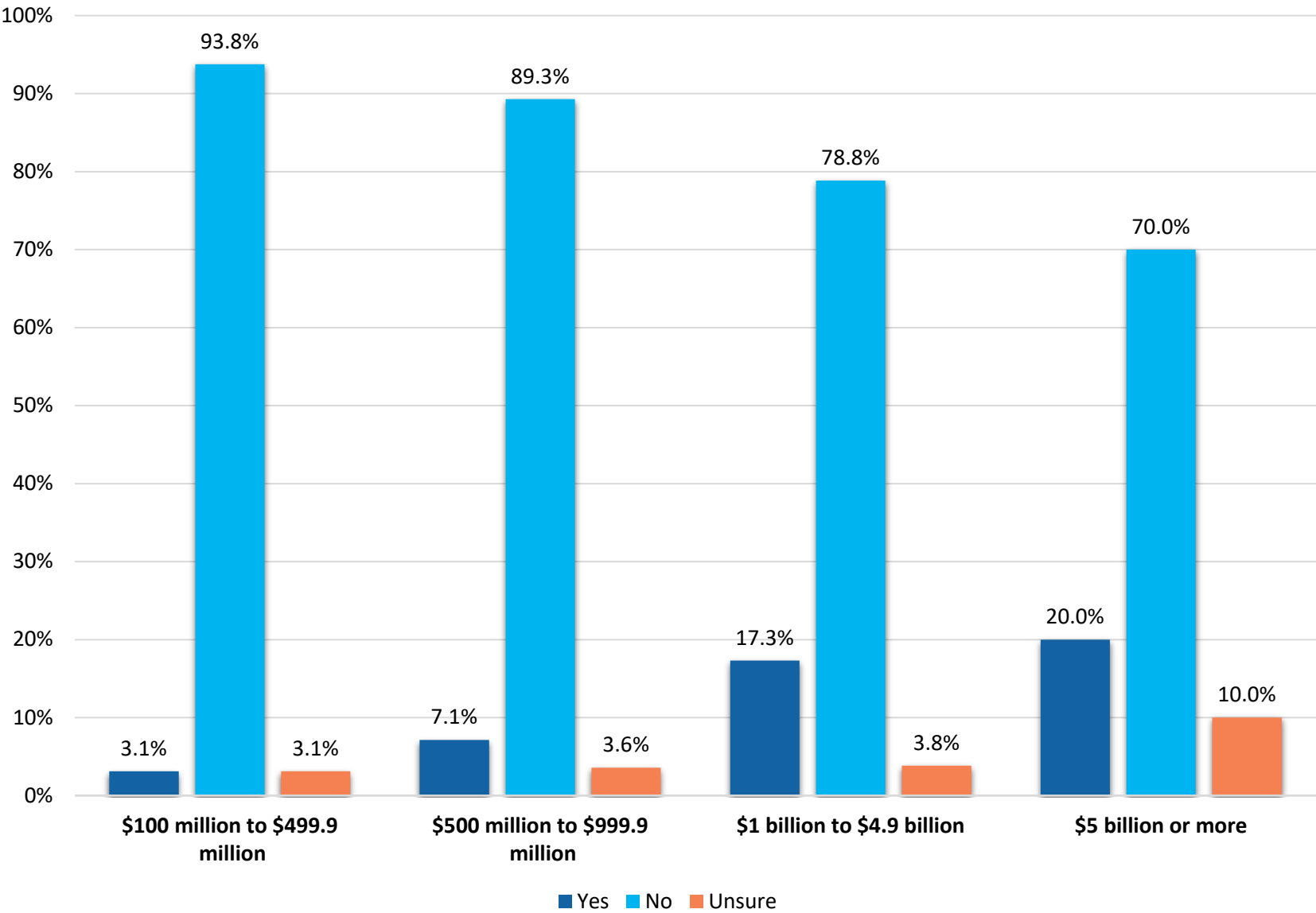
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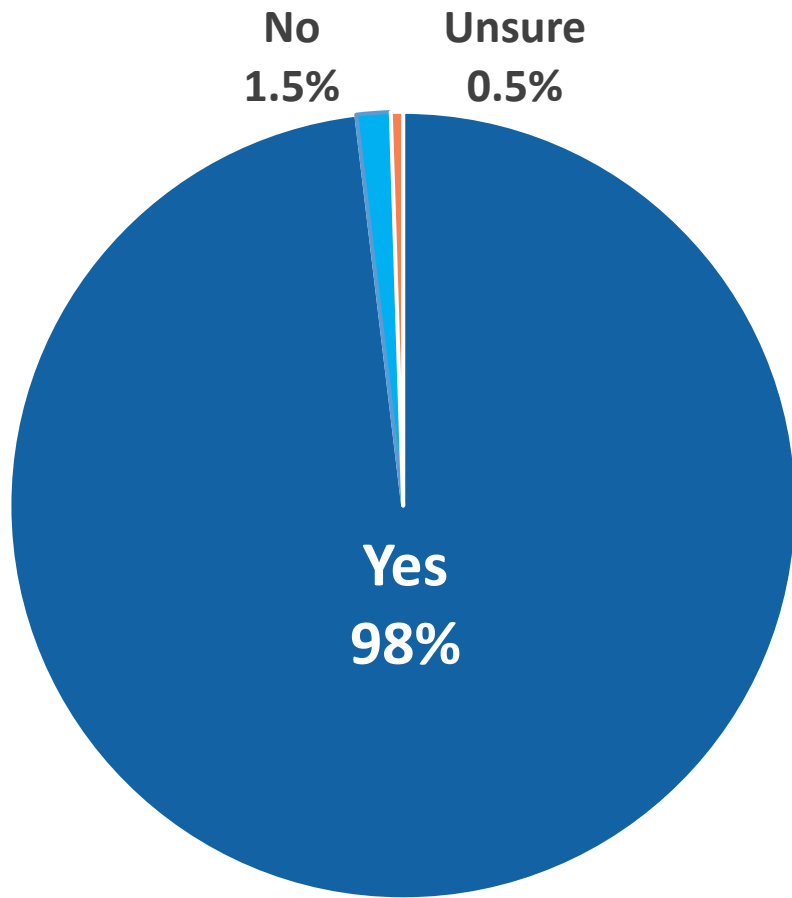


Does your policy outline specific certifications that Board members must obtain, such as a Certified Credit Union Board Member (CCUB) certification?

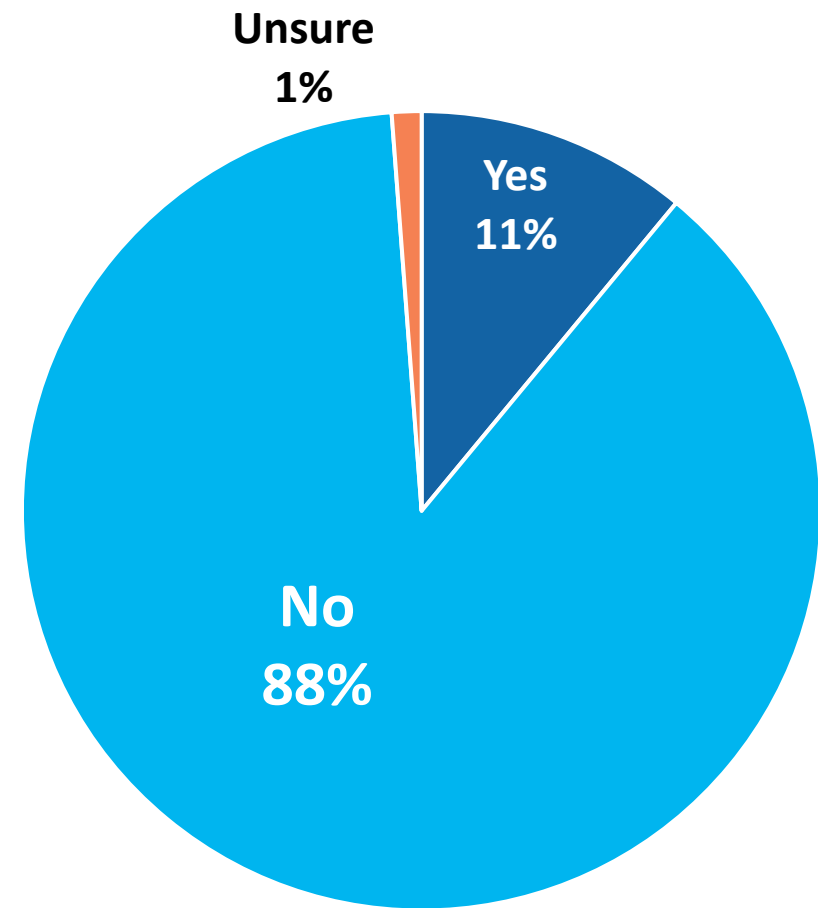


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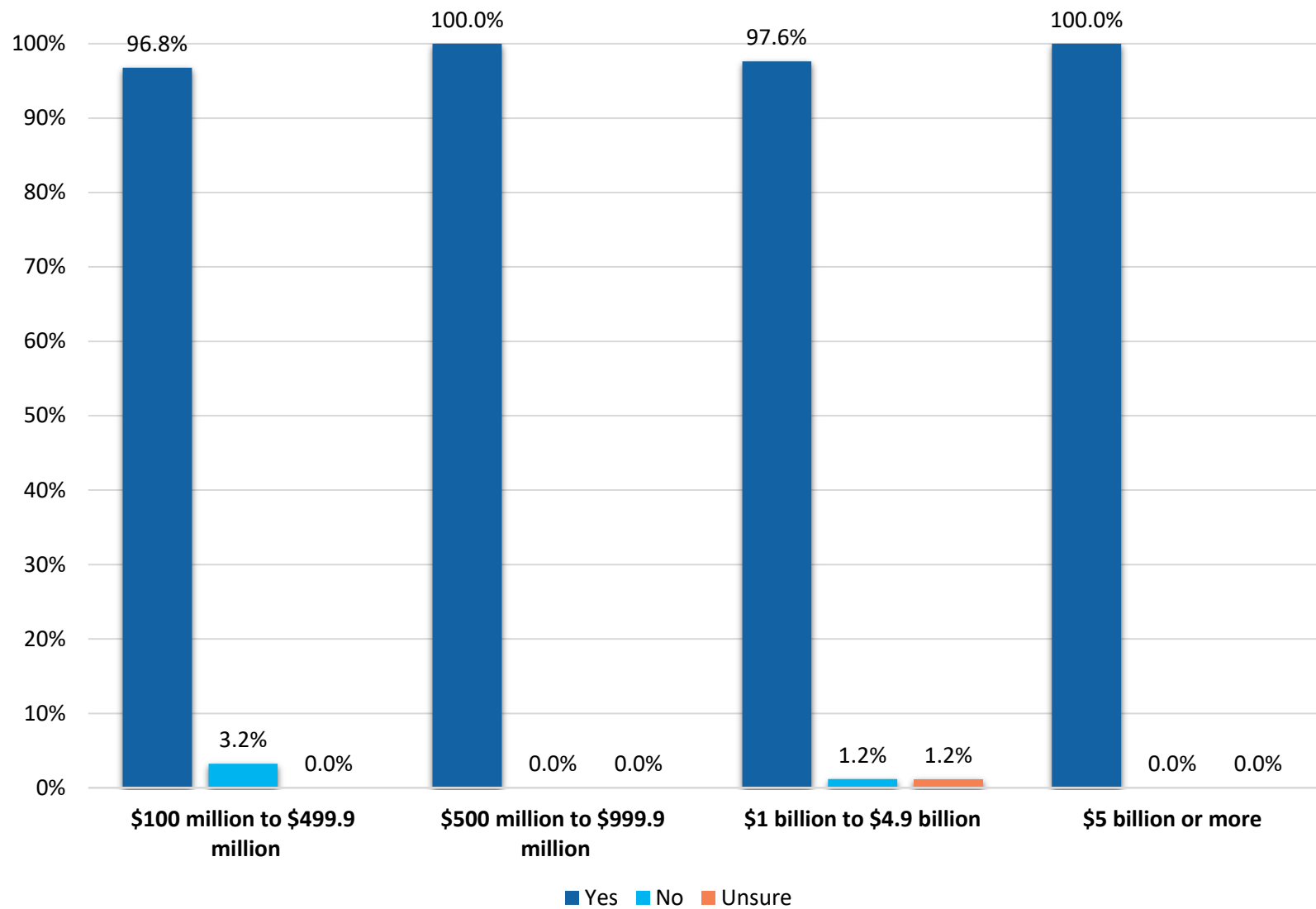




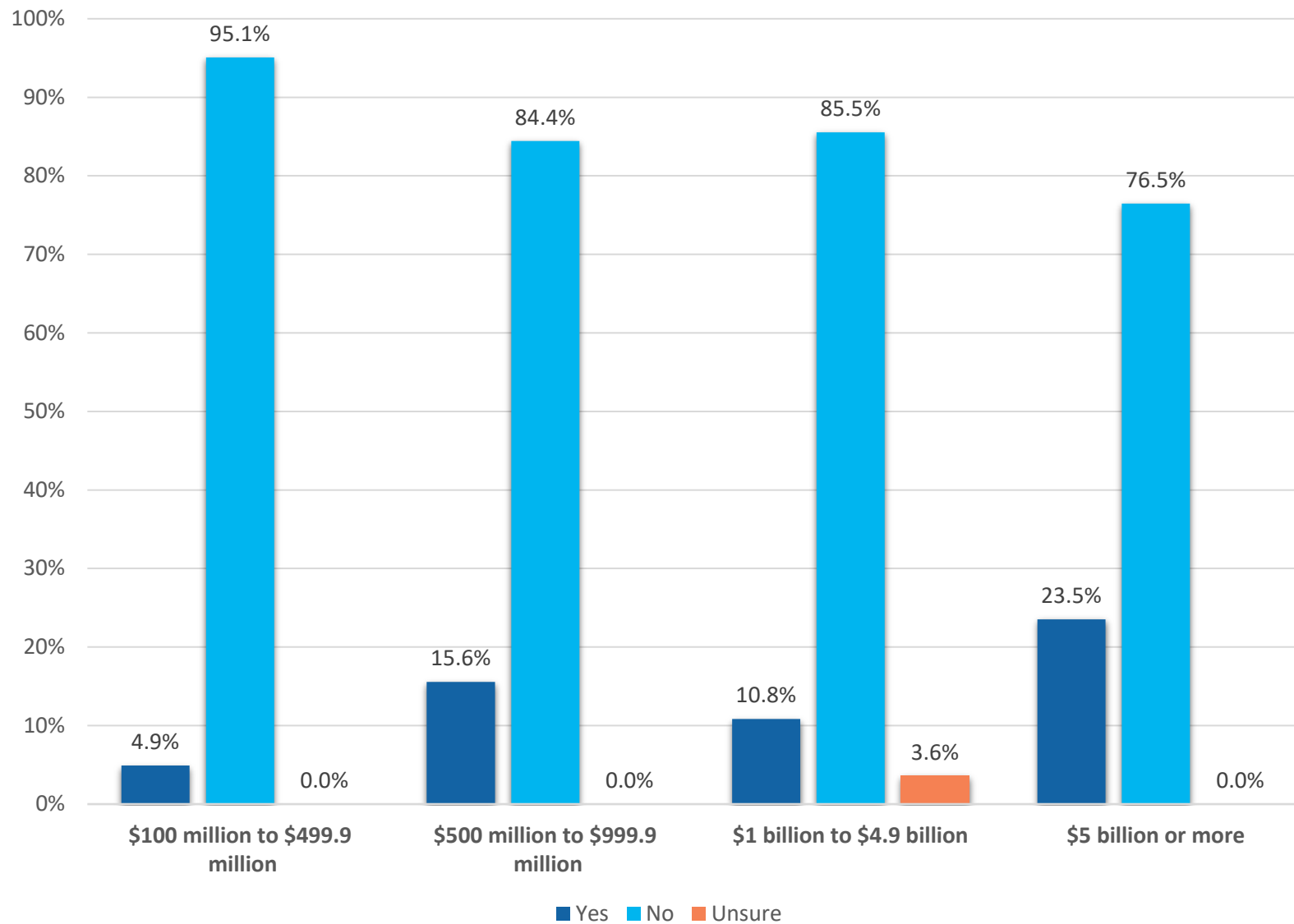
Are Board members permitted to attend conferences?



Are Board members required to attend conferences?

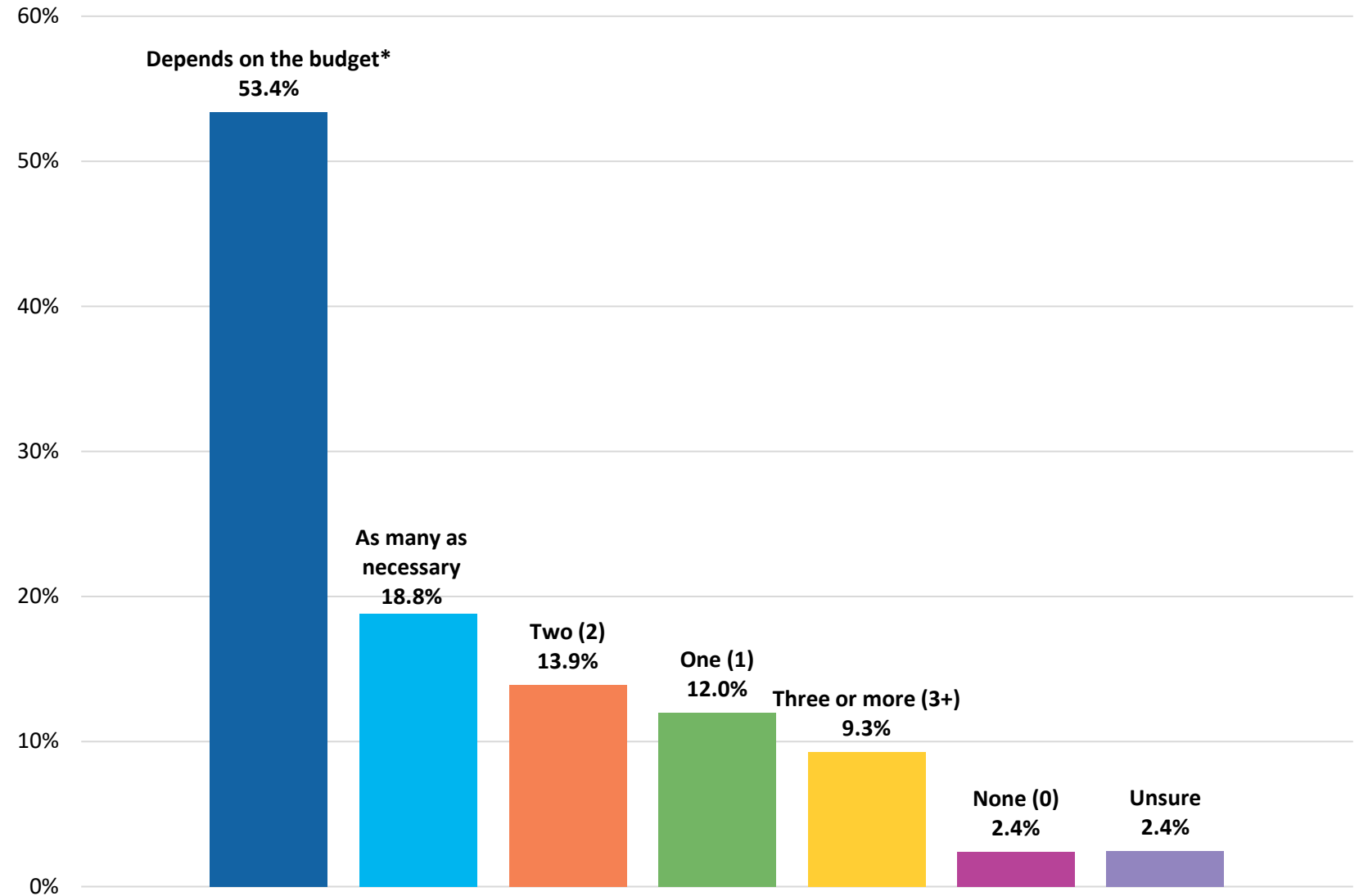


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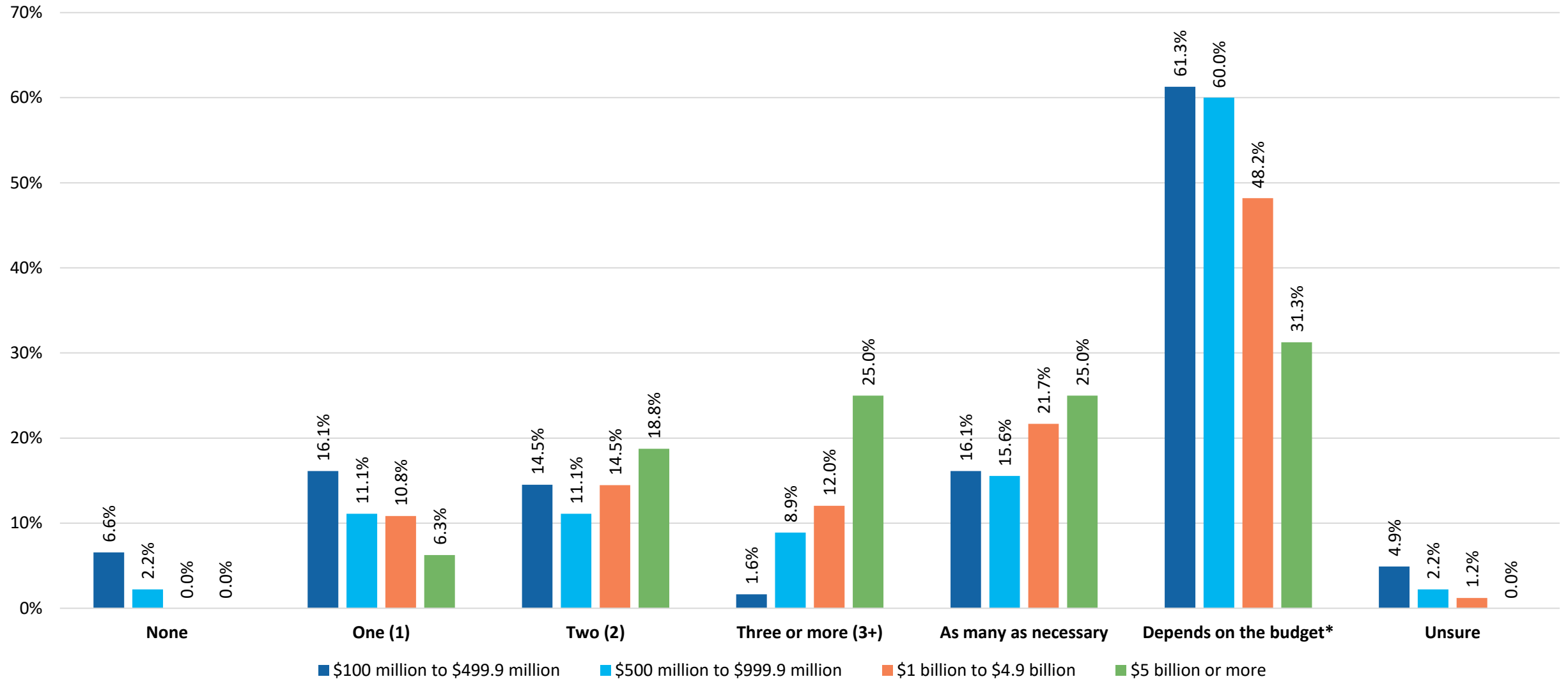
Are Board members
required to attend
conferences?

How many conferences
can a Board member
attend in a given year?



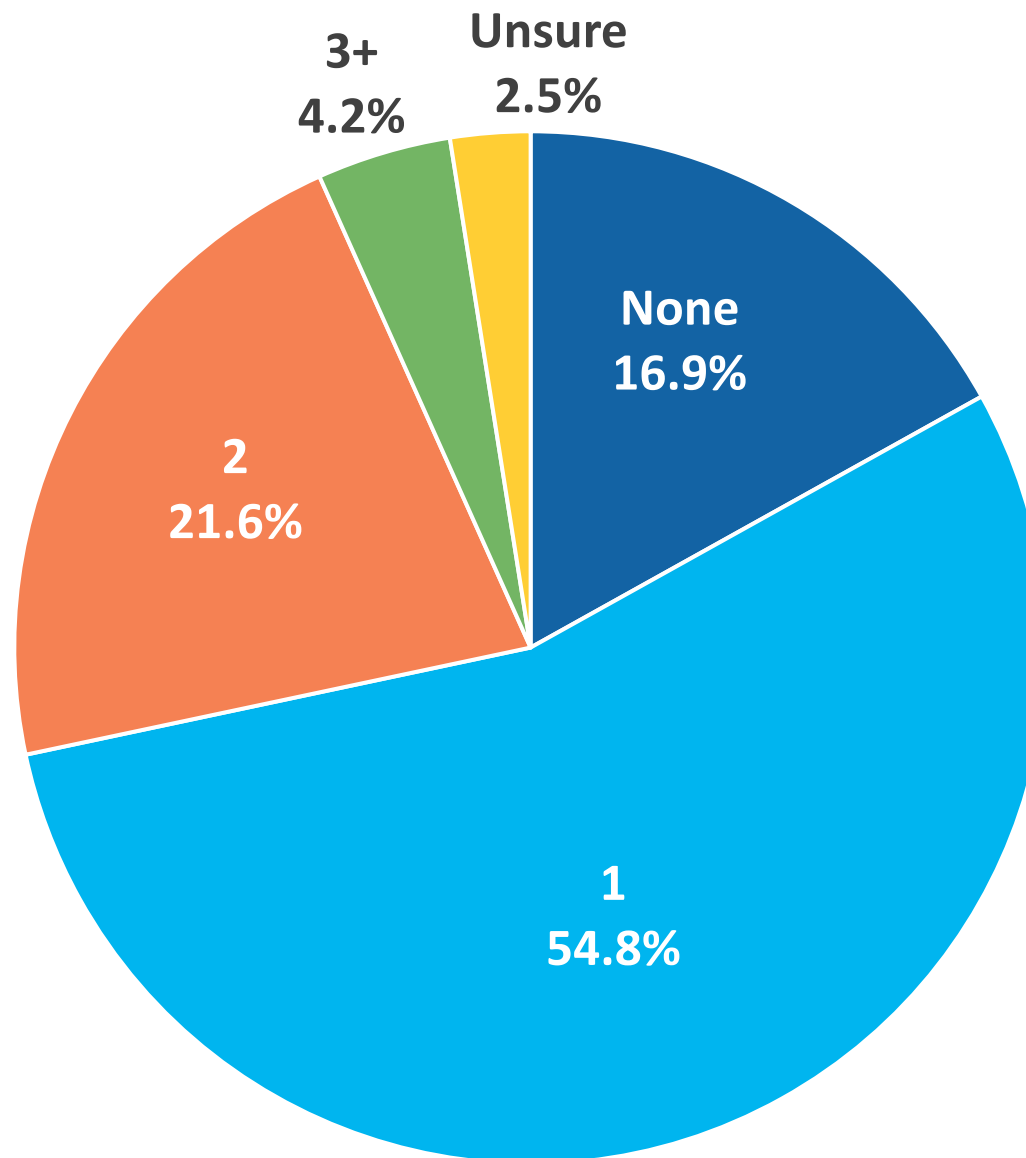
*e.g., multiple less expensive conferences, 1-2 more expensive conferences

How many conferences can a Board member attend in a given year?

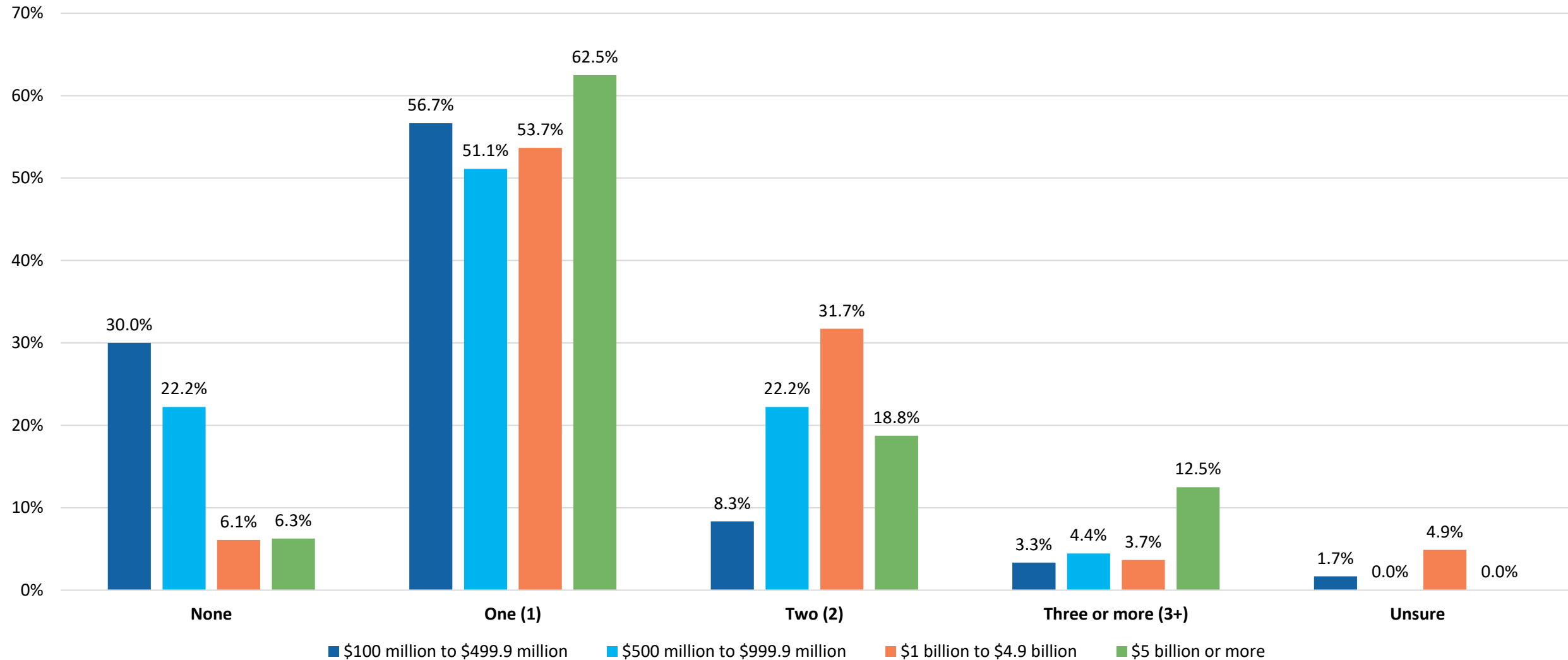


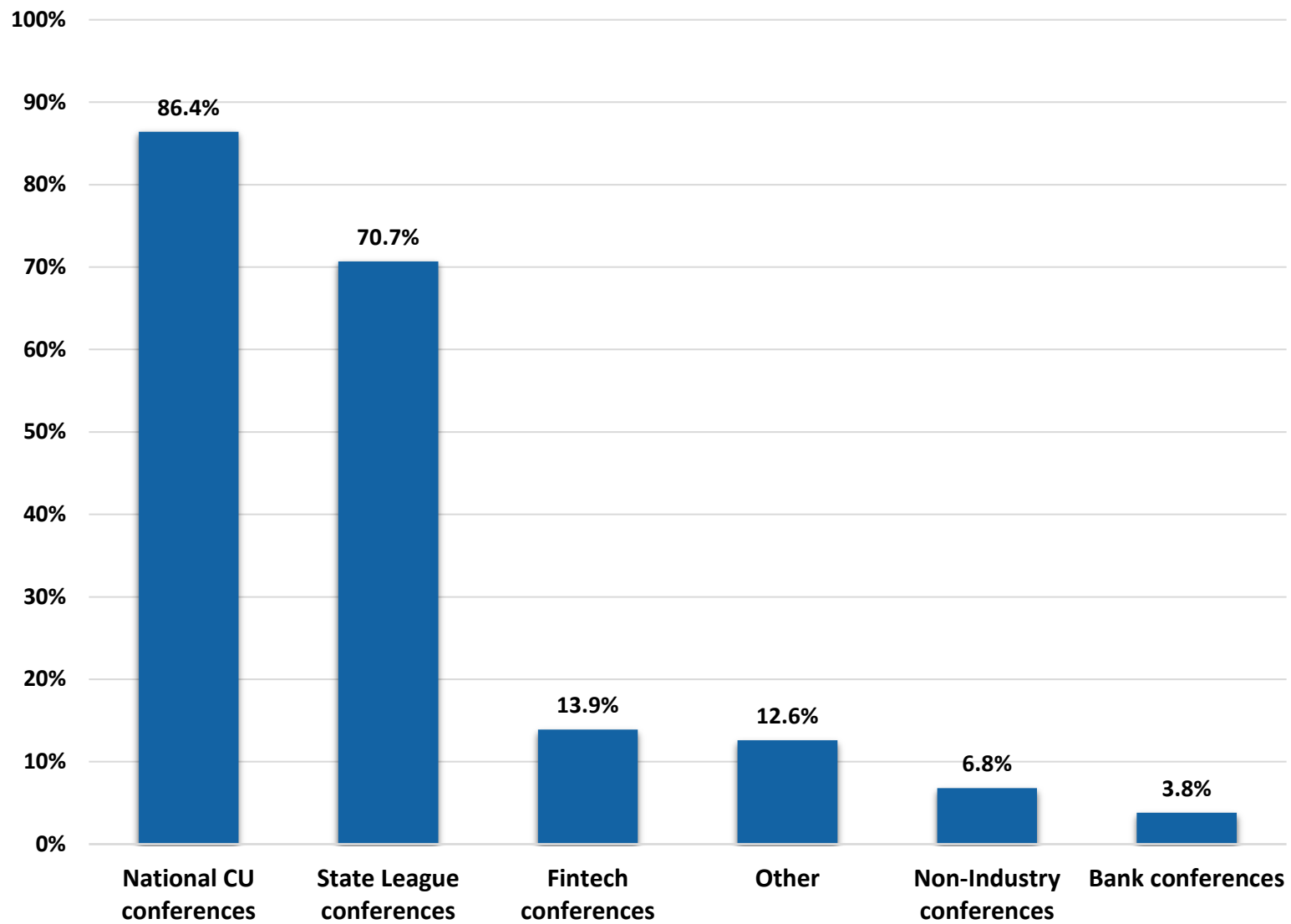
*e.g., multiple less expensive conferences, 1-2 more expensive conferences

How many conferences
does your average Board
member attend in a given
year?



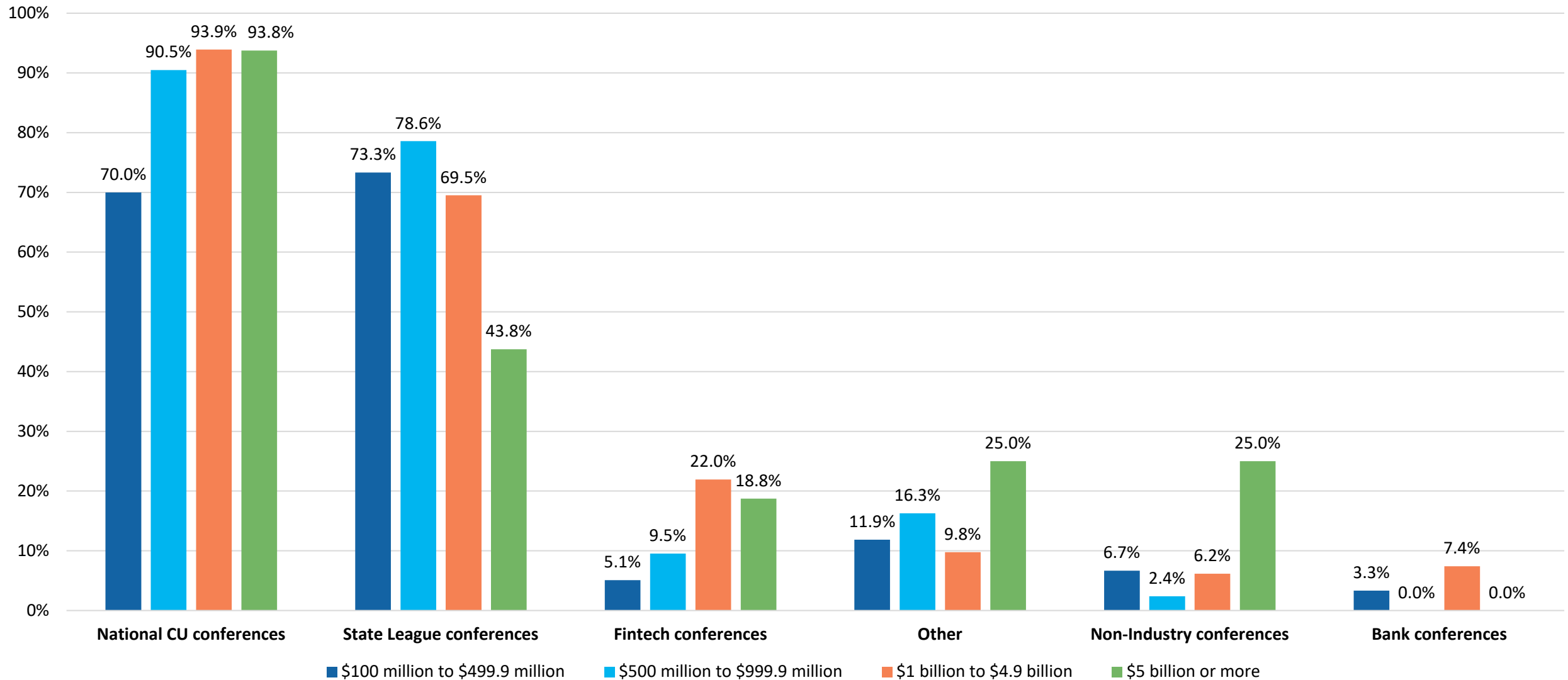
How many conferences does your average Board member attend in a given year?

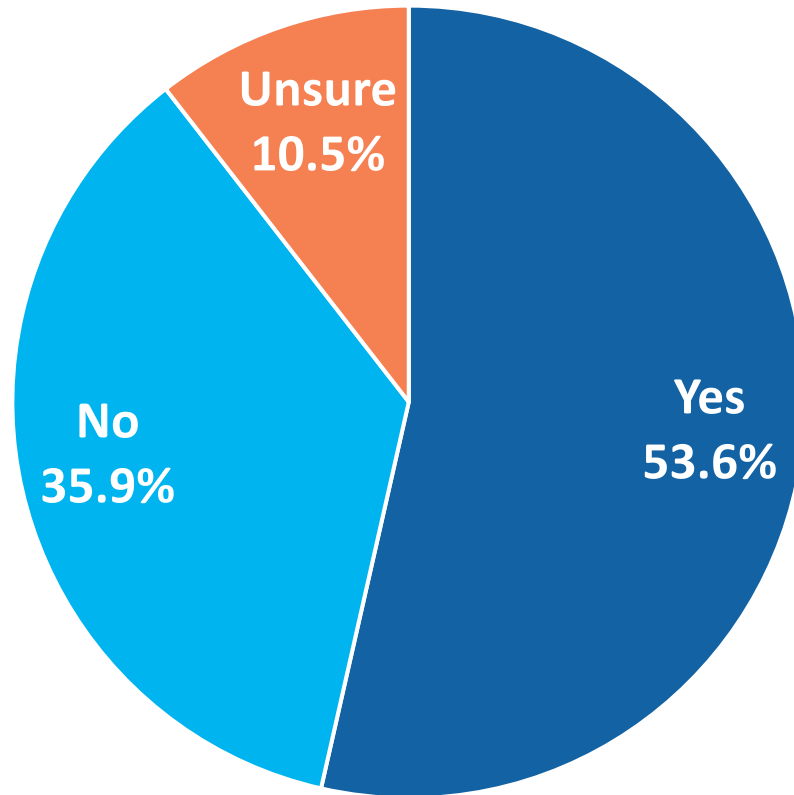




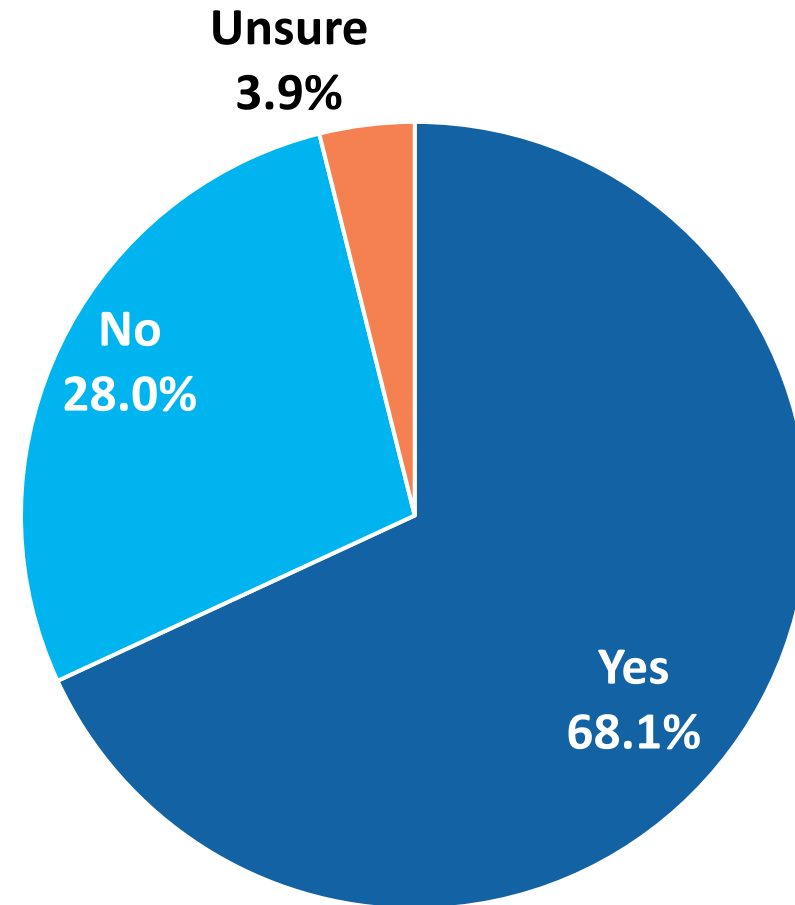
What types of conferences
does your Board attend?

What types of conferences does your Board attend?



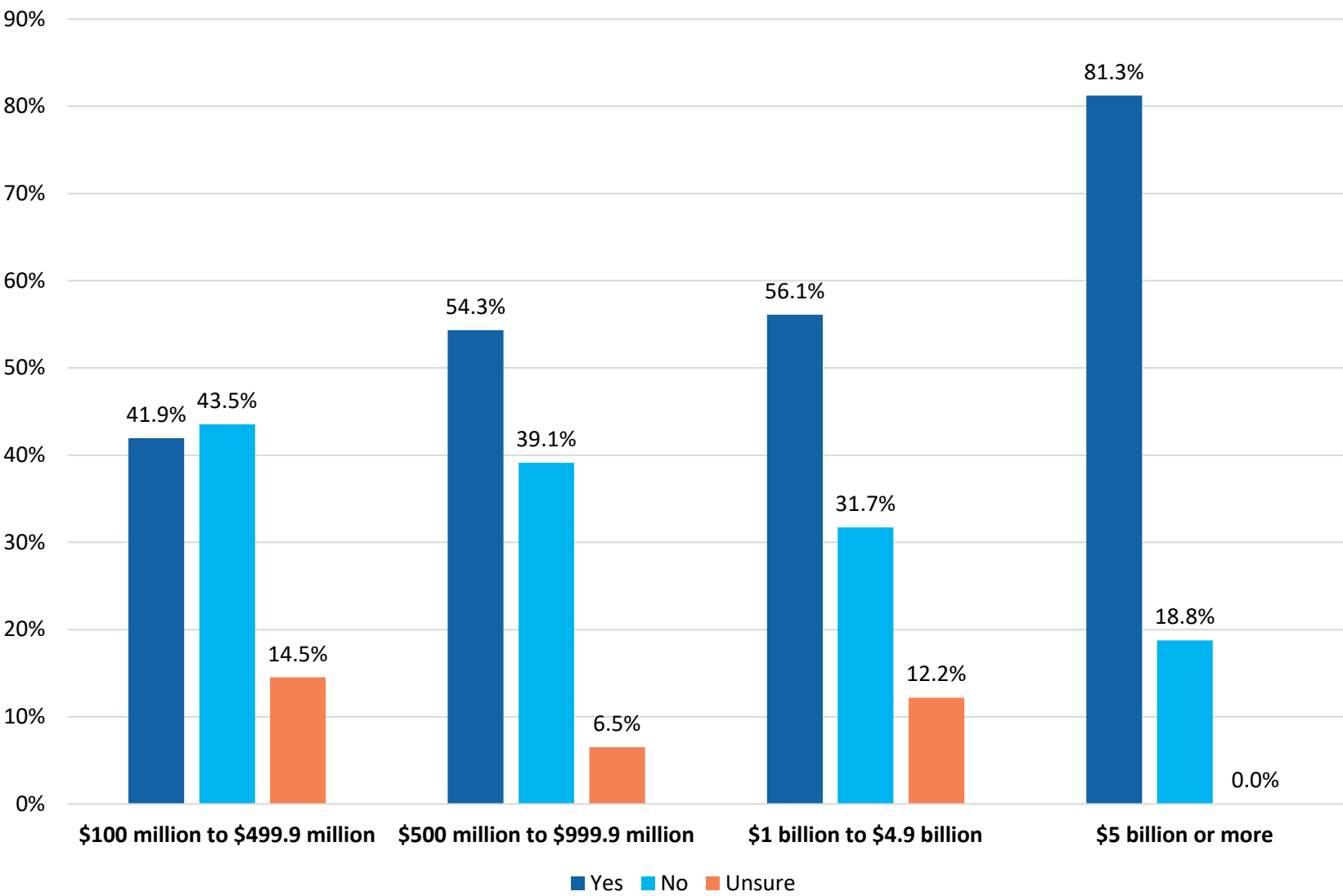


Can Board members attend conferences outside of the U.S.?

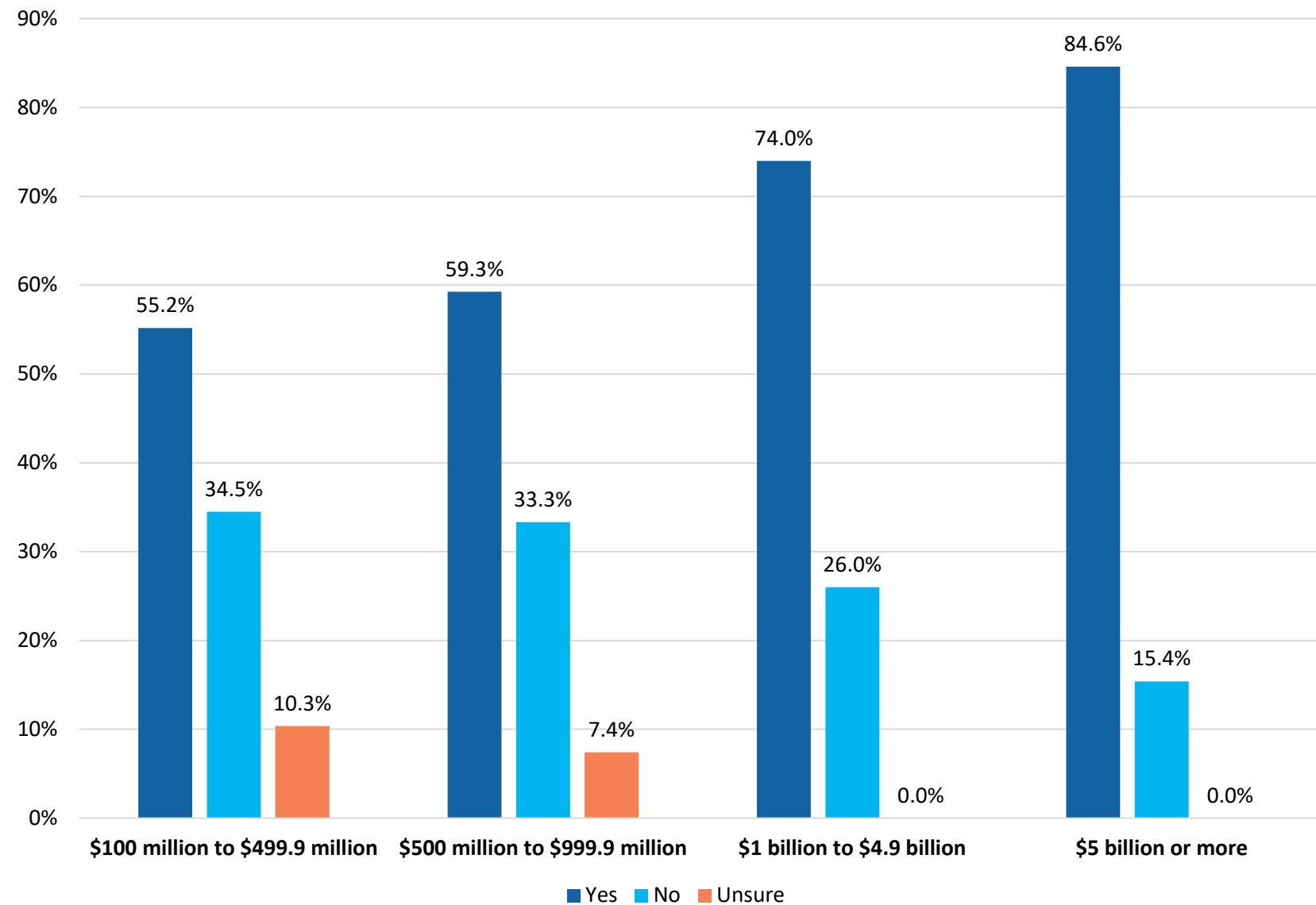


Have Board members attended conferences outside of the U.S.?

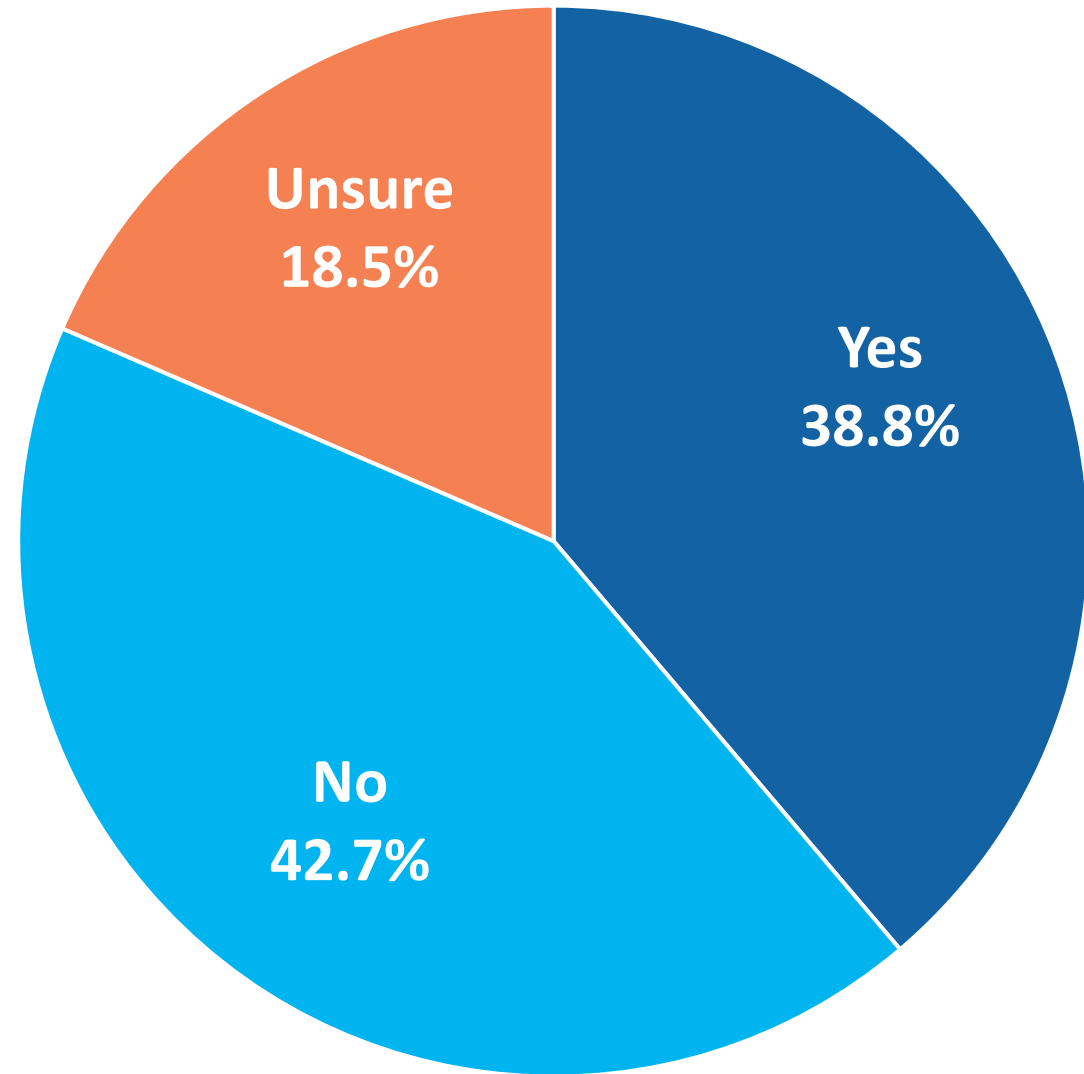
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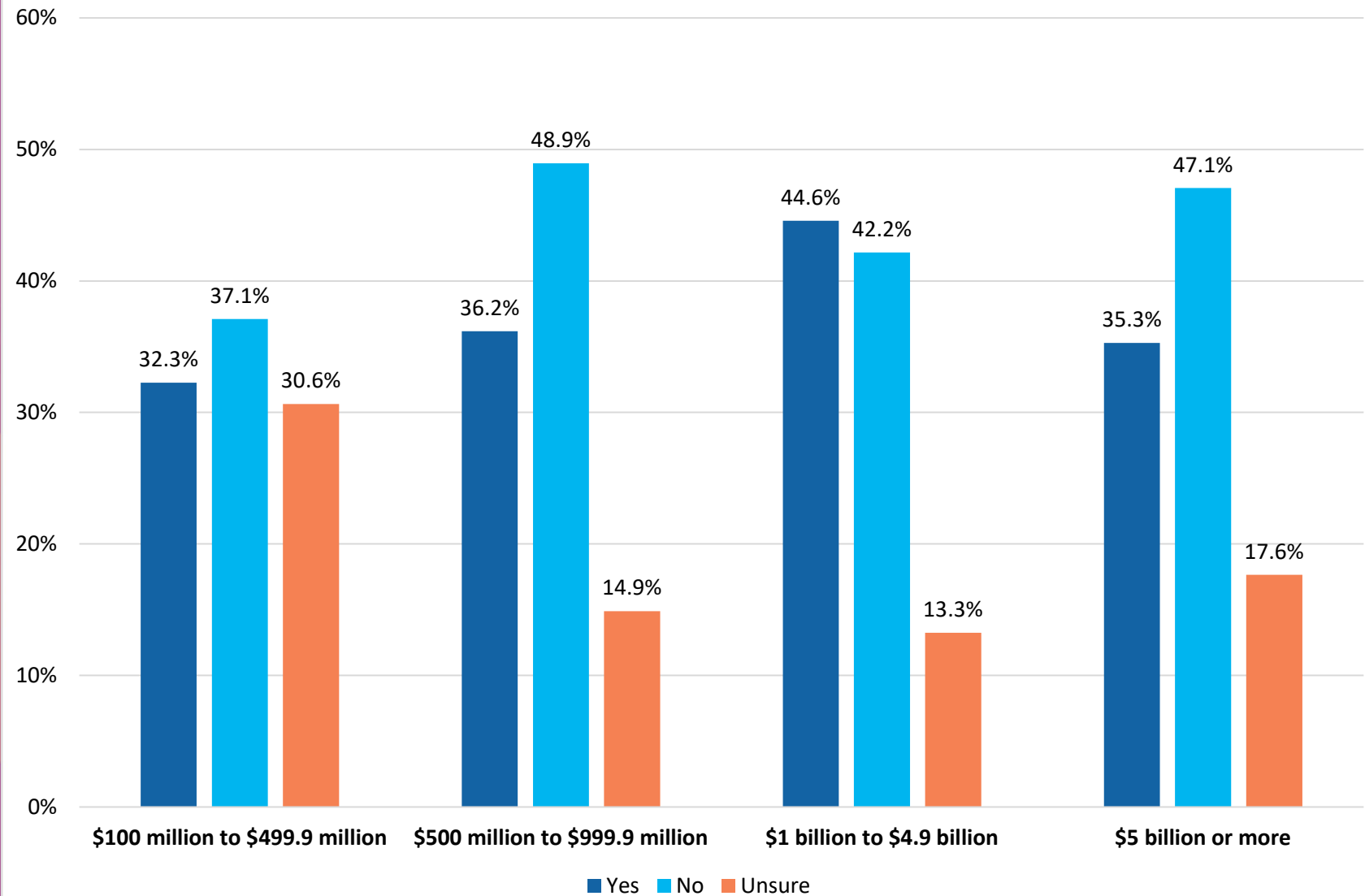
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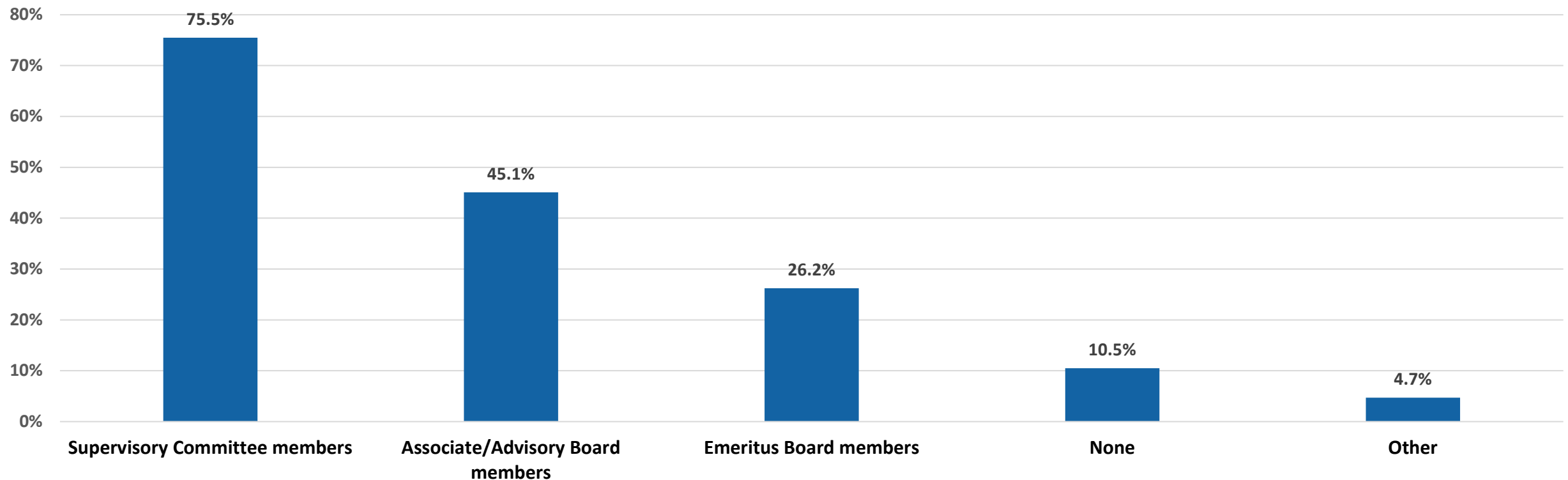
**Are Board members
allowed to attend
conferences that are on
cruise ships?**

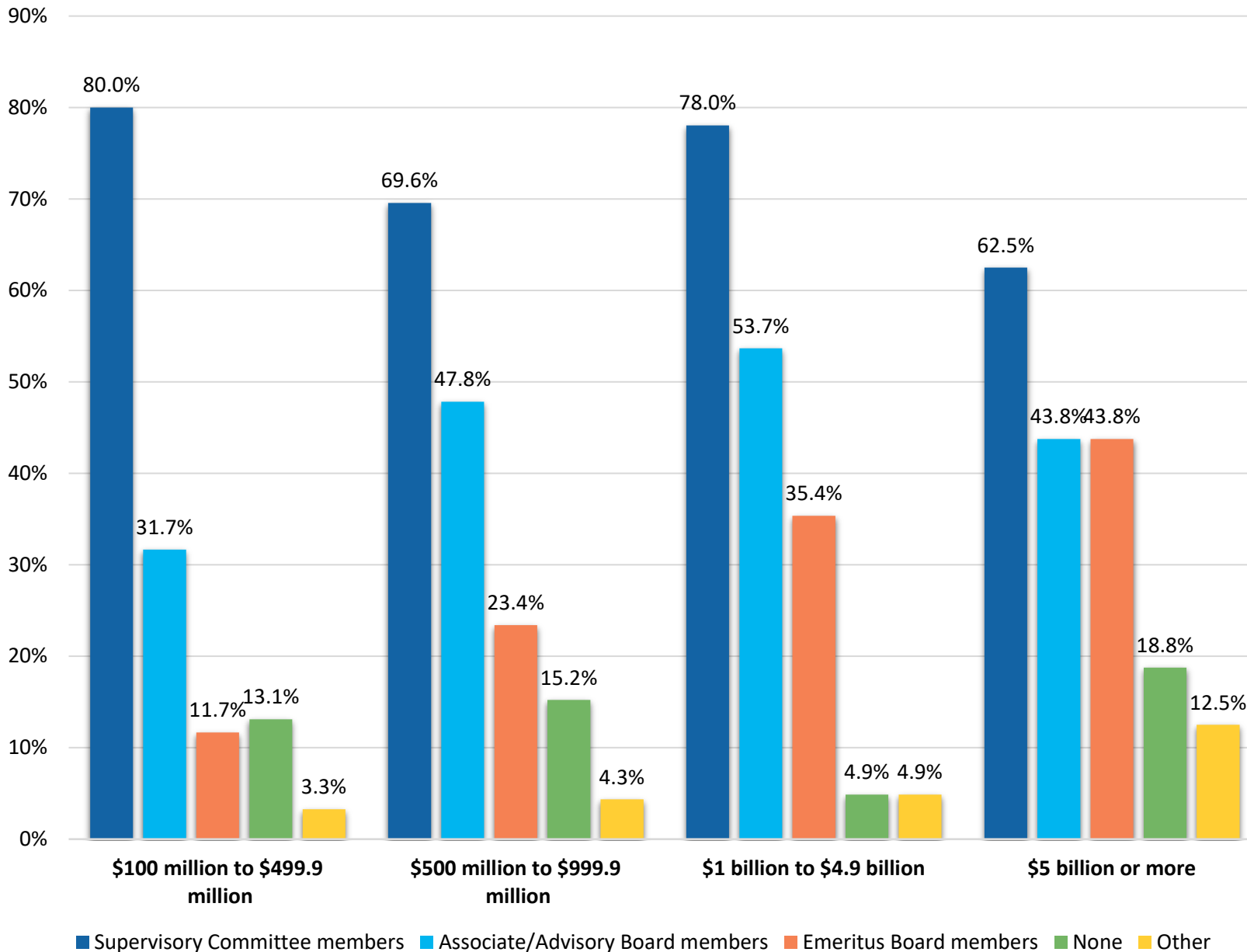


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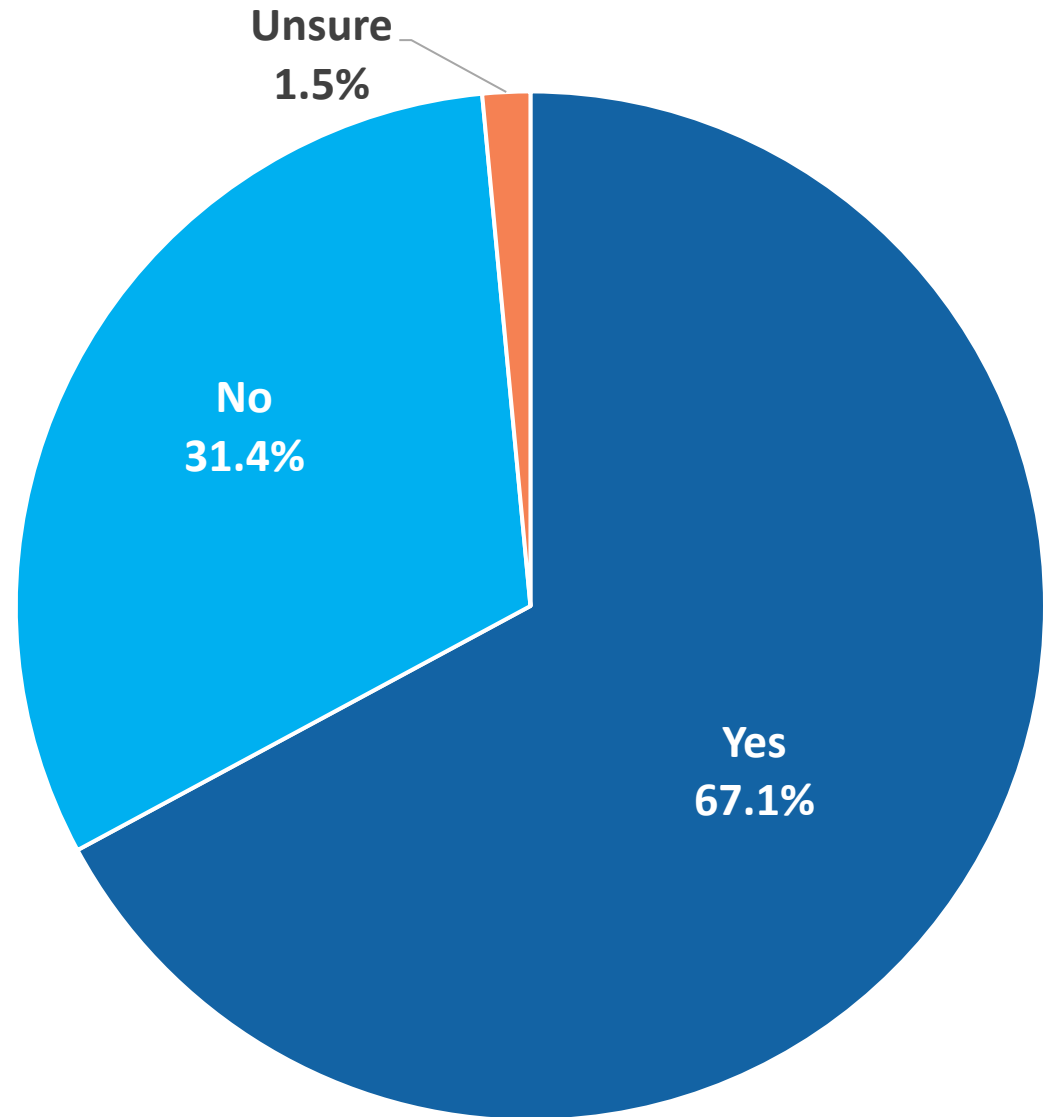
In addition to Board members, what other governance positions may attend conferences?



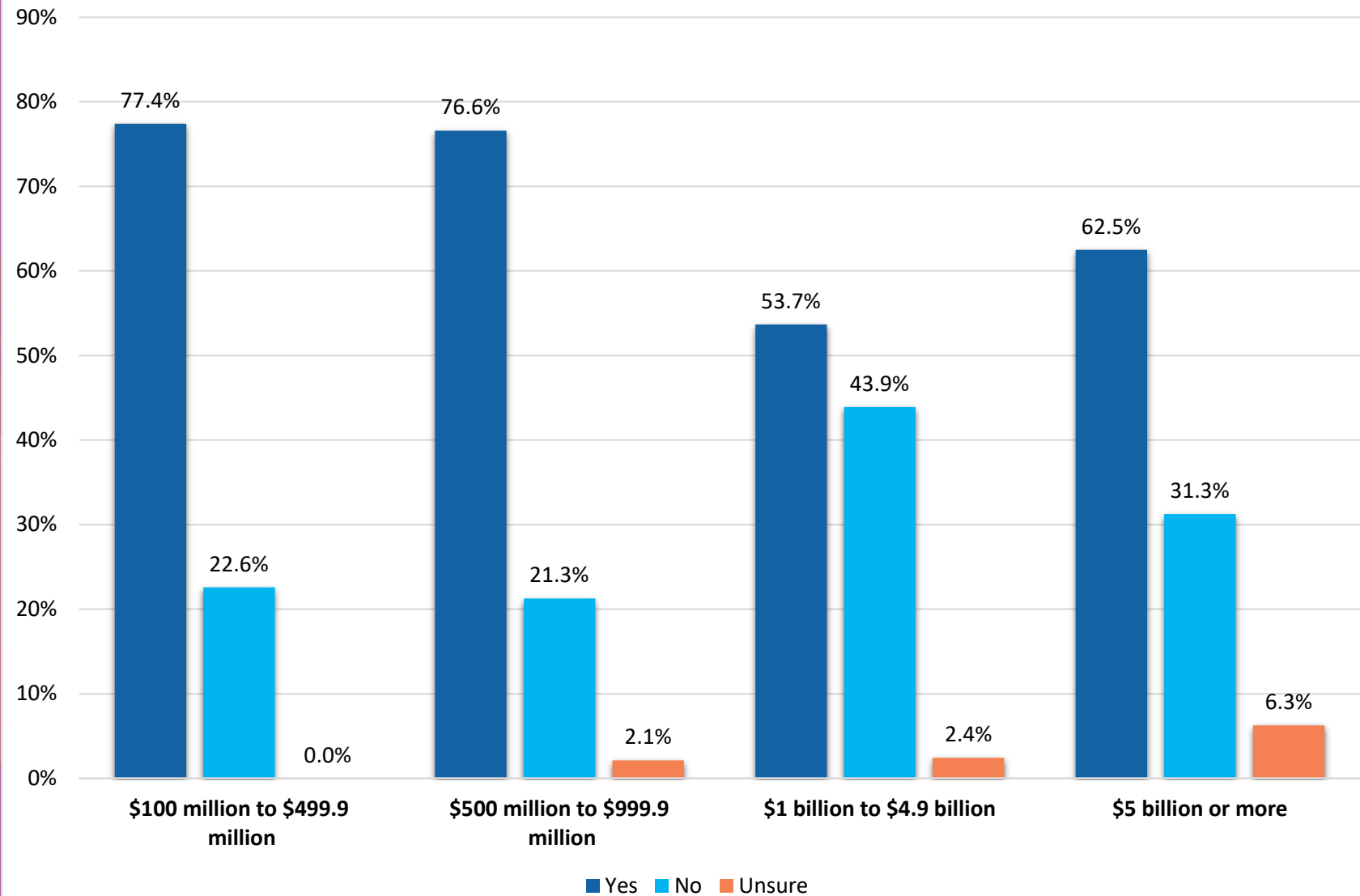


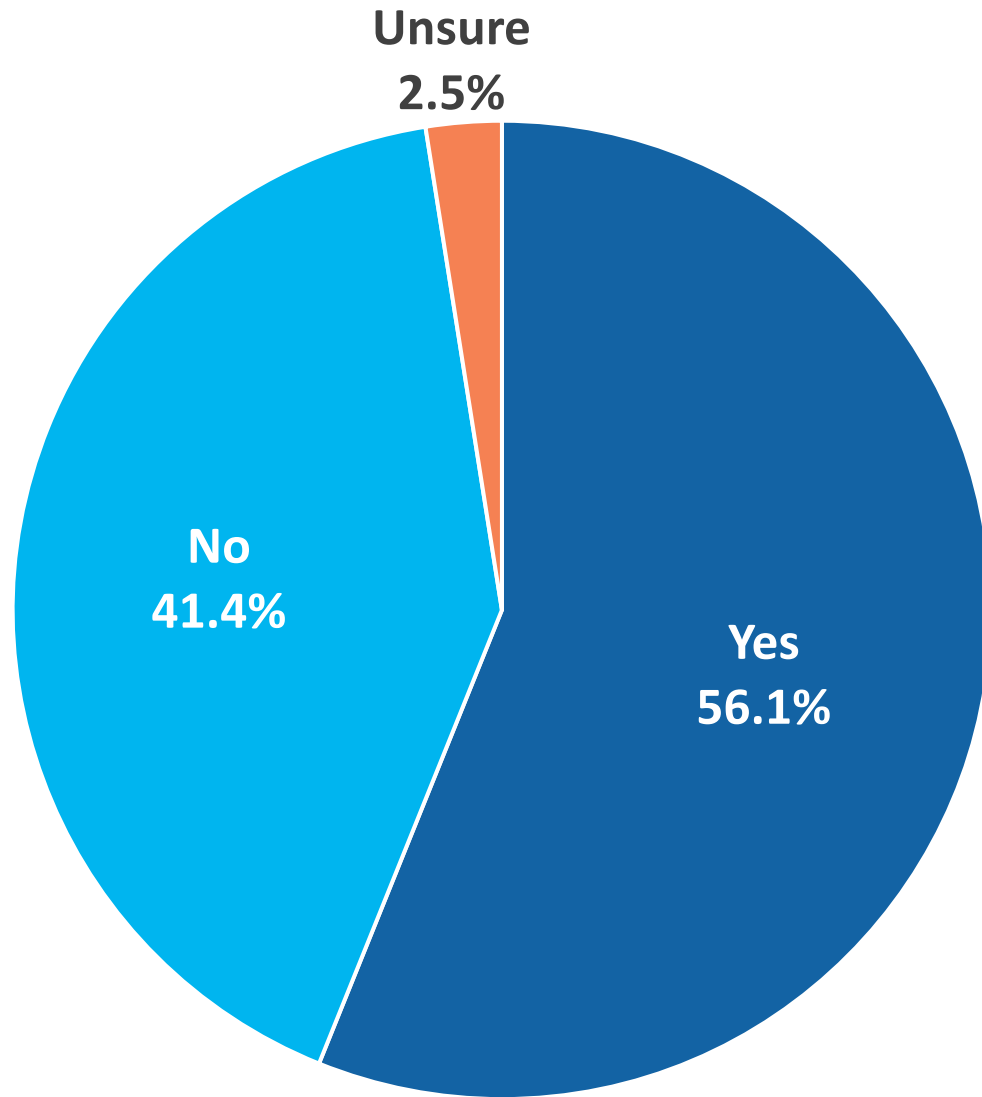
In addition to Board members, what other governance positions may attend conferences?

**Do Board members
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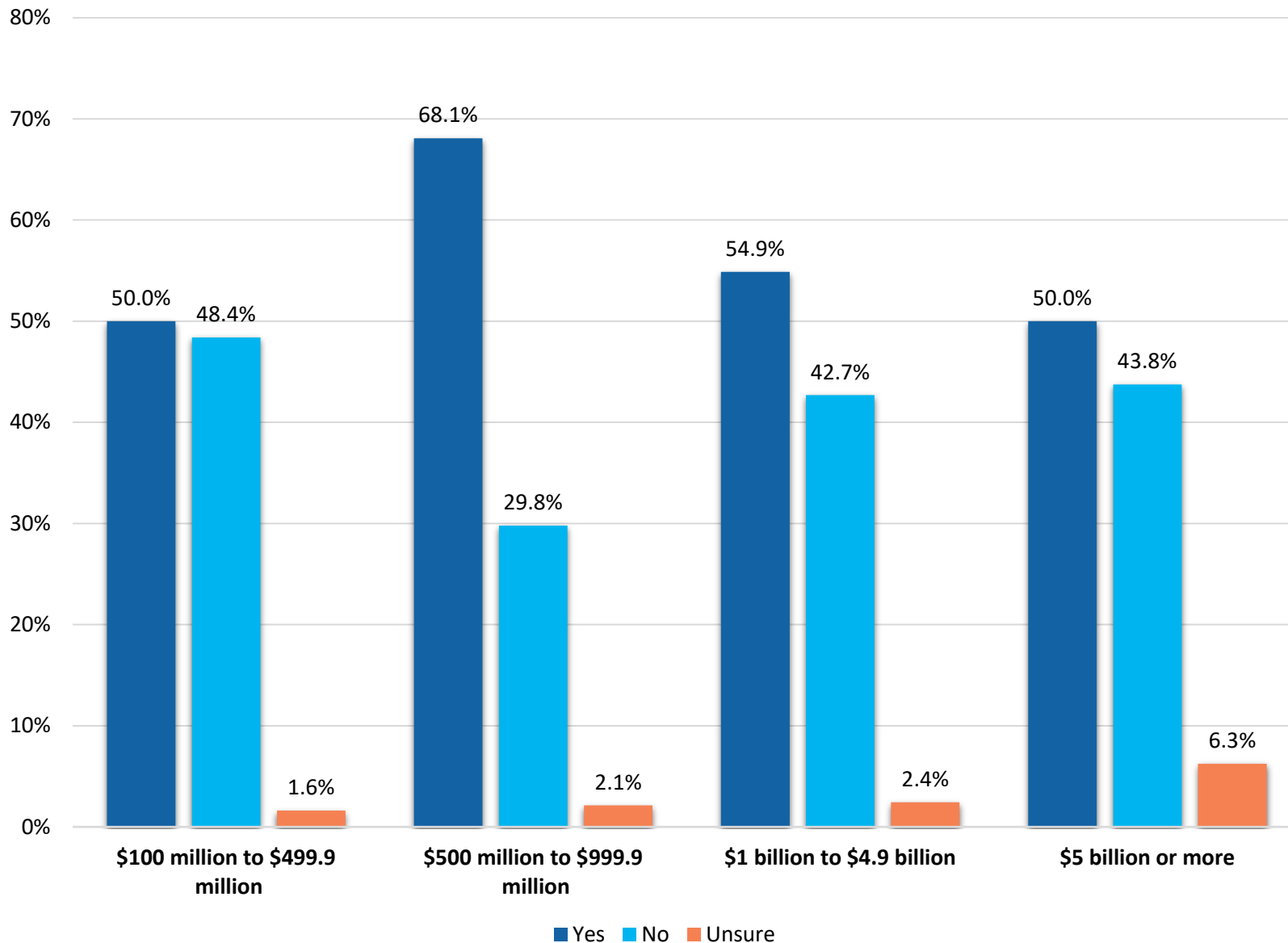


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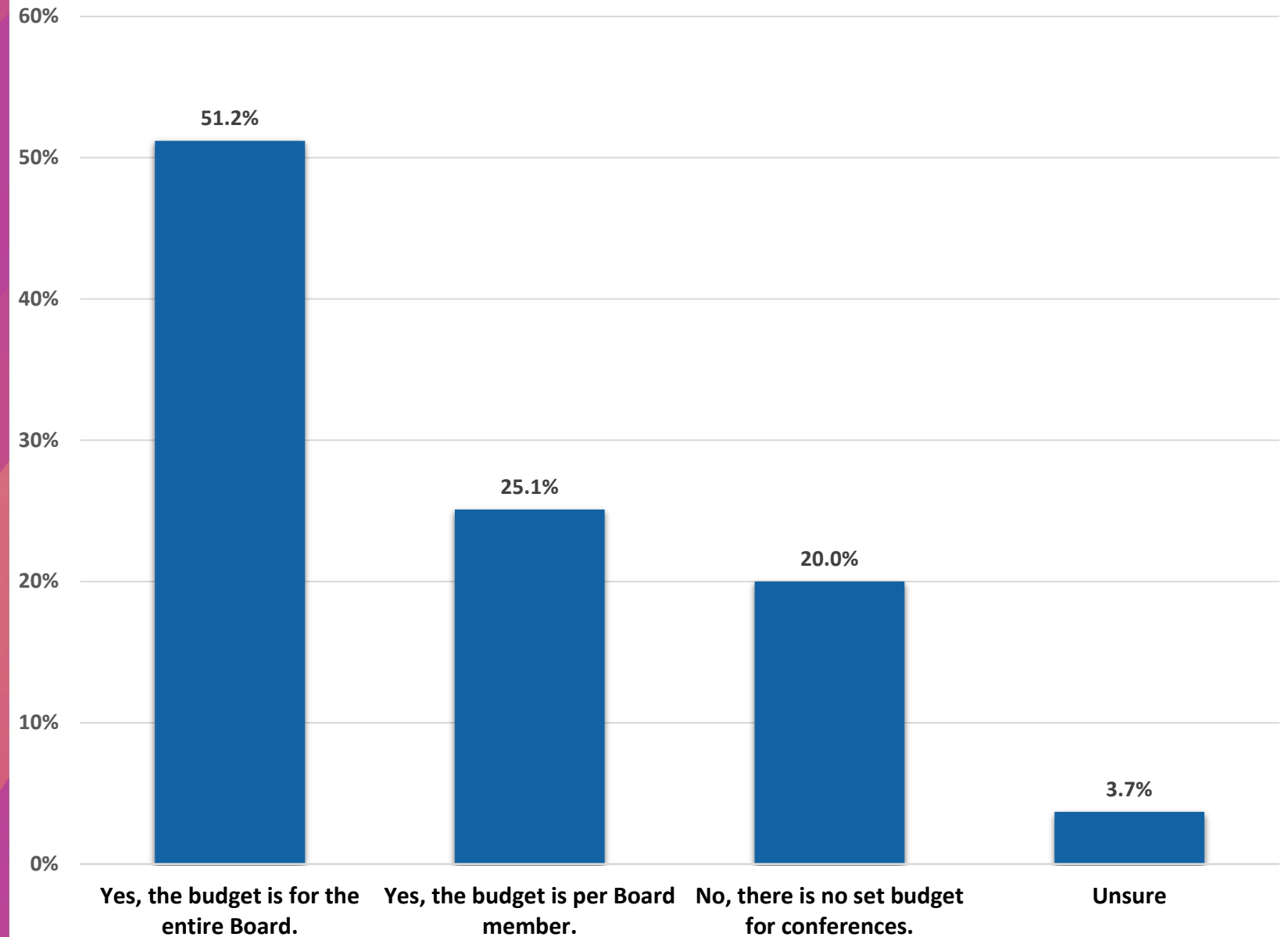


After the conference, do Board members have to provide a presentation or report to the Board on their learnings?

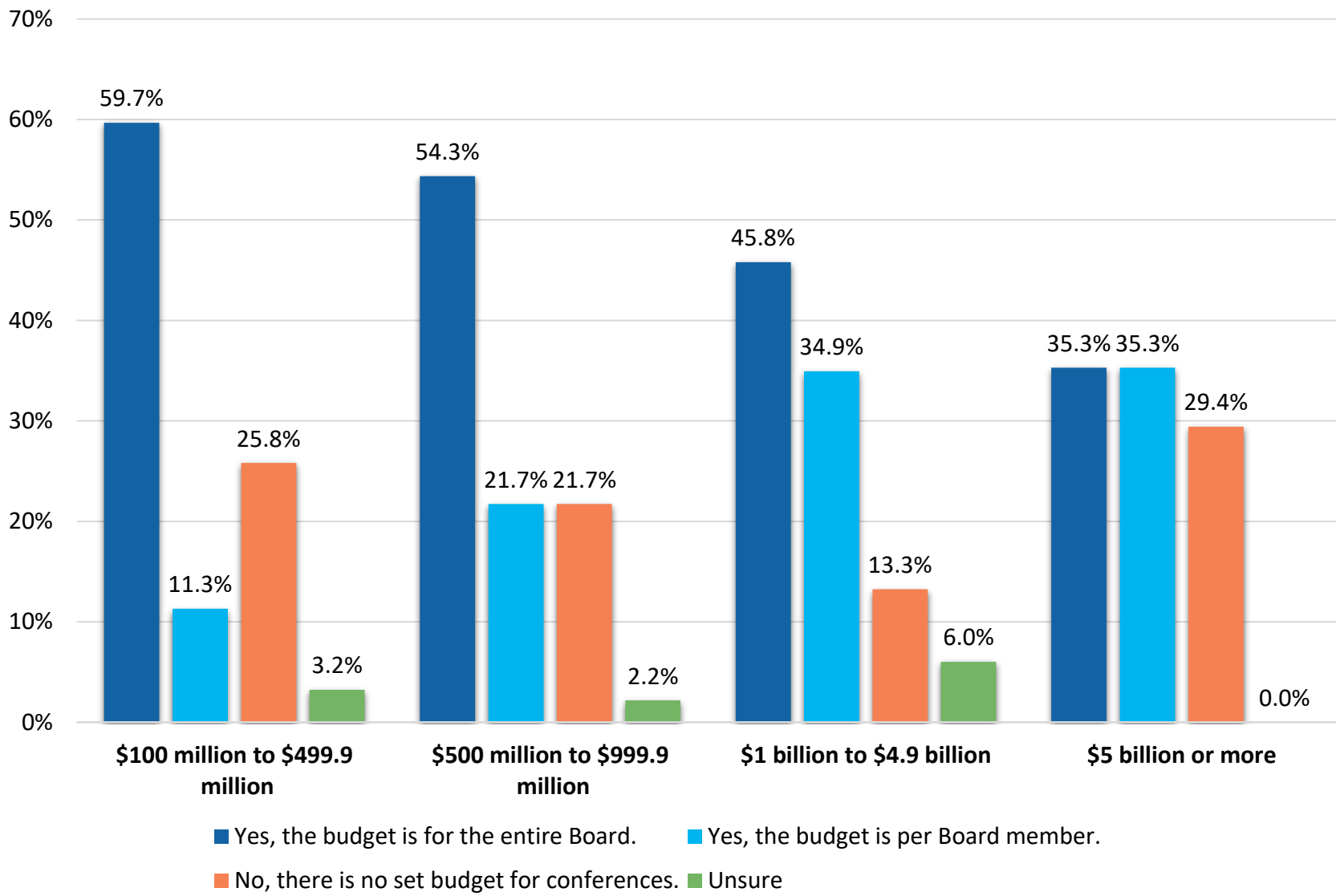


After the conference, do
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Does the Board have a set dollar amount budgeted for education and conferences?



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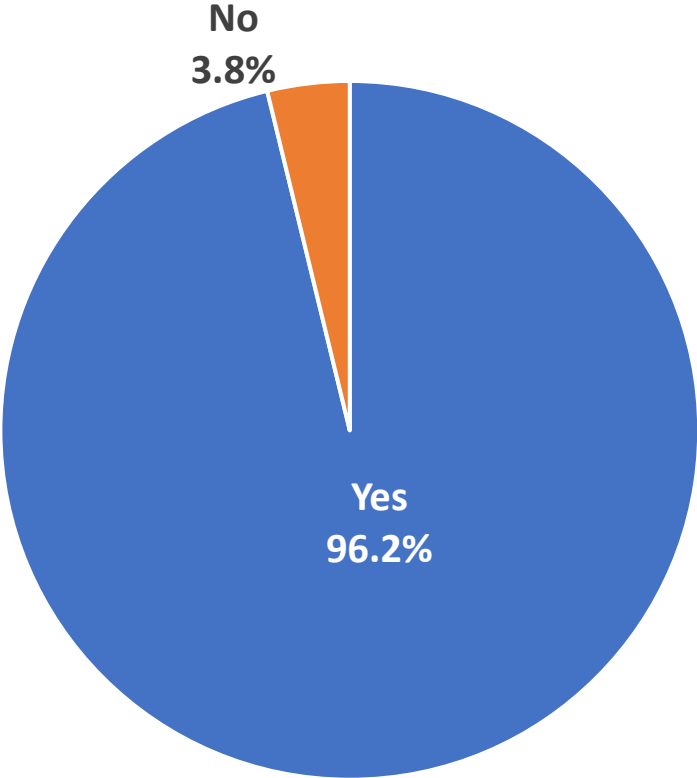
**What is the current dollar amount budgeted for education and conferences?
The annual budget (\$) for the entire Board is...**

	\$100 million to \$499.9 million	\$500 million to \$999.9 million	\$1 billion to \$4.9 billion	\$5 billion or more
Mean	\$39,908	\$84,338	\$99,417	\$119,875

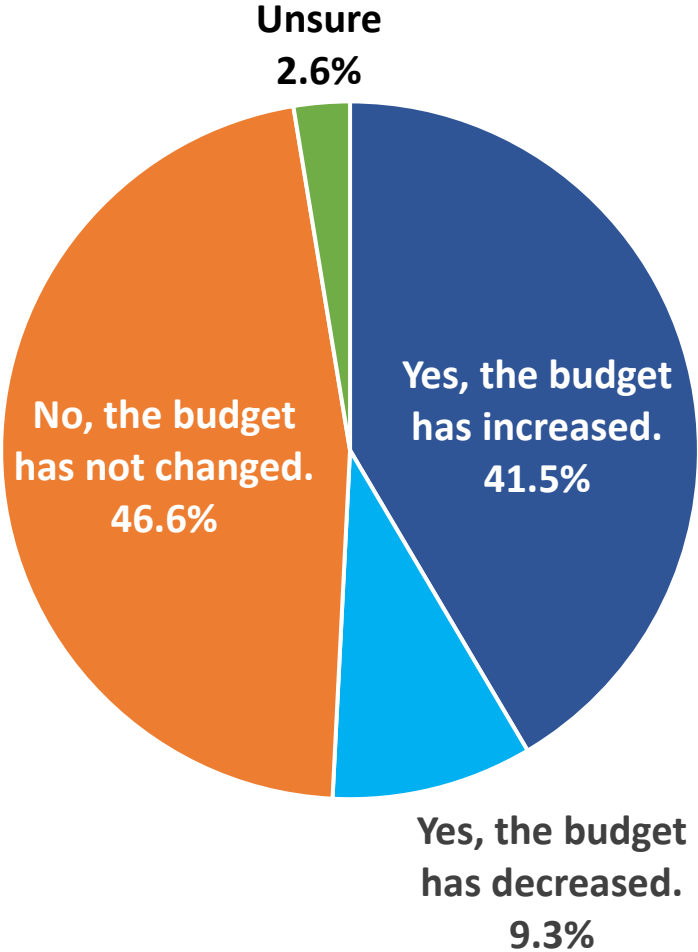
**What is the current dollar amount budgeted for education and conferences?
The annual budget (\$) per Board member is...**

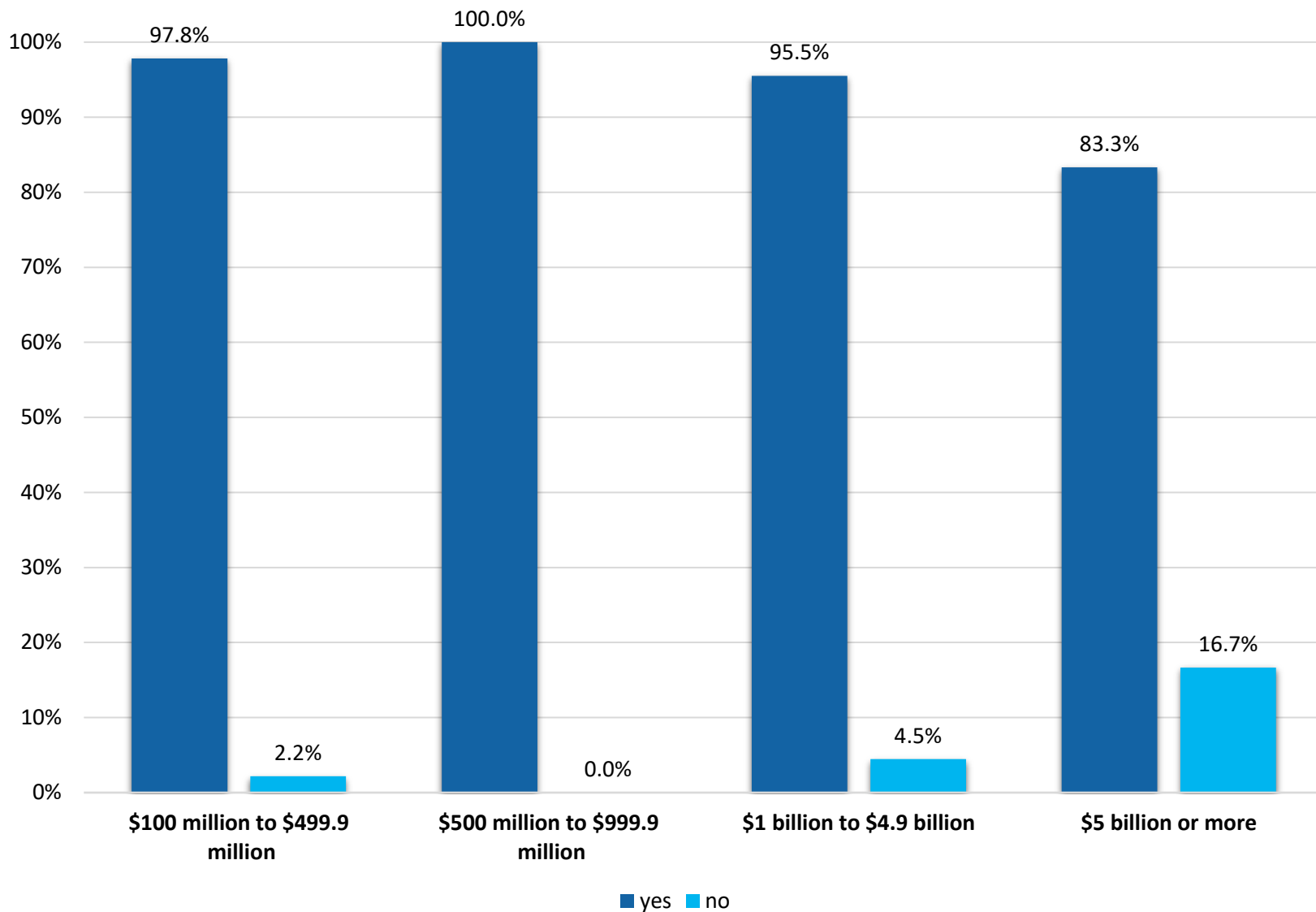
	\$100 million to \$499.9 million	\$500 million to \$999.9 million	\$1 billion to \$4.9 billion	\$5 billion or more
Mean	\$7,259	\$7,359	\$11,788	\$15,857

Is the education budget set on an annual basis?

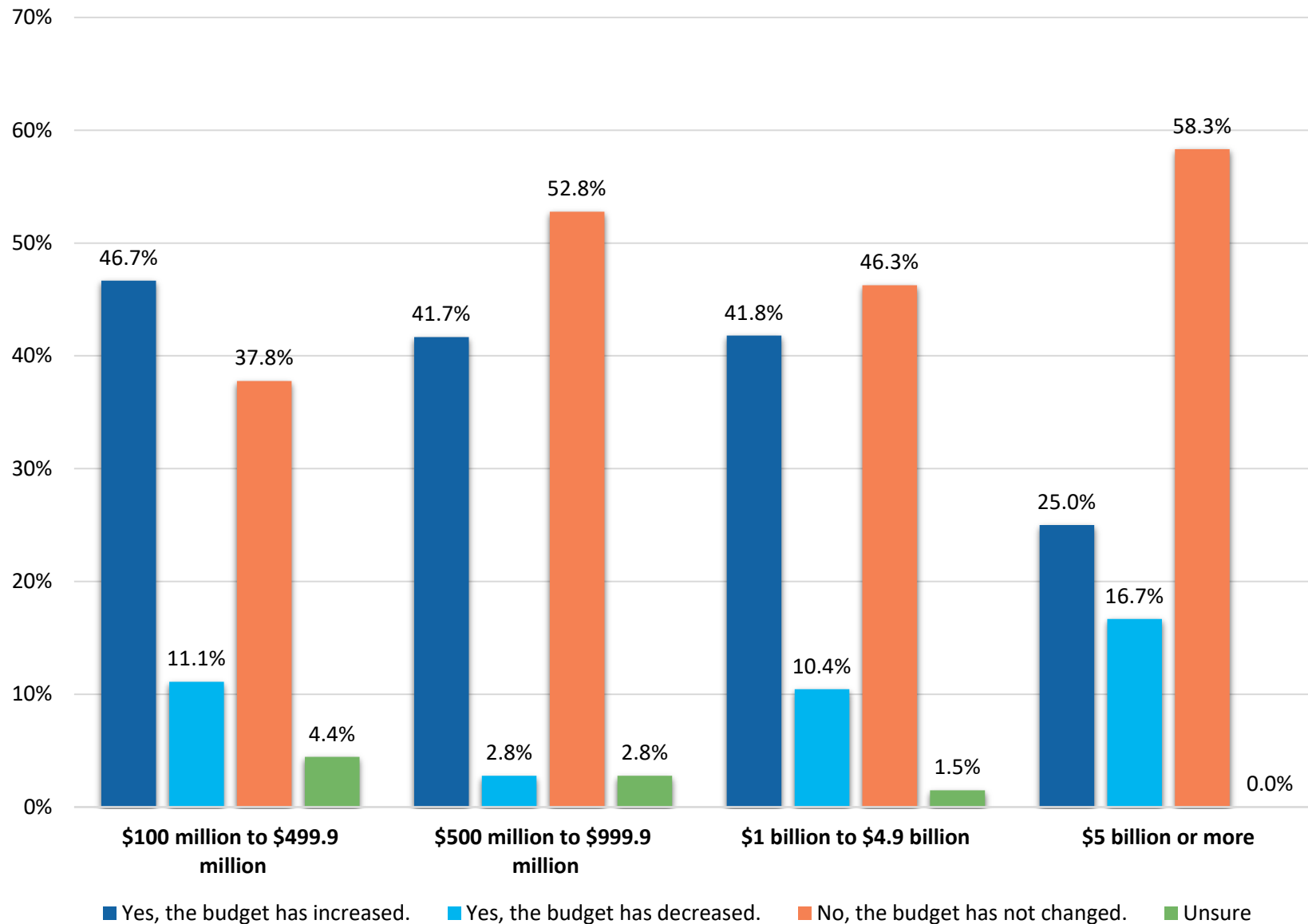


Has the education budget changed over the past year?



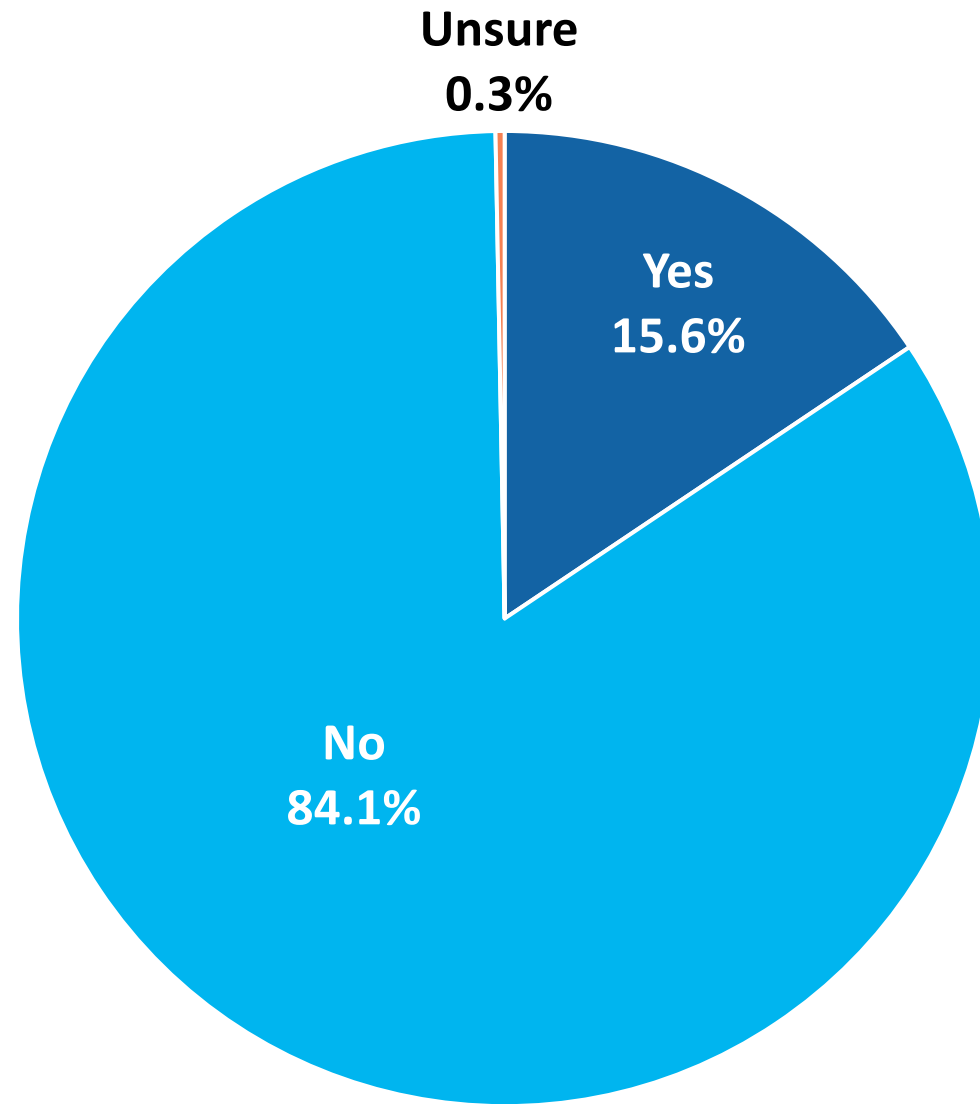


Is the education budget
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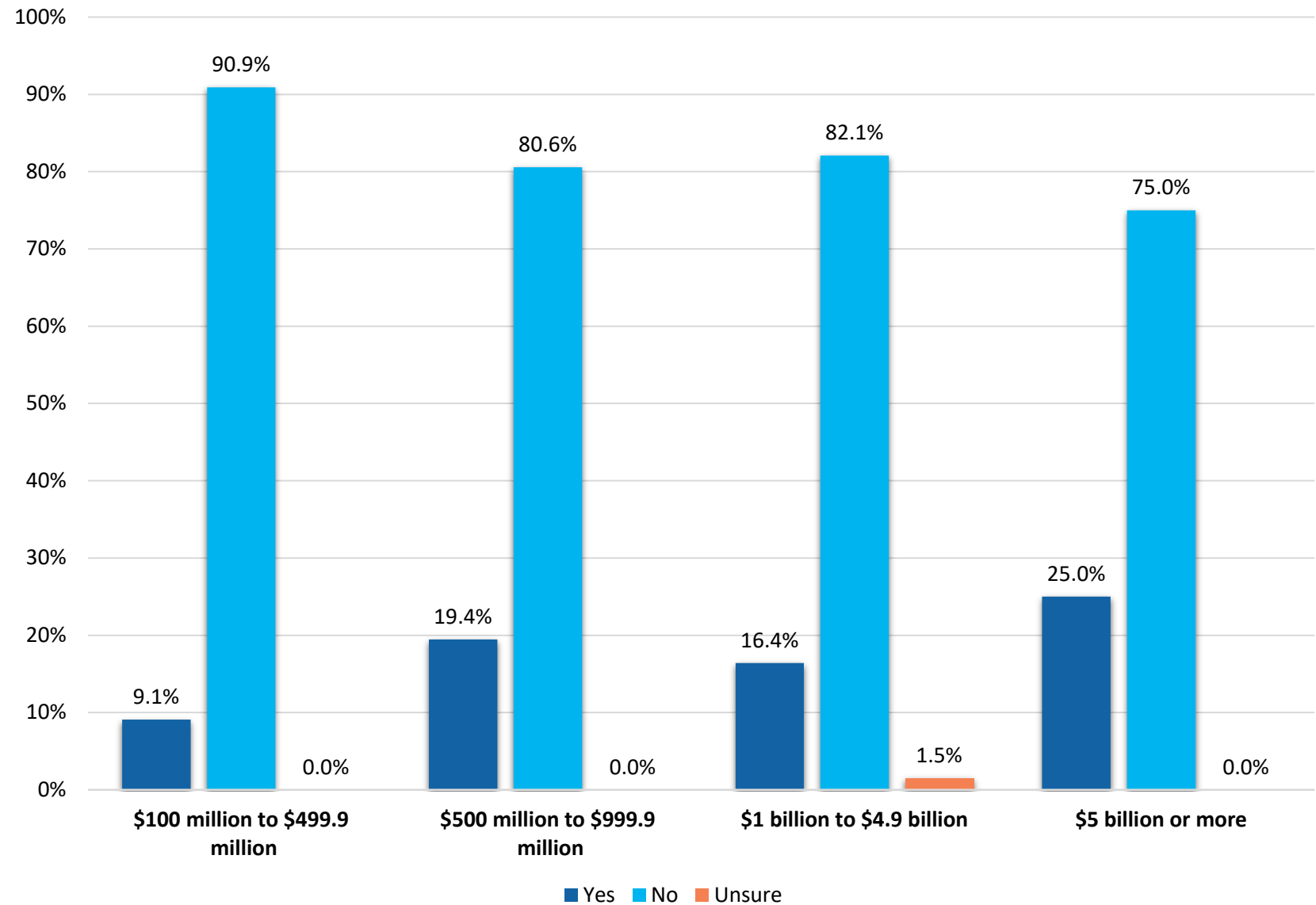


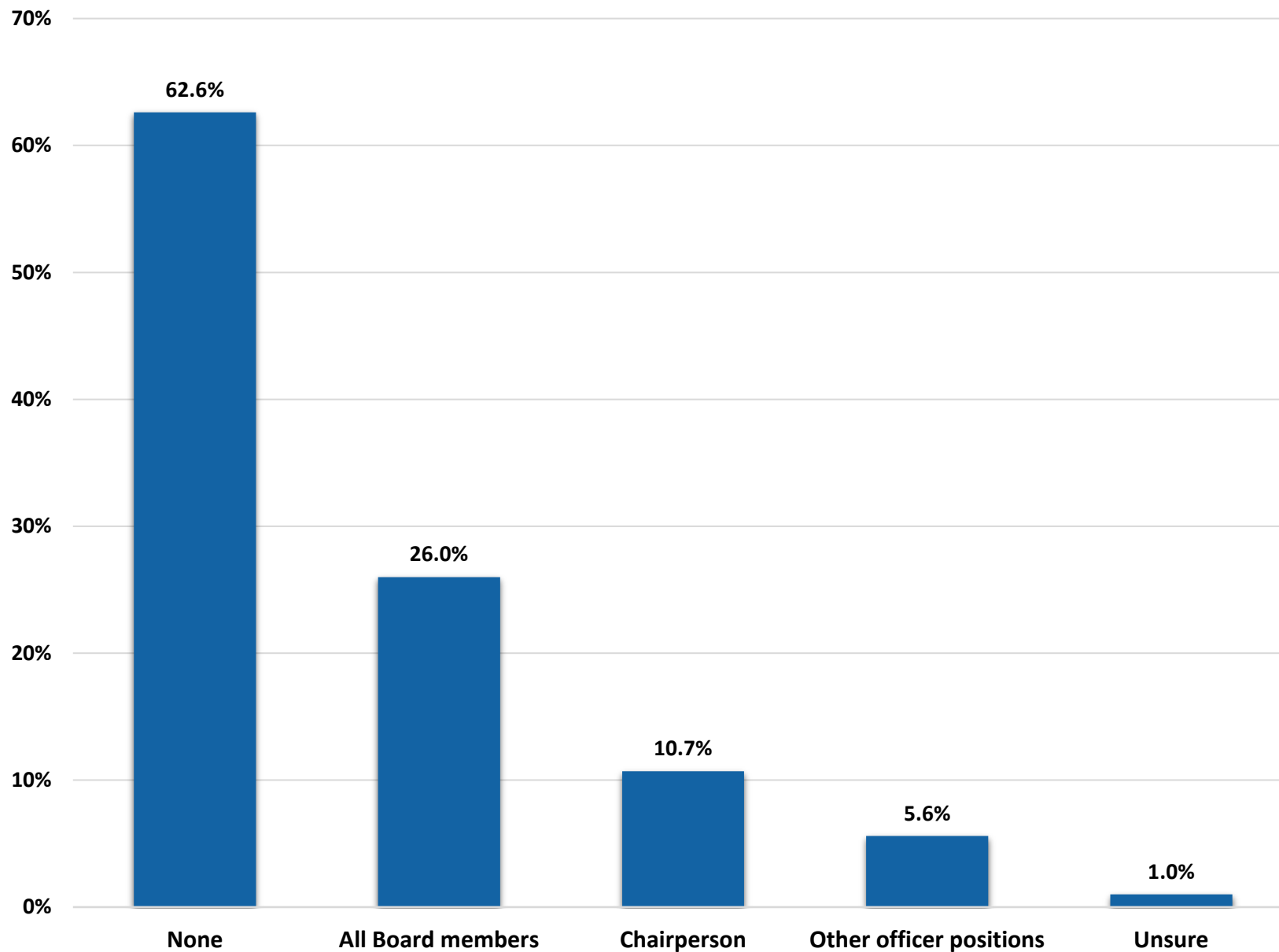
Has the education
budget changed over
the past year?

Does the conference budget
vary by position?



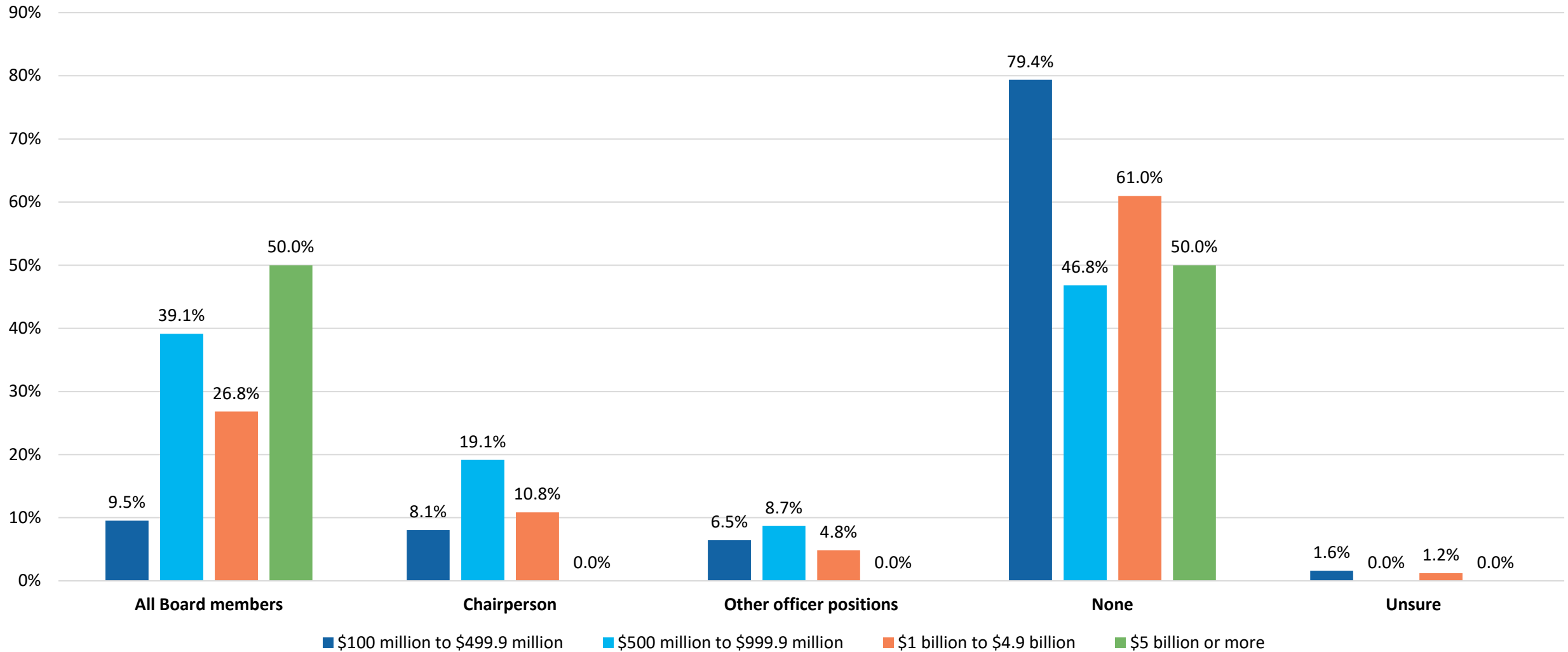
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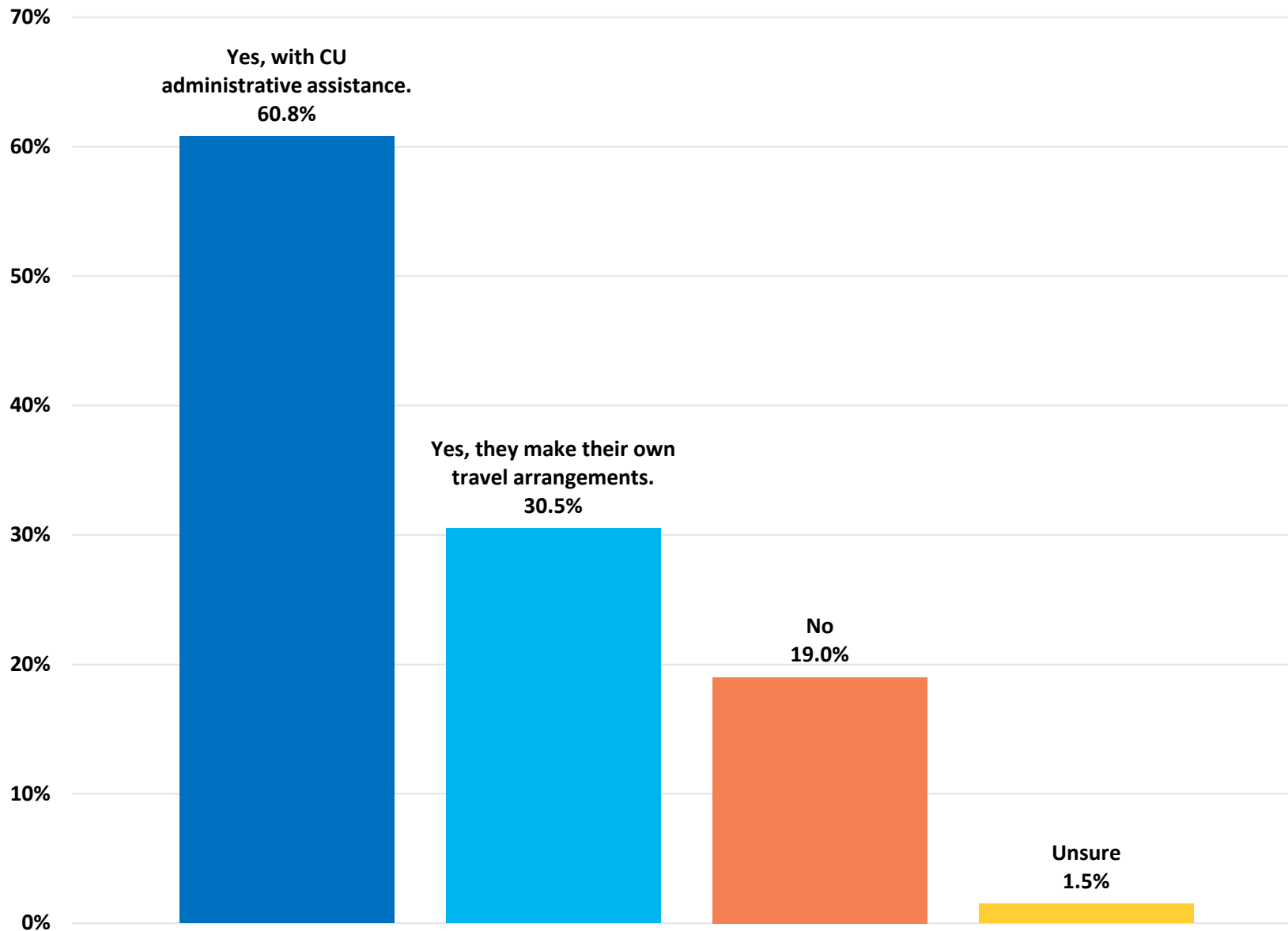




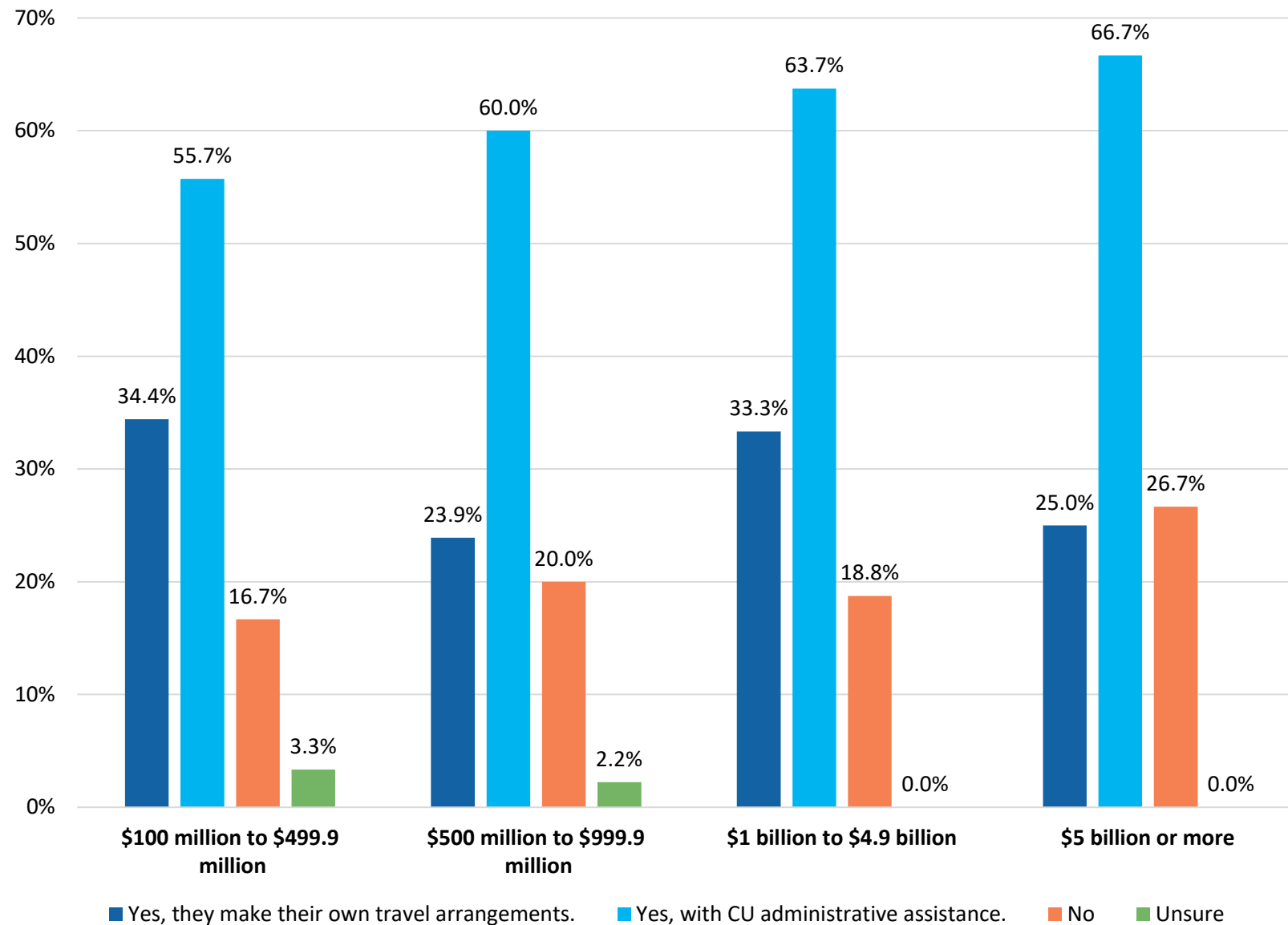
Which Board members
are issued a corporate
credit card?

Which Board members are issued a corporate credit card?



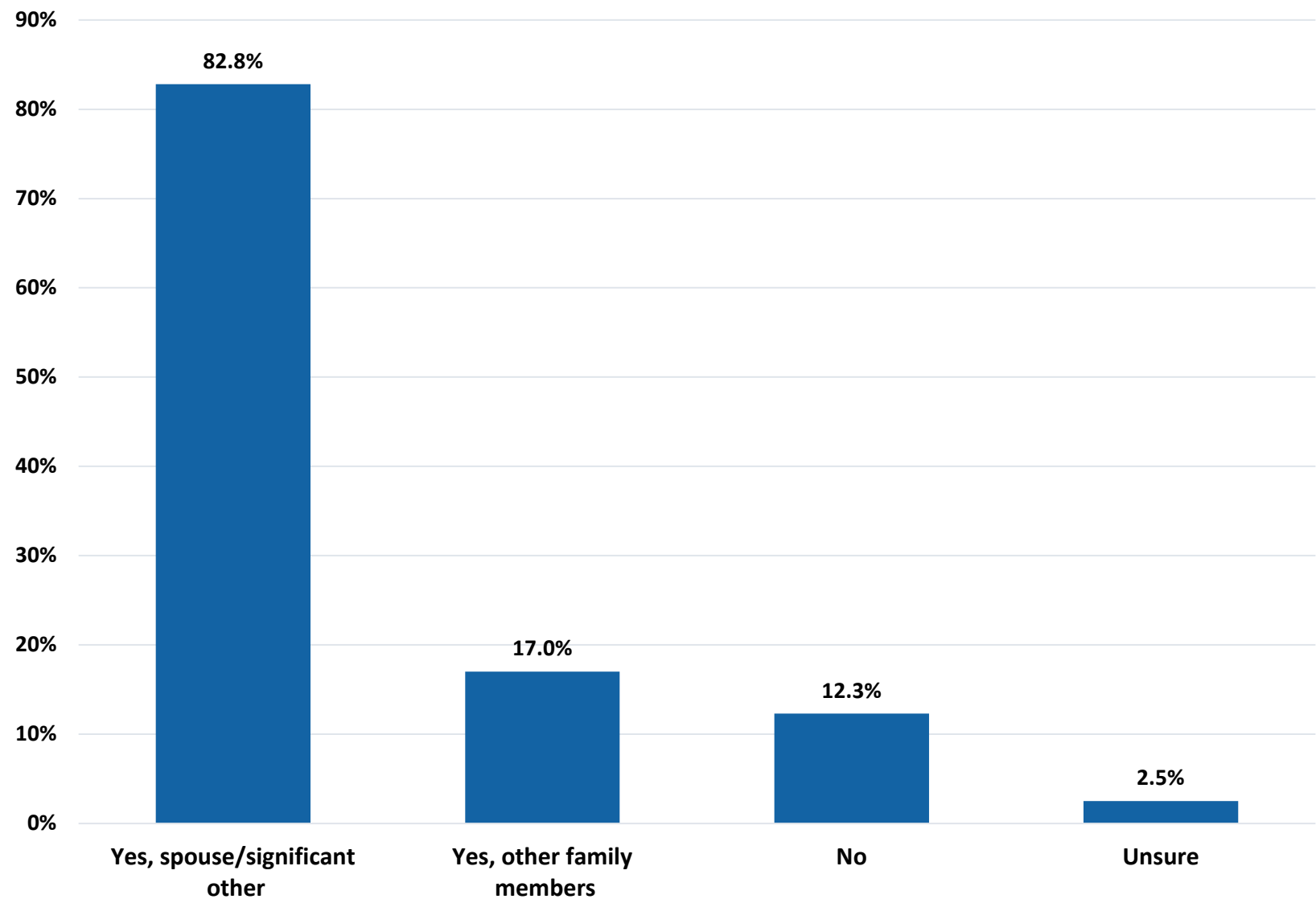


**Do Board members
make their own travel
arrangements?**

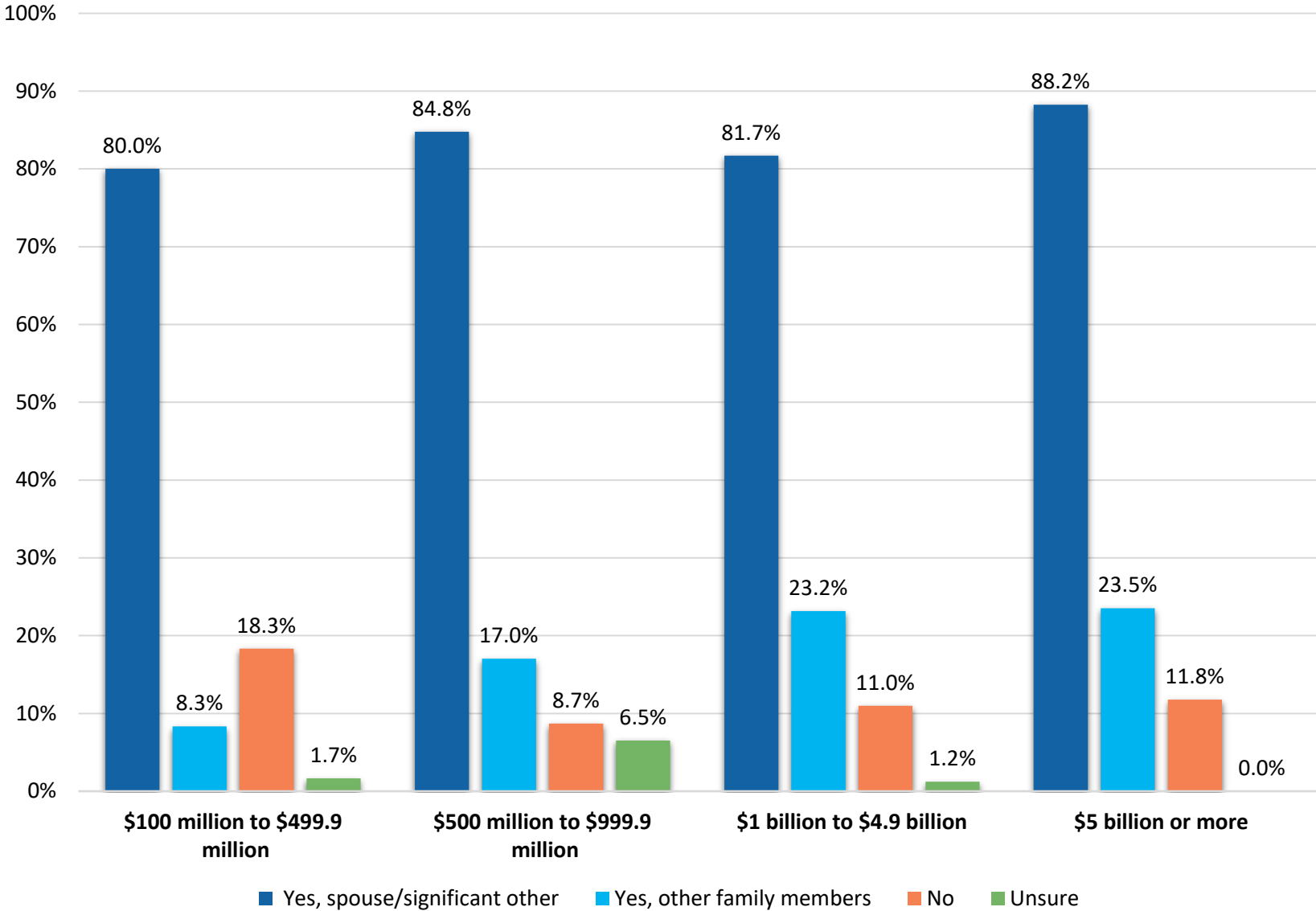


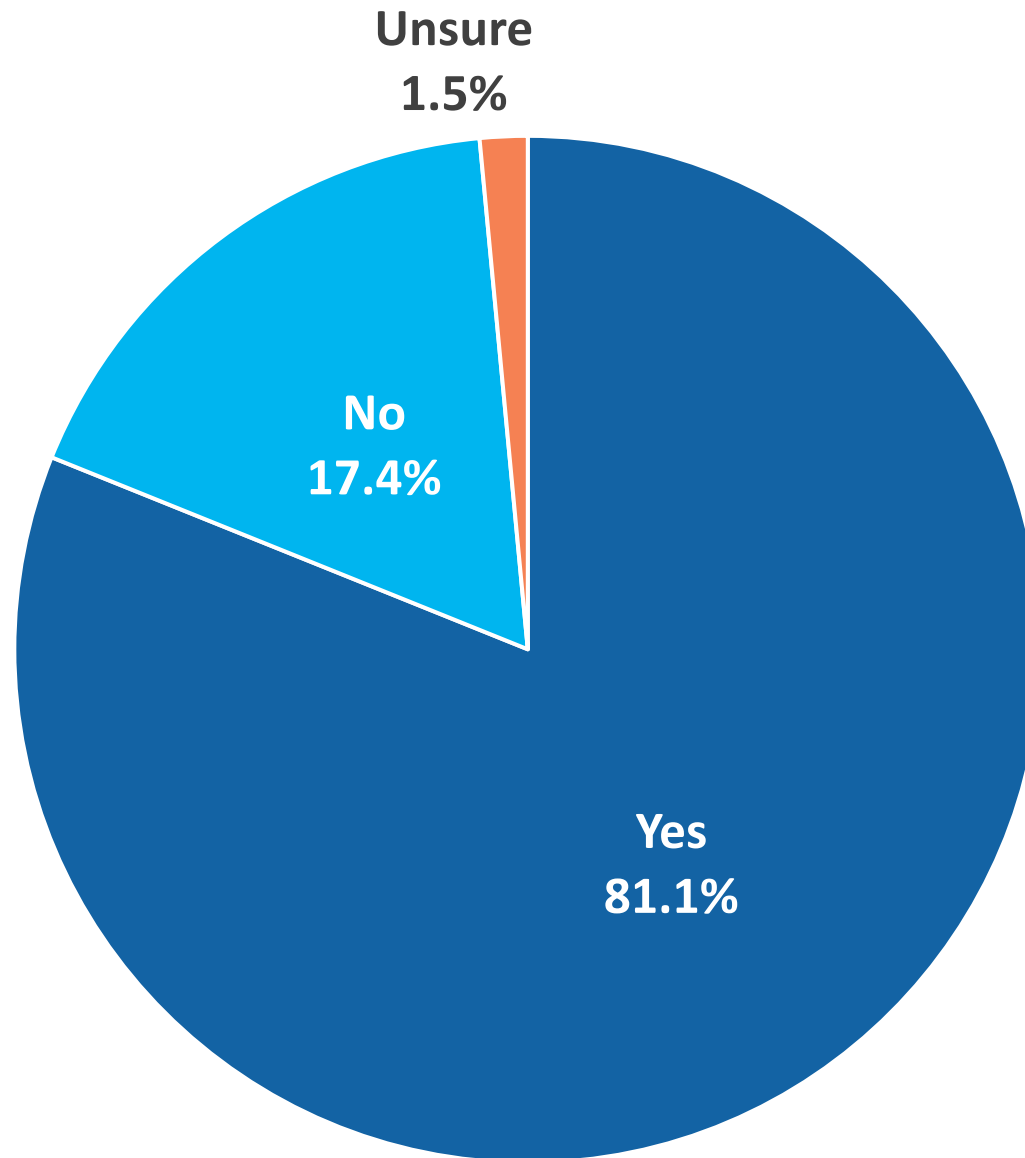
Do Board members
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arrangements?

Are spouses/significant others
or other family members
invited to travel with Board
members to conferences?

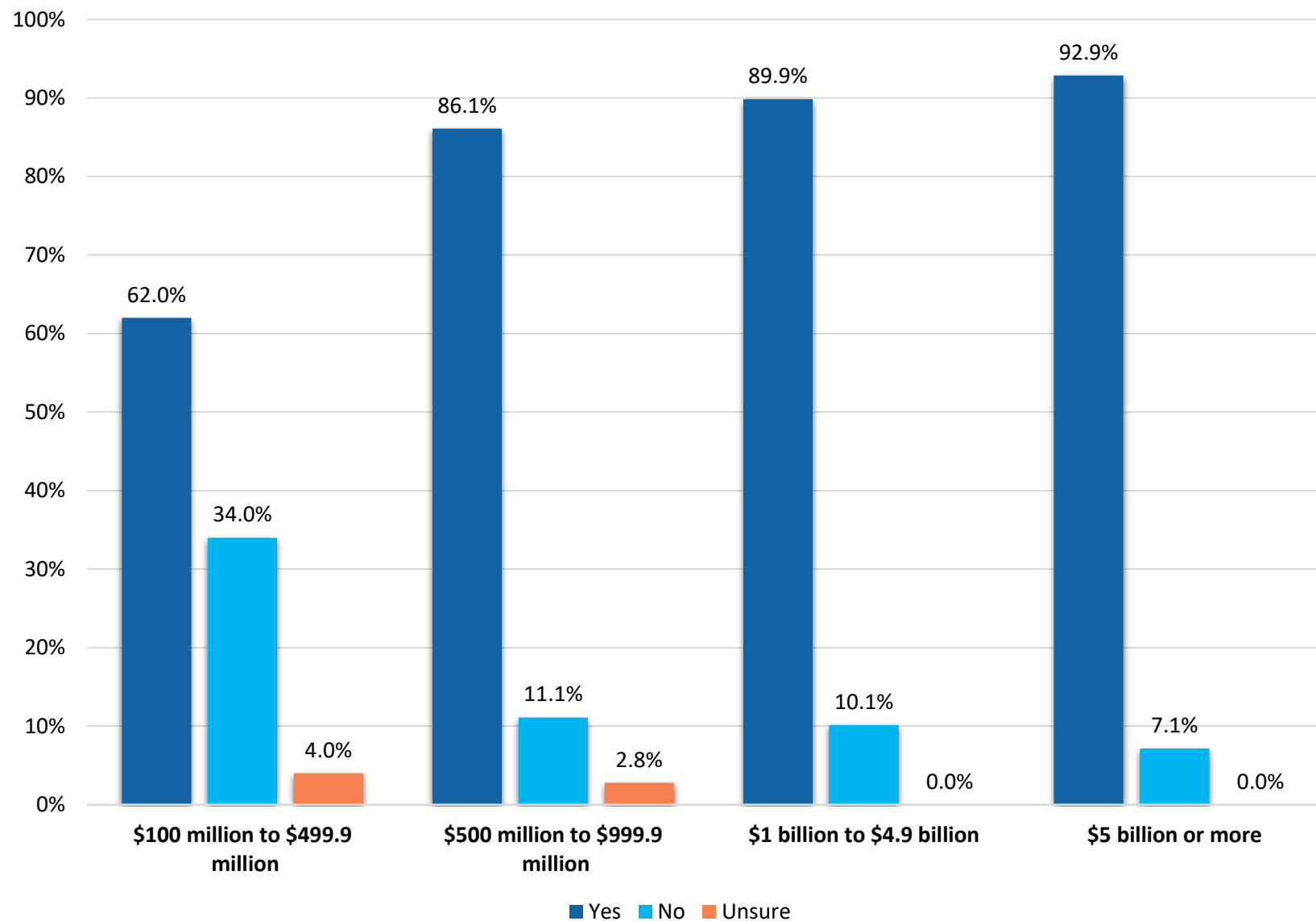


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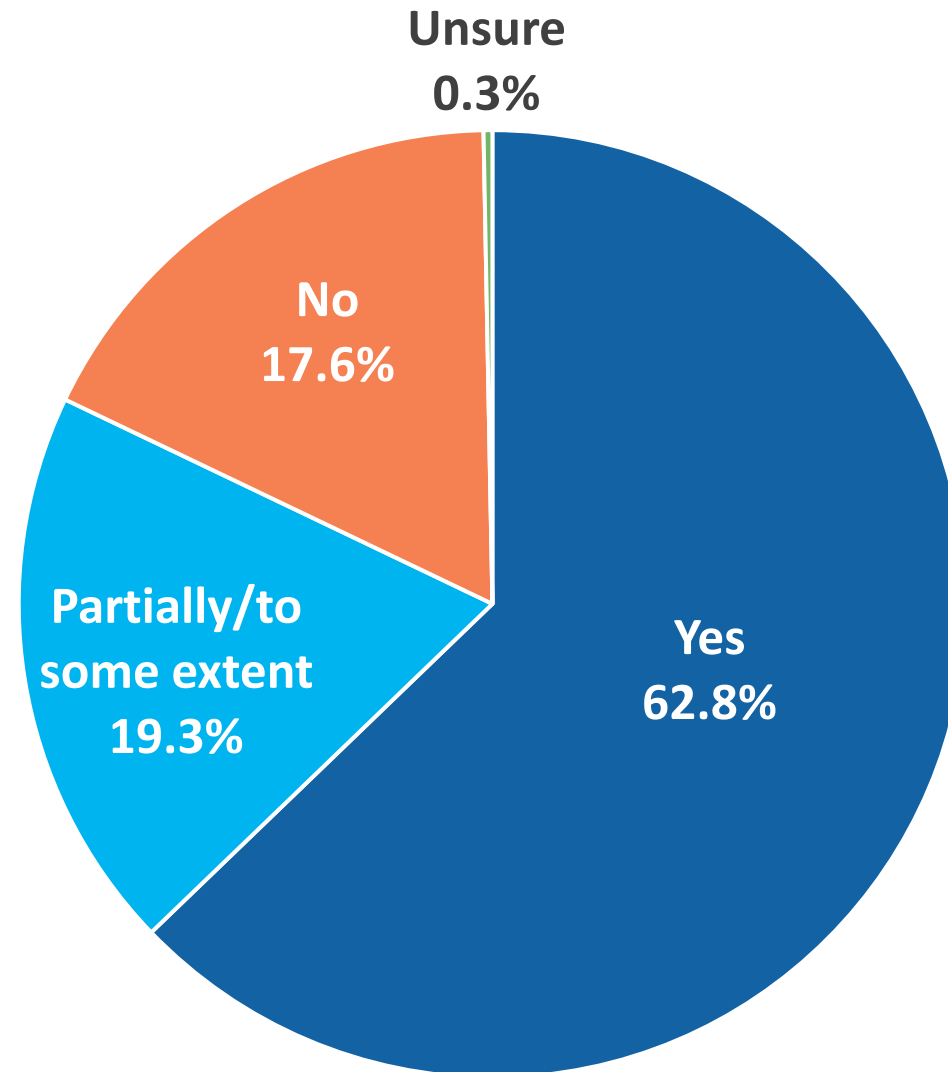


Is there a travel policy regarding spouses/significant others or other family members traveling with Board members to conferences?

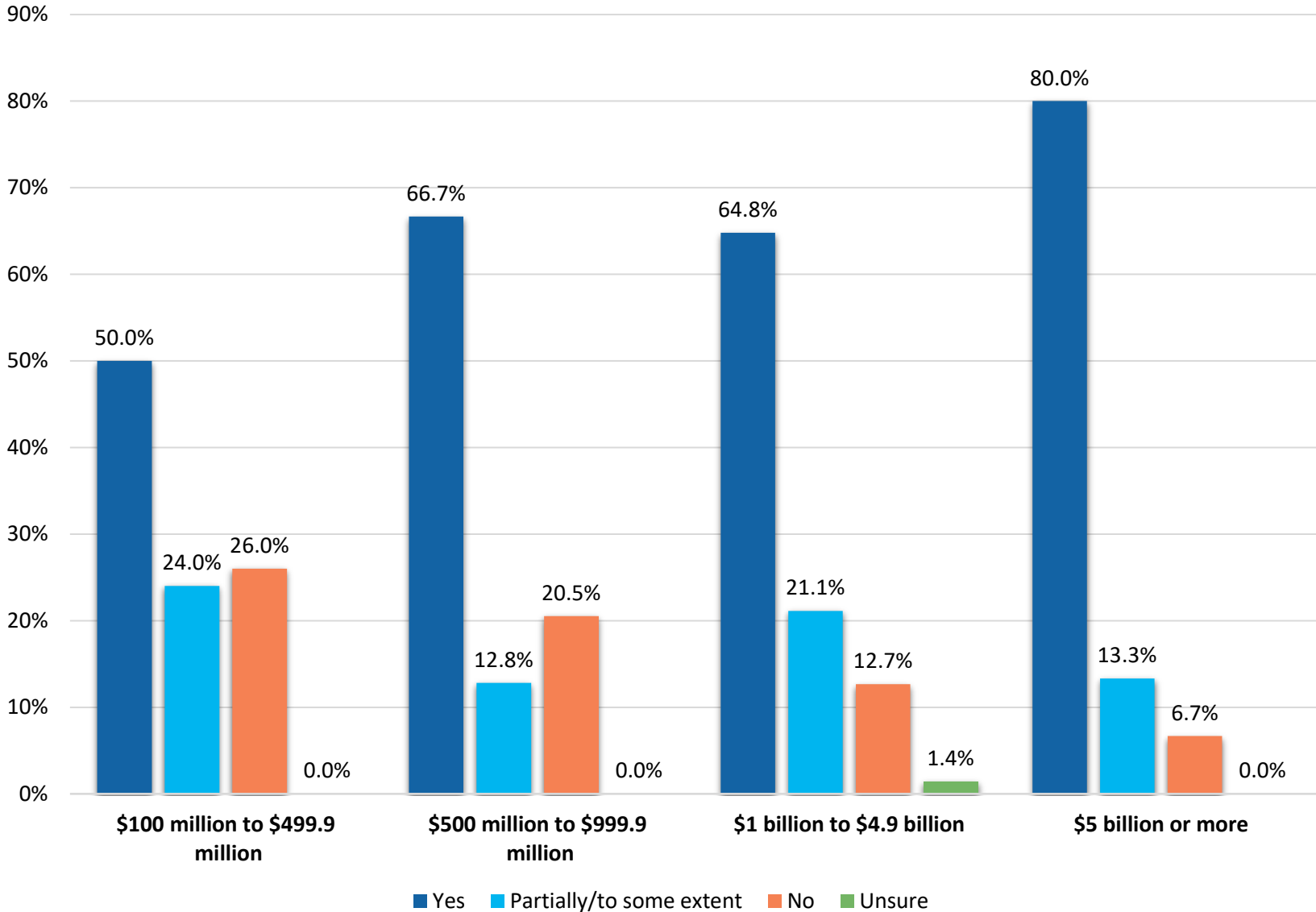


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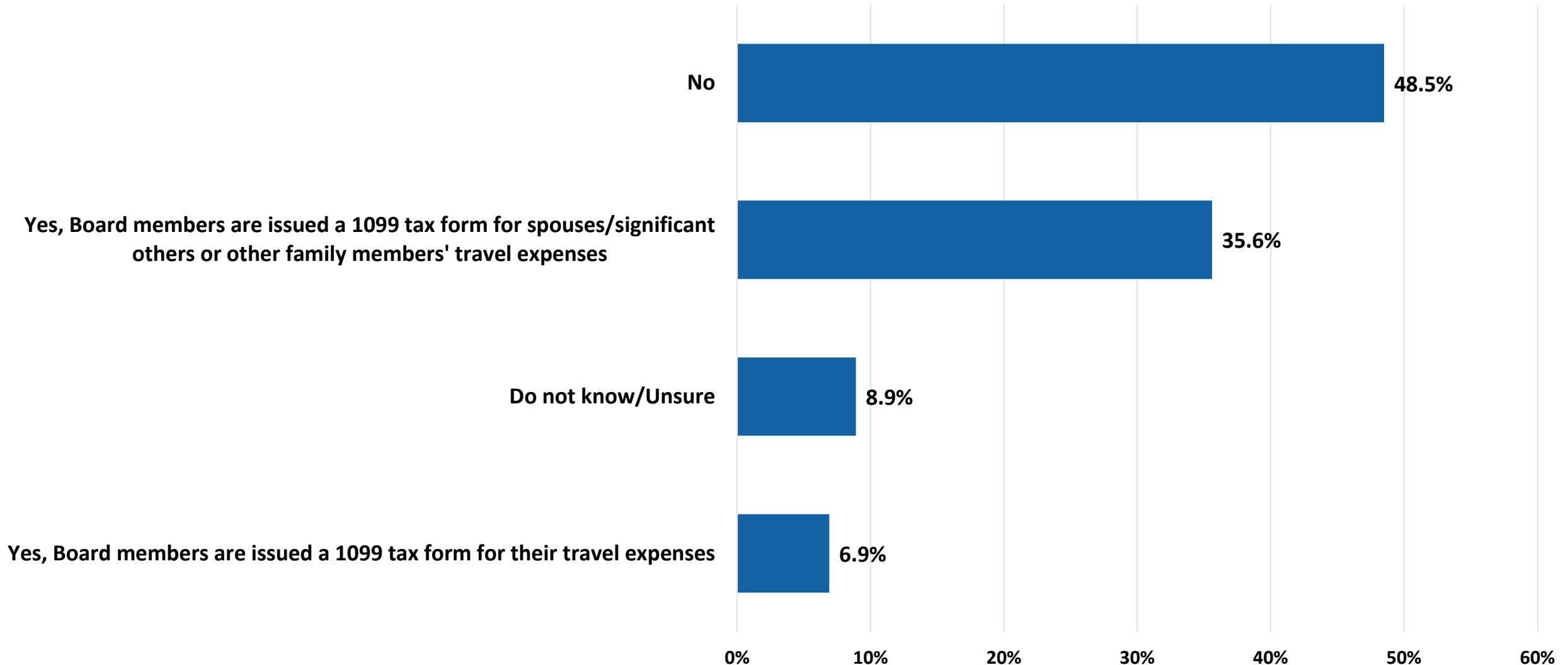
**Does the credit union pay
for spouses/significant others
or other family members to
travel with Board members
to conferences?**

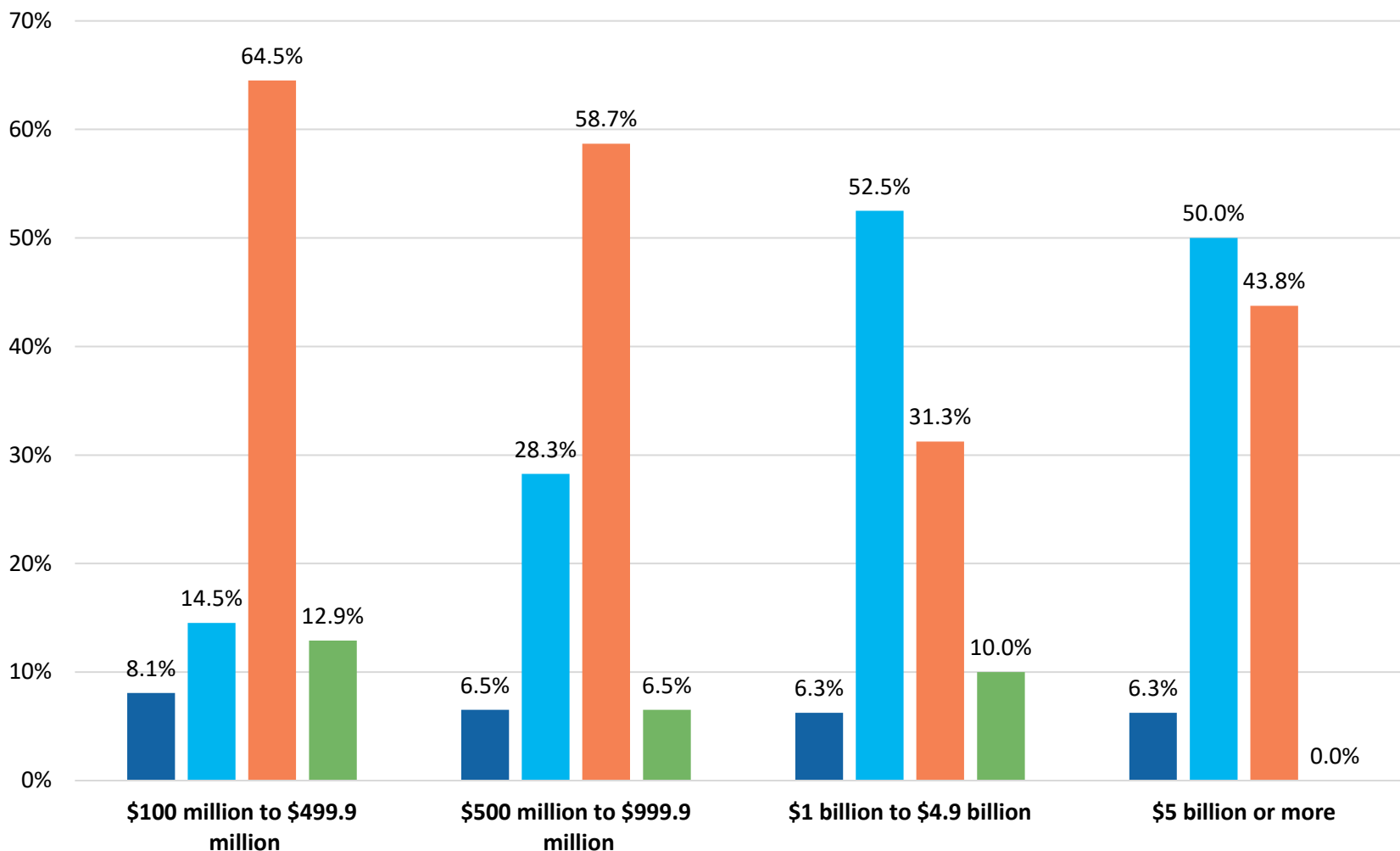


Does the credit union pay for spouses/significant others or other family members to travel with Board members to conferences?



Are Board members issued a 1099 tax form in relation to their conference attendance?

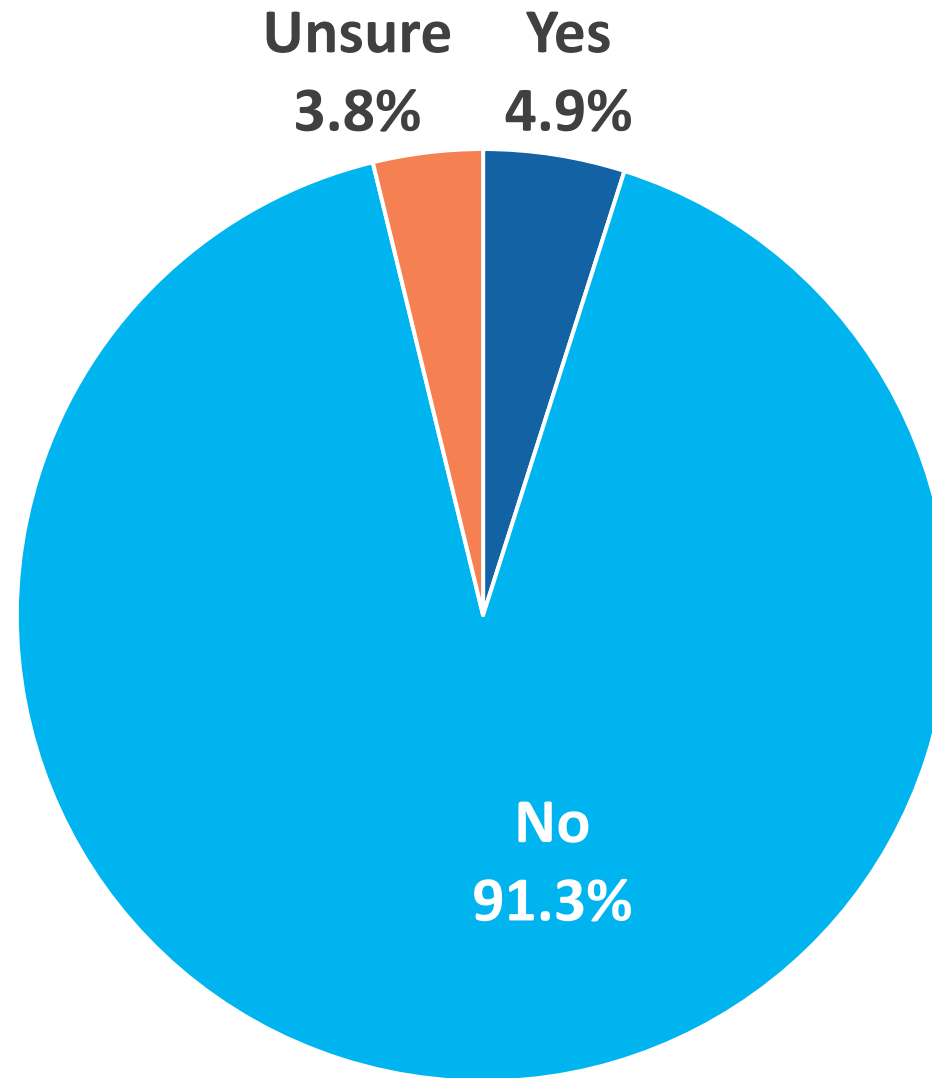




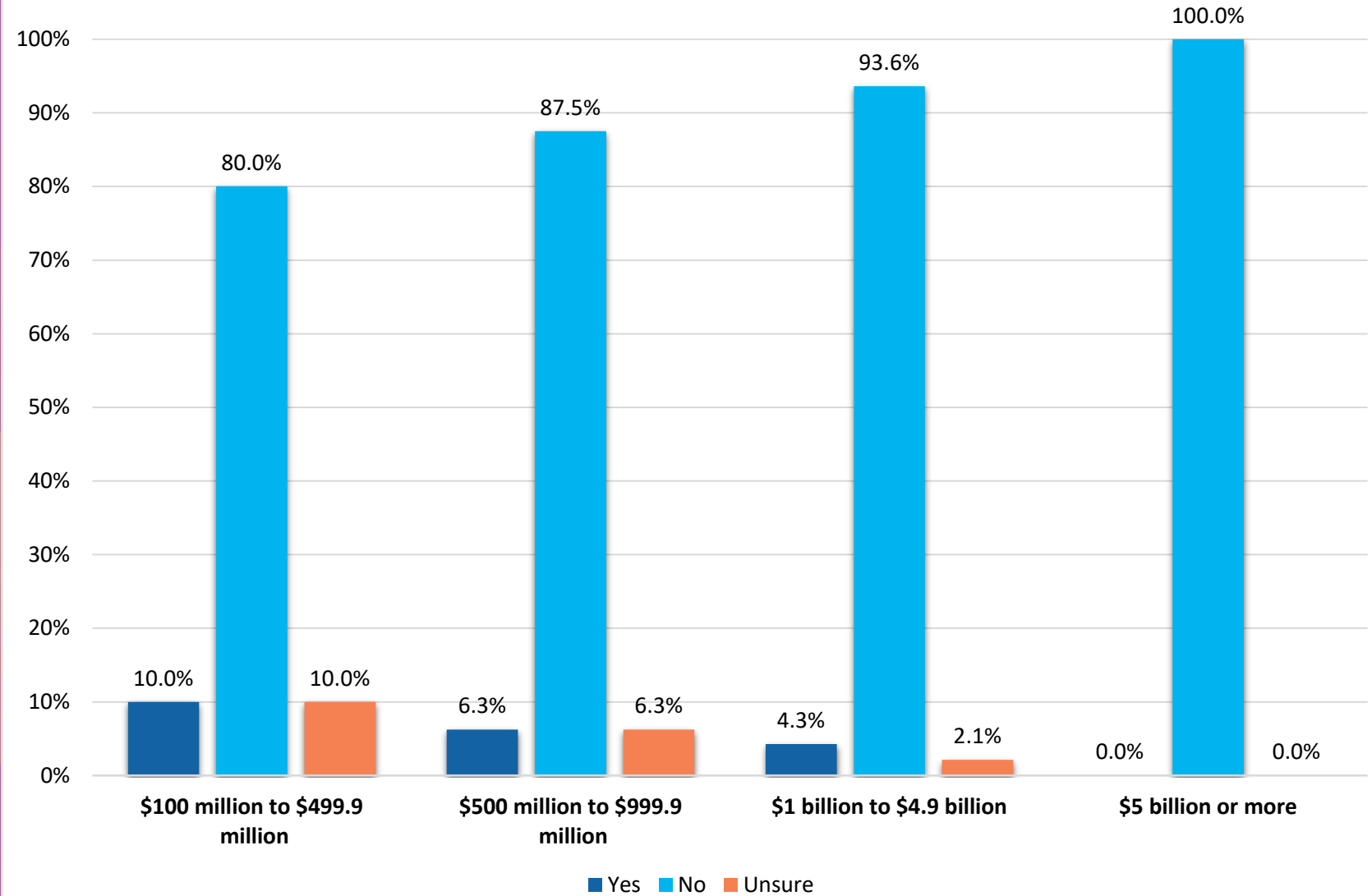
- Yes, Board members are issued a 1099 tax form for their travel expenses.
- Yes, Board members are issued a 1099 tax form for spouses/significant others or other family members' travel expenses.
- No
- Do not know/Unsure

Are Board members issued a 1099 tax form in relation to their conference attendance?

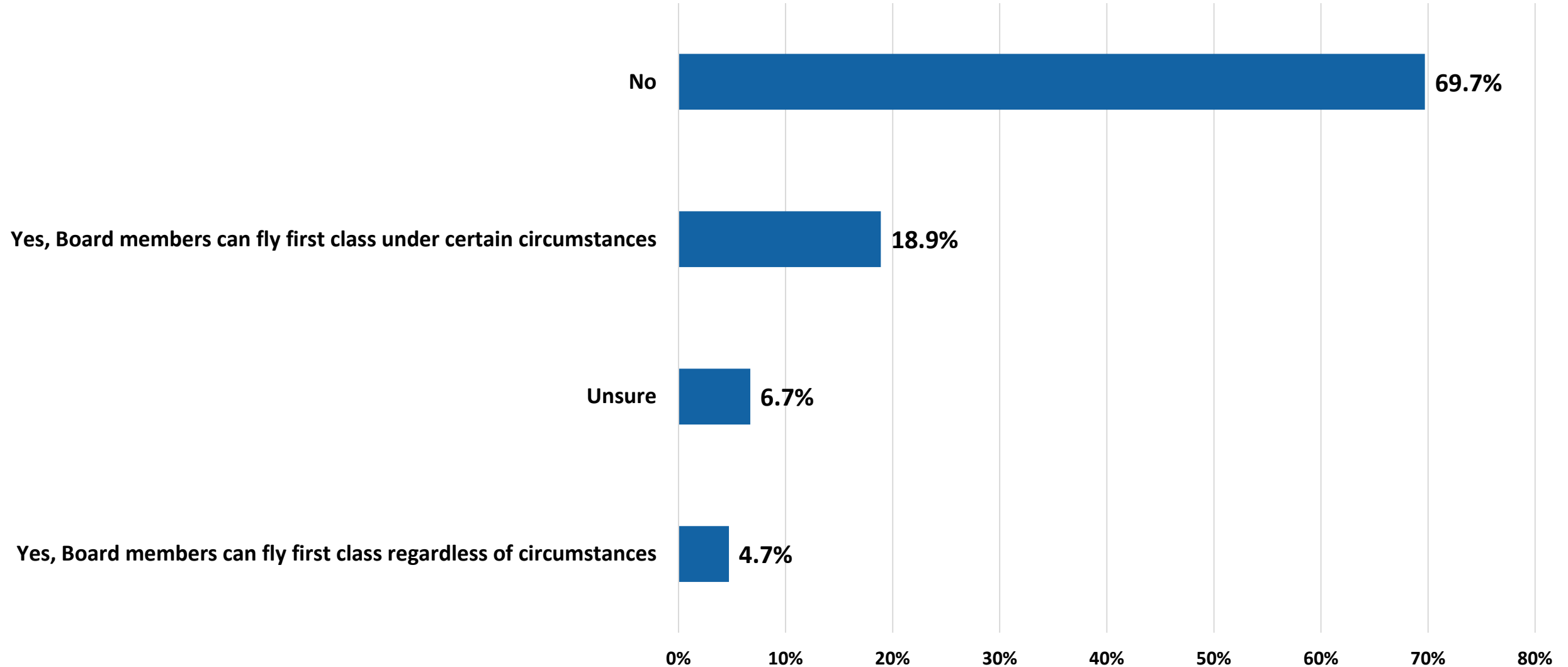
**Does the credit union
provide the Board
members with additional
reimbursement to cover
the taxes on their 1099 tax
form?**

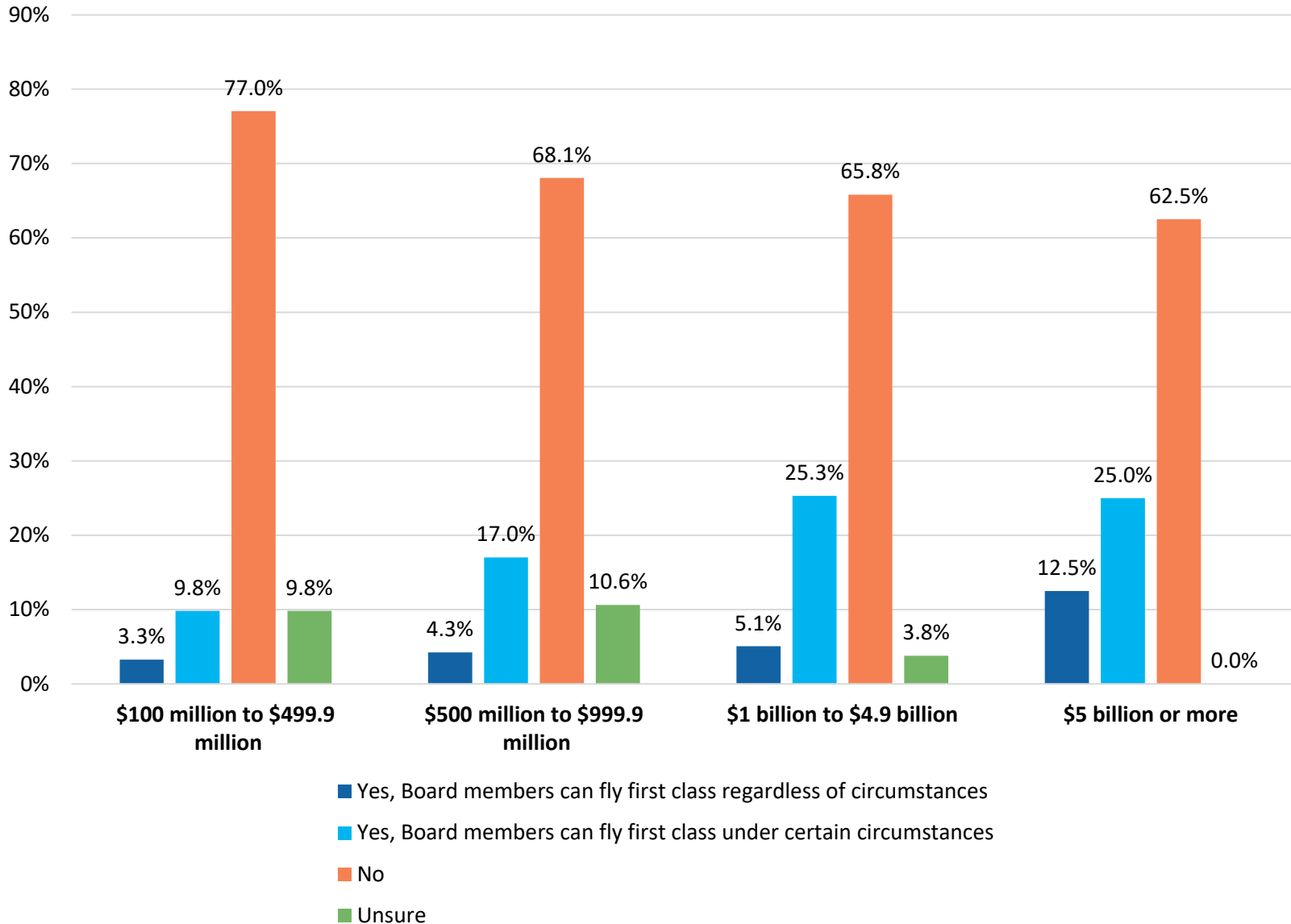


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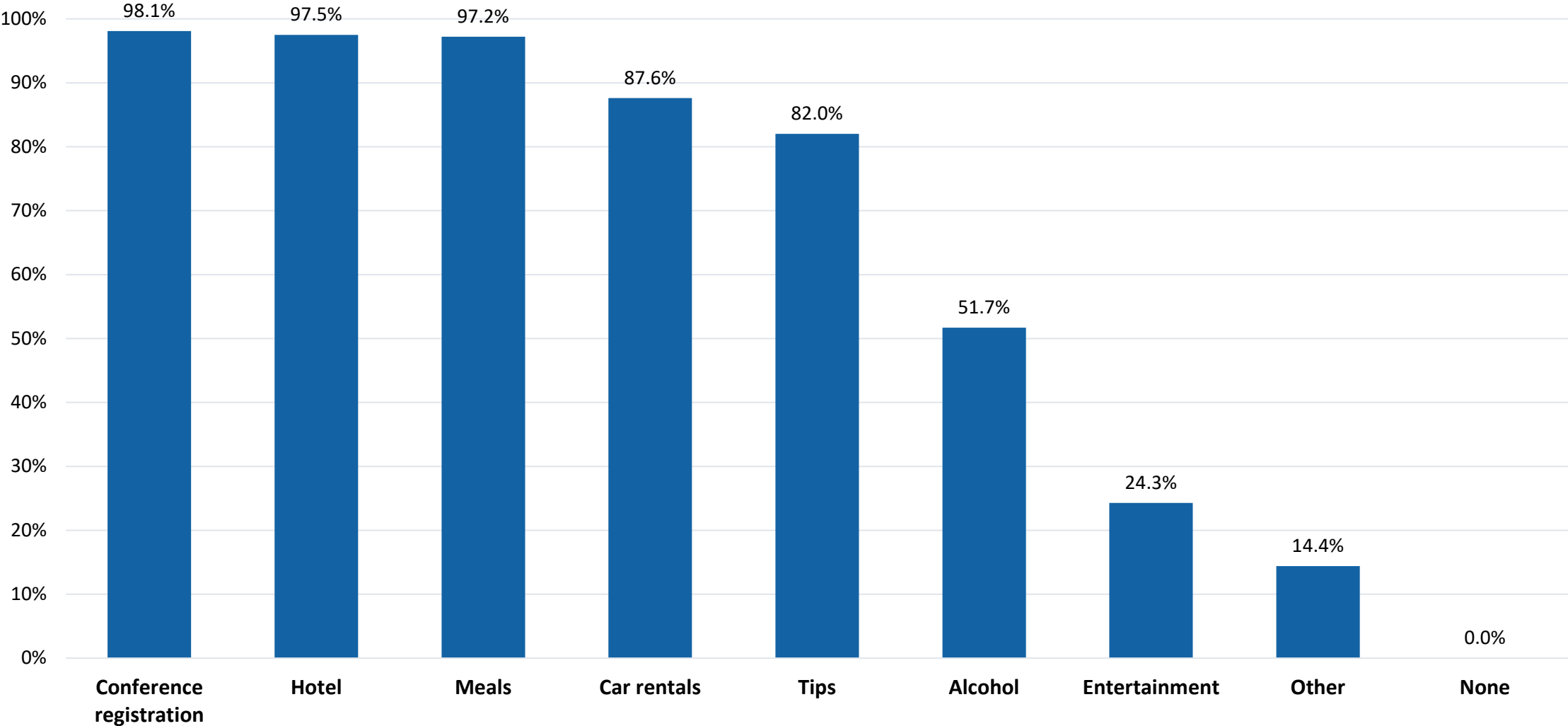
Are Board members allowed to fly first class in certain circumstances?



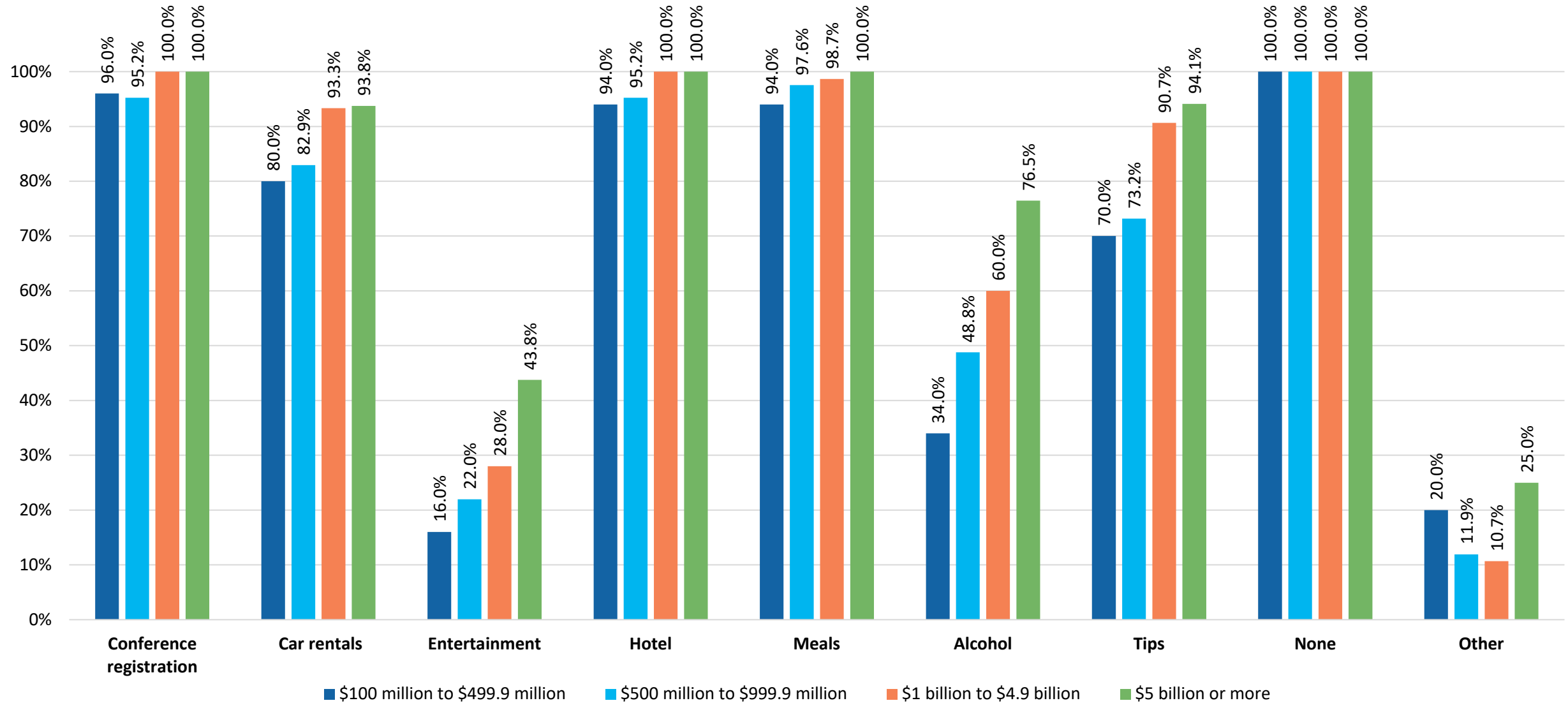


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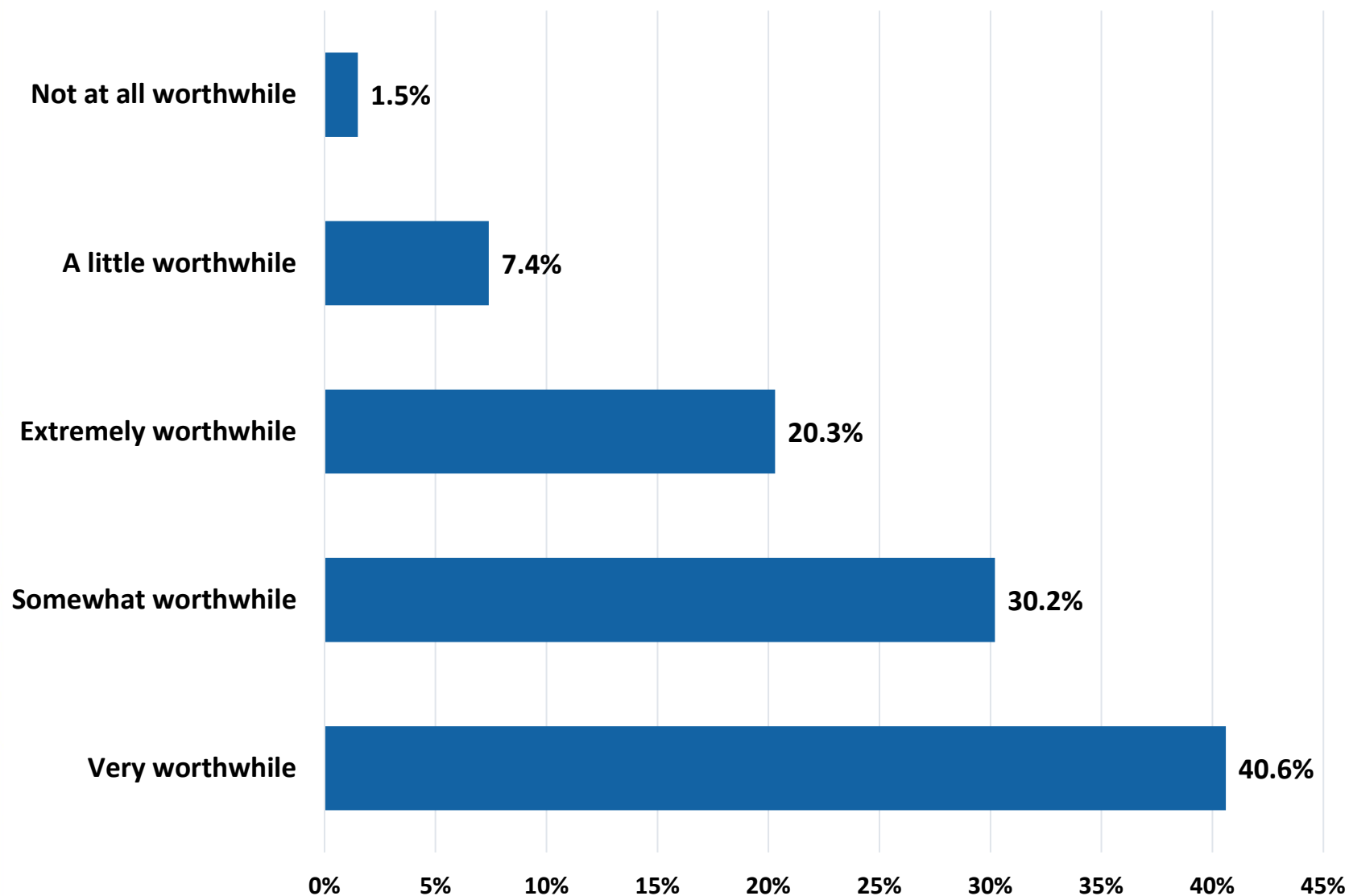
What travel expenses are Board members reimbursed for?



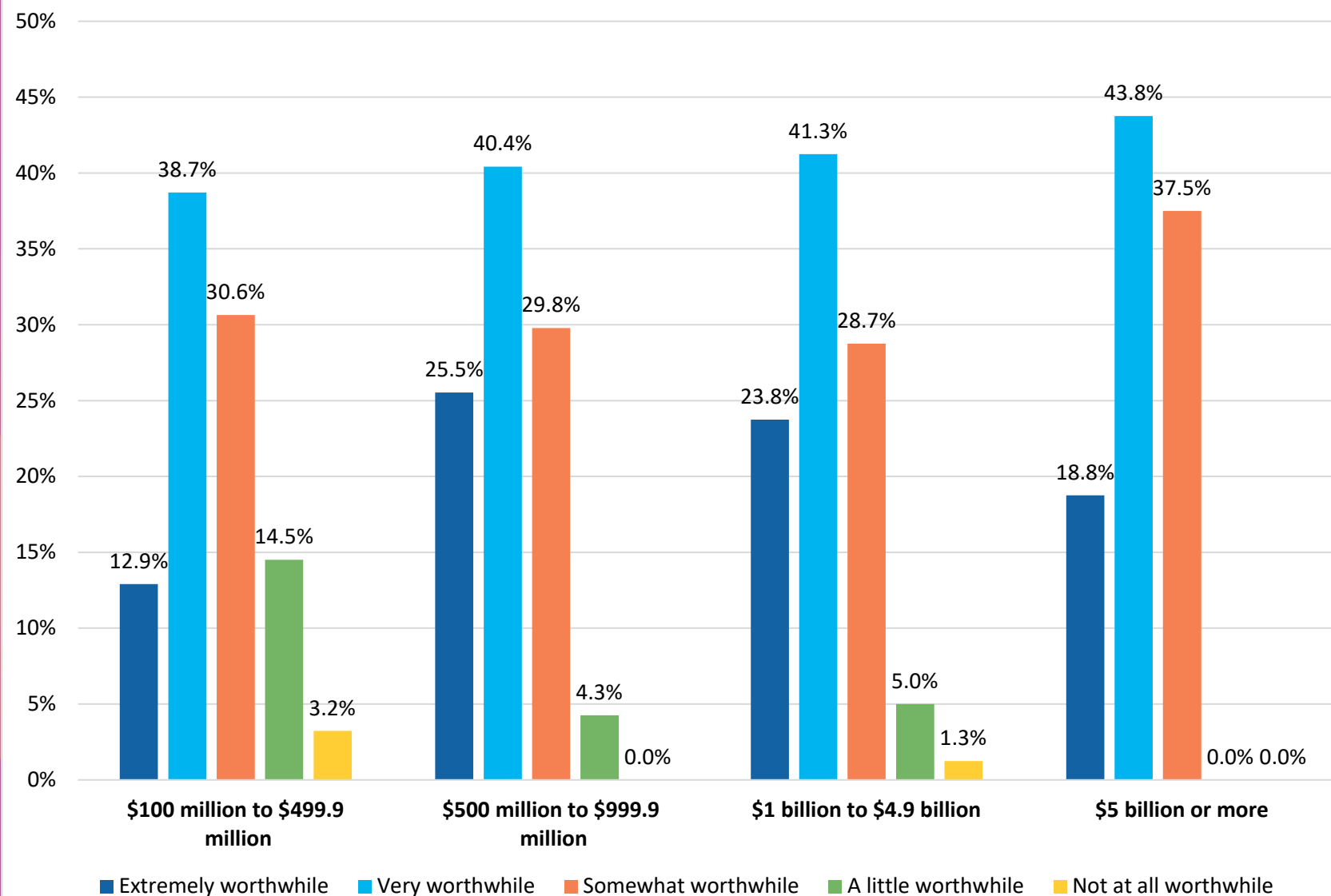
What travel expenses are Board members reimbursed for?



**How worthwhile are
current continuing
education efforts for the
dollars spent?**



How worthwhile are current continuing education efforts for the dollars spent?

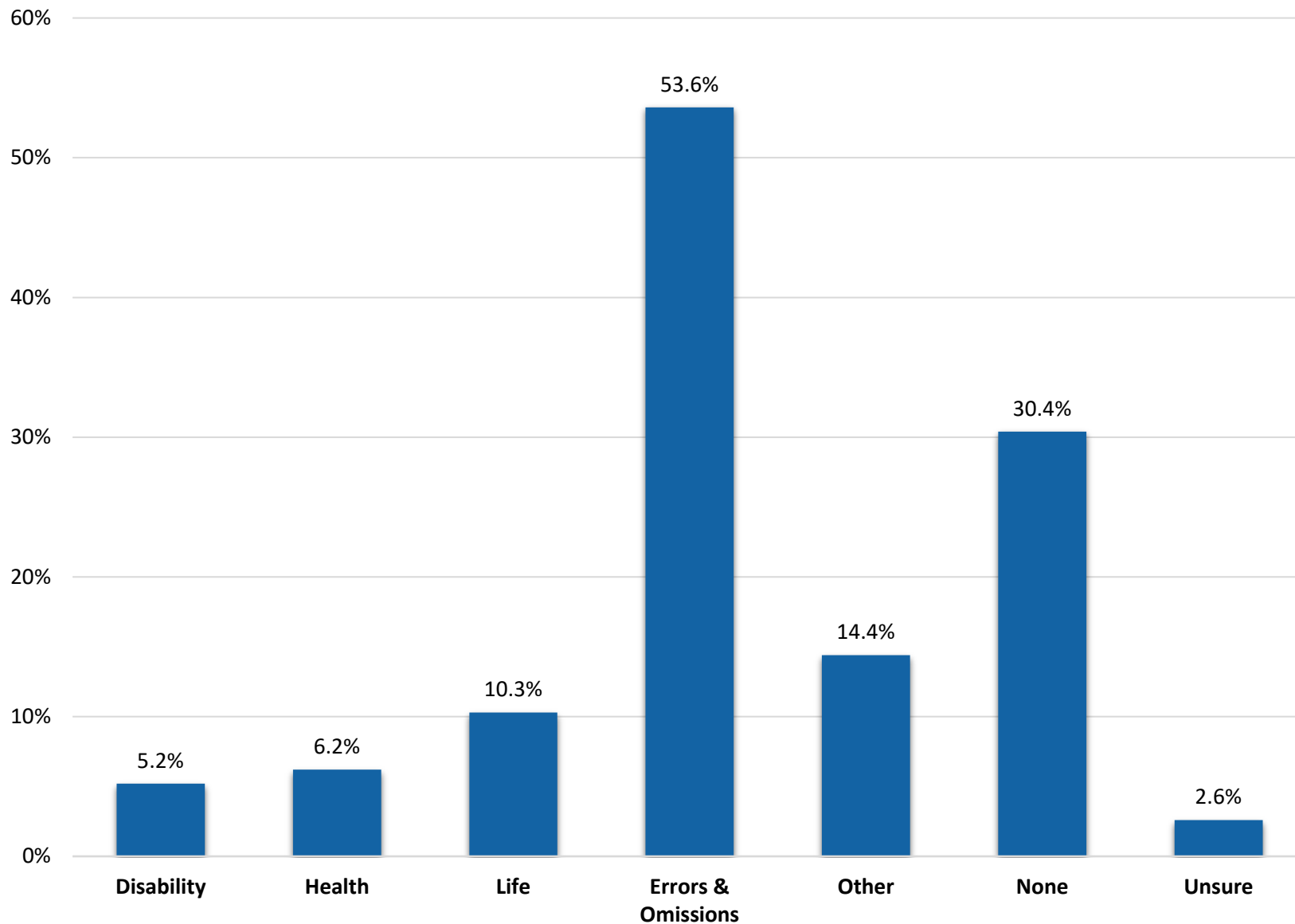


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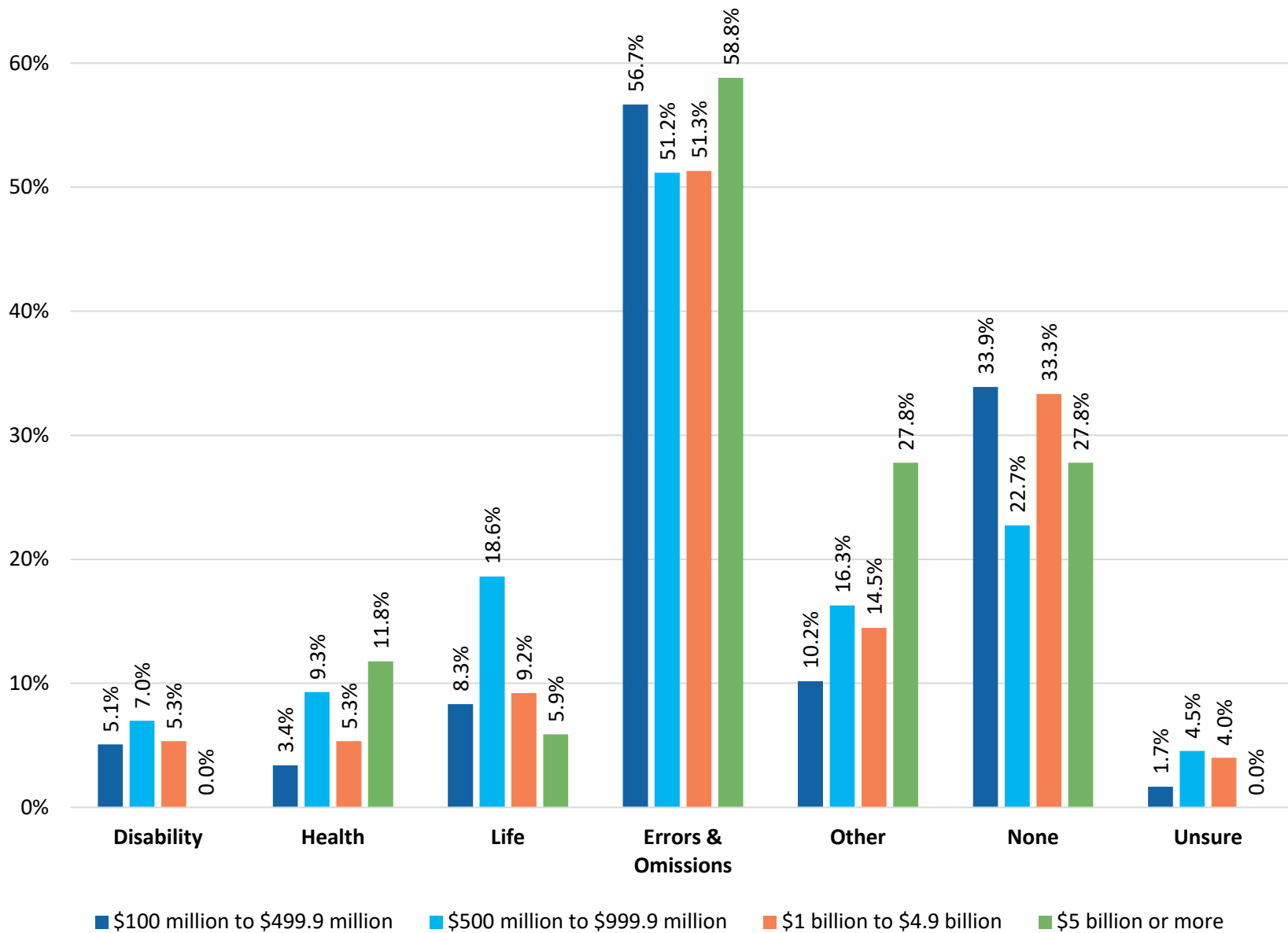
Part 2: Board Compensation & Demographics



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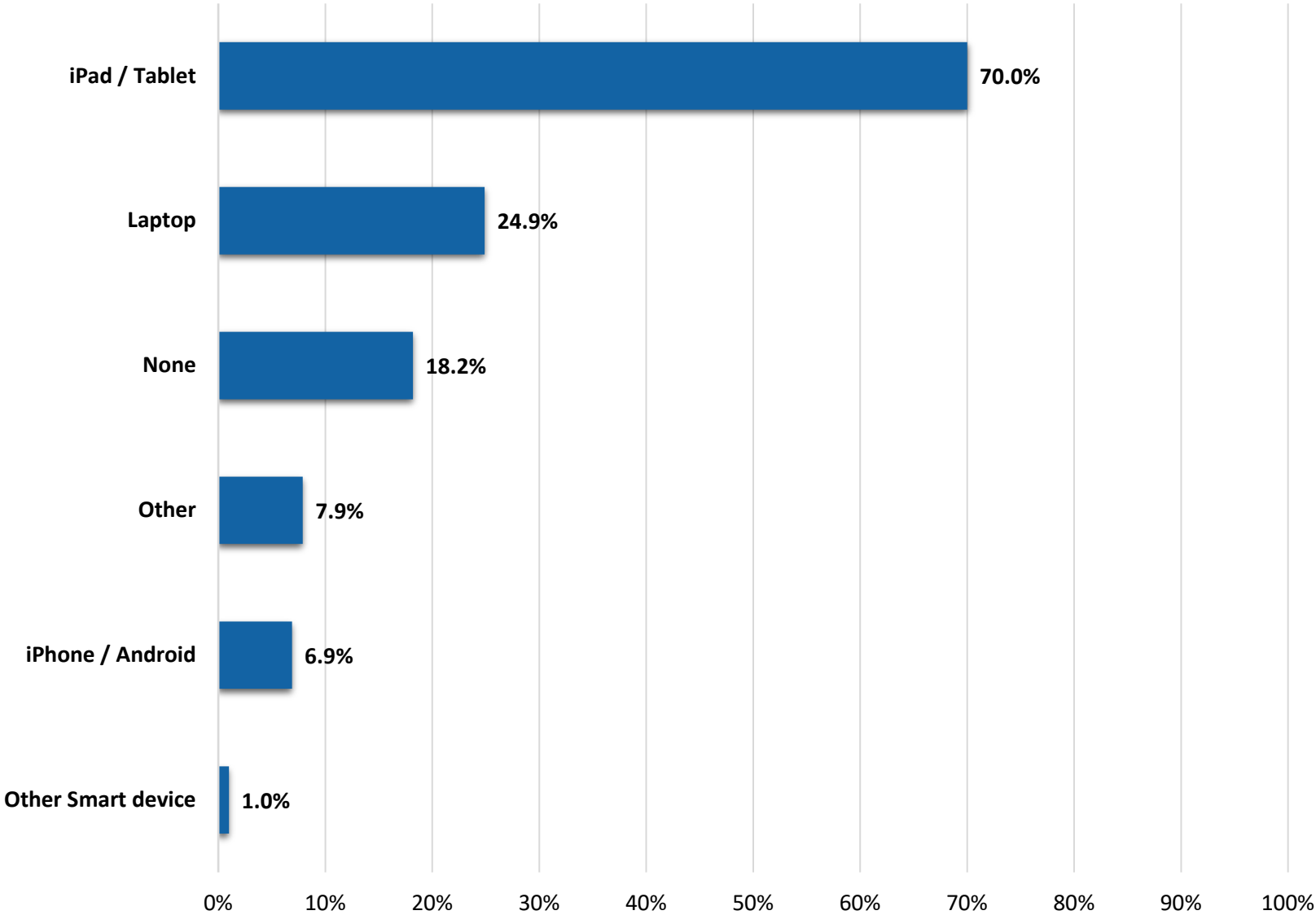


Do Board members receive any of the following insurance policies for serving?

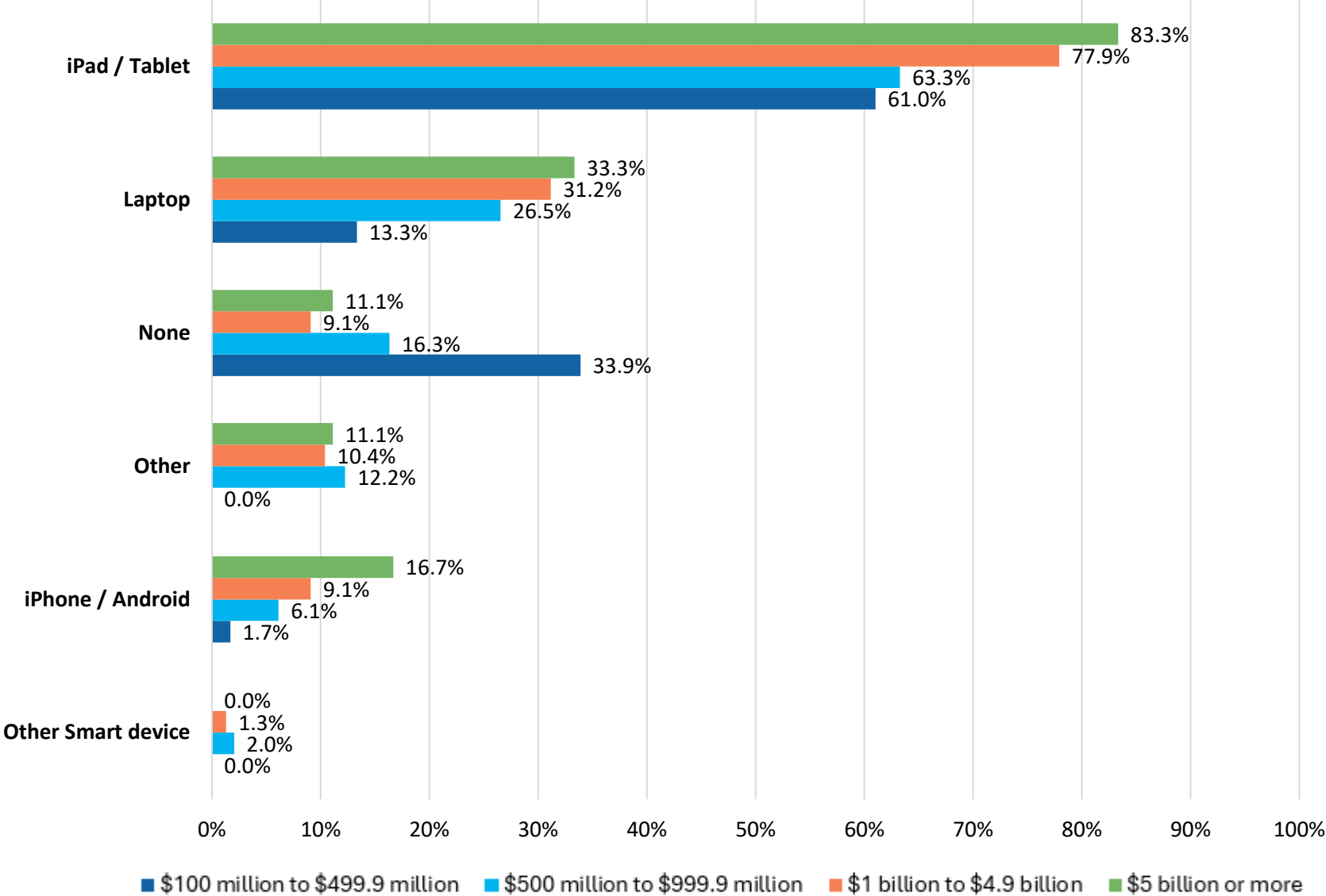


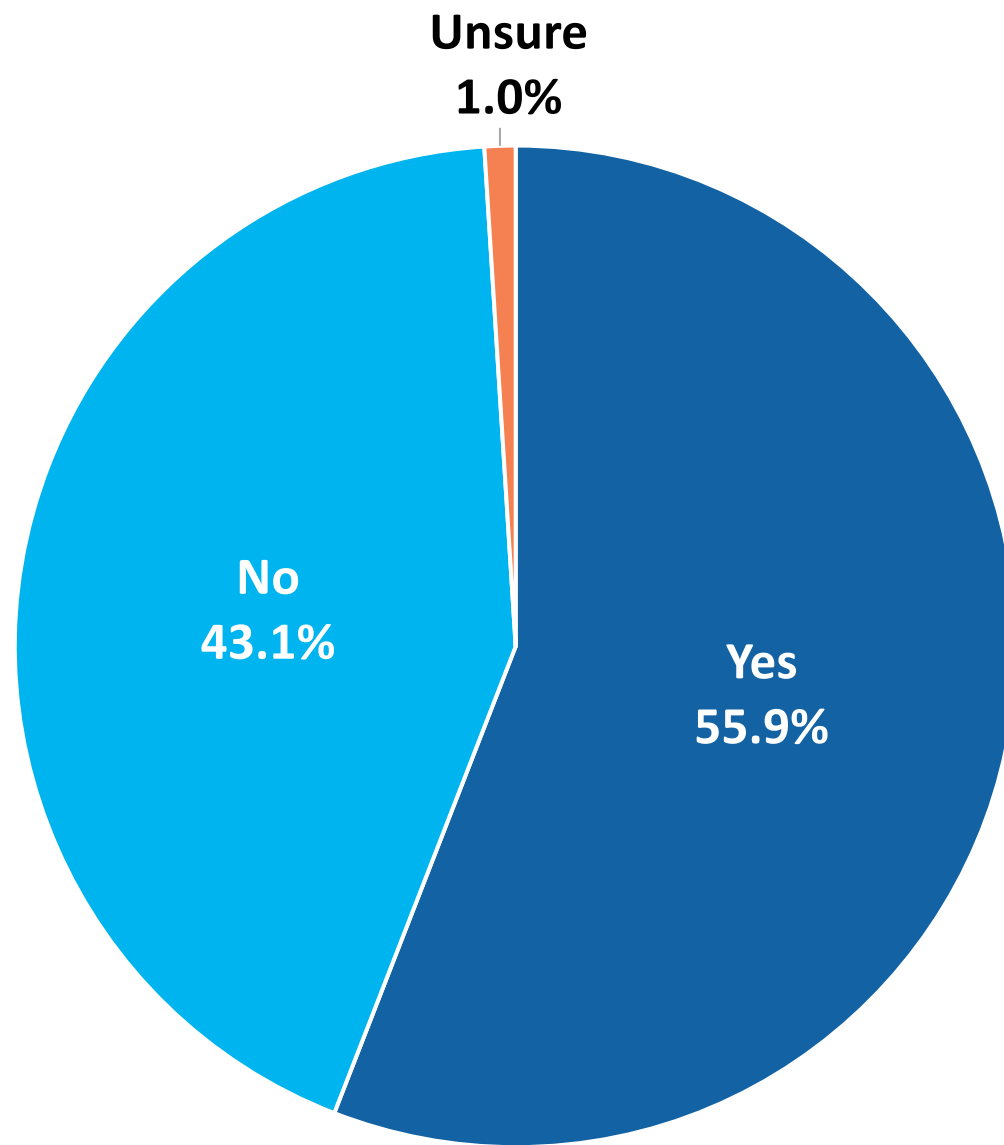
Do Board members receive any of the following insurance policies for serving?

Do you provide Board members with any of the following technological devices?

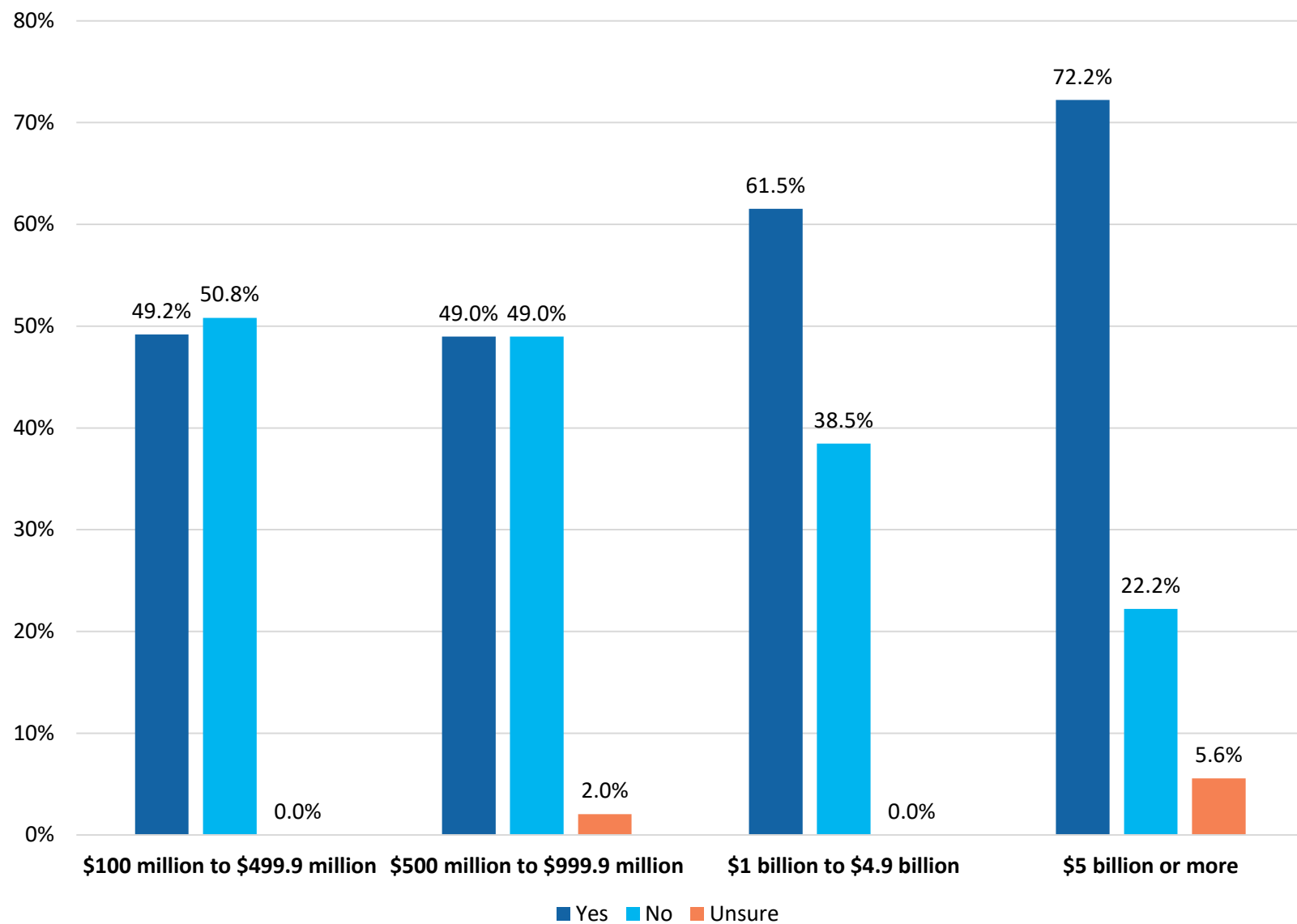


Do you provide Board members with any of the following technological devices?



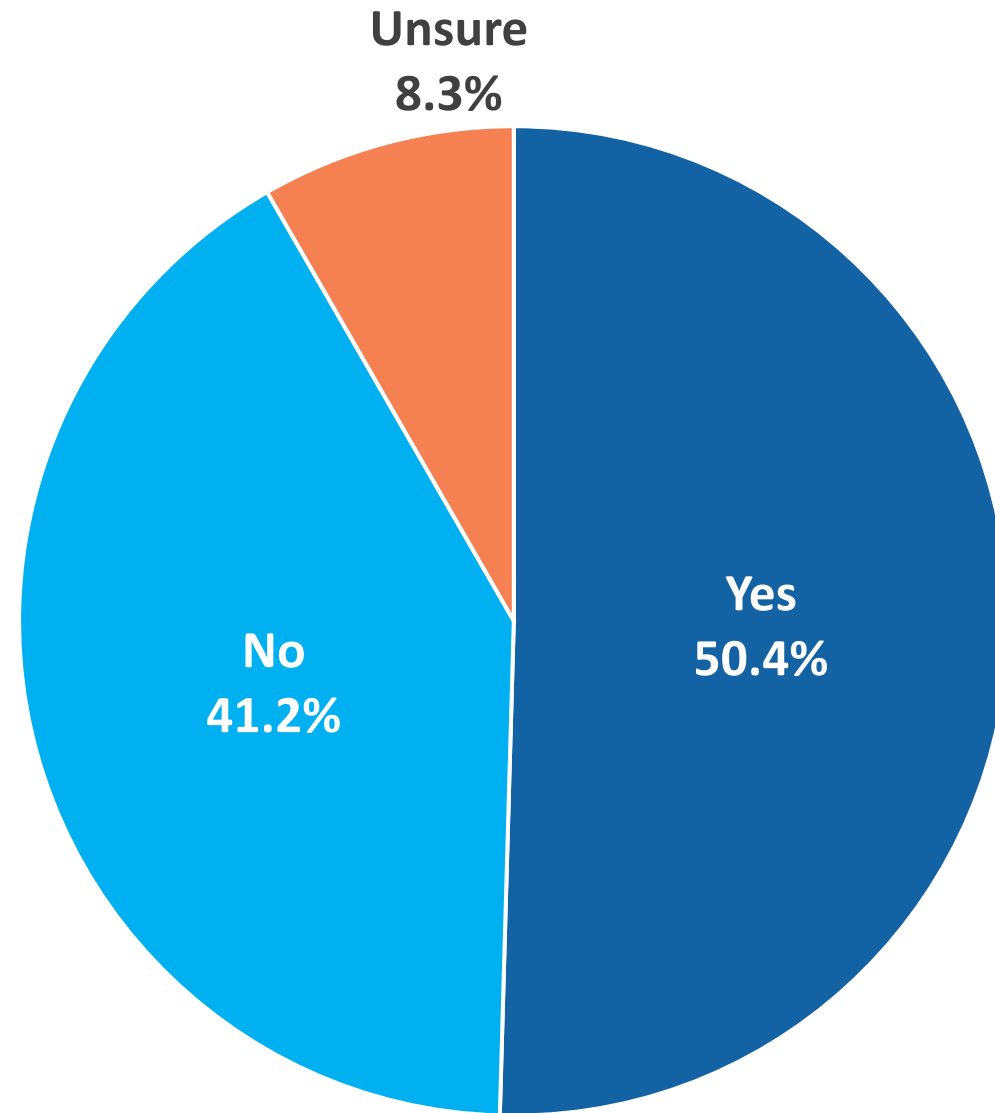


Is your credit union
state chartered?

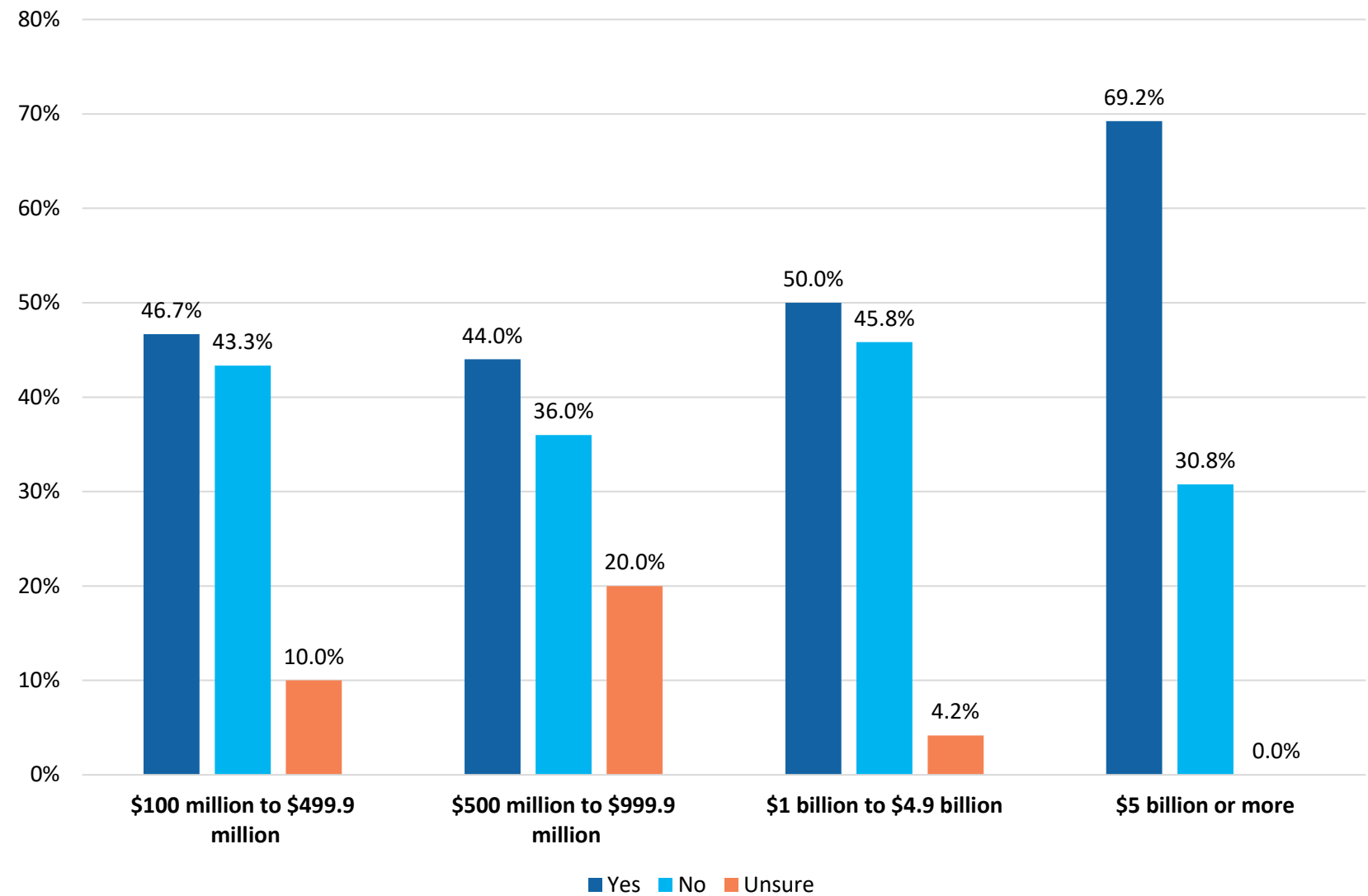


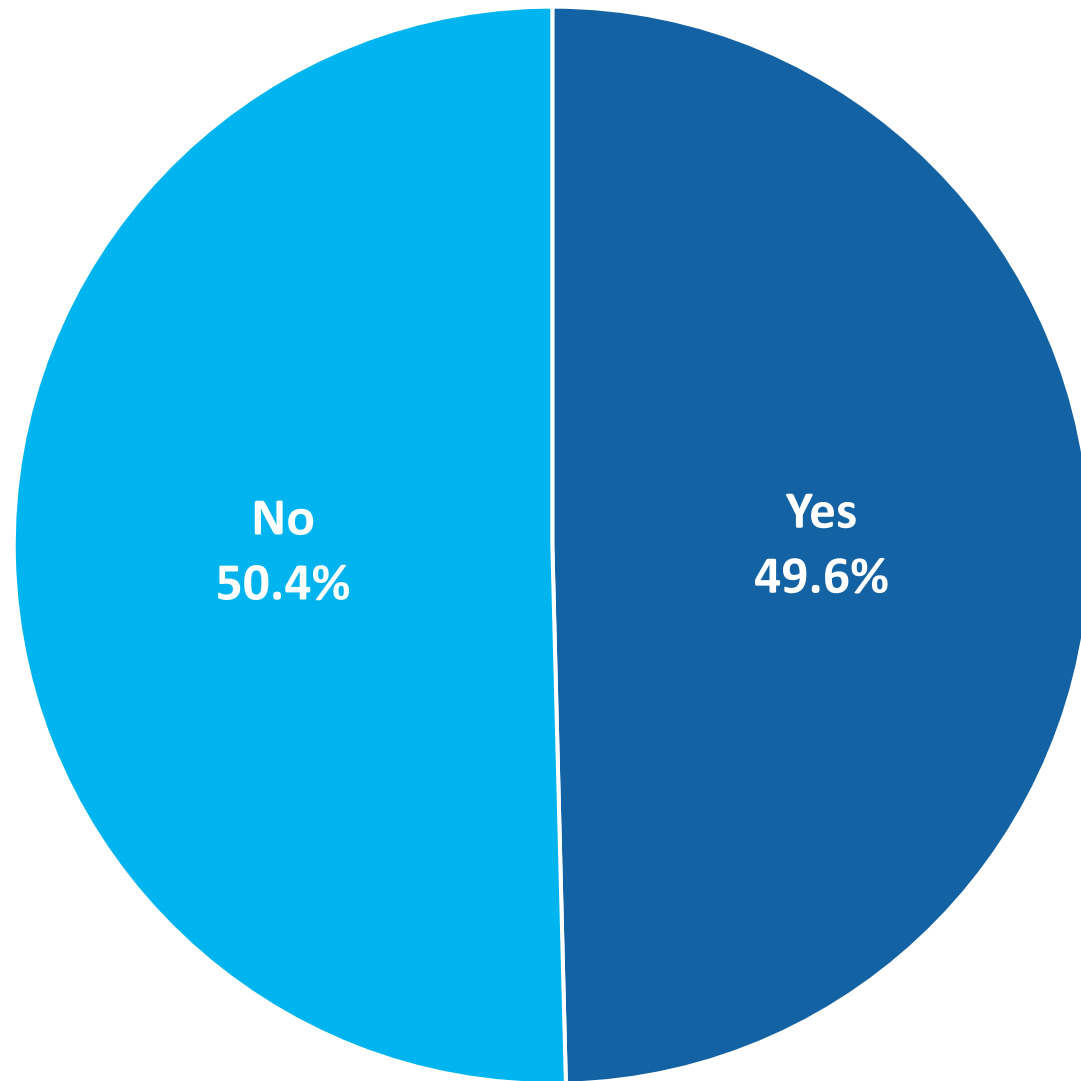
Is your credit union
state chartered?

Does your state
regulator allow Board
members to be
compensated?

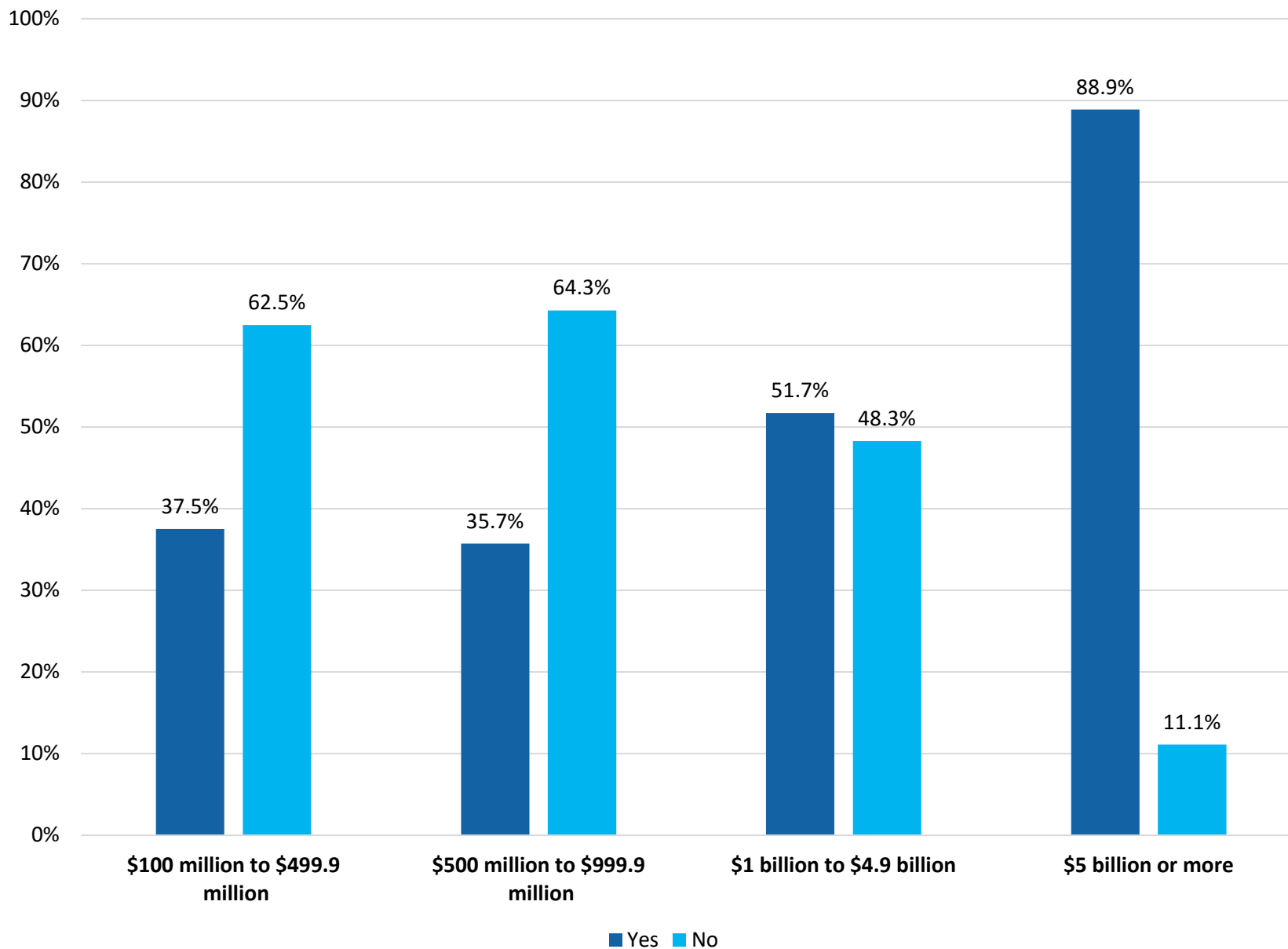


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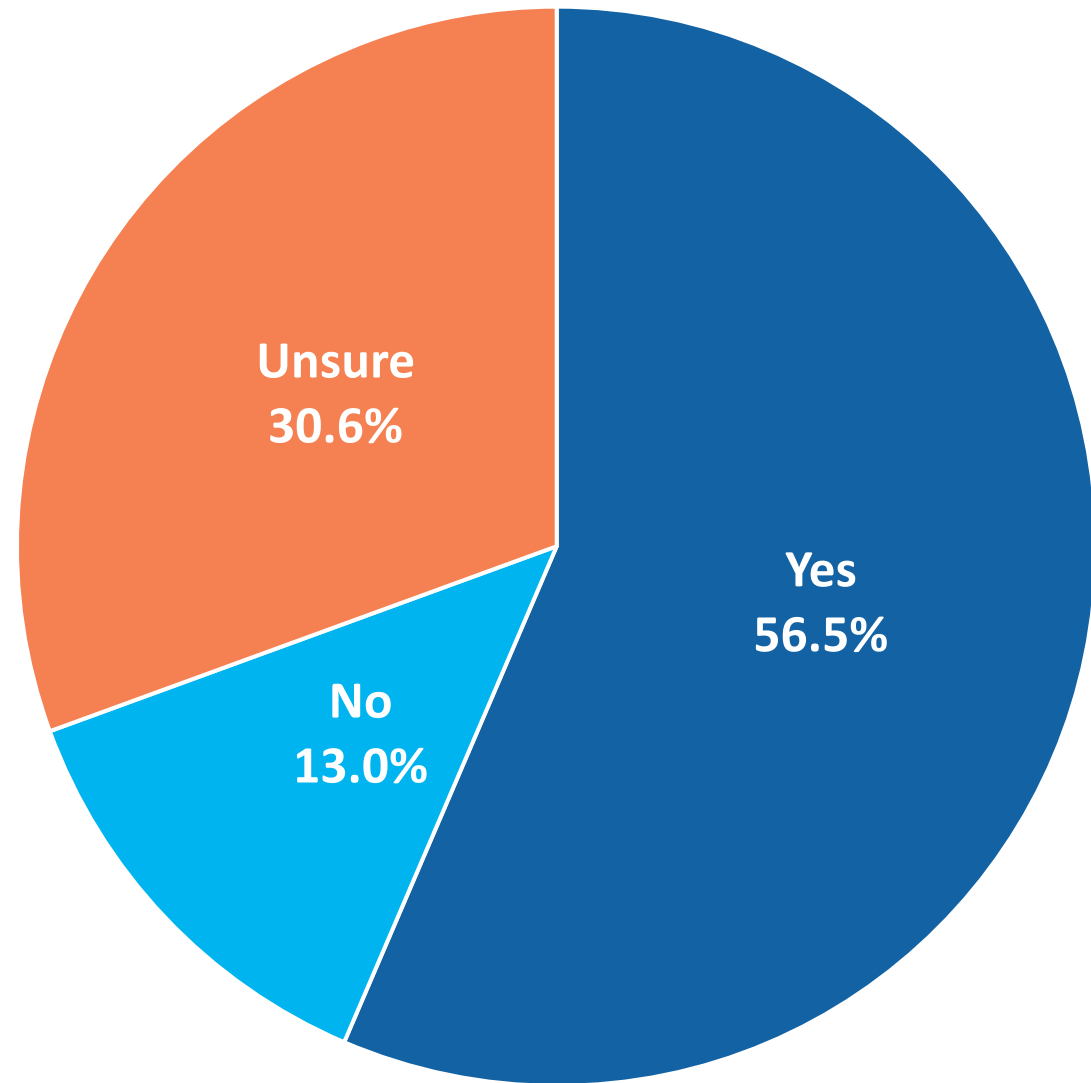


Does your credit
union compensate any
Board members?

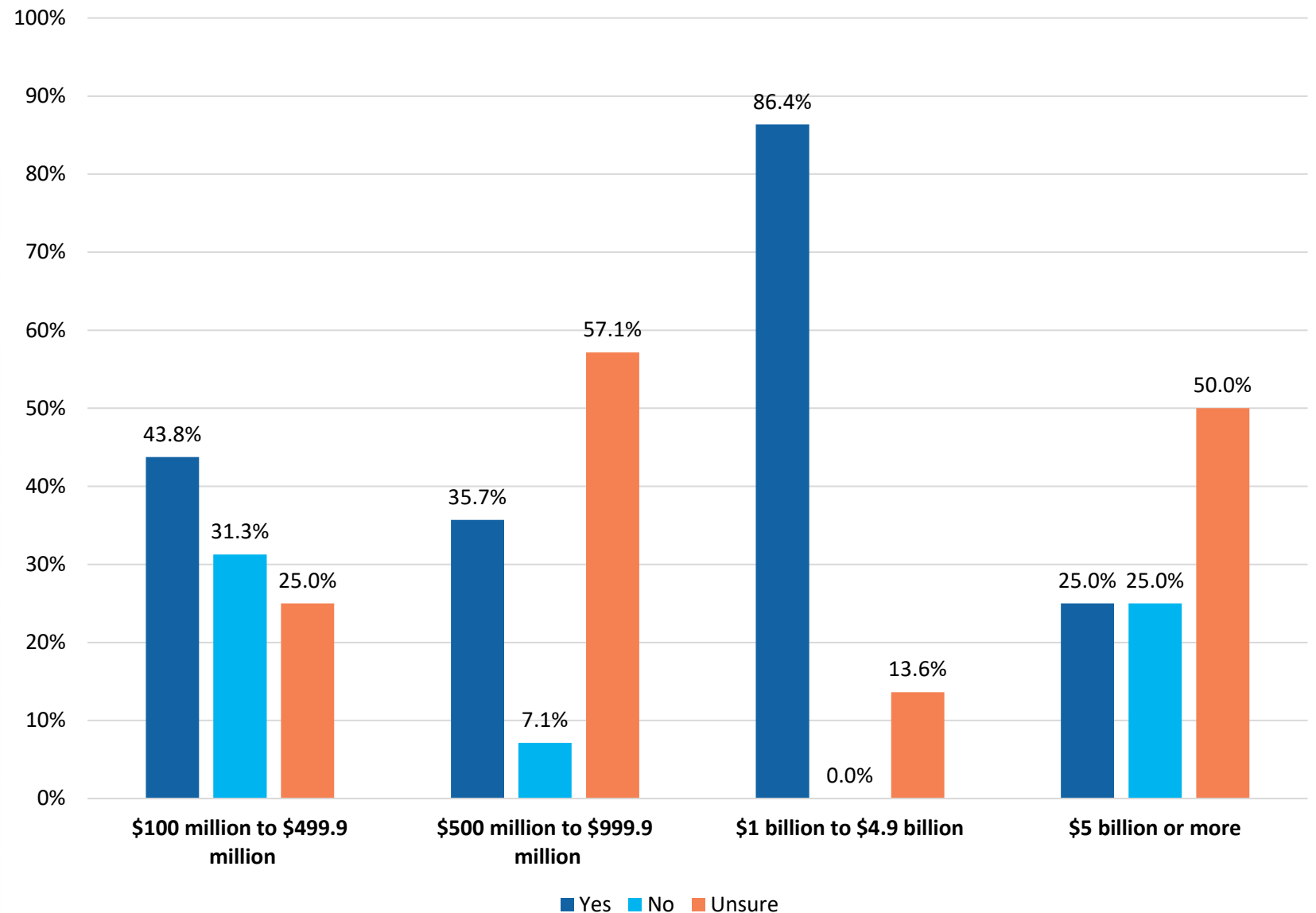


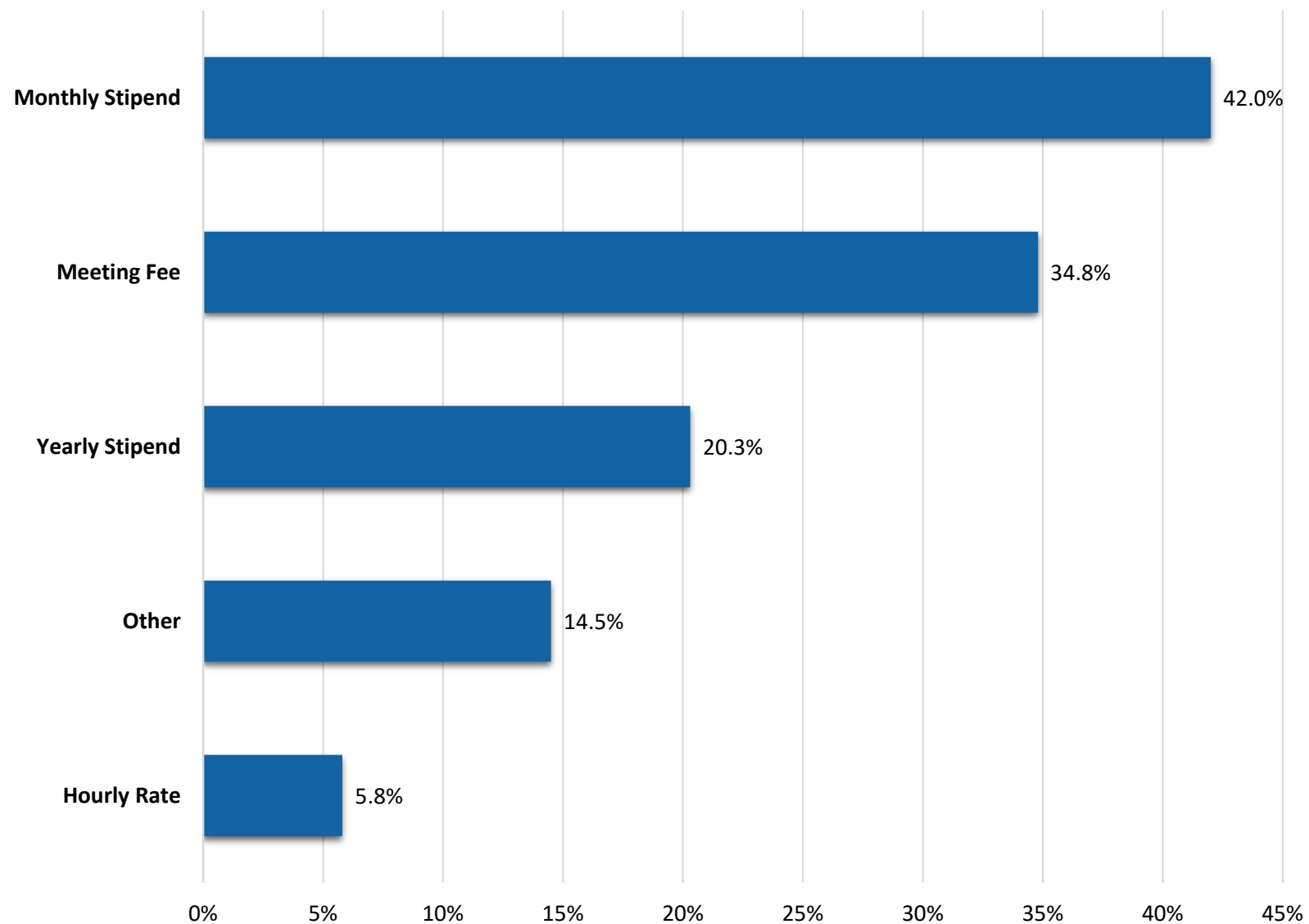
Does your credit union compensate any Board members?

Would your credit union
consider compensating
Board members if it
were allowed in your
state?

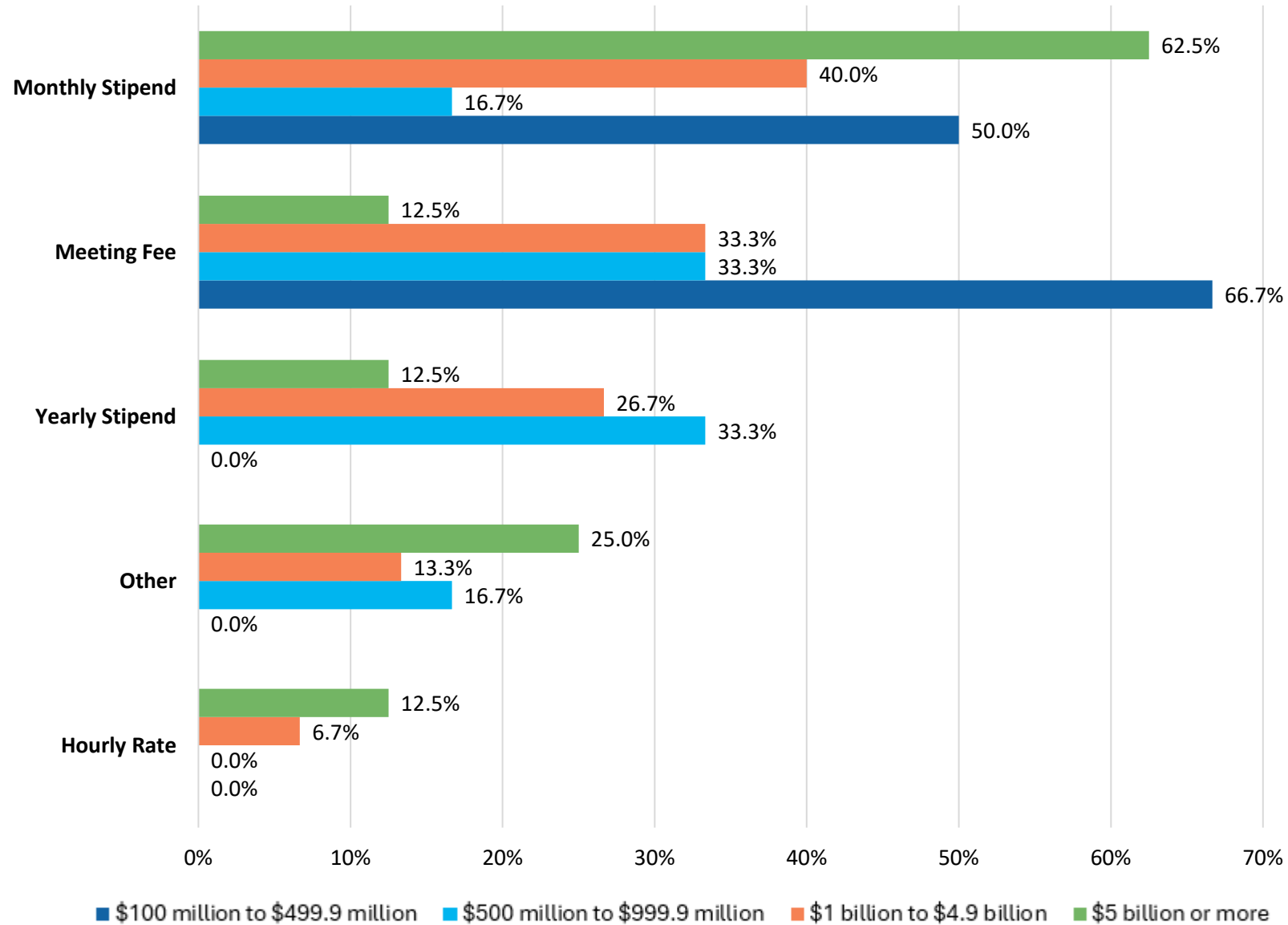


Would your credit union
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How is Board
compensation
structured?



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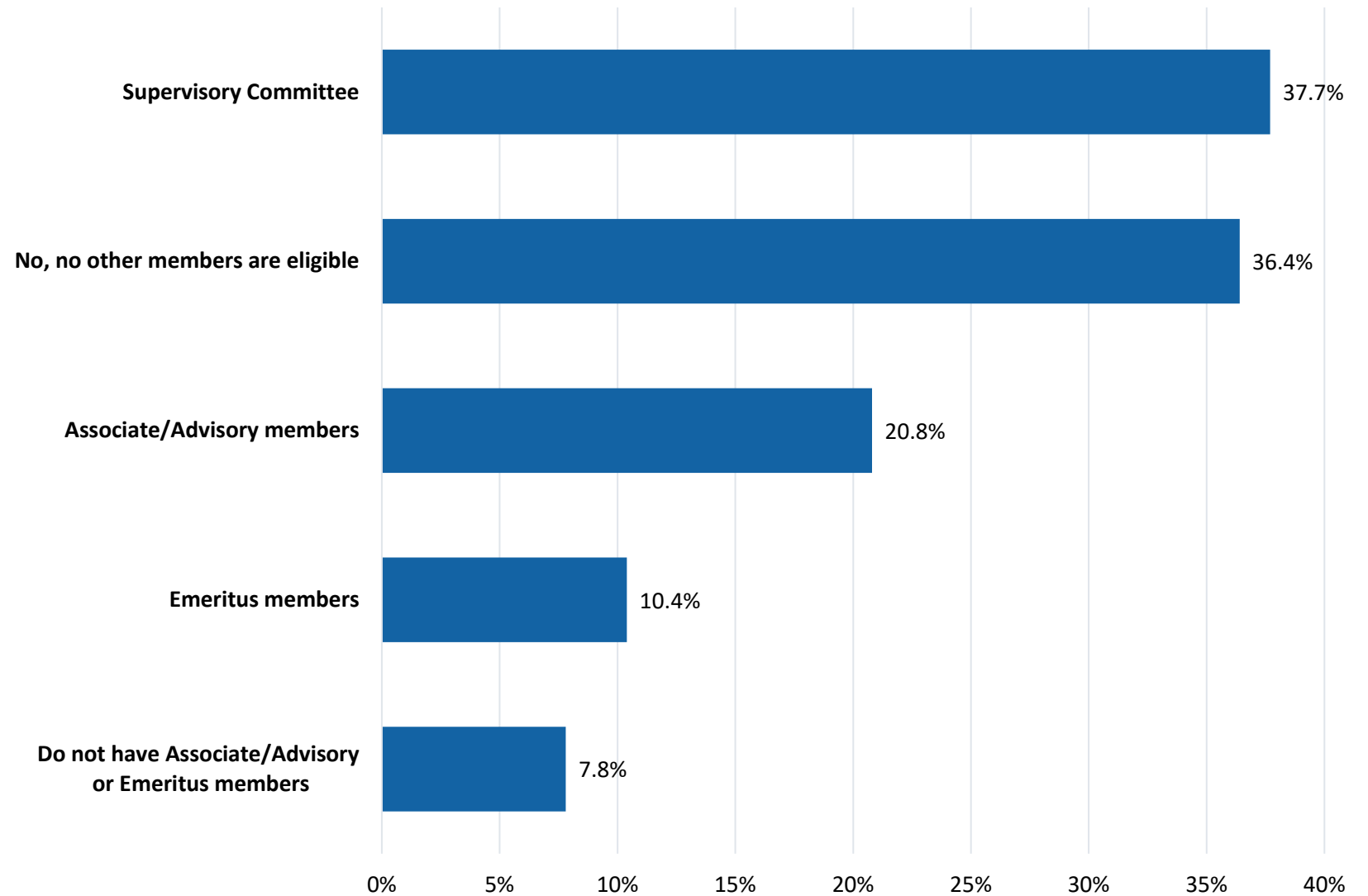
How much do each of the following receive in monetary compensation per Board member?

	Mean	Median	Minimum	Maximum
Annual (\$)	\$30,010	\$30,875	\$300	\$60,000

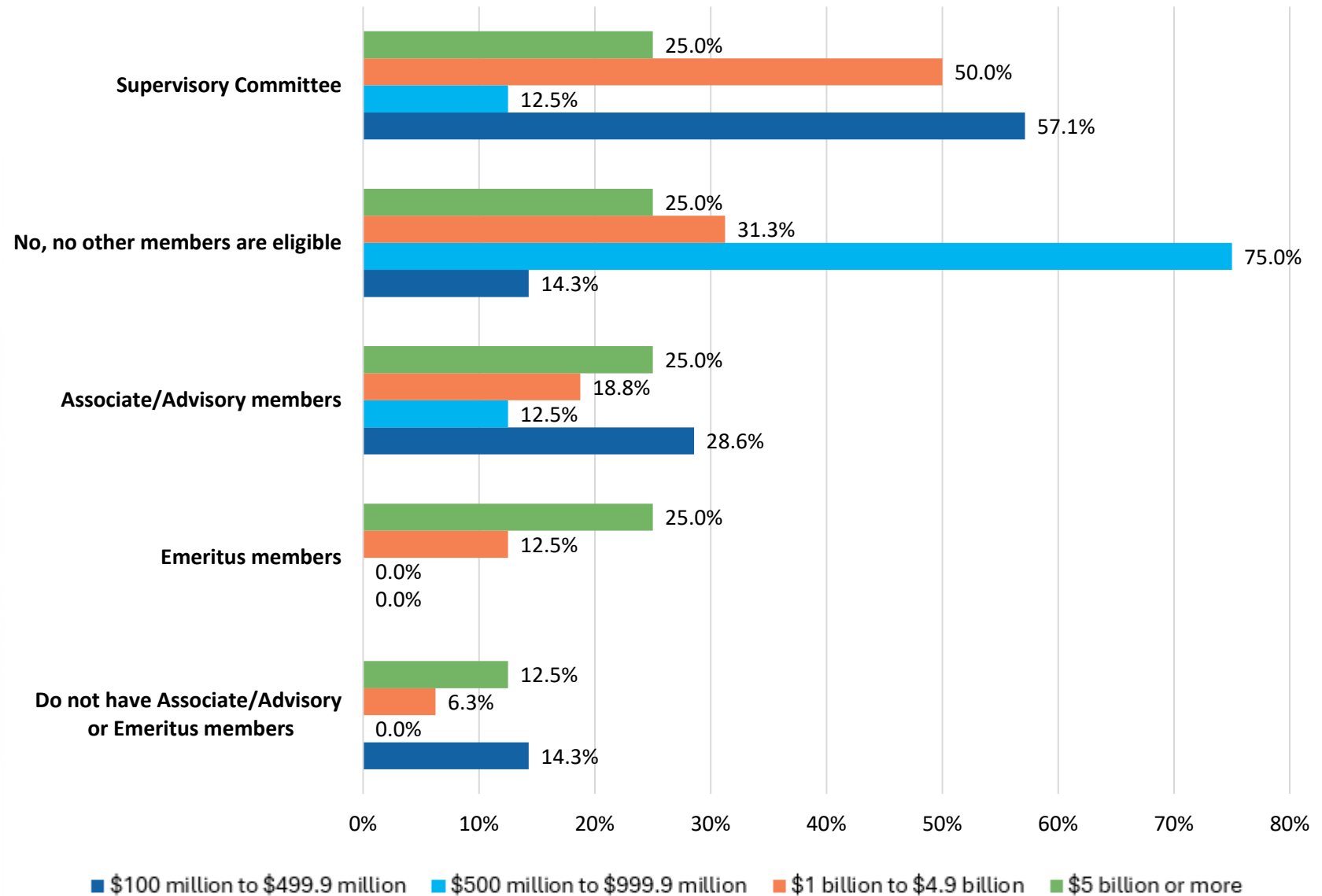
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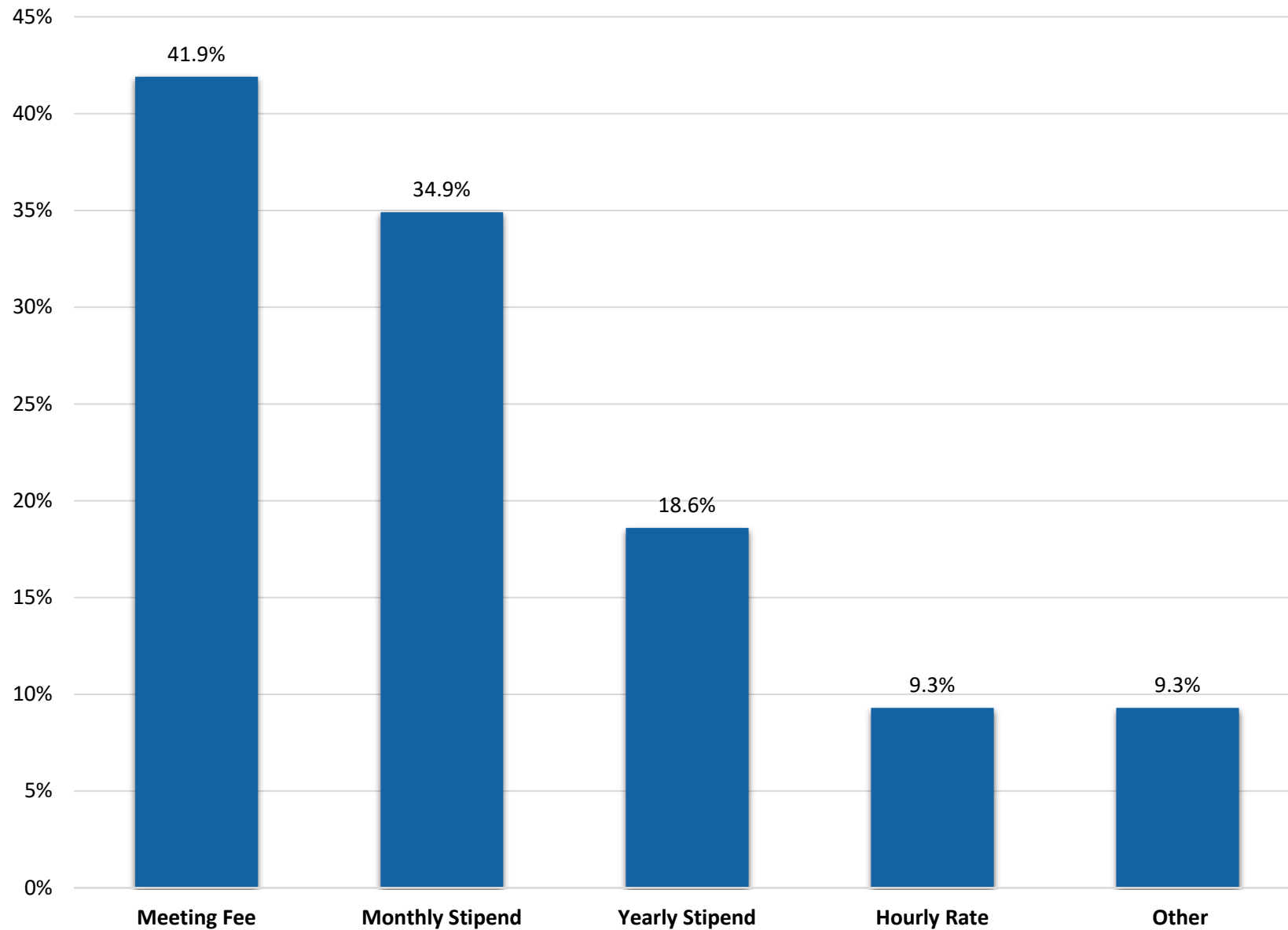
Annual (\$)	Mean	Median	Minimum	Maximum
\$100 million to \$499.9 million	\$9,660	\$10,800	\$300	\$14,400
\$500 million to \$999.9 million	\$29,000	\$24,000	\$12,000	\$51,000
\$1 billion to \$4.9 billion	\$32,603	\$39,000	\$2,000	\$60,000
\$5 billion or more	\$36,641	\$38,904	\$16,800	\$51,000

Are any of the
following eligible
for compensation?

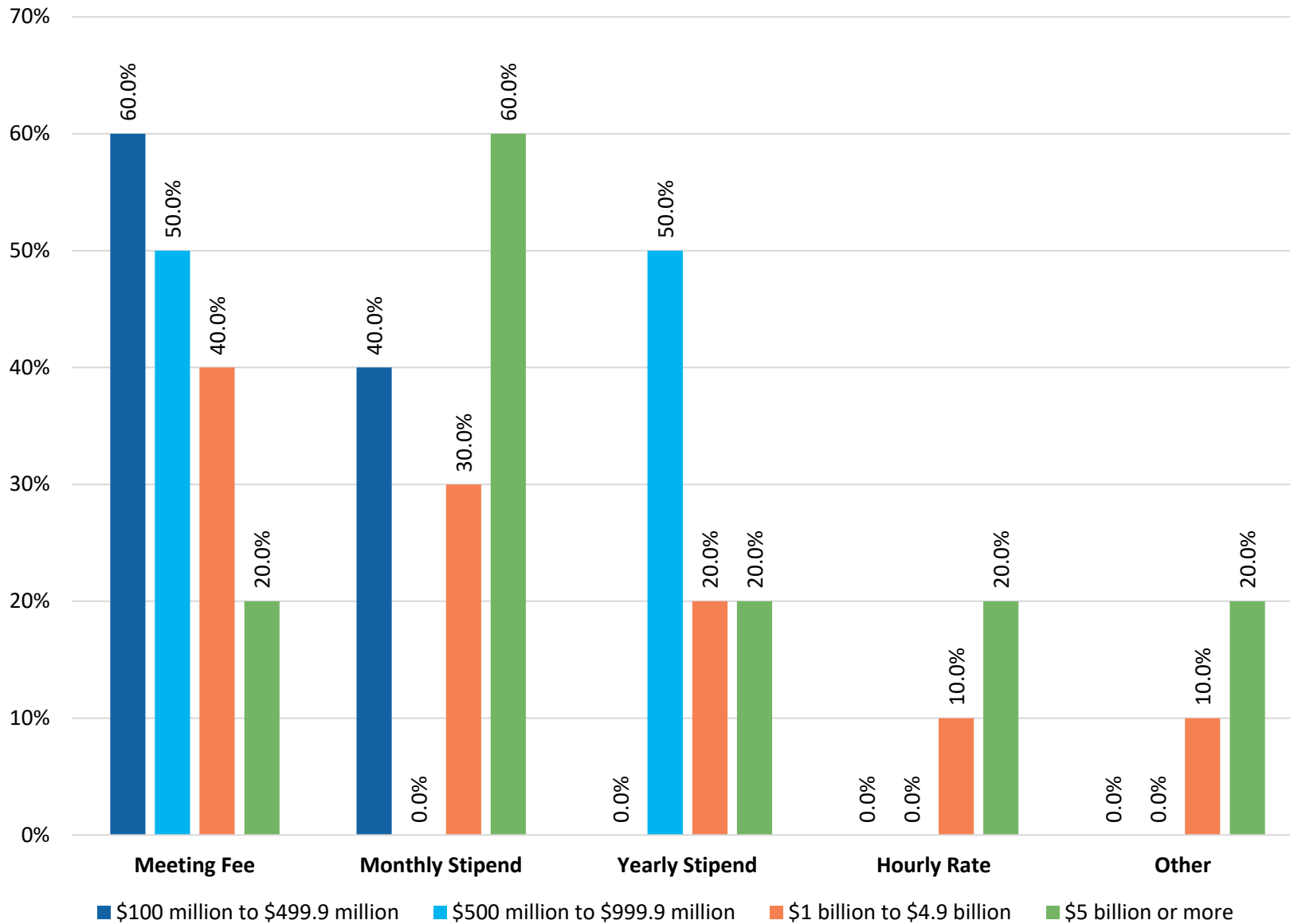


Are any of the
following eligible
for compensation?



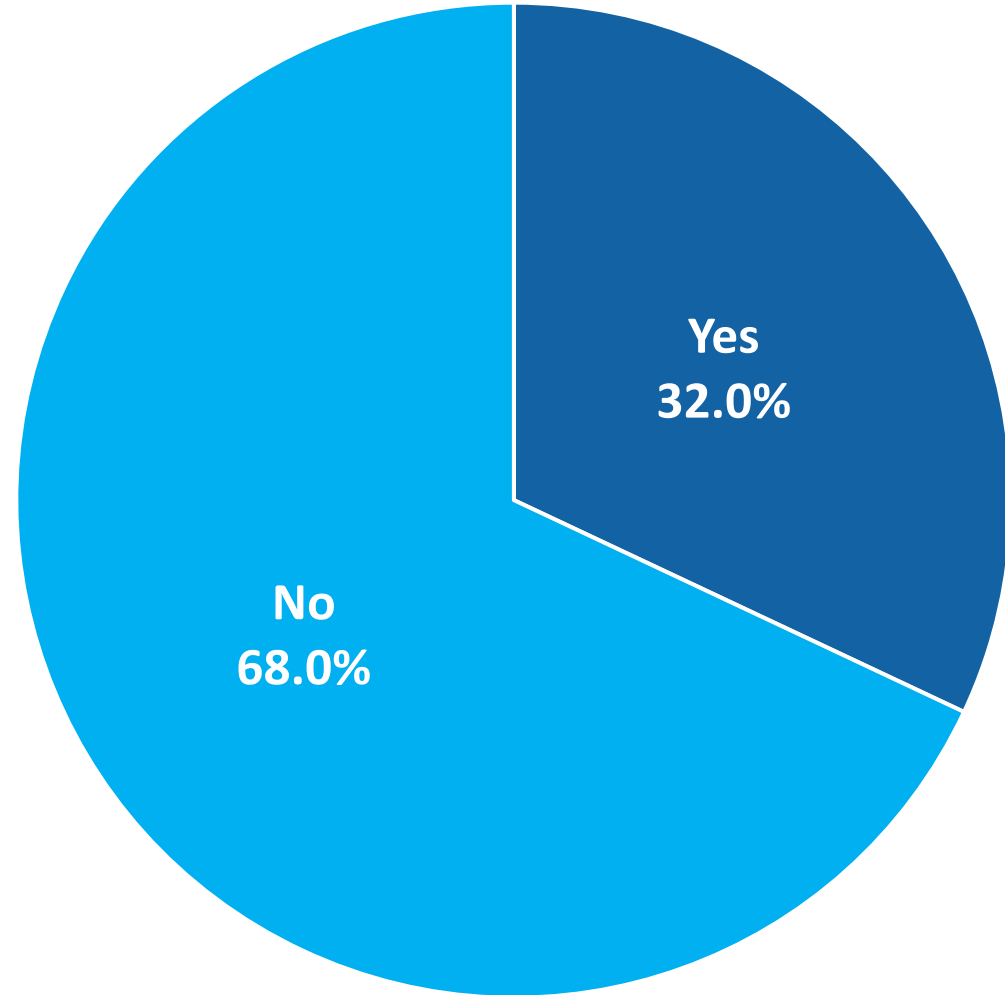


How is
compensation for
these members
structured?

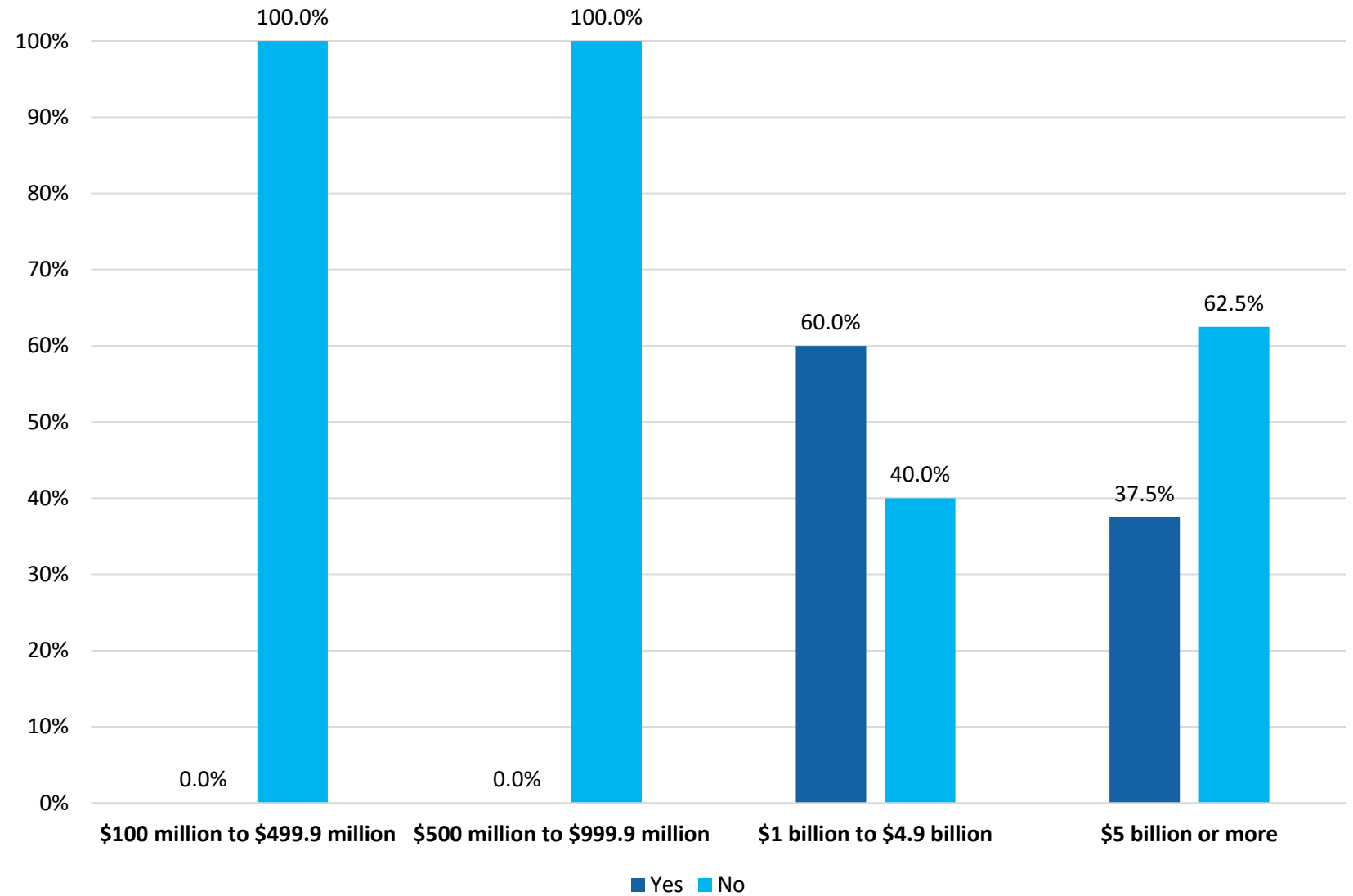


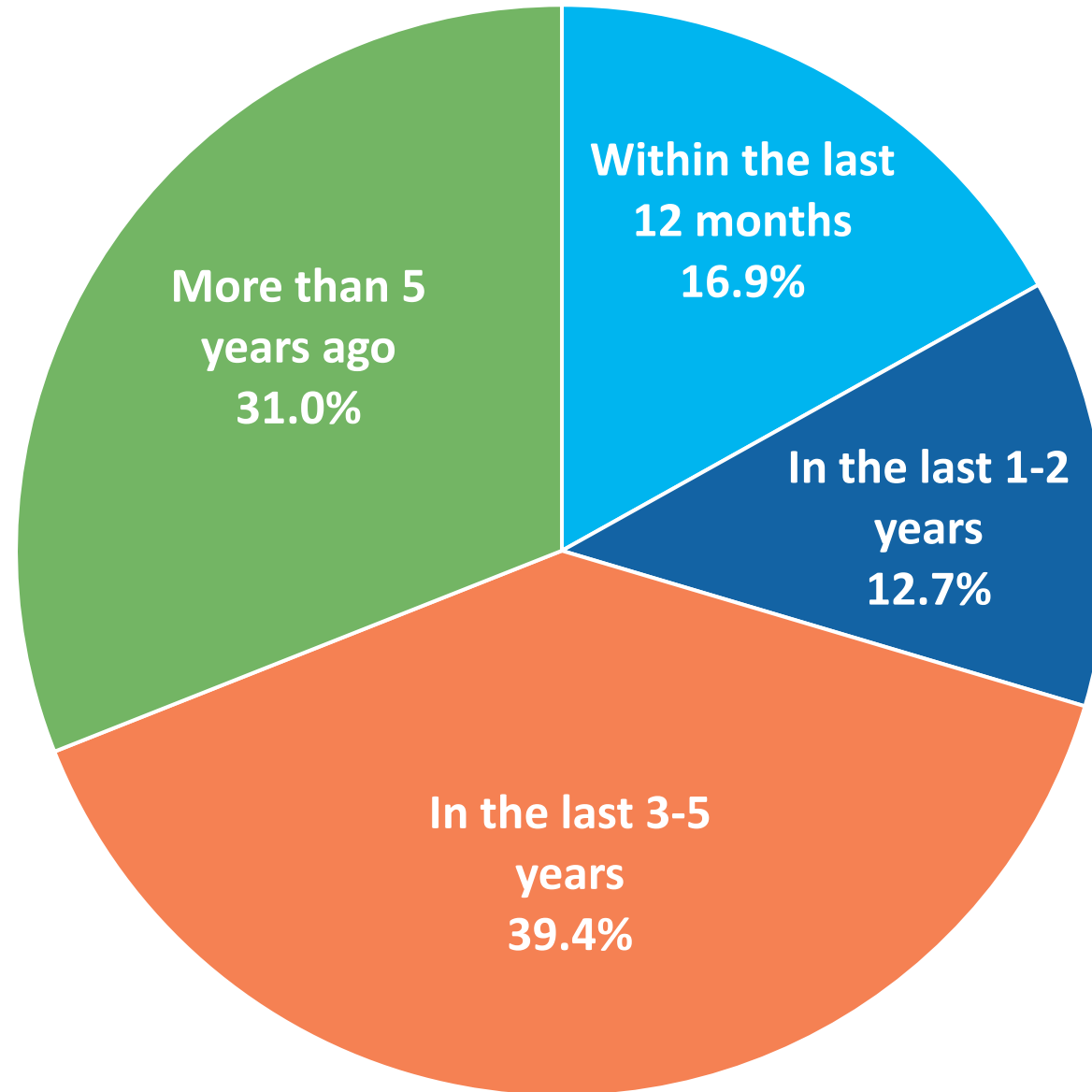
How is
compensation for
these members
structured?

Do you use a third-party firm to assist in evaluating your Board compensation?

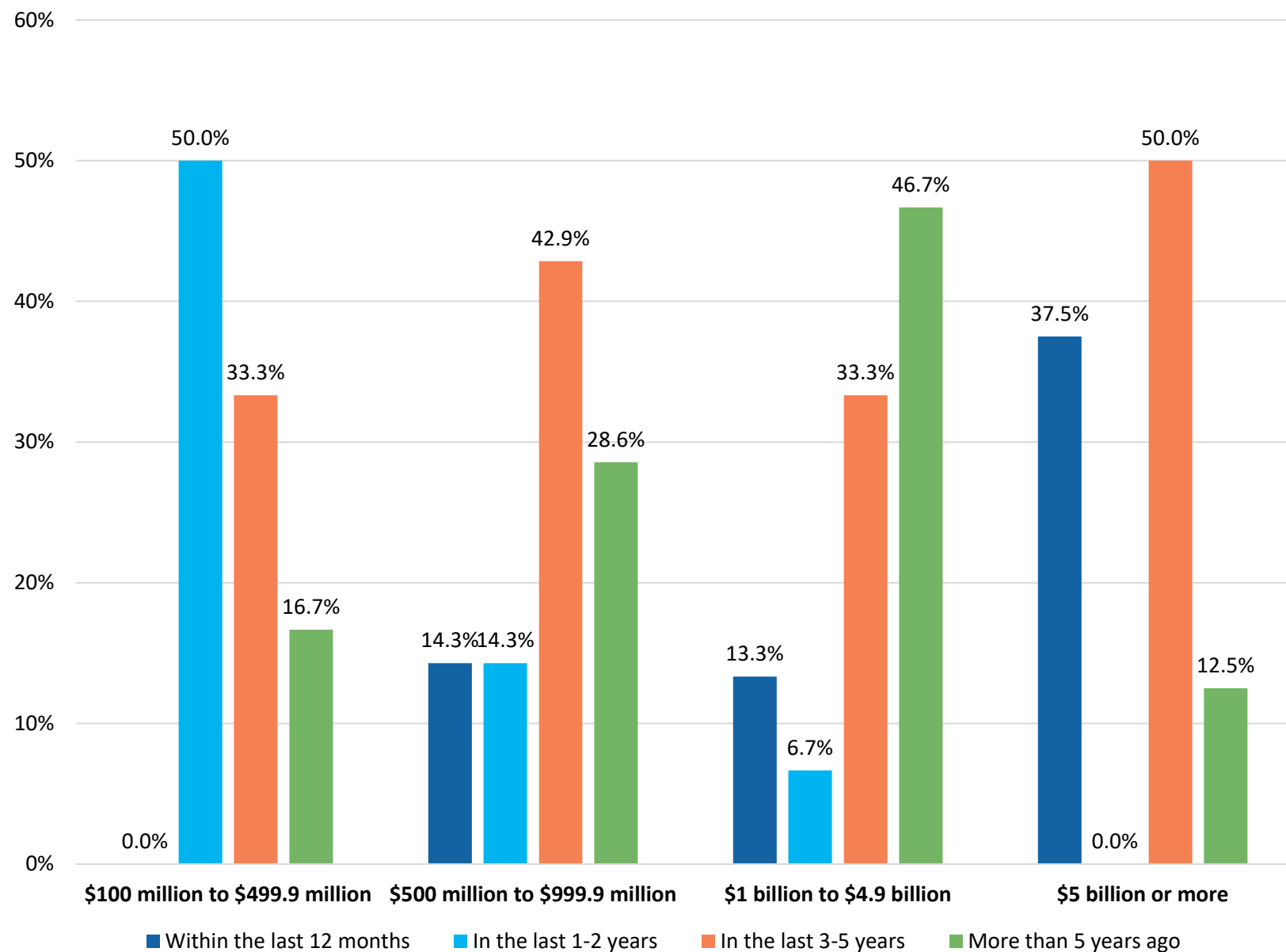


Do you use a third-party firm to assist in evaluating your Board compensation?

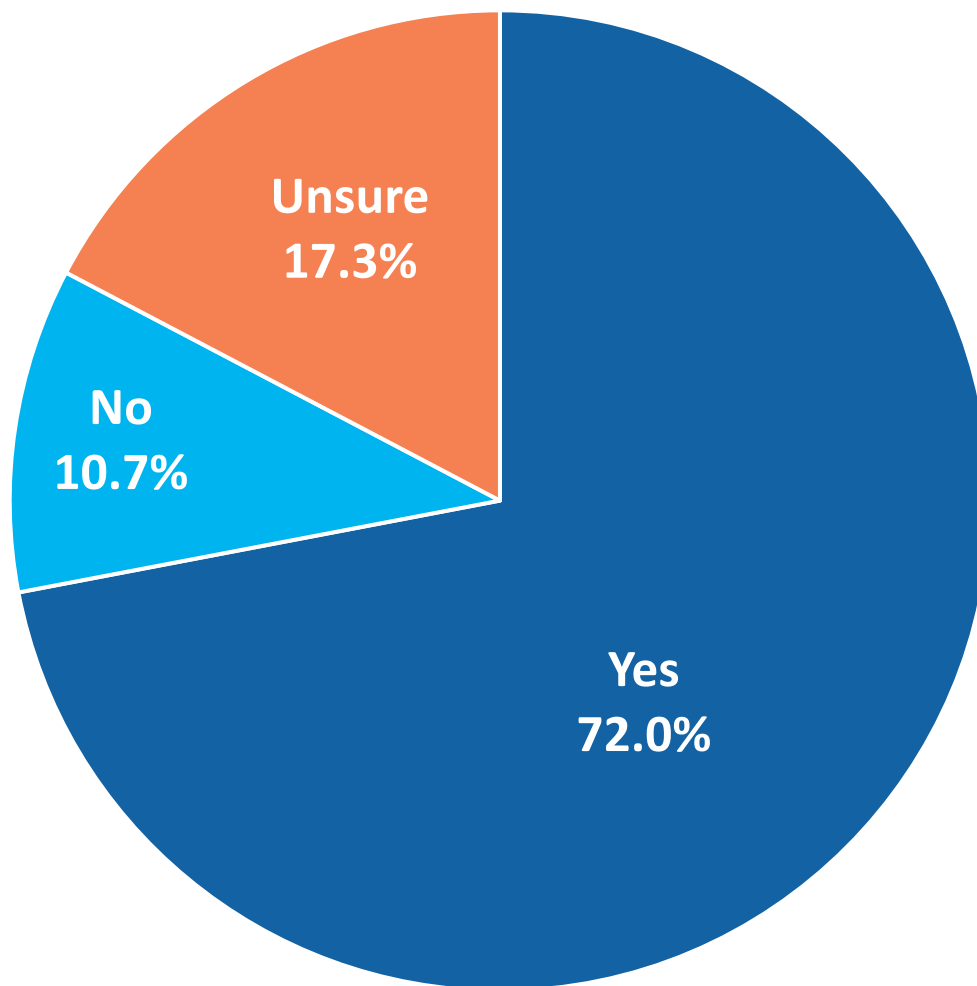




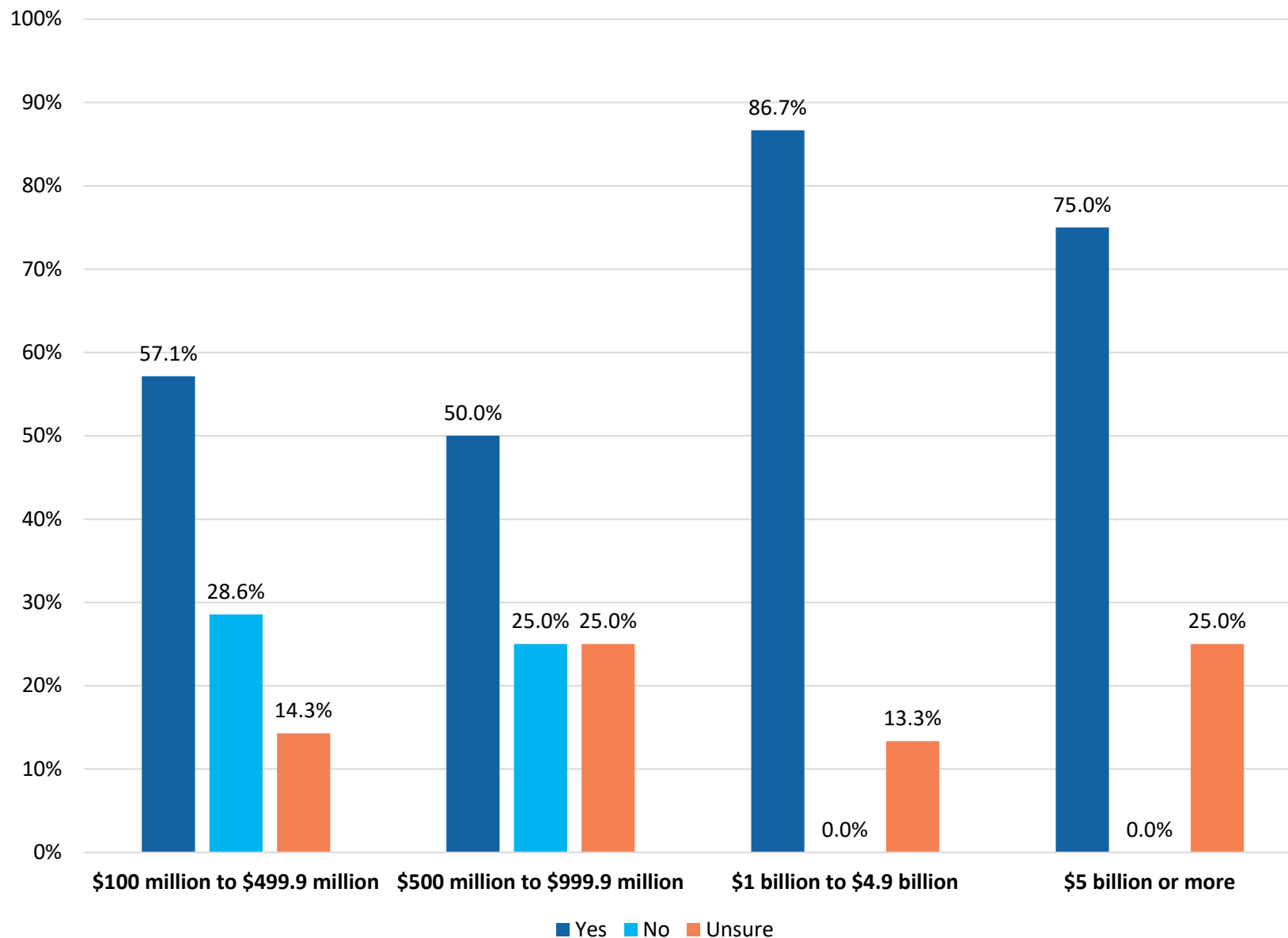
**When did you last
implement your
Board compensation
structure?**



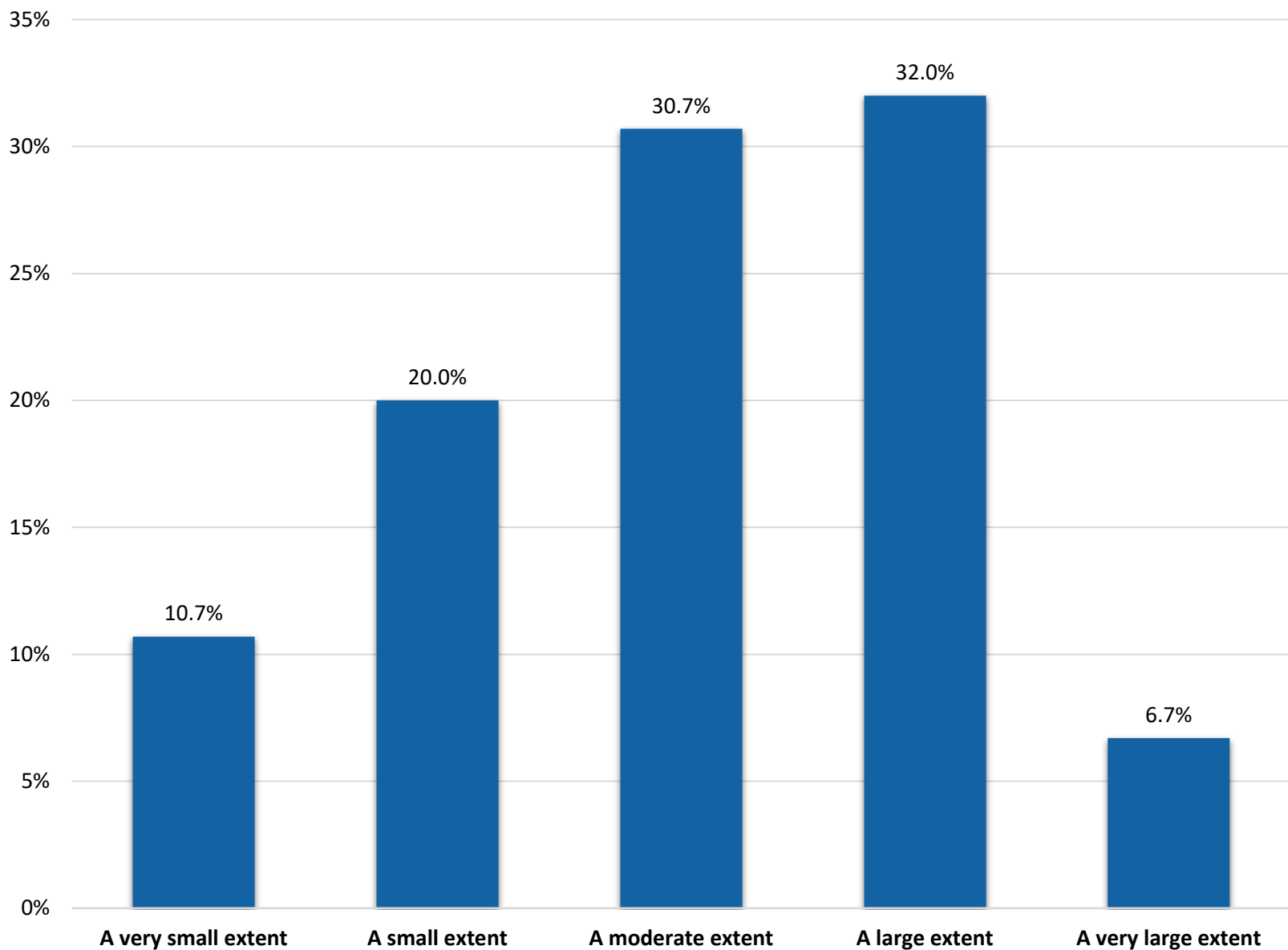
When did you last
implement your
Board compensation
structure?



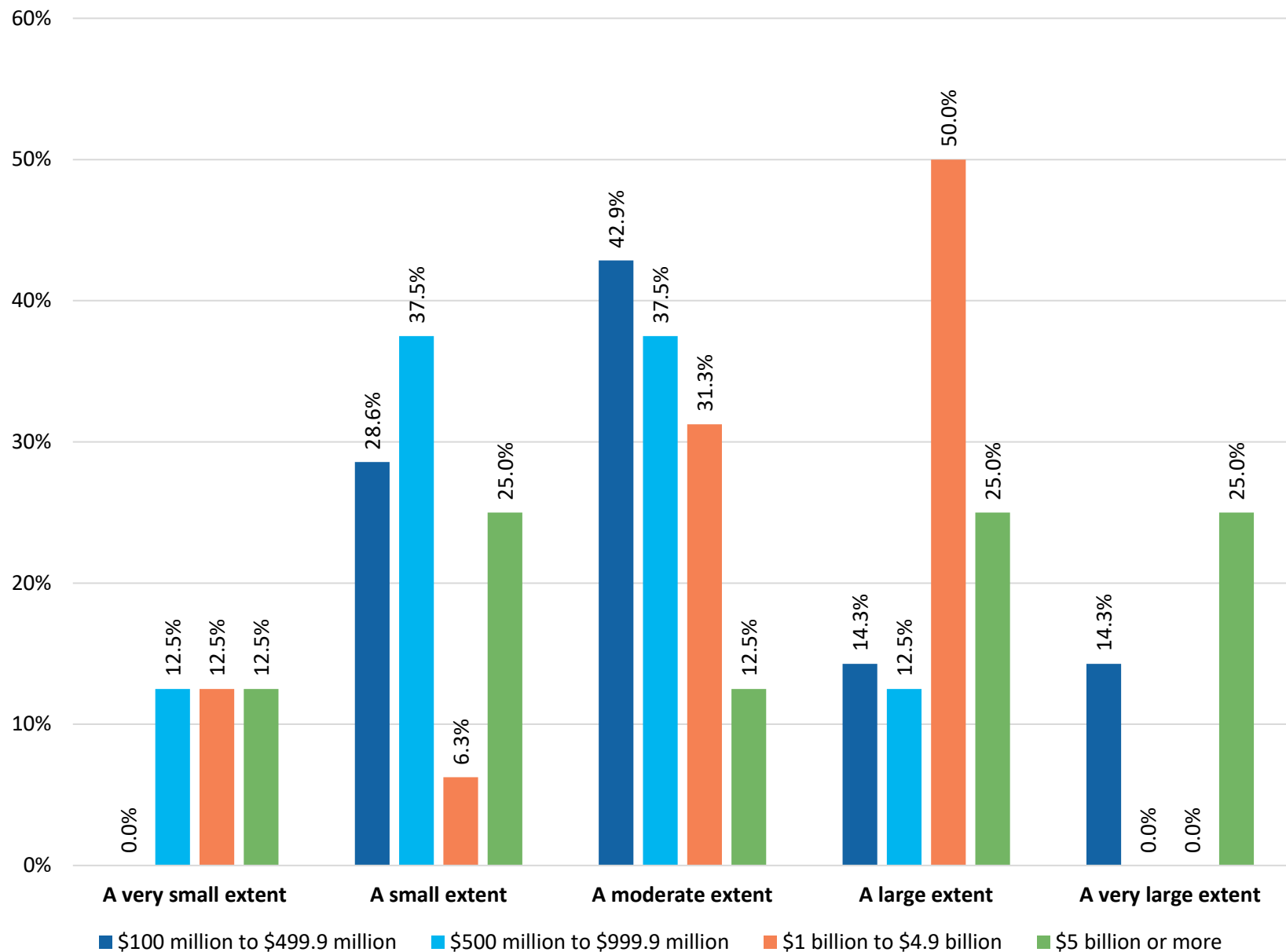
Do you feel your
current Board
compensation
structure is
competitive?



Do you feel your
current Board
compensation
structure is
competitive?

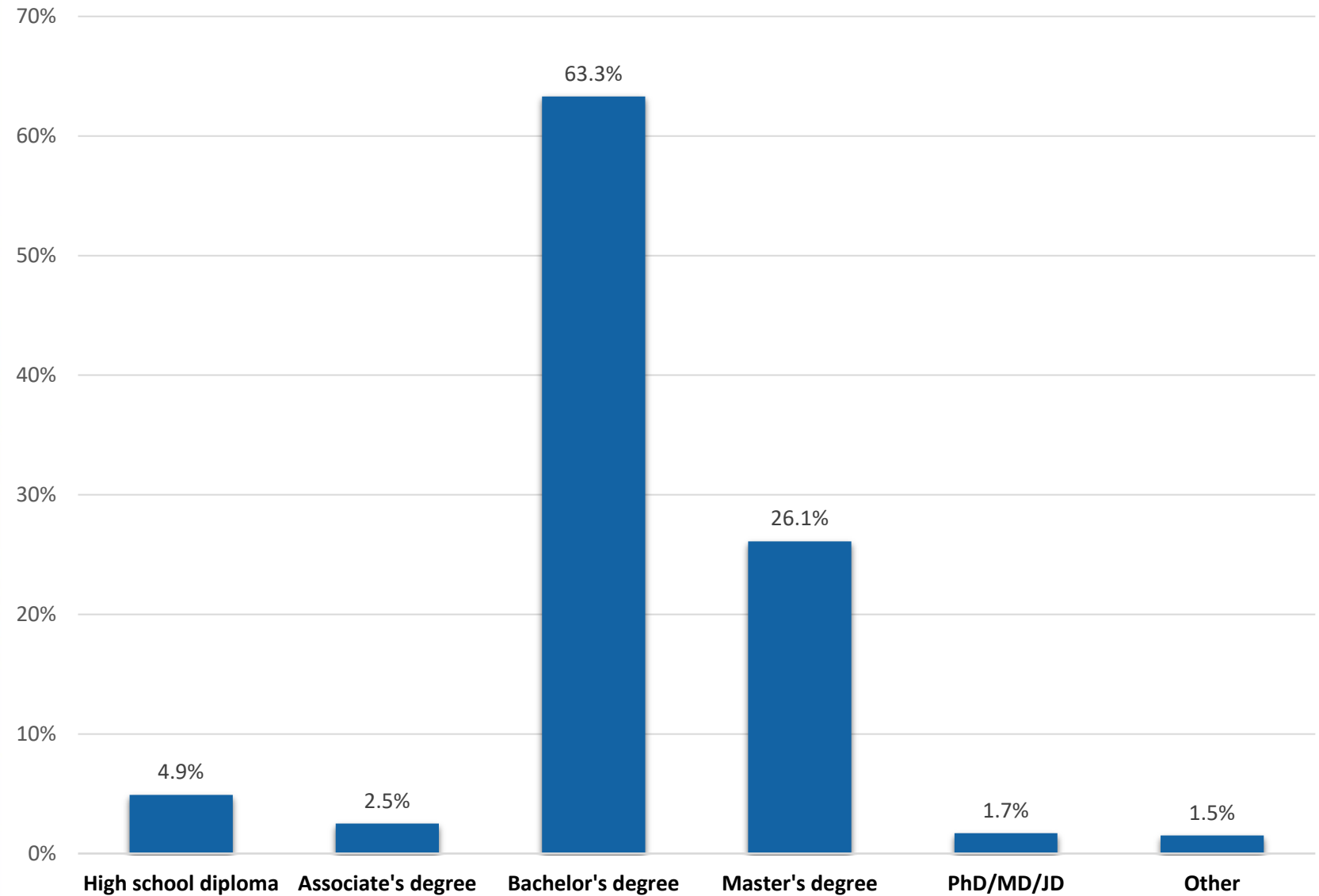


To what extent do you think the compensation structure helps recruit qualified Board members?

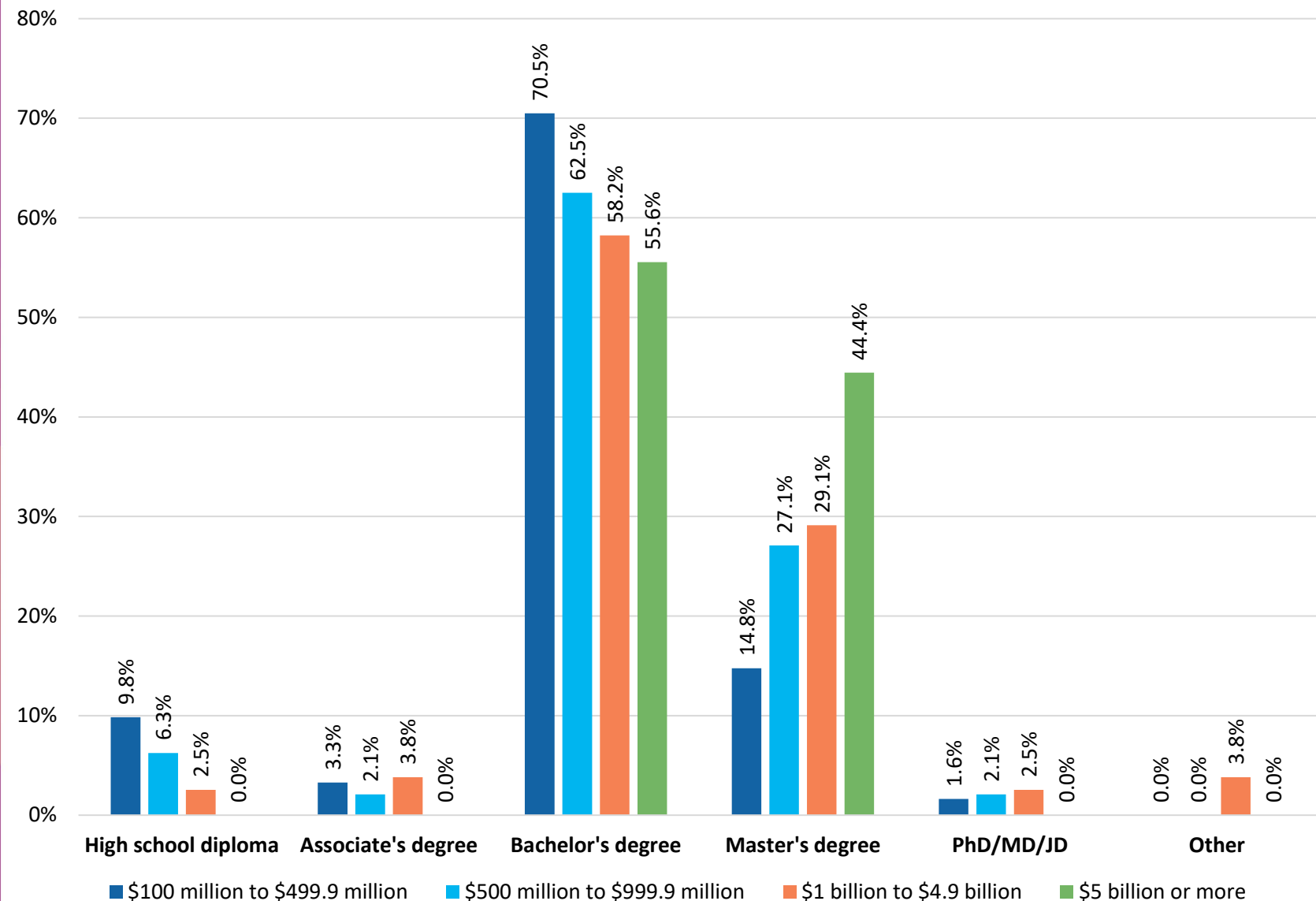


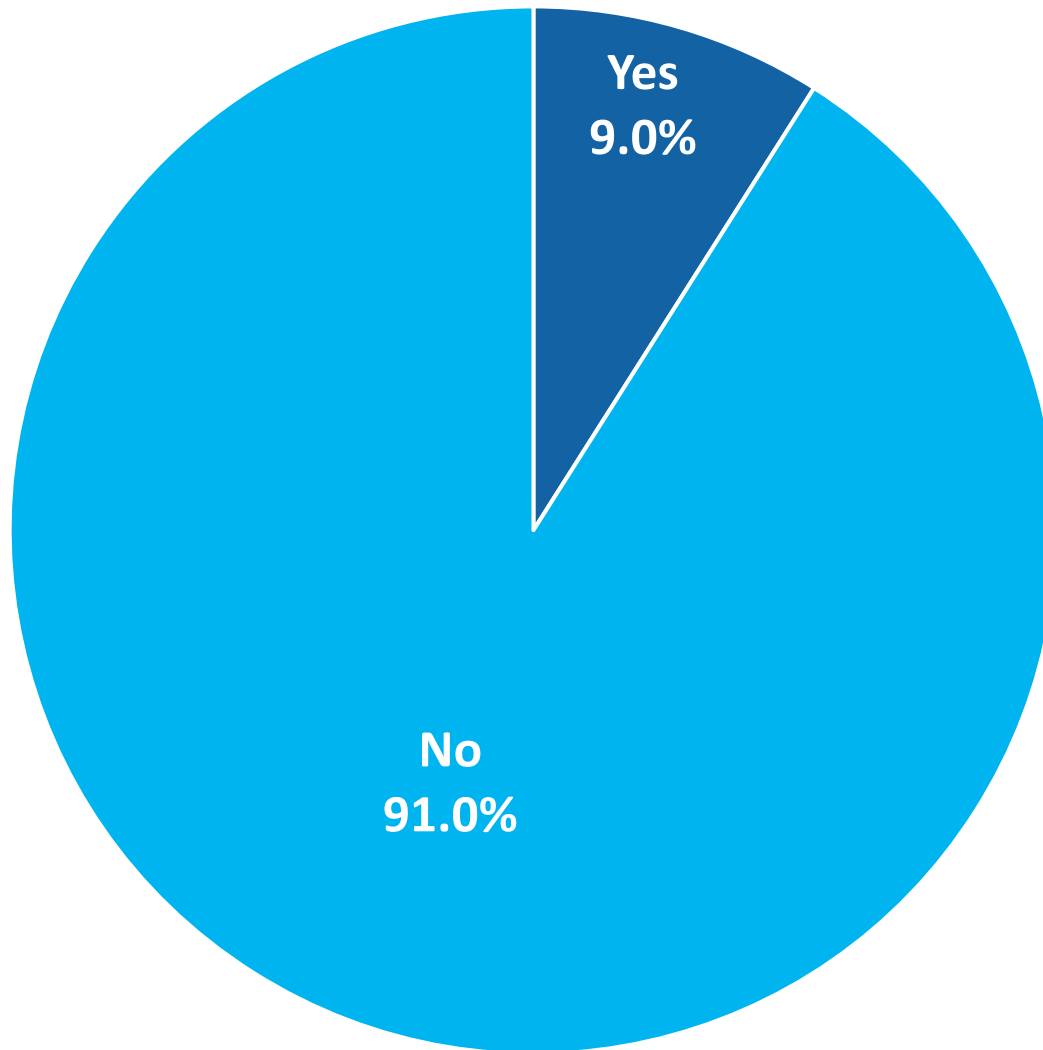
To what extent do you think the compensation structure helps recruit qualified Board members?

What is the
predominant
education level of
Board members?

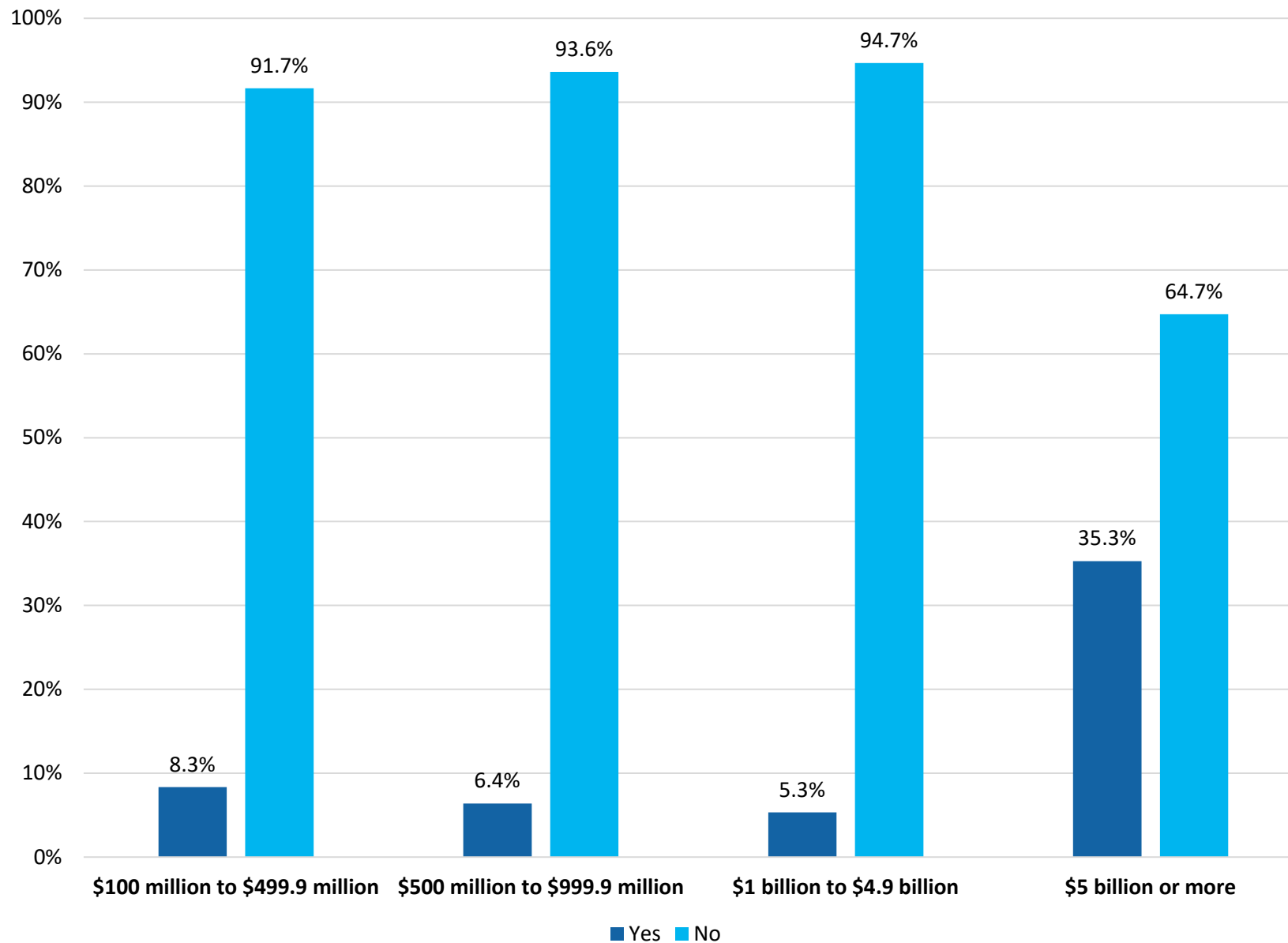


What is the predominant education level of Board members?



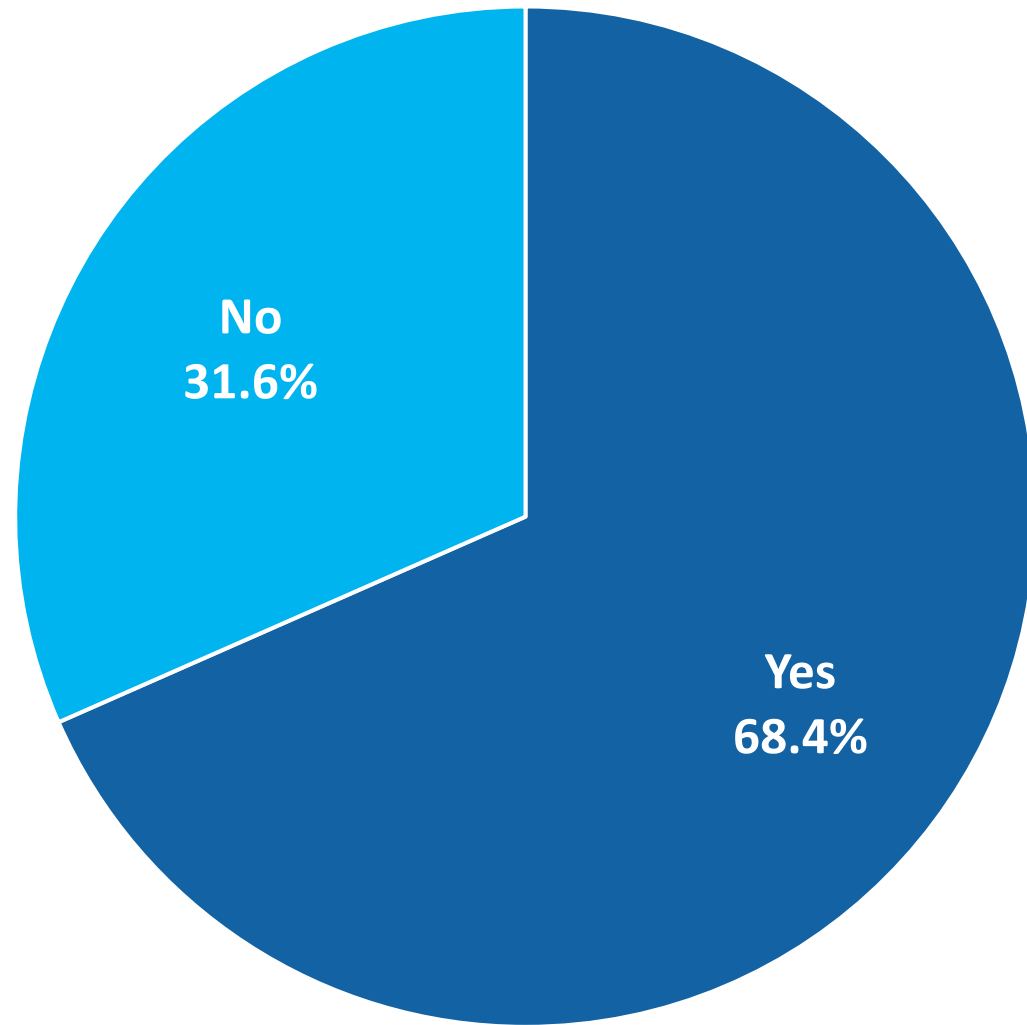


**Is the current CEO
on the Board?**

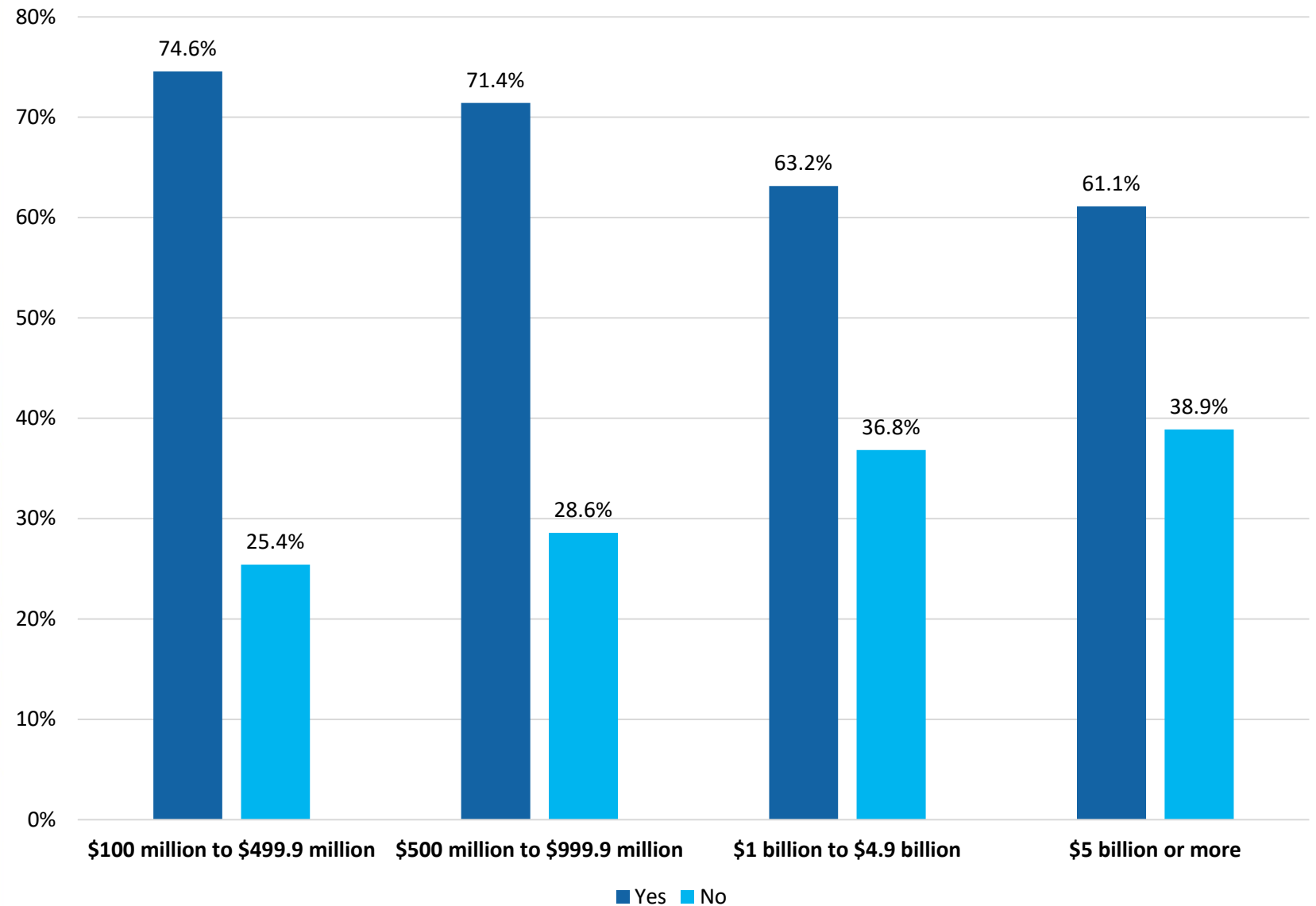


Is the current CEO
on the Board?

**Do you feel there is
a conflict of interest
if the CEO serves on
the Board?**



Do you feel there is
a conflict of interest
if the CEO serves on
the Board?



8.0% have 11 Directors

43.5% have 9 Directors

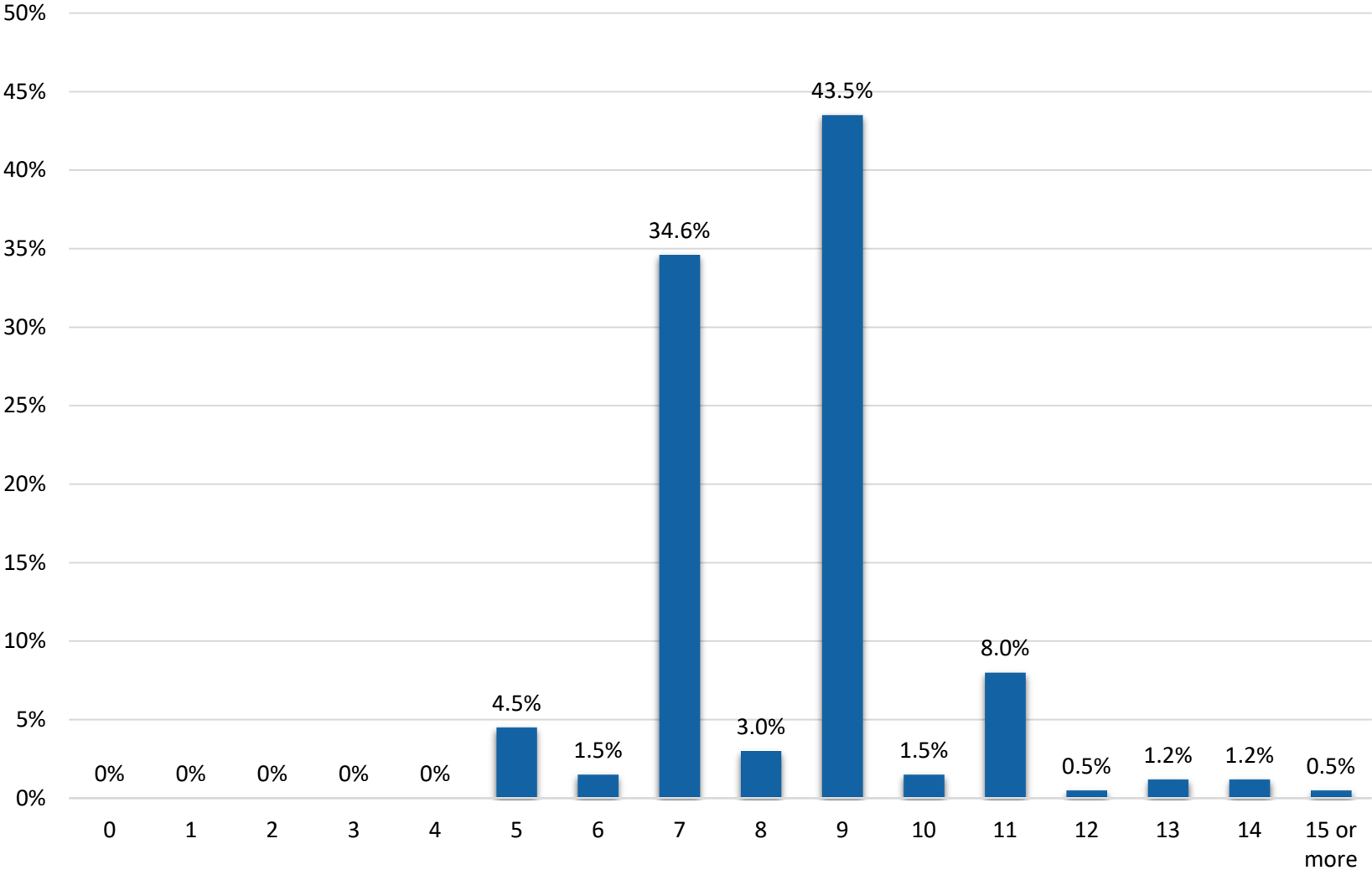
34.6% have 7 Directors

4.5% have 5 Directors

Overall Mean # of Directors	8.39
Overall Median # of Directors	9.00

How many directors
serve on your Board?

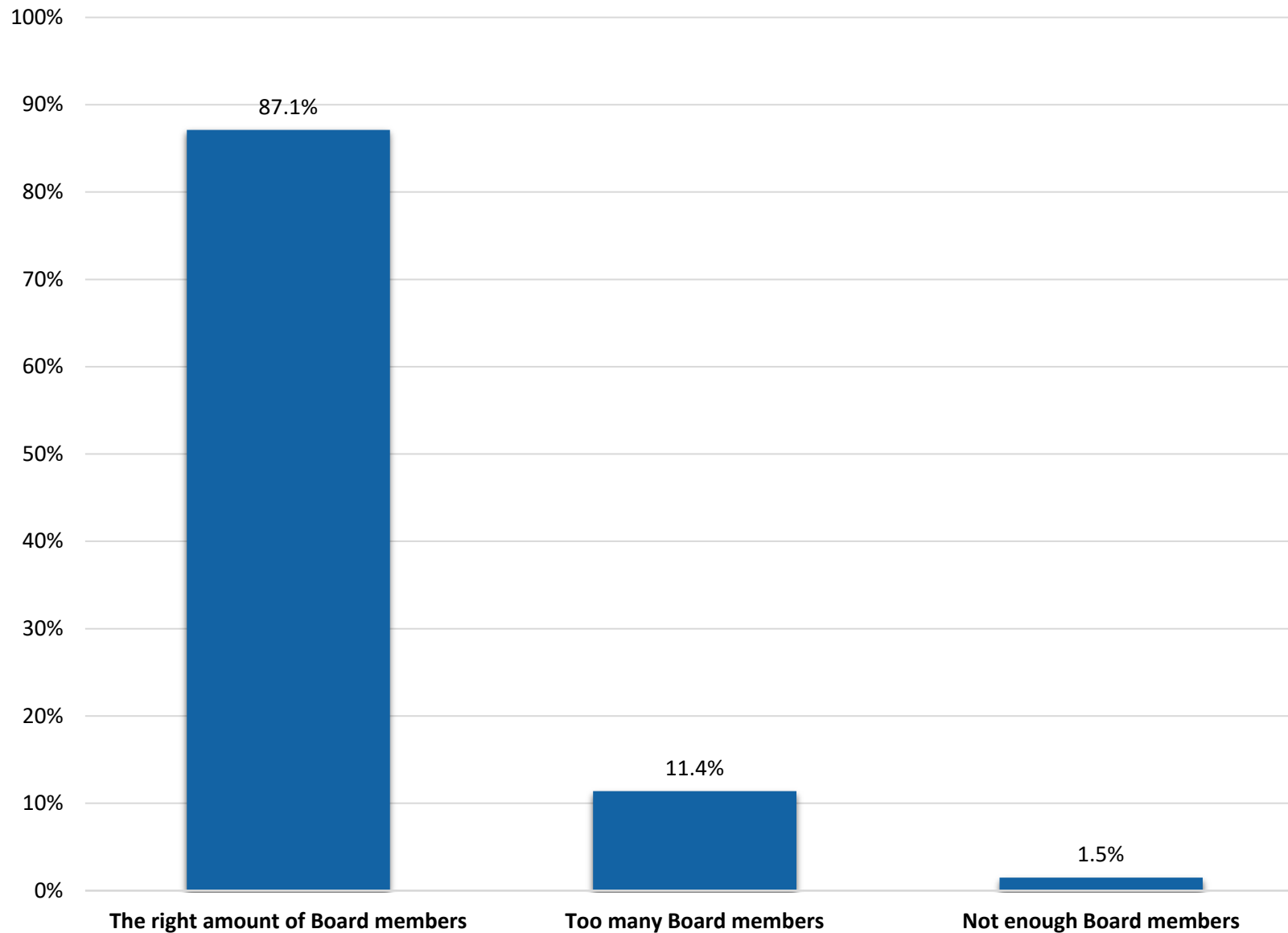
Mean	8.39
Median	9.00



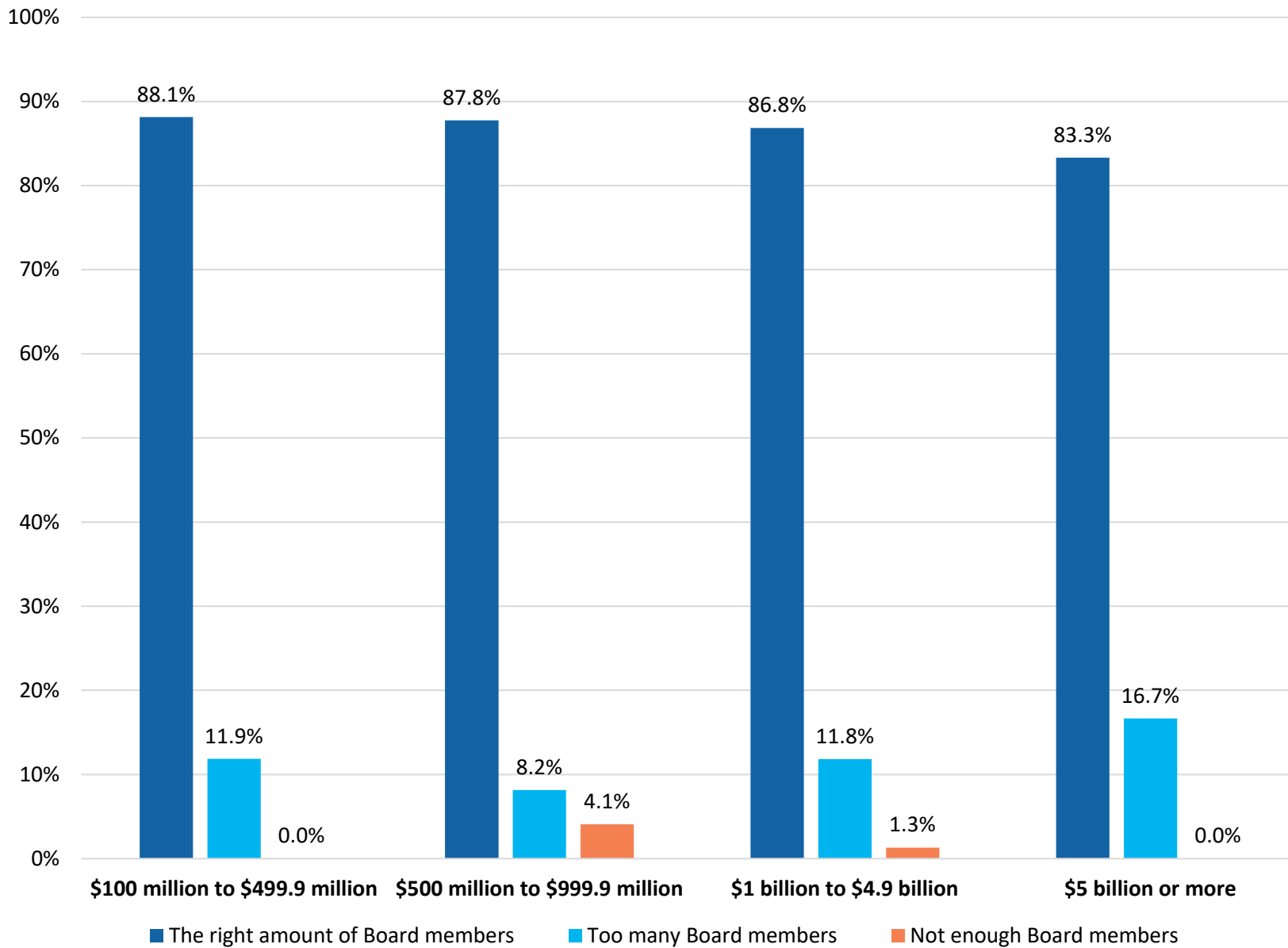
How many directors
serve on your Board?

How many directors serve on your Board?

	\$100 million to \$499.9 million	\$500 million to \$999.9 million	\$1 billion to \$4.9 billion	\$5 billion or more
Mean	7.83	8.31	8.67	9.26

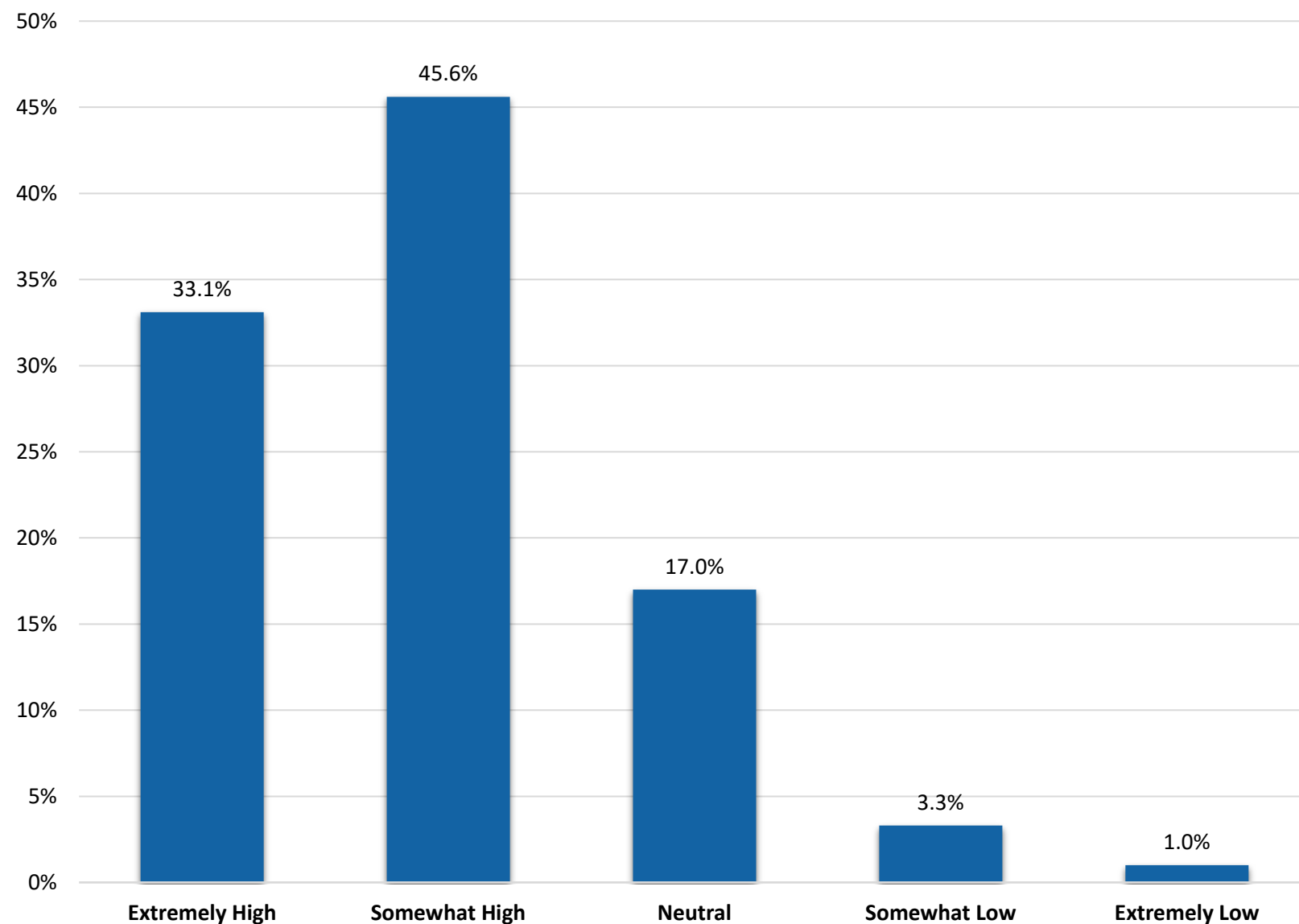


Concerning the size of the Board, do you feel that there are...

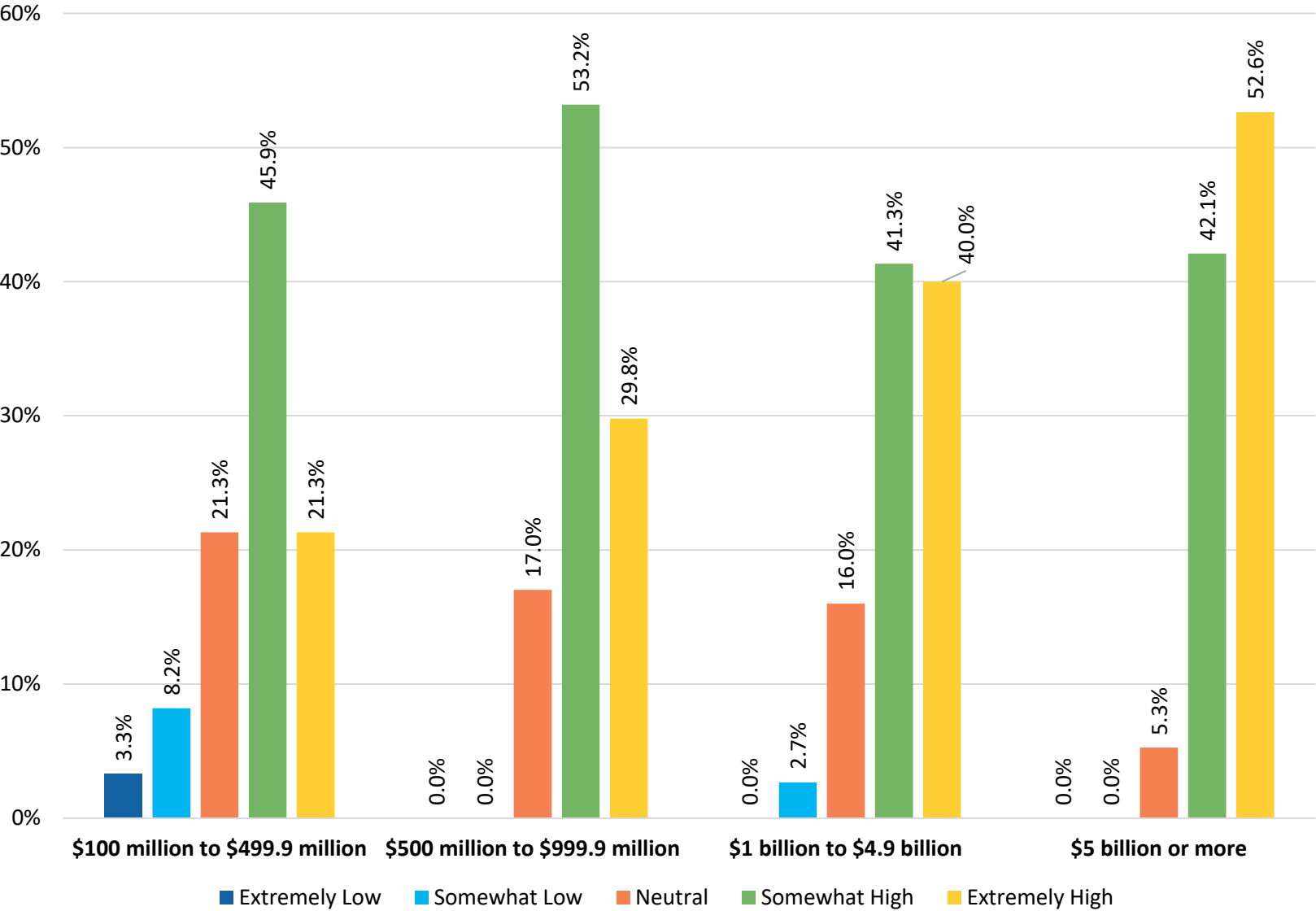


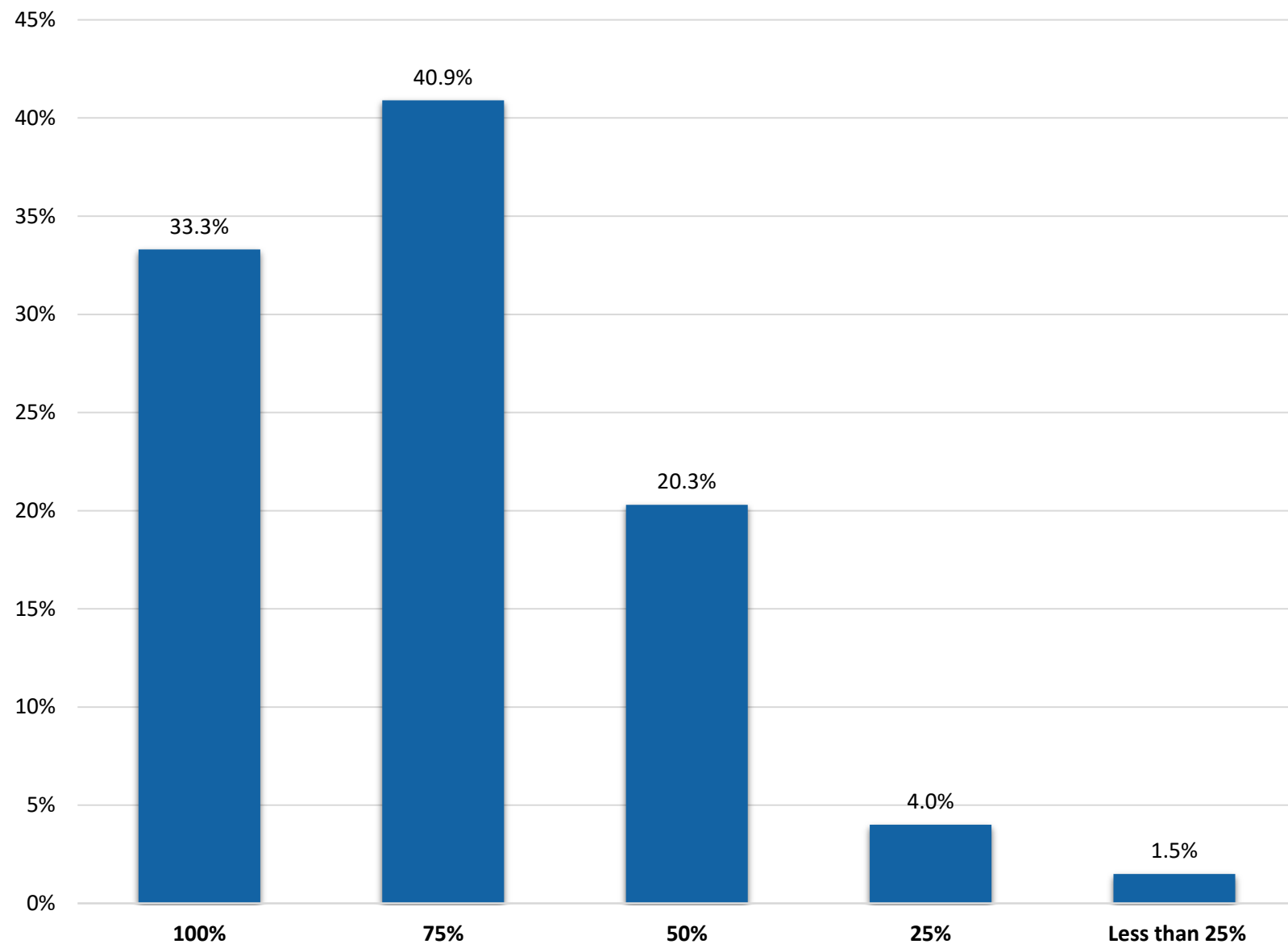
Concerning the size of the Board, do you feel that there are...

How would you describe the overall engagement level of Board members at your credit union?

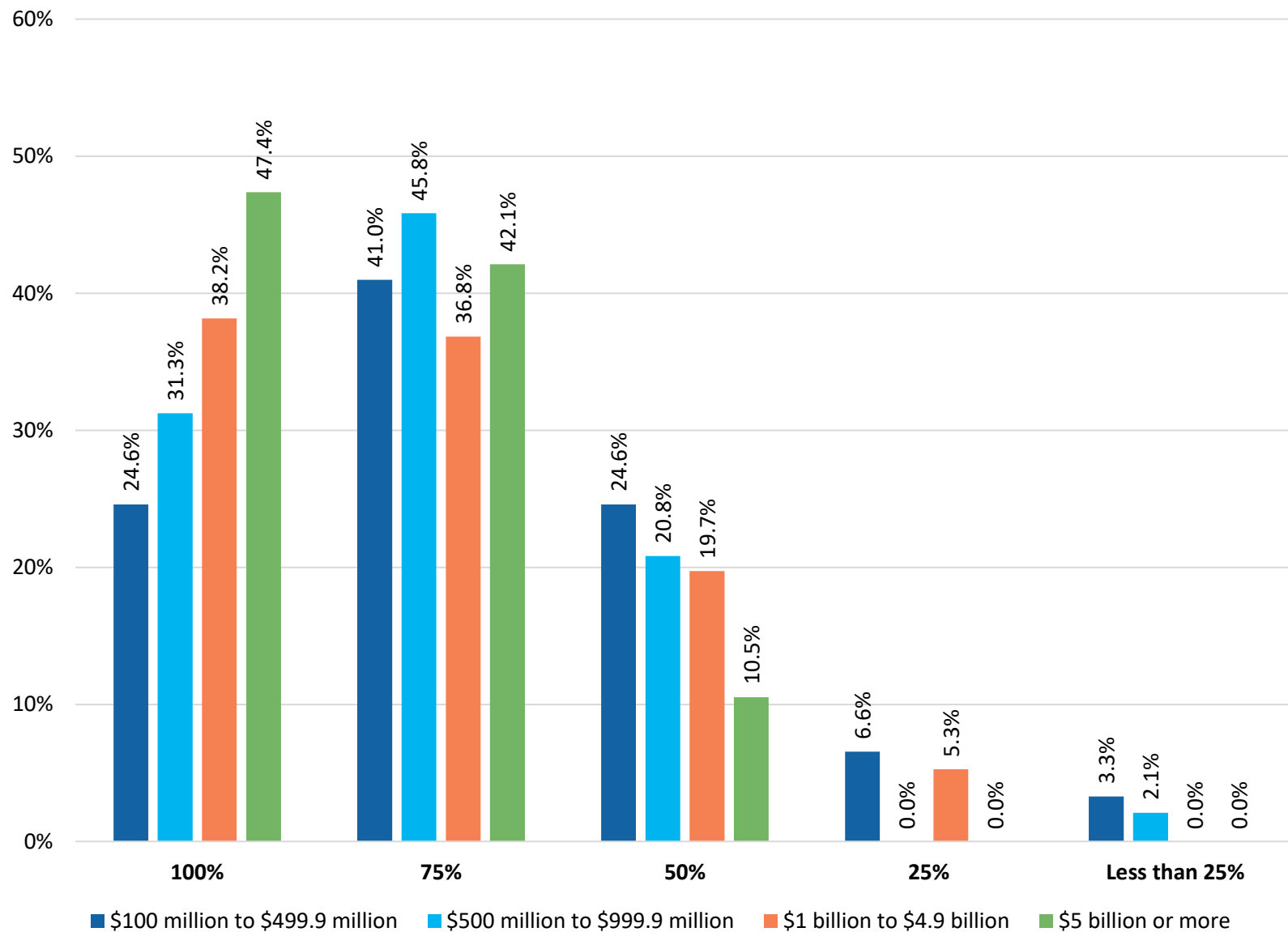


How would you describe the overall engagement level of Board members at your credit union?



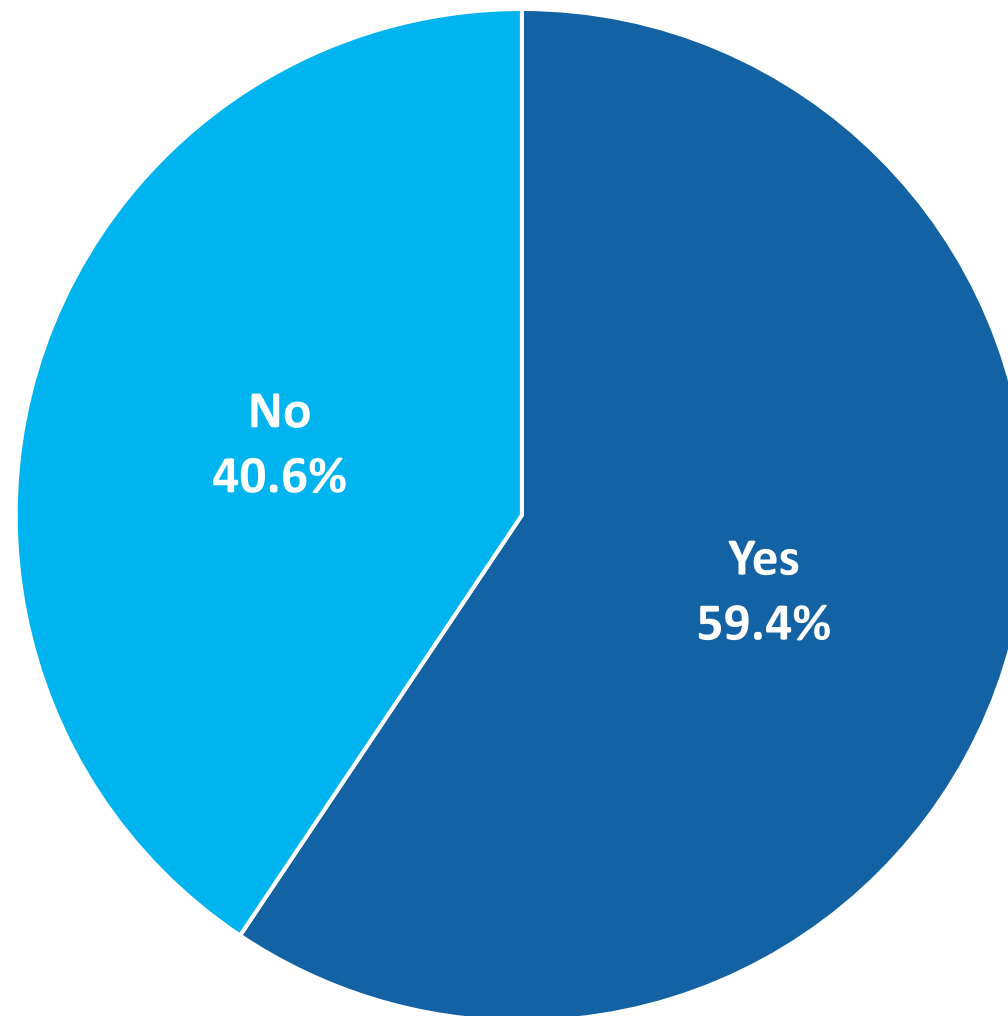


What portion of the Board do you believe is actively engaged?

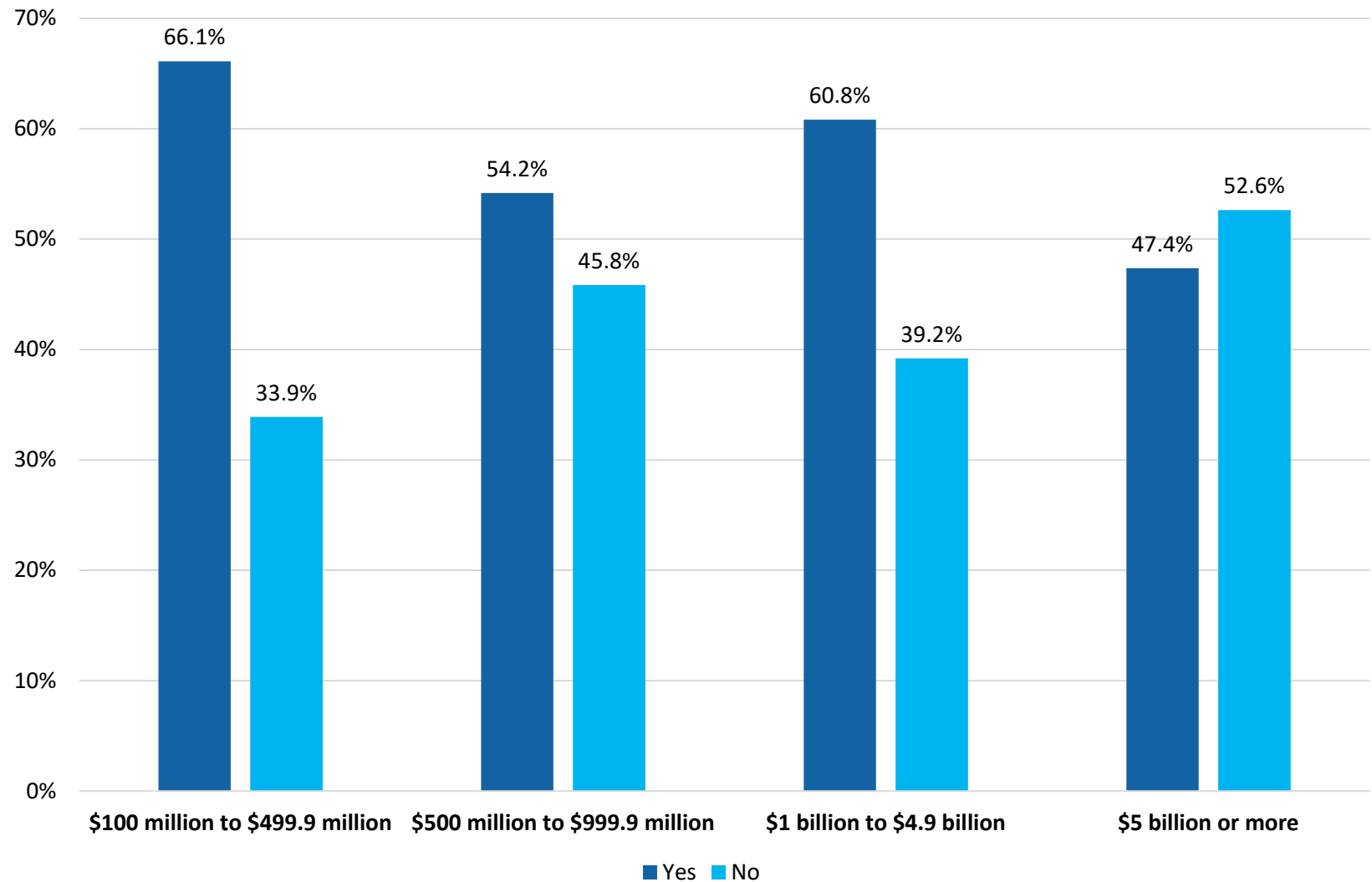


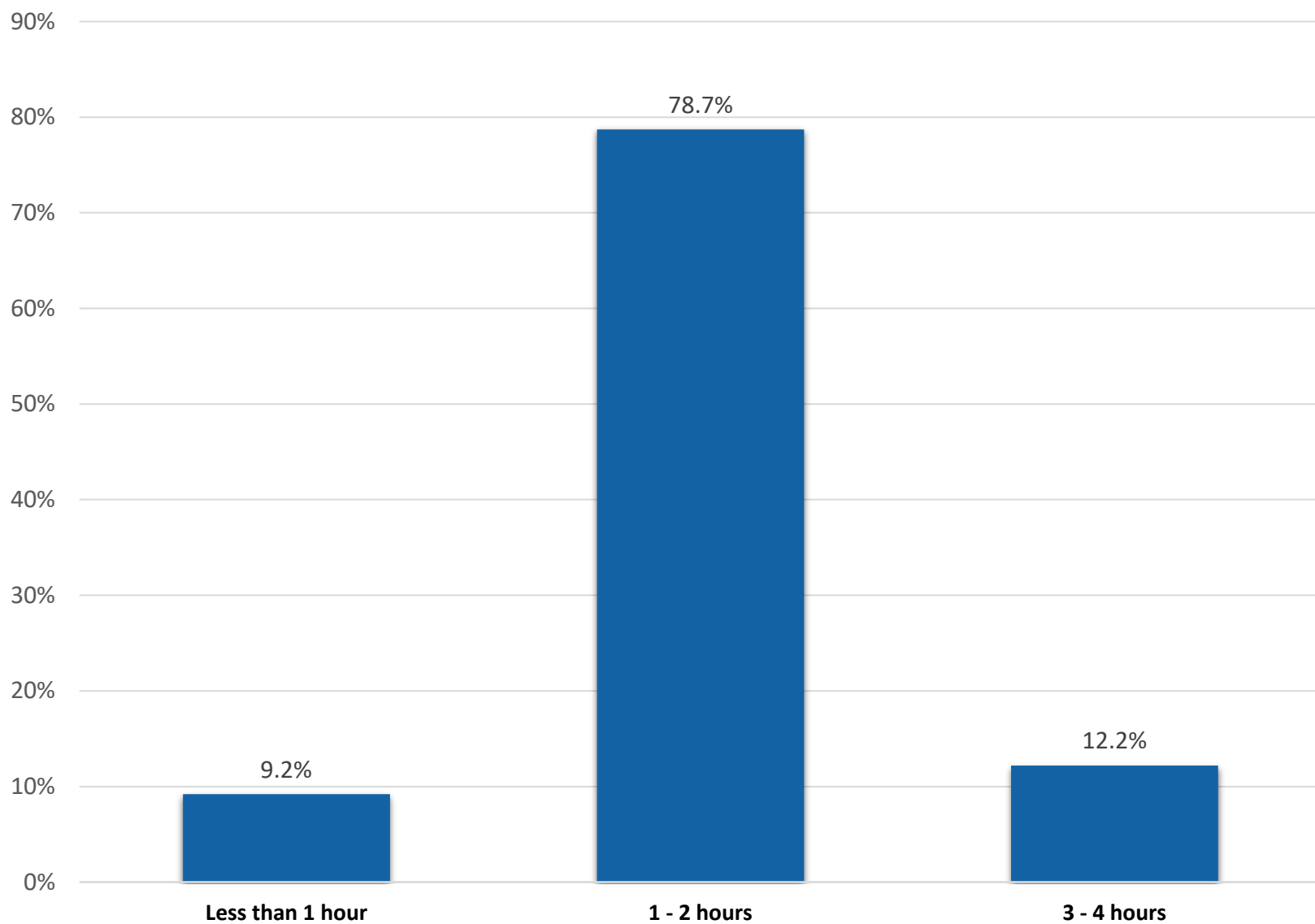
What portion of the Board do you believe is actively engaged?

**Do you feel the Board
accurately represents the
demographics of the
credit union membership?**

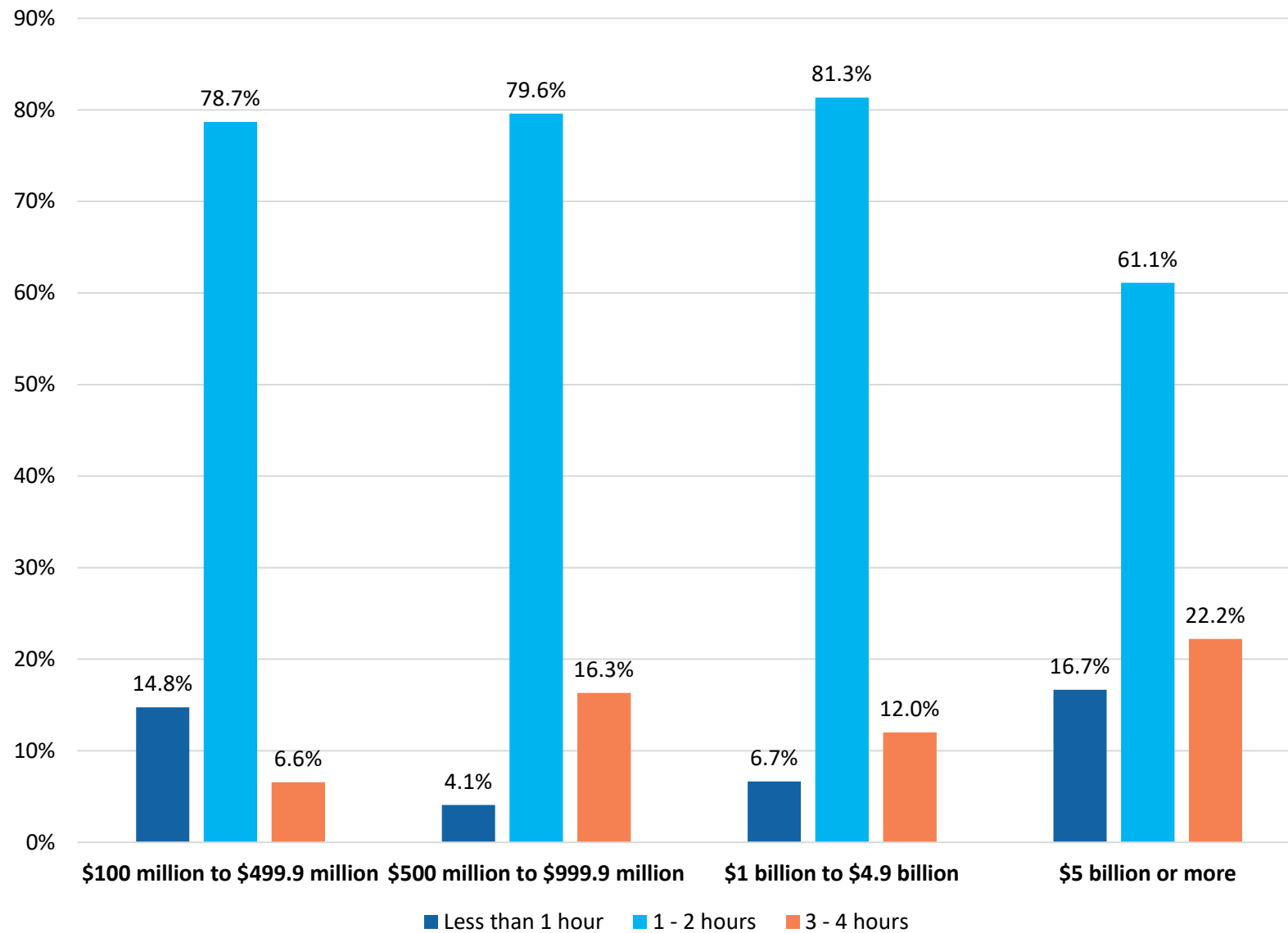


Do you feel the Board accurately represents the demographics of the credit union membership?



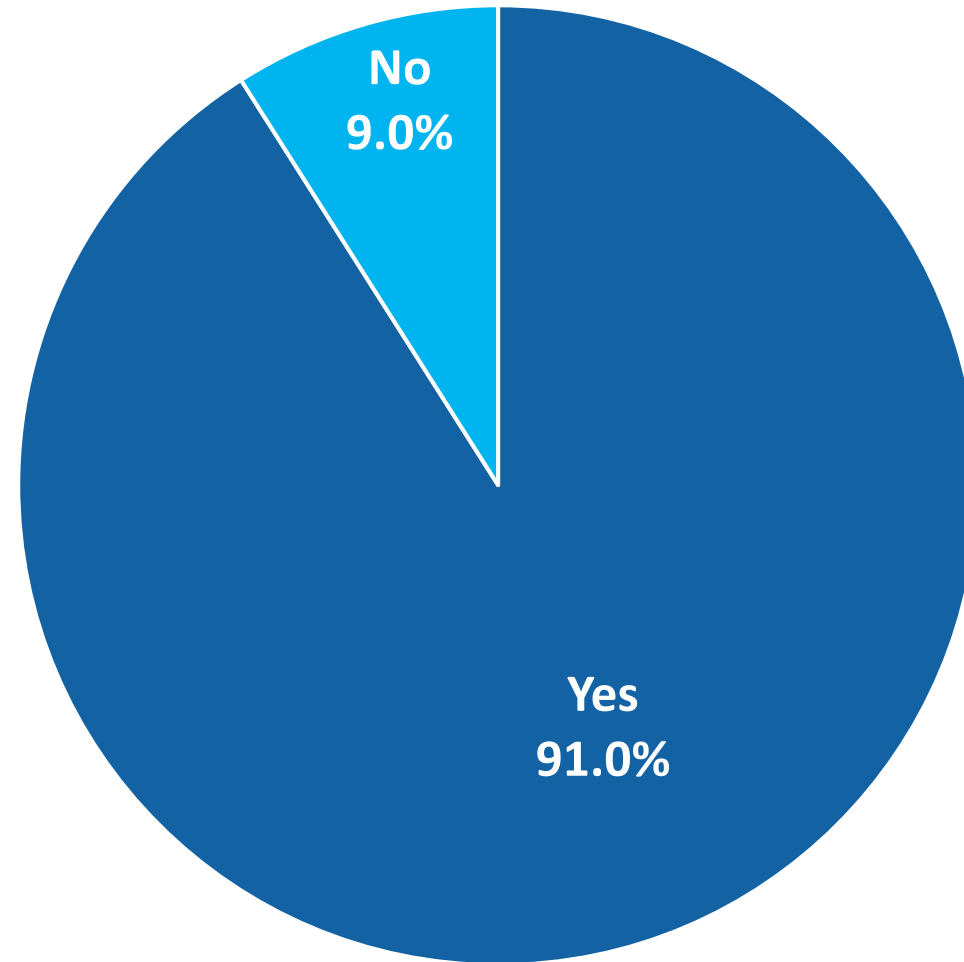


How long is a typical
monthly Board
meeting?

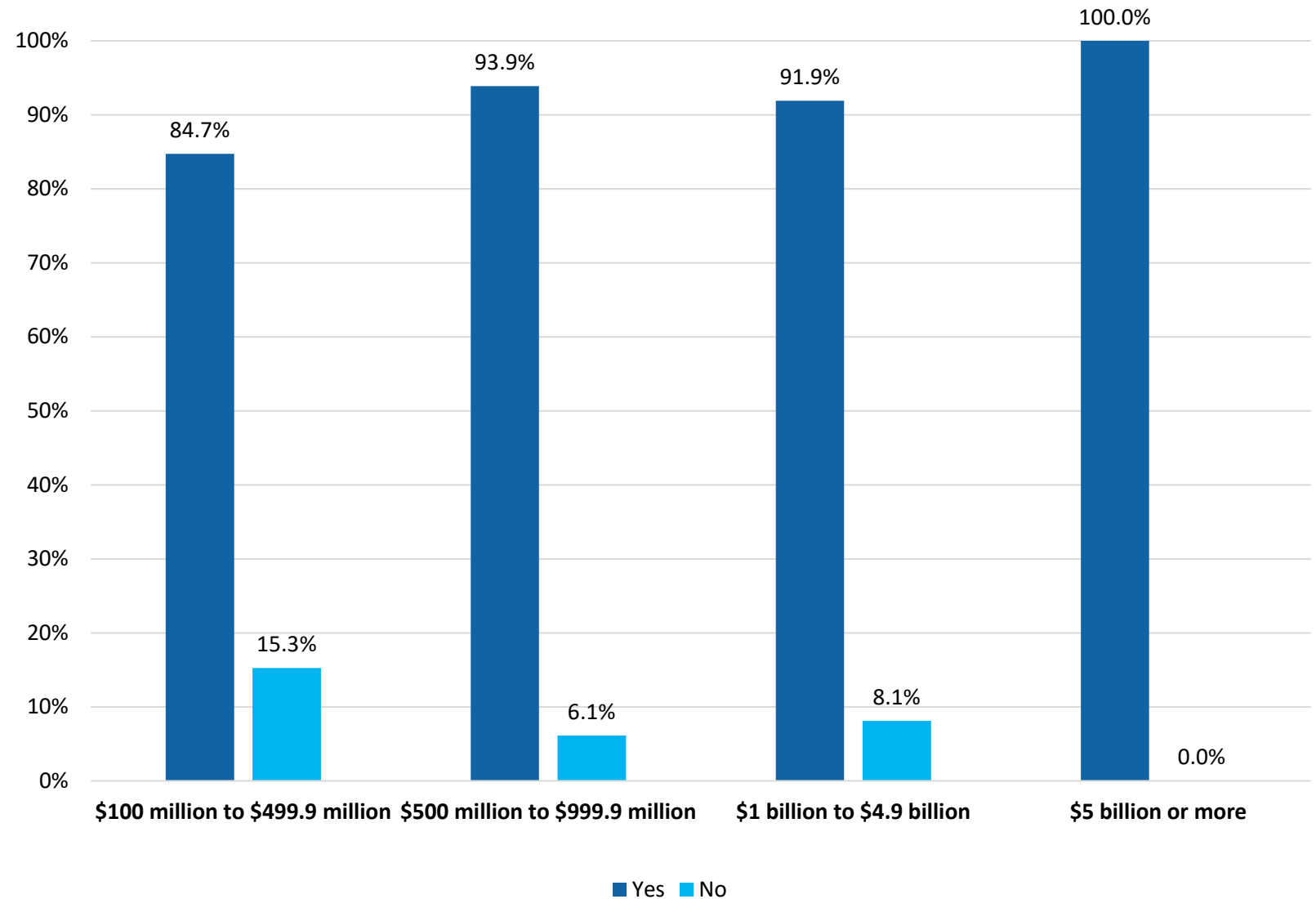


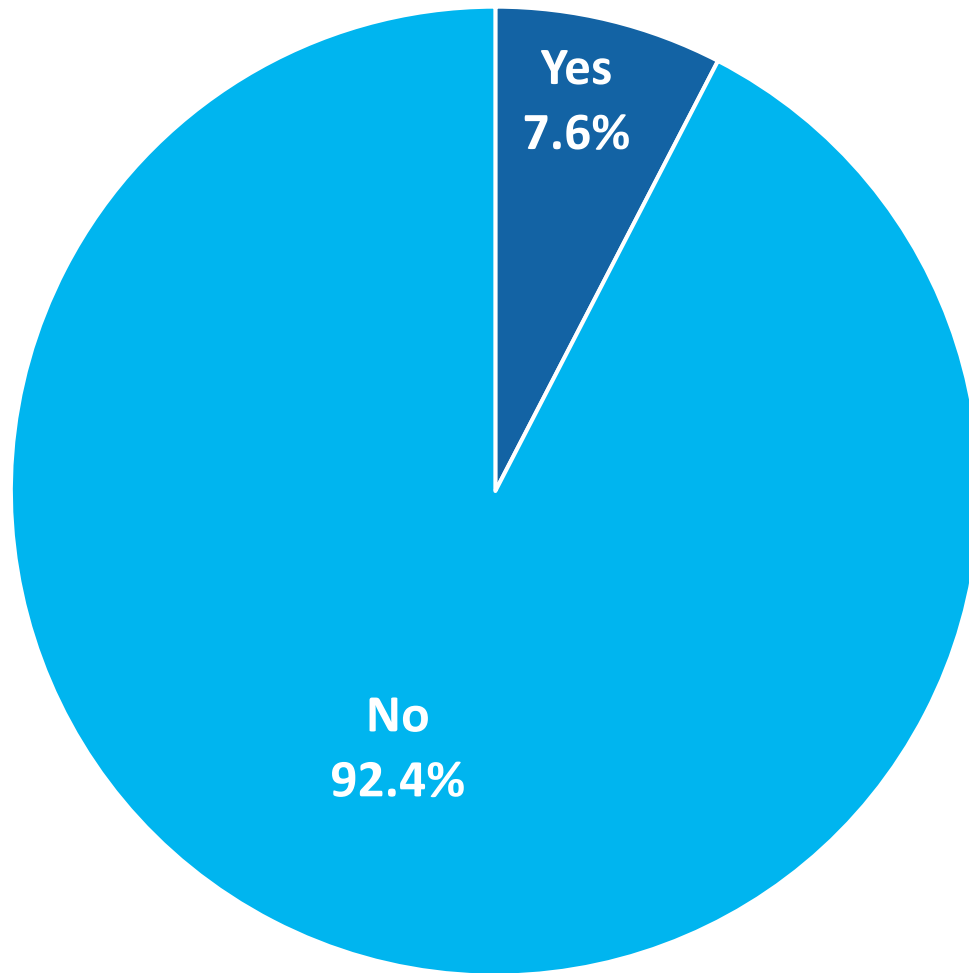
How long is a typical
monthly Board
meeting?

**Do you use a
Consent Agenda?**

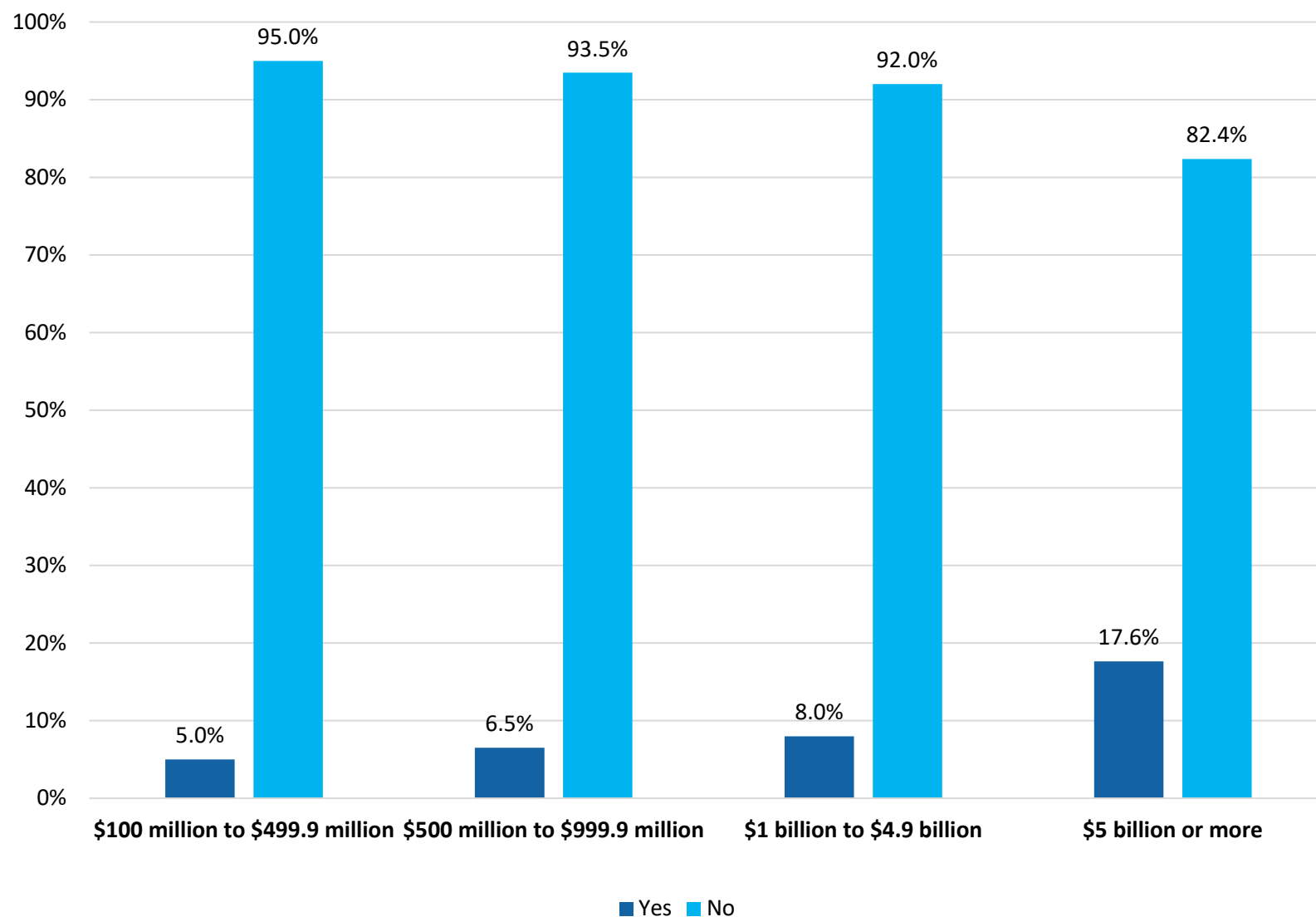


Do you use a Consent Agenda?



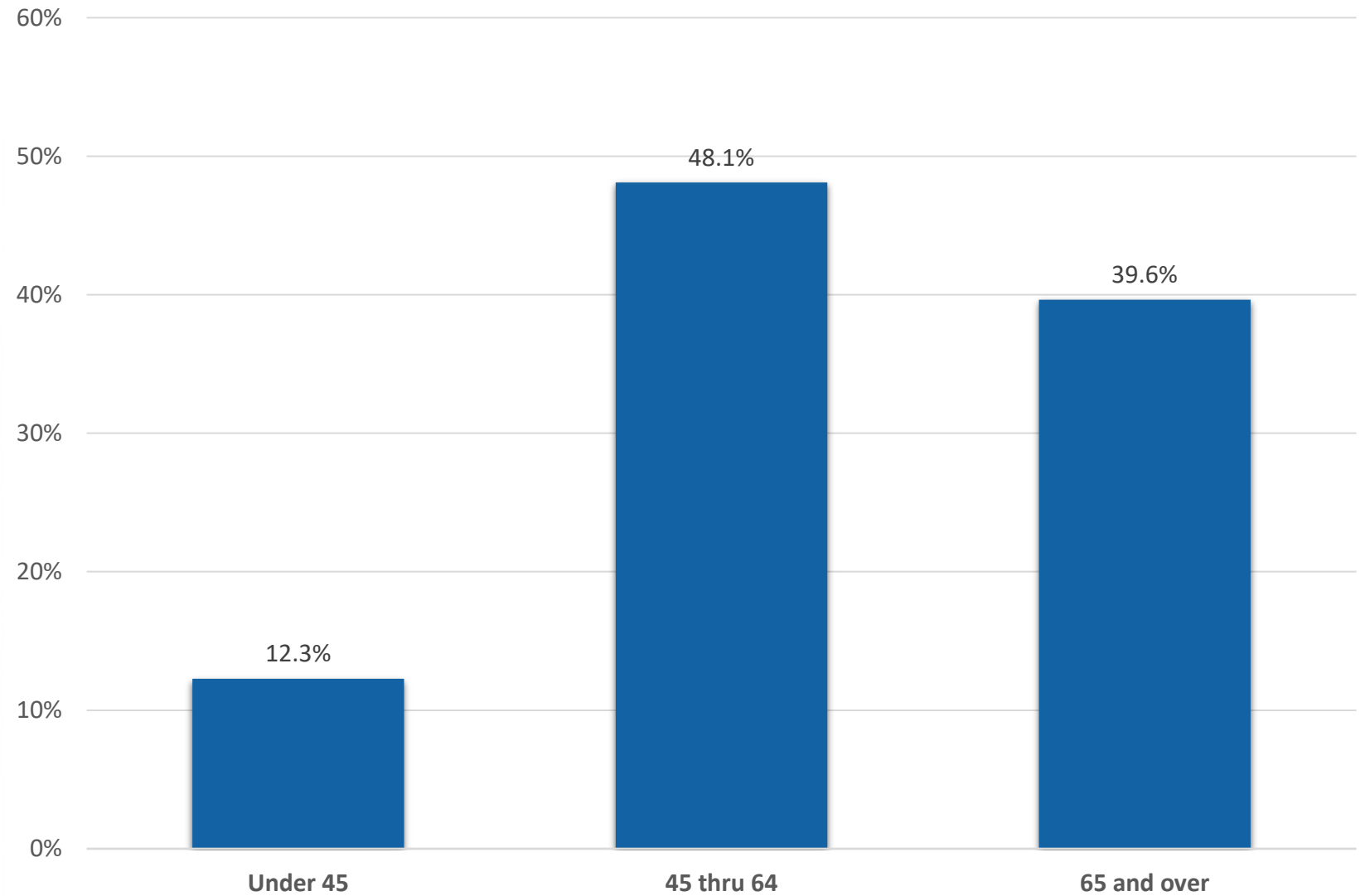


Does your credit union have set age limits for Board members?



Does your credit union have set age limits for Board members?

How many Board members (in your best estimation) fall into the following age categories?



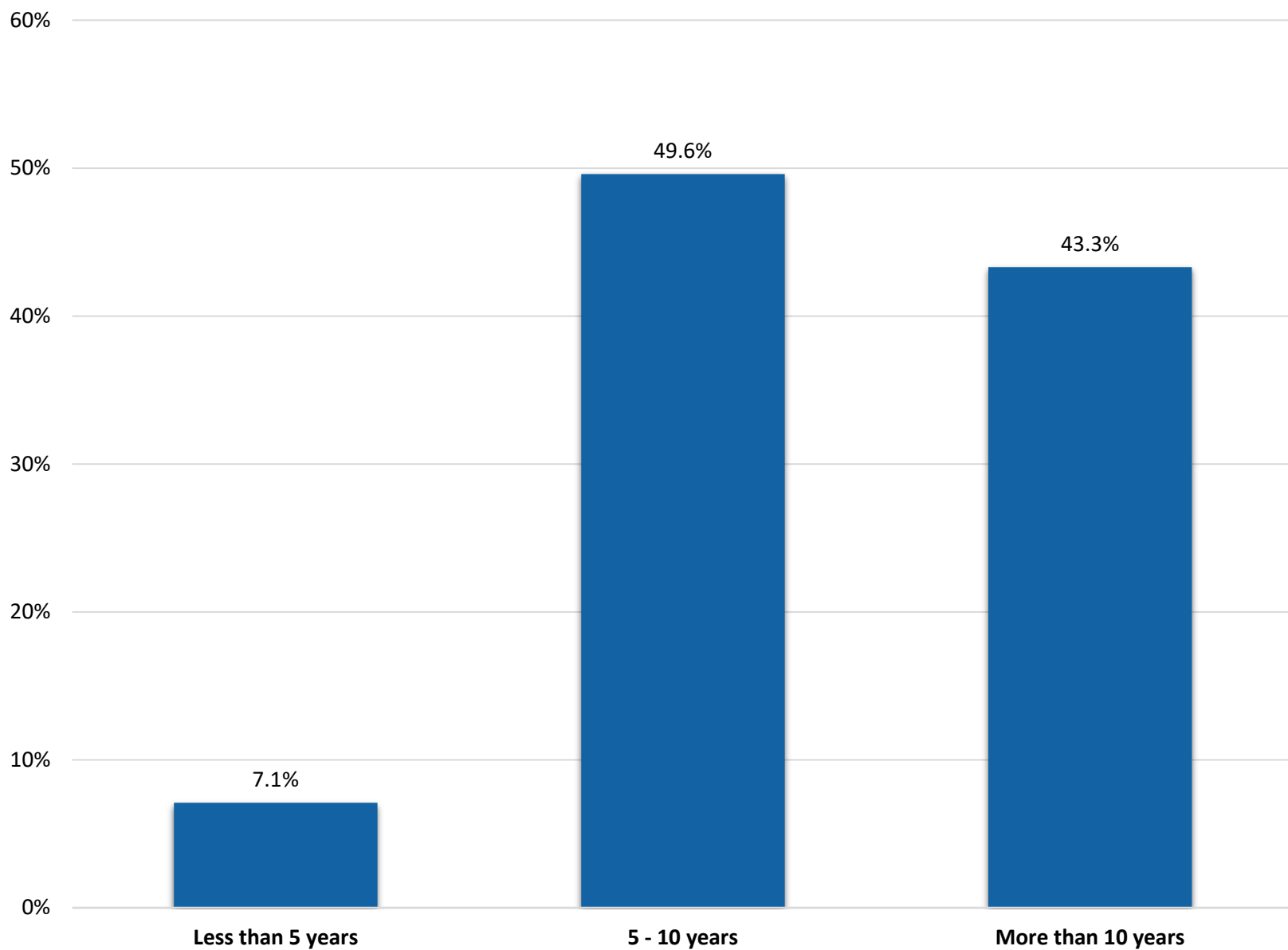
How many Board members (in your best estimation) fall into the following age categories?

	\$100 million to \$499.9 million	\$500 million to \$999.9 million	\$1 billion to \$4.9 billion	\$5 billion or more
Under 45	13.9%	11.6%	10.3%	15.9%
45 thru 64	49.8%	45.1%	47.5%	55.3%
65 and over	36.3%	43.3%	42.2%	28.8%

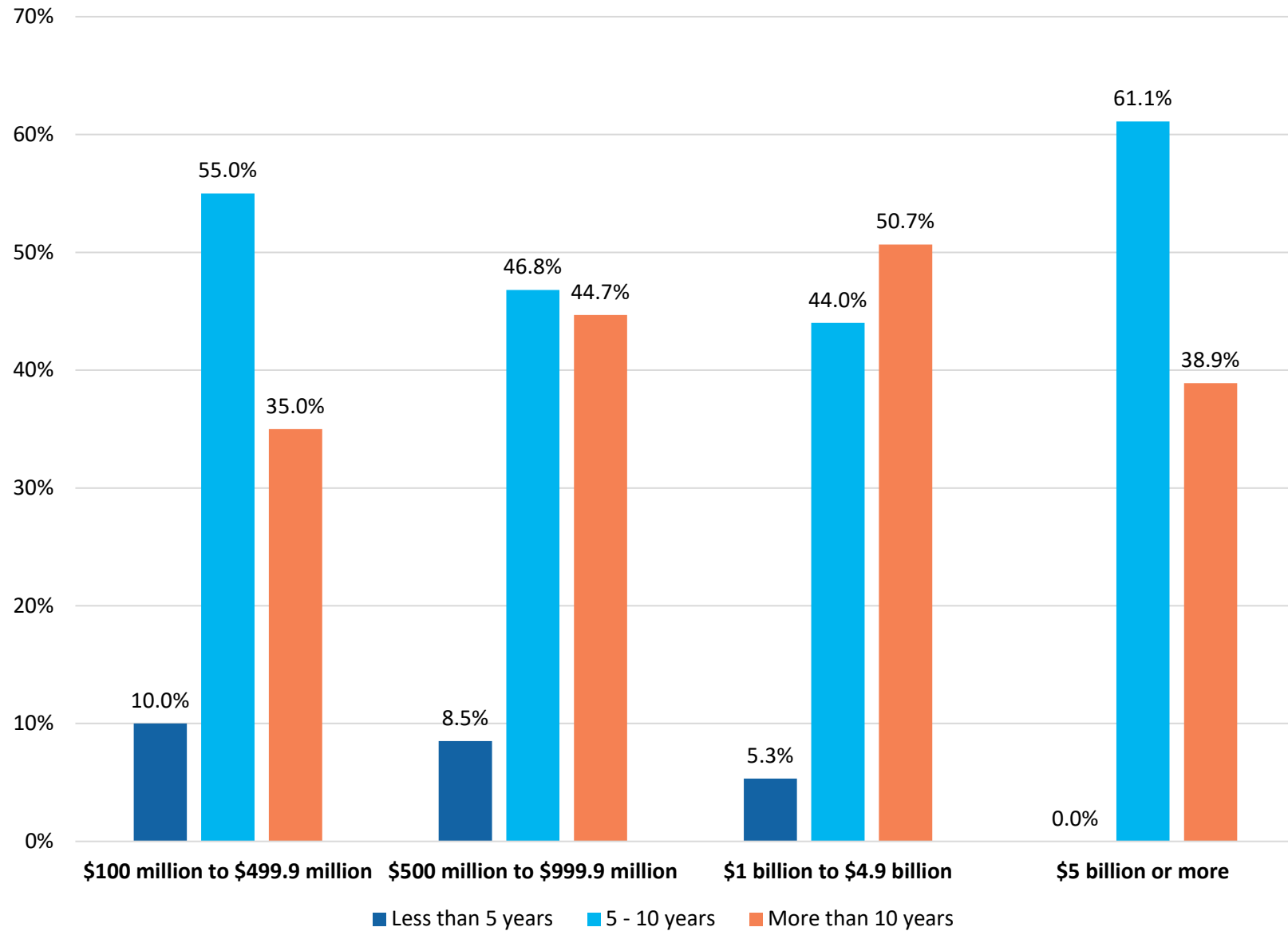
How many
Board members
are female?

Overall Mean **2.85**
Overall Median **3.00**

	\$100 million to \$499.9 million	\$500 million to \$999.9 million	\$1 billion to \$4.9 billion	\$5 billion or more
Mean	2.59	2.81	2.91	3.62

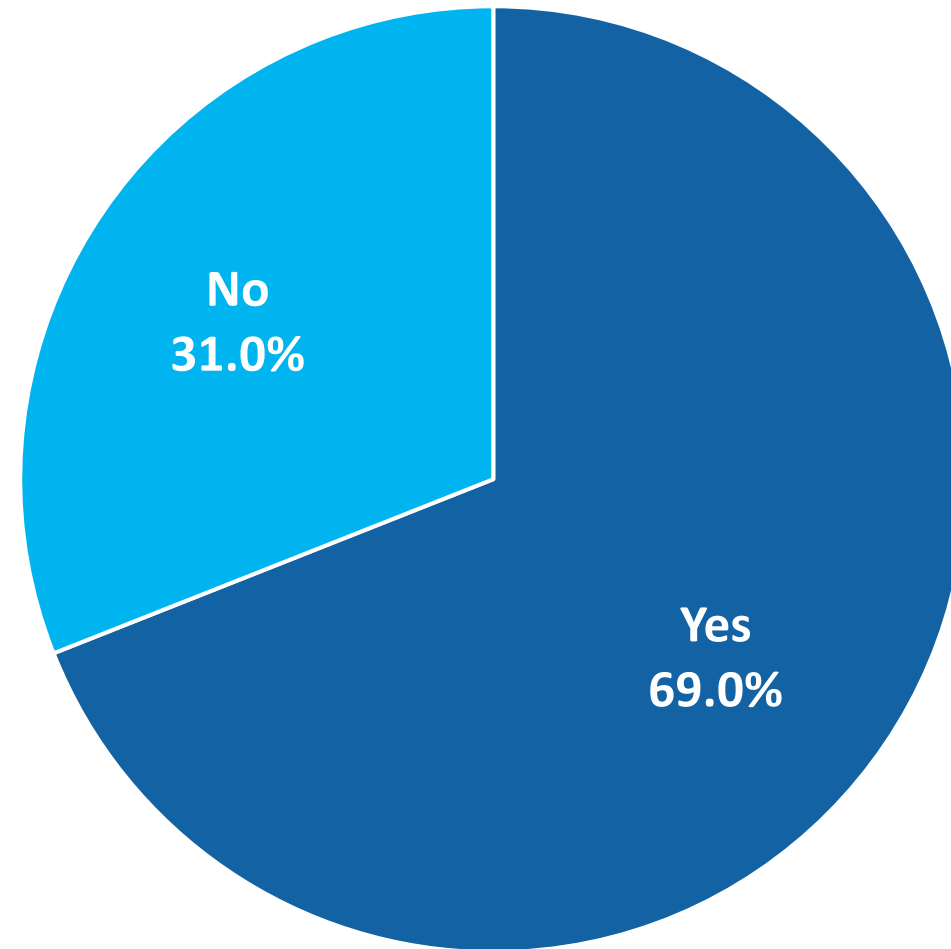


What is the average
Board member
tenure?

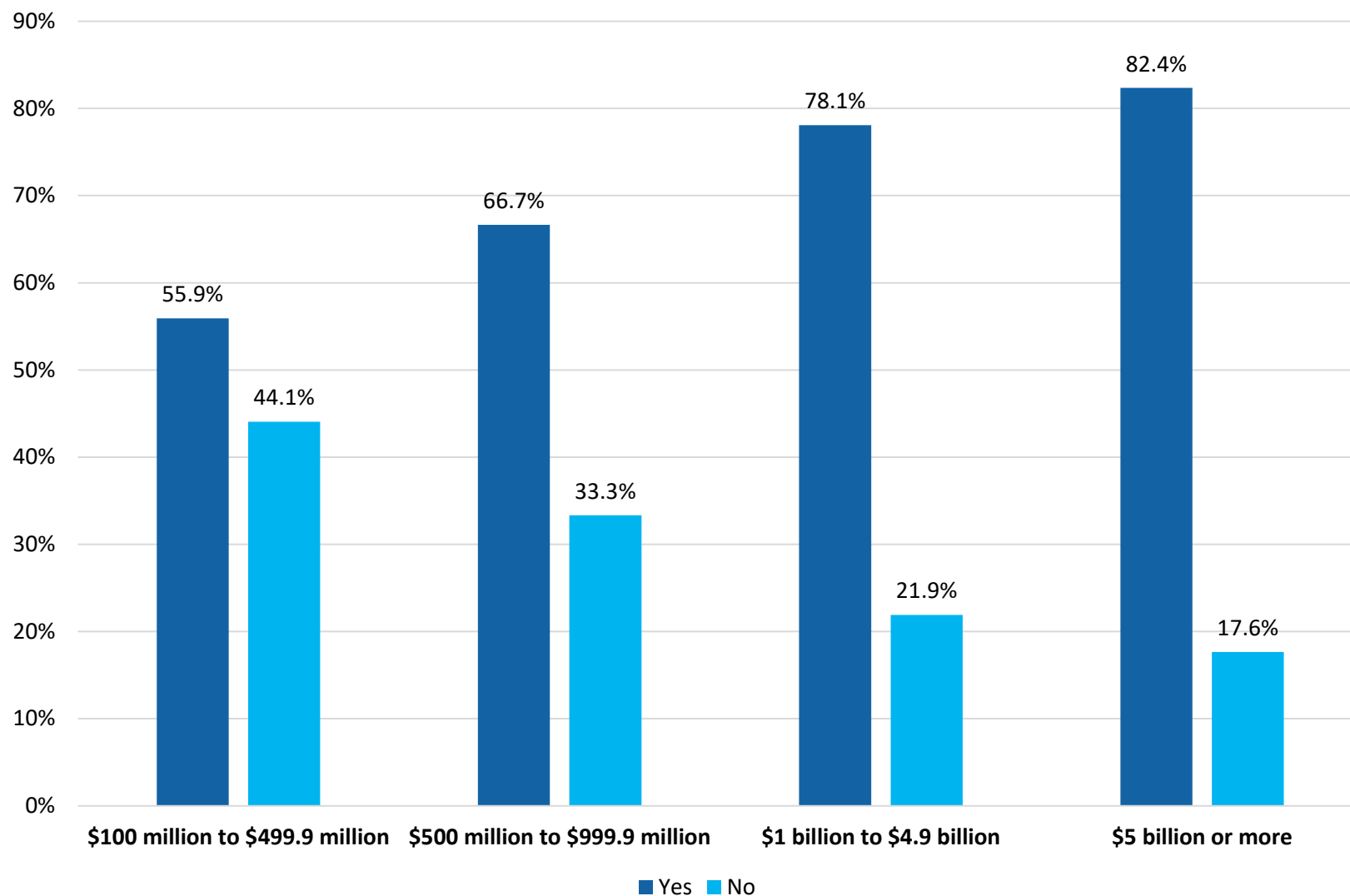


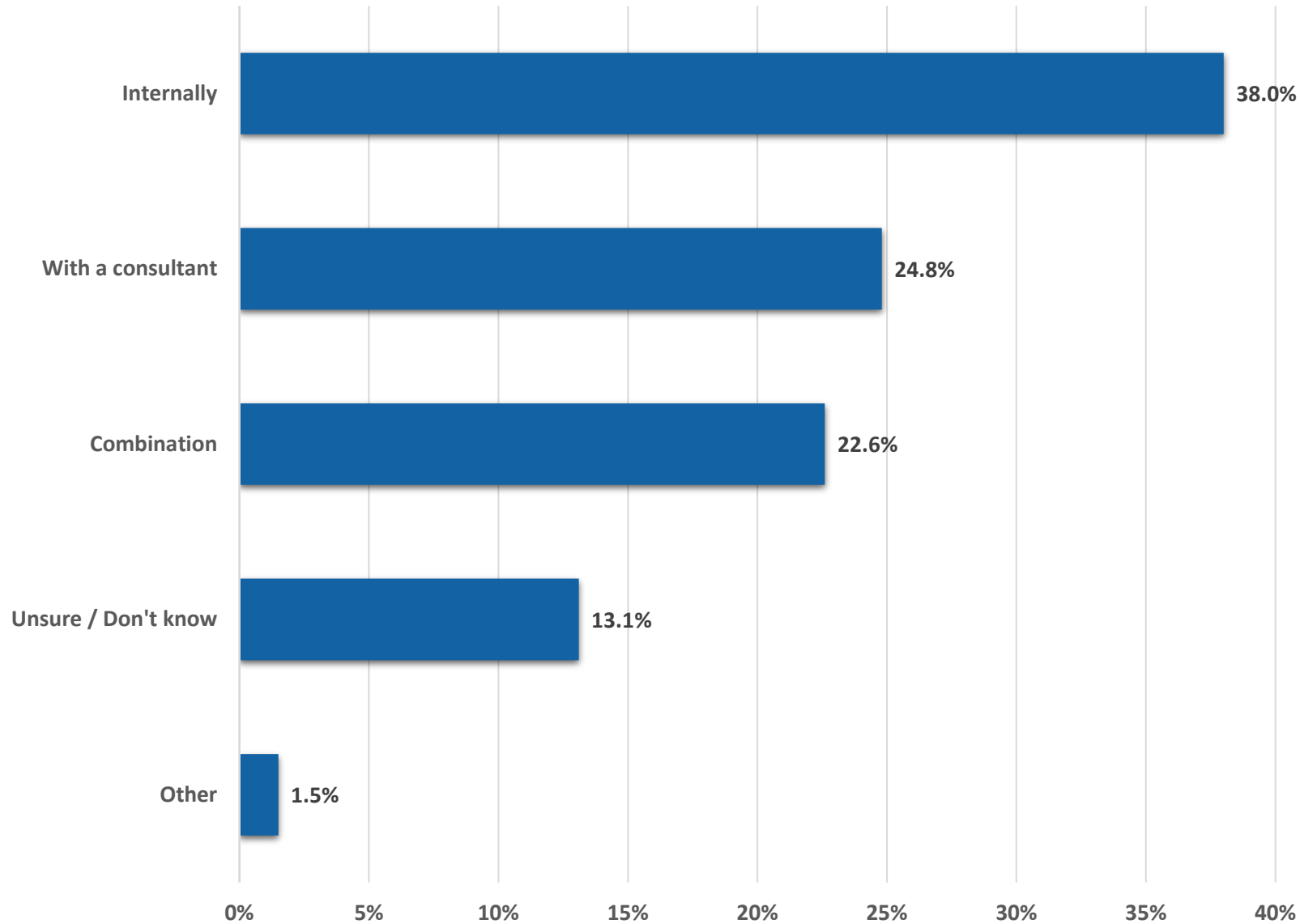
What is the average Board member tenure?

**Does your Board
utilize a Board
governance model?**

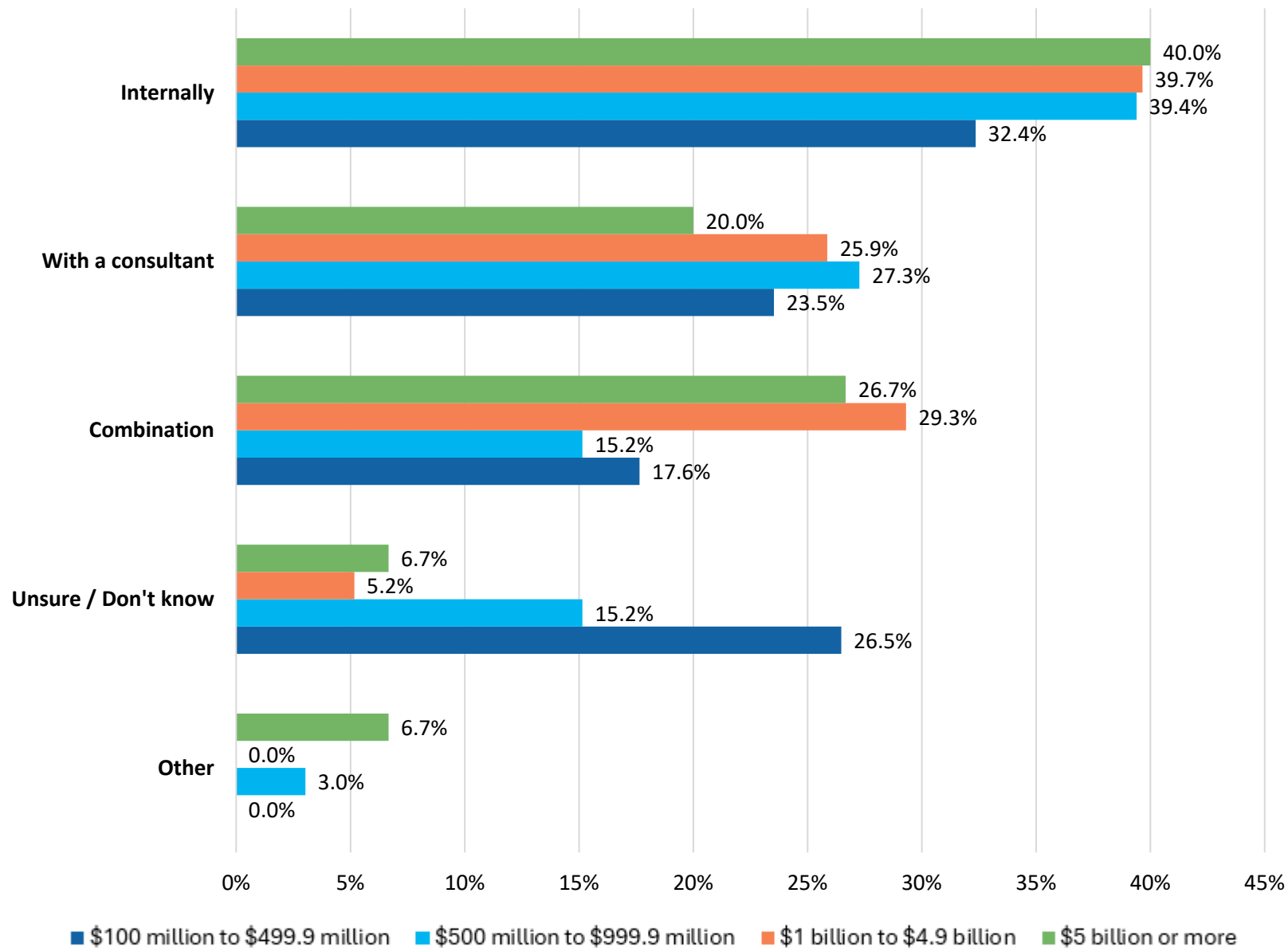


Does your Board utilize a Board governance model?



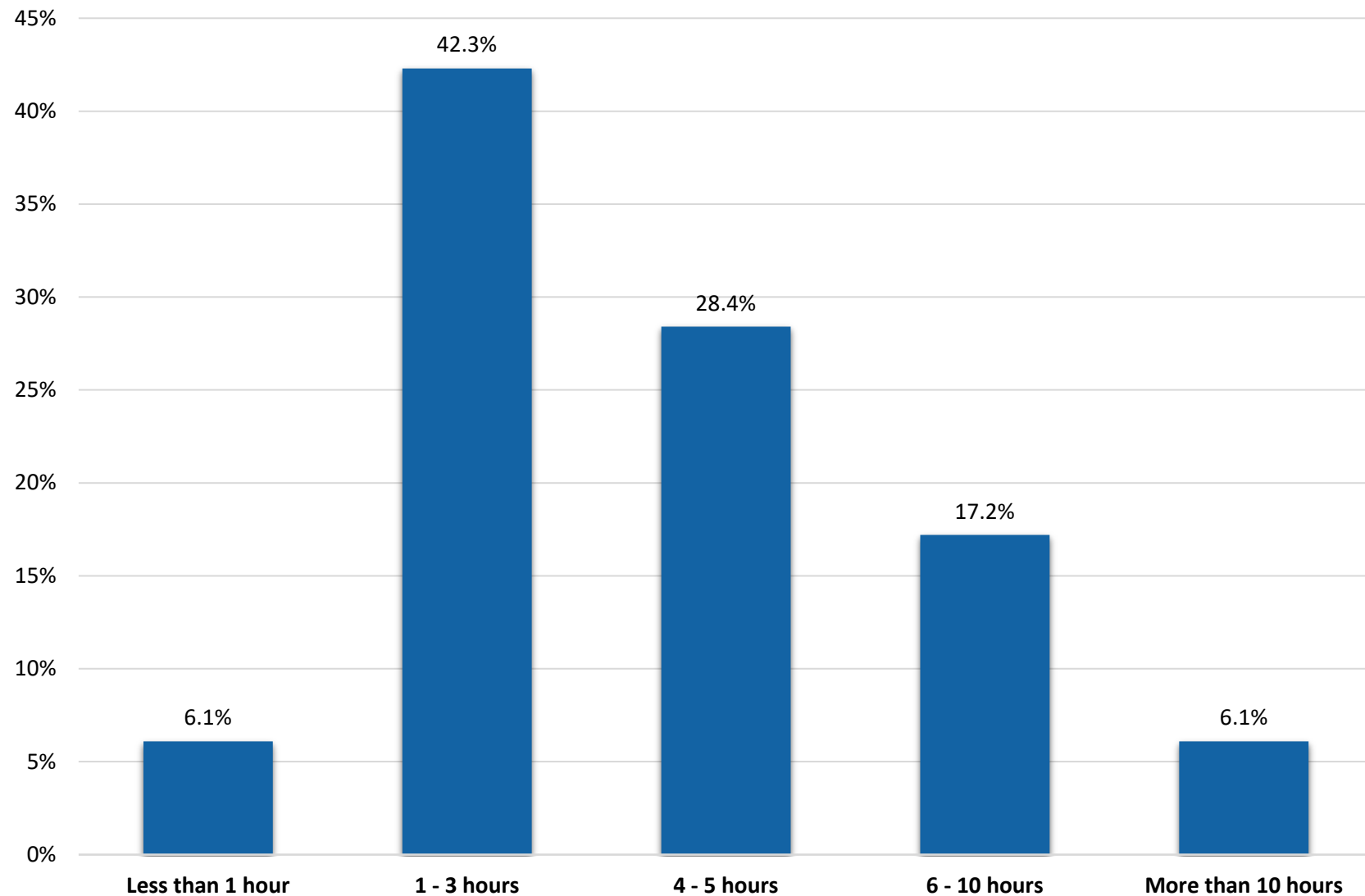


How was your
Board governance
model developed?

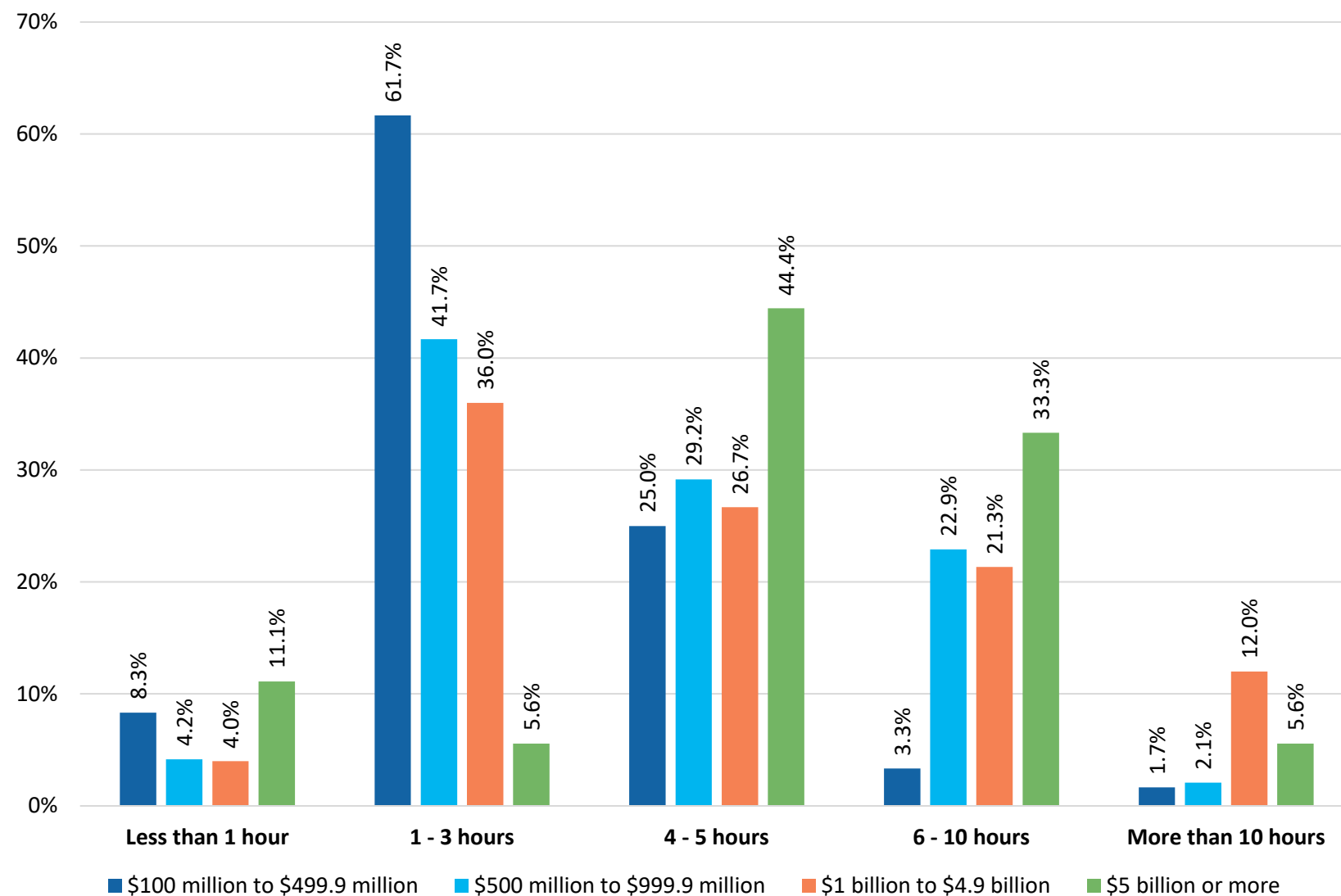


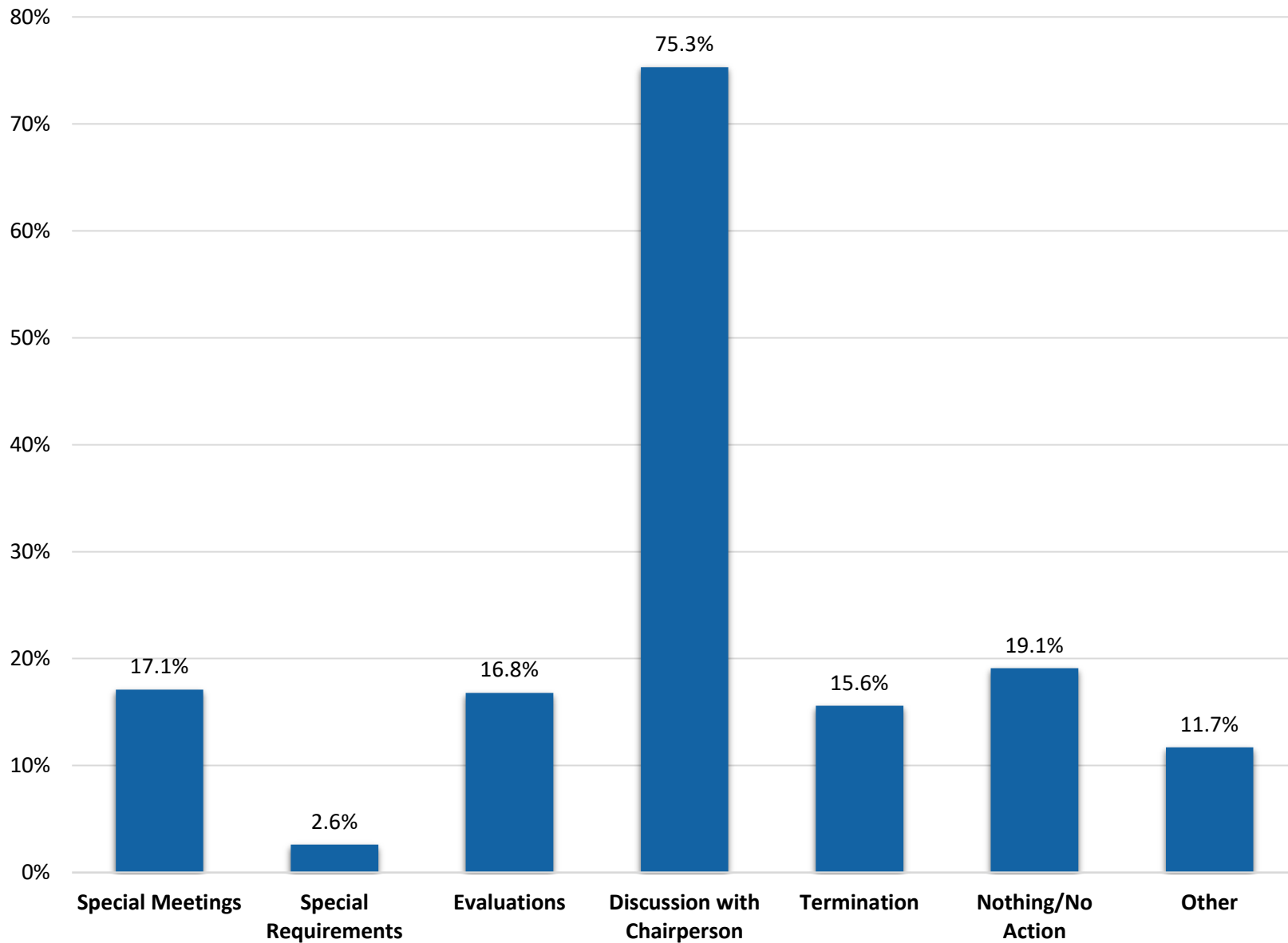
How was your
Board governance
model developed?

How many hours per month on average are spent on Board duties?



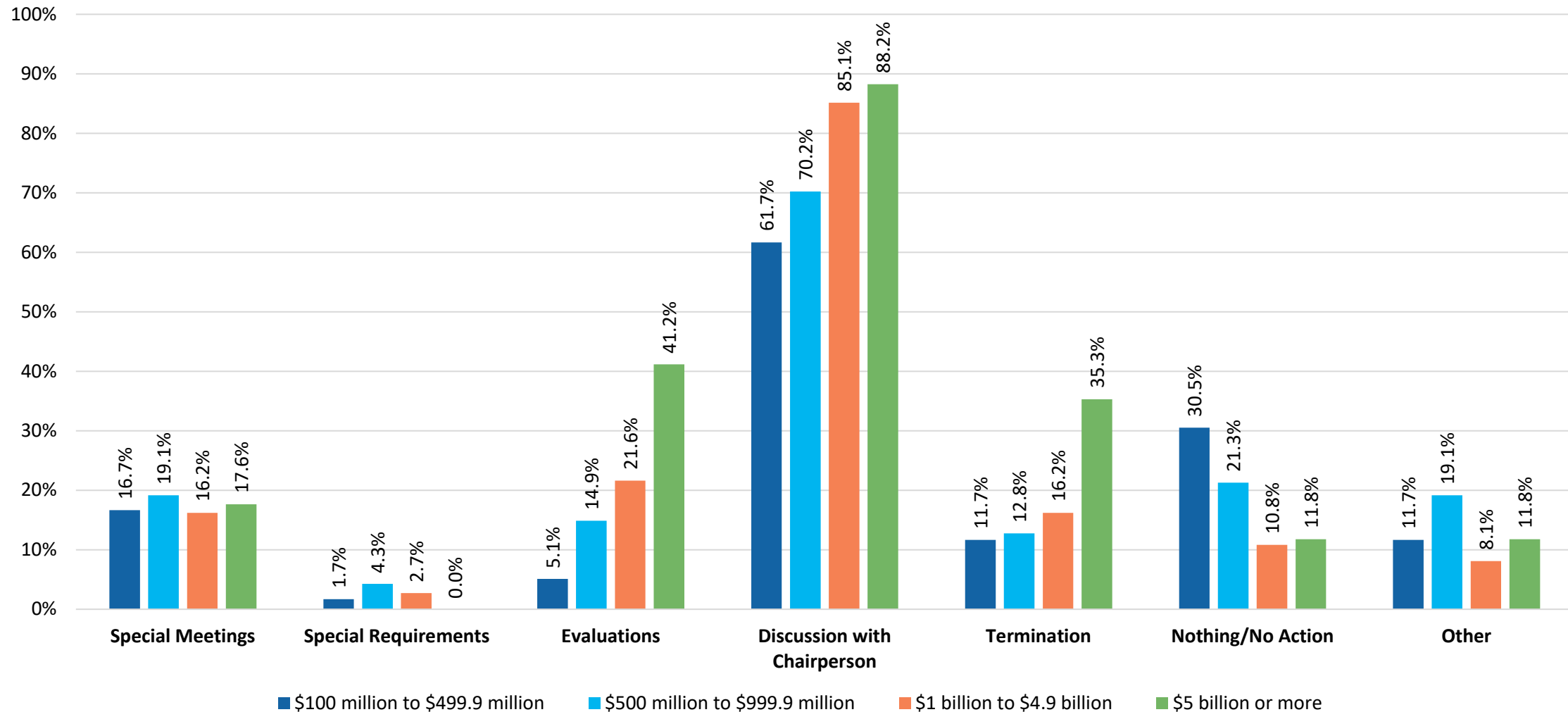
How many hours per month on average are spent on Board duties?



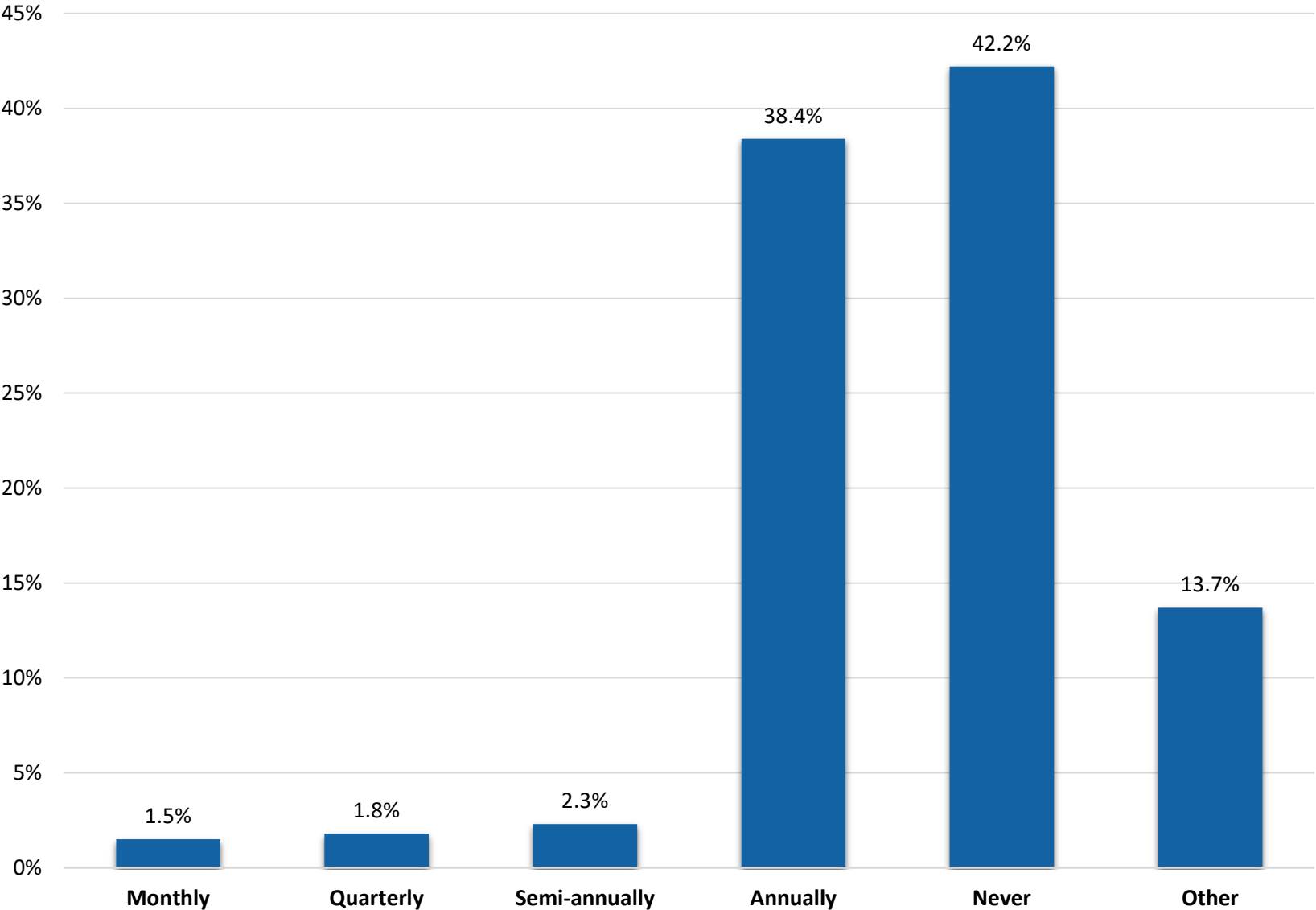


How are ineffective
Board members
handled?

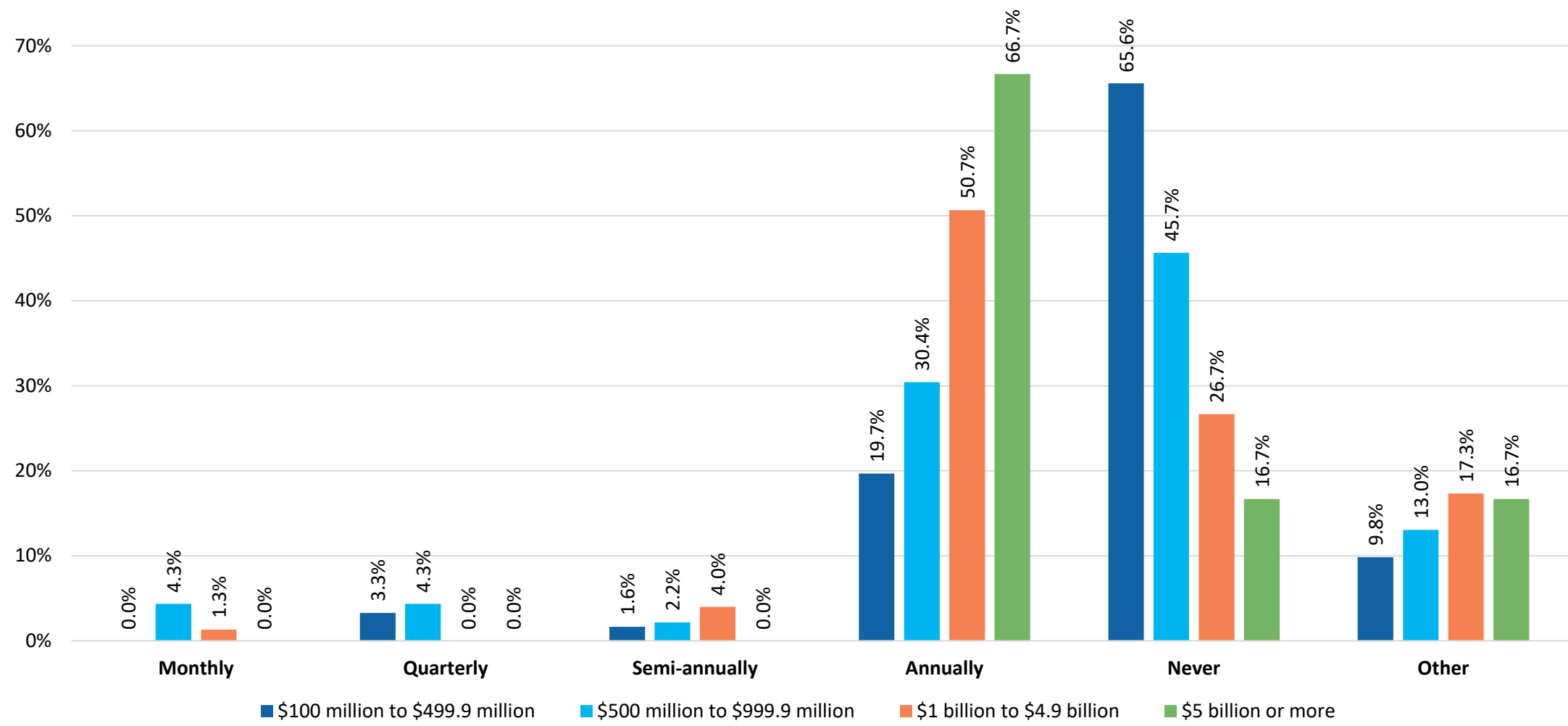
How are ineffective Board members handled?

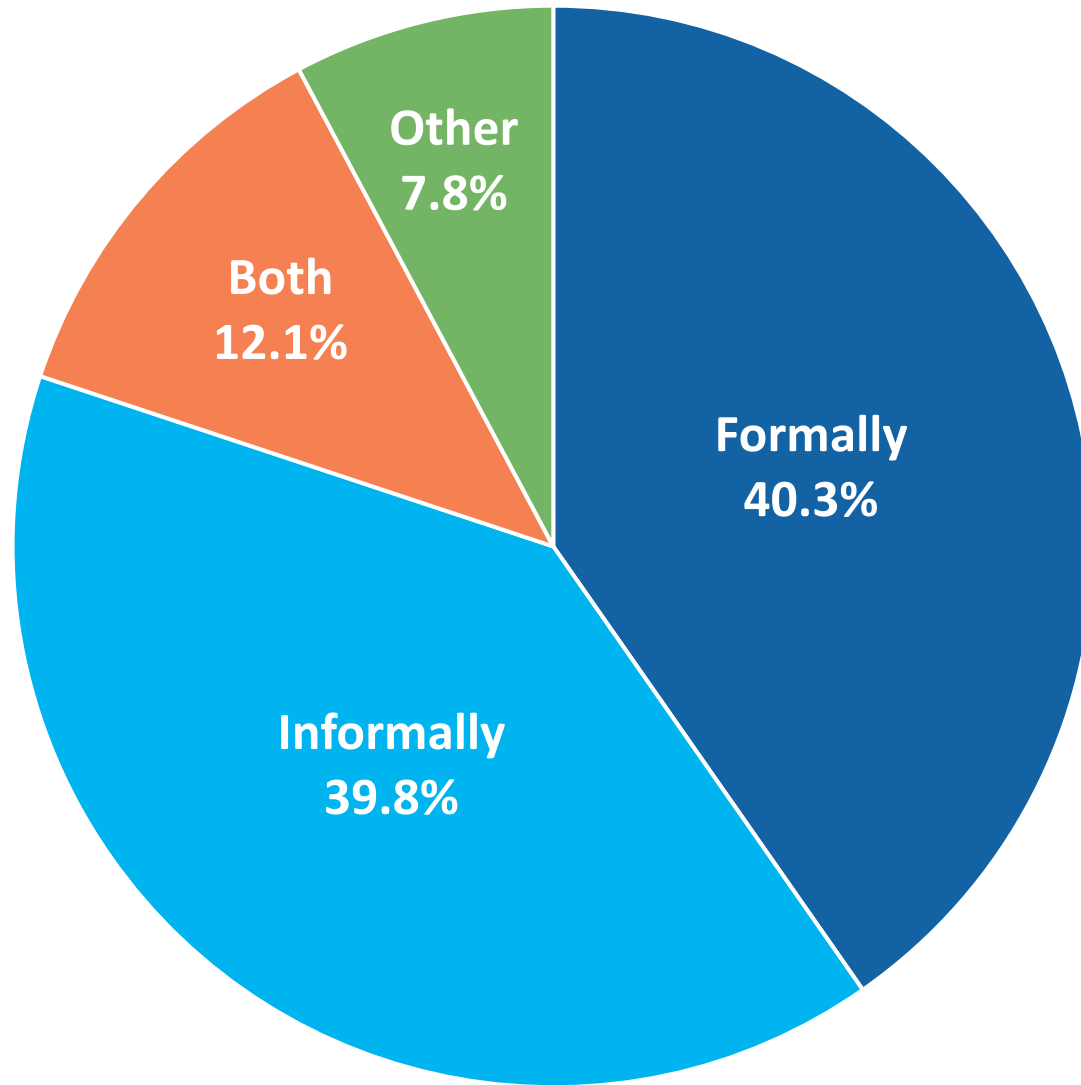


How often does the Board evaluate itself?

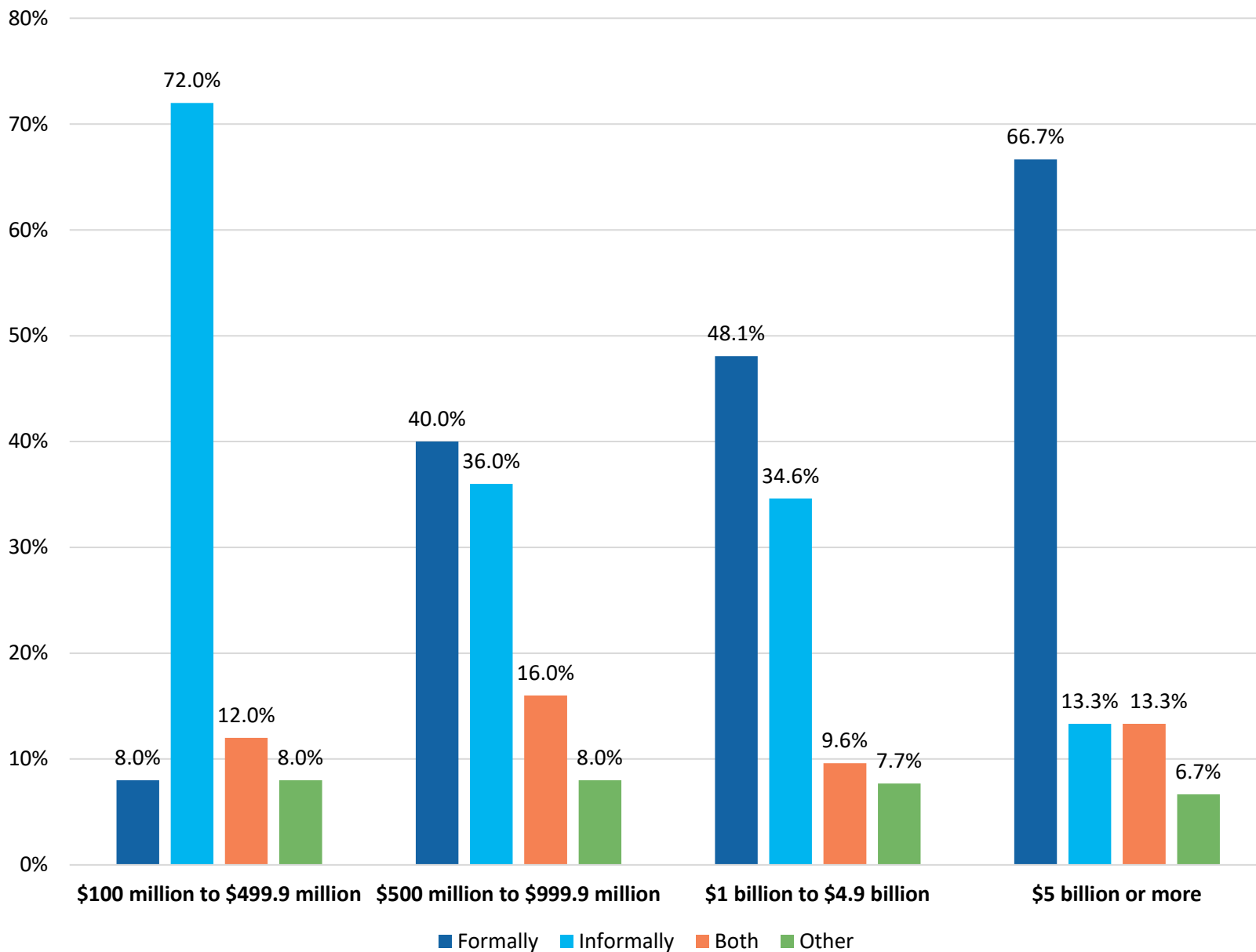


How often does the Board evaluate itself?



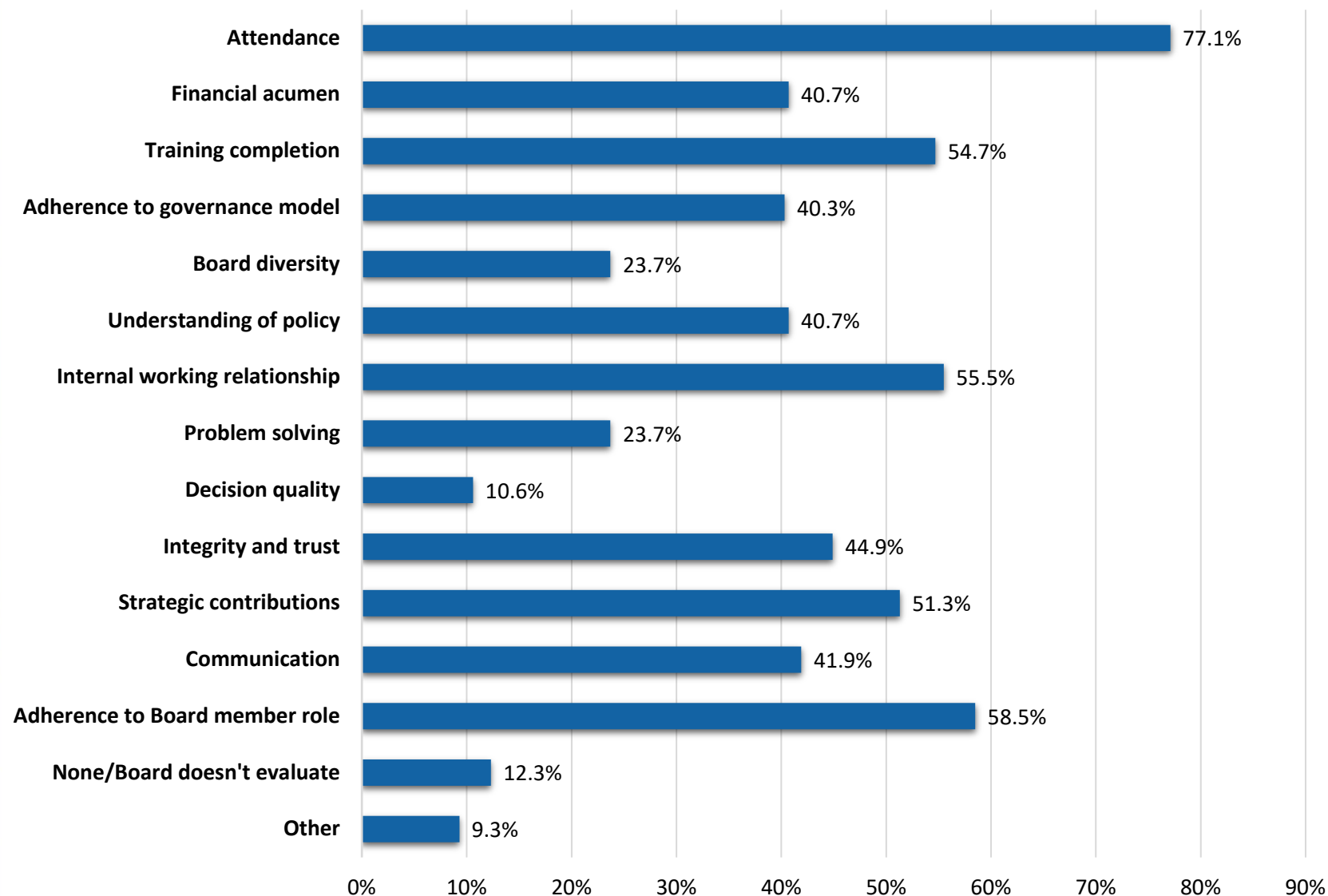


**How is the Board
evaluated?**

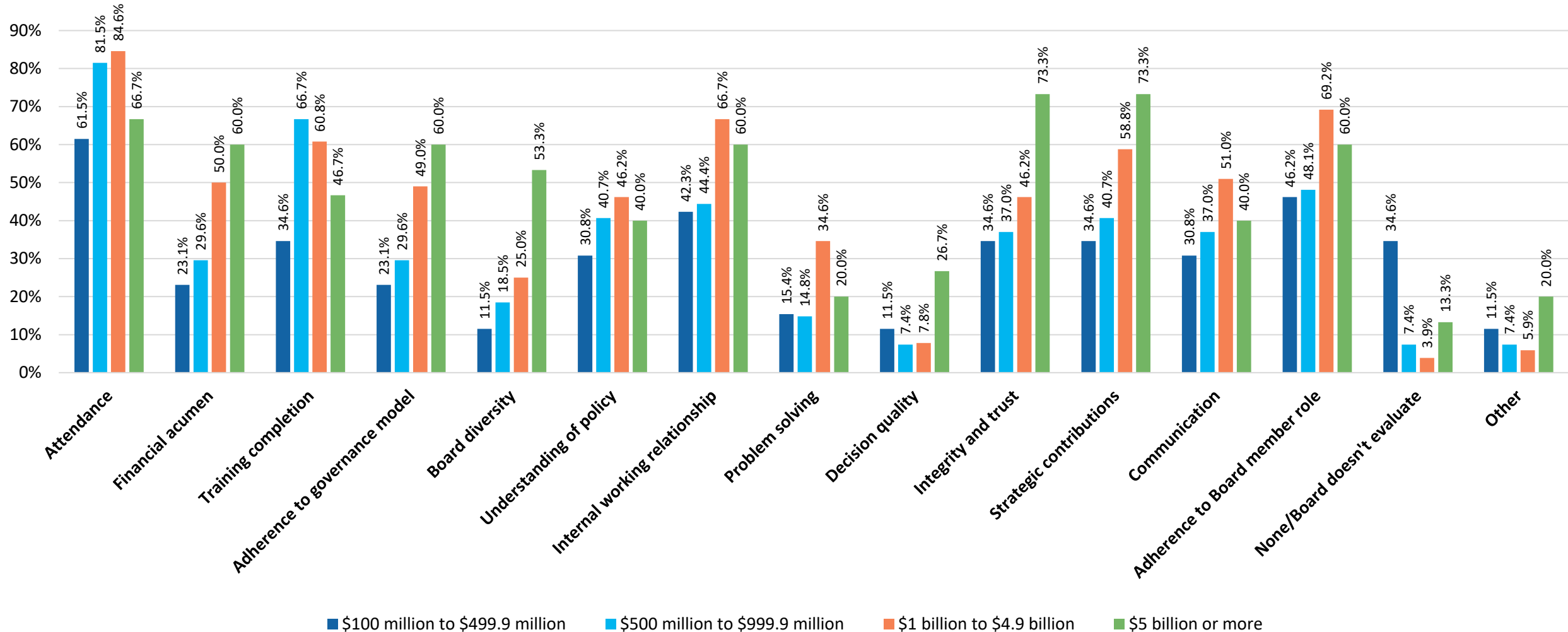


How is the Board
evaluated?

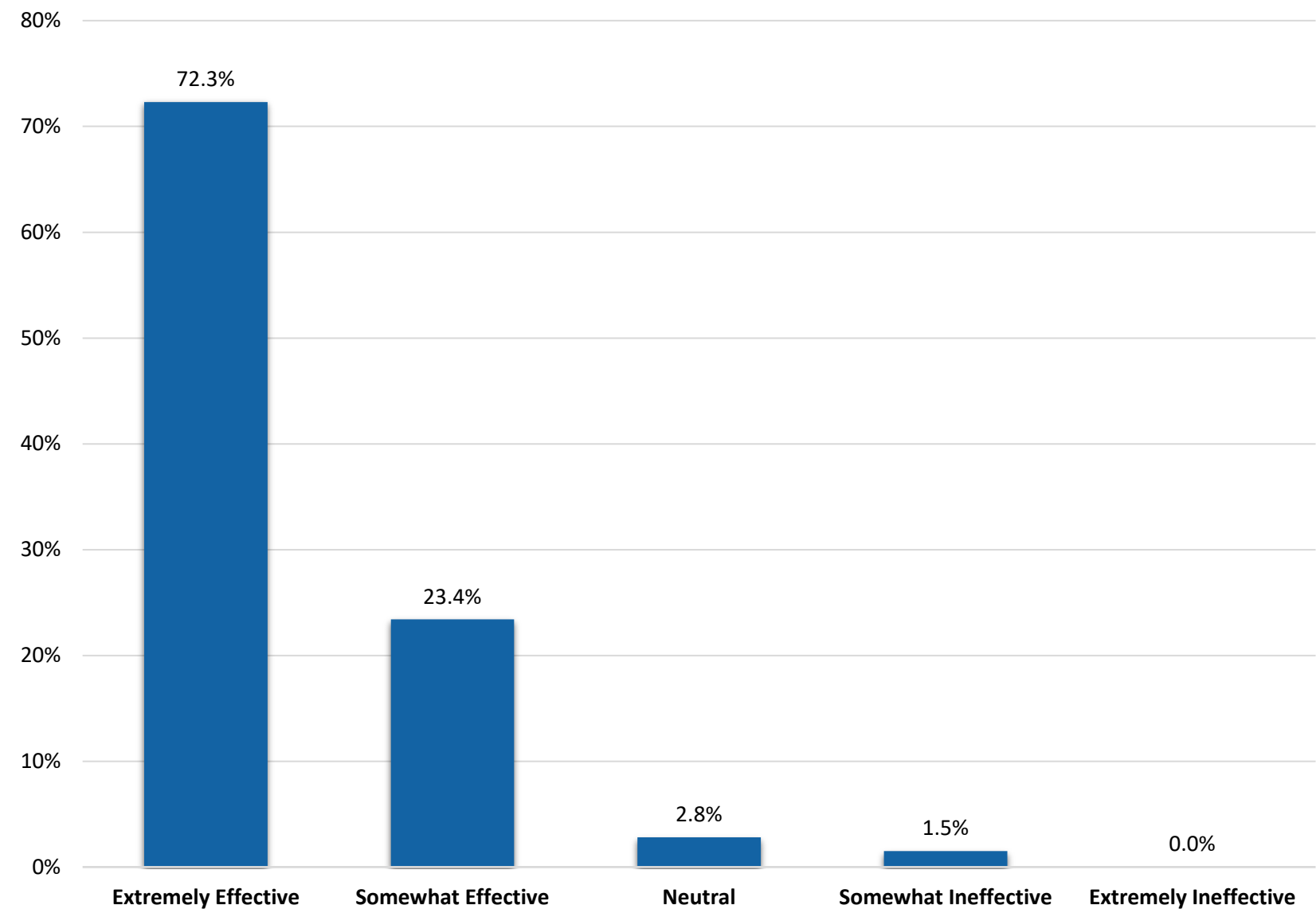
Which of the following areas are included in the Board evaluation?



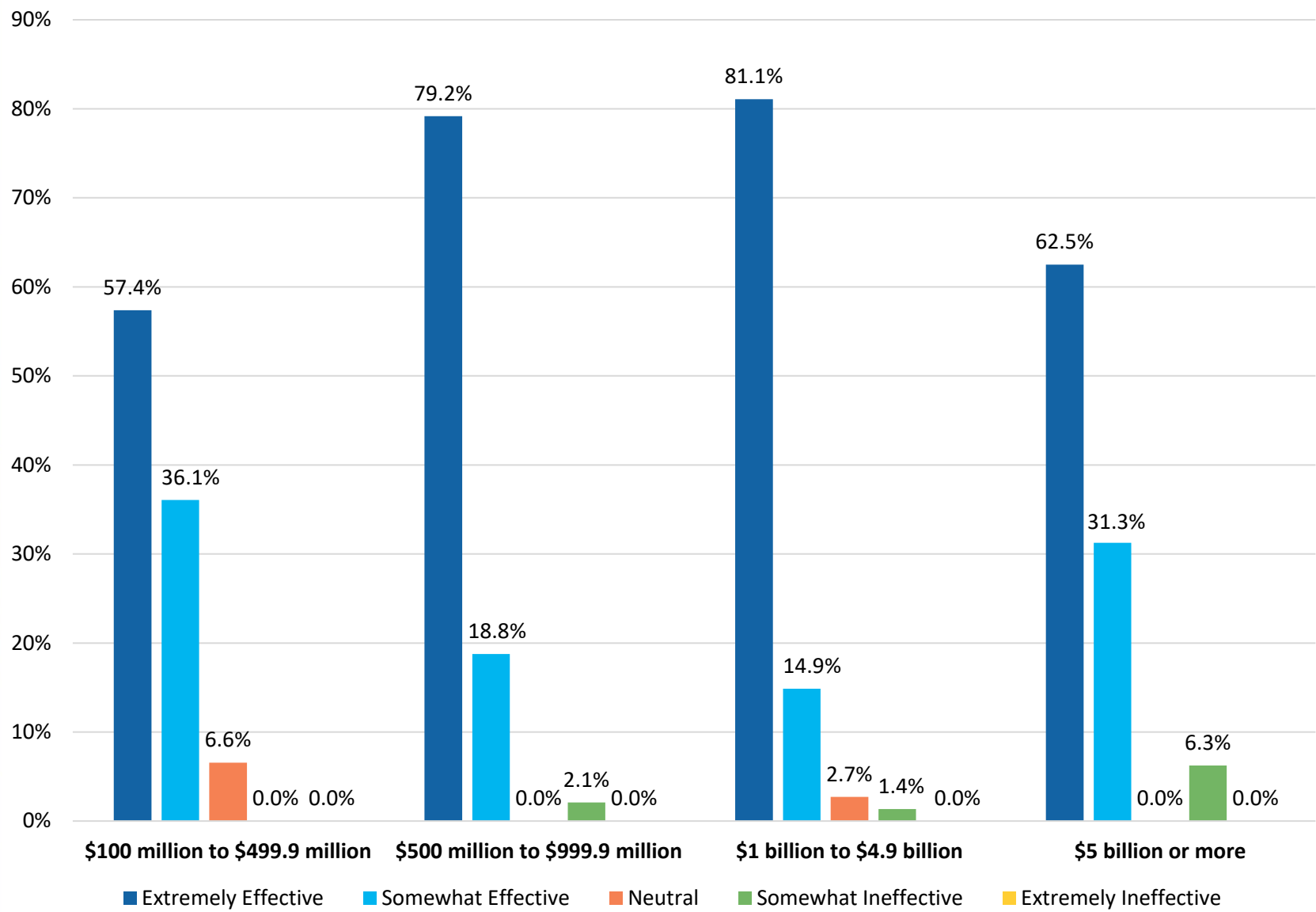
Which of the following areas are included in the Board evaluation?

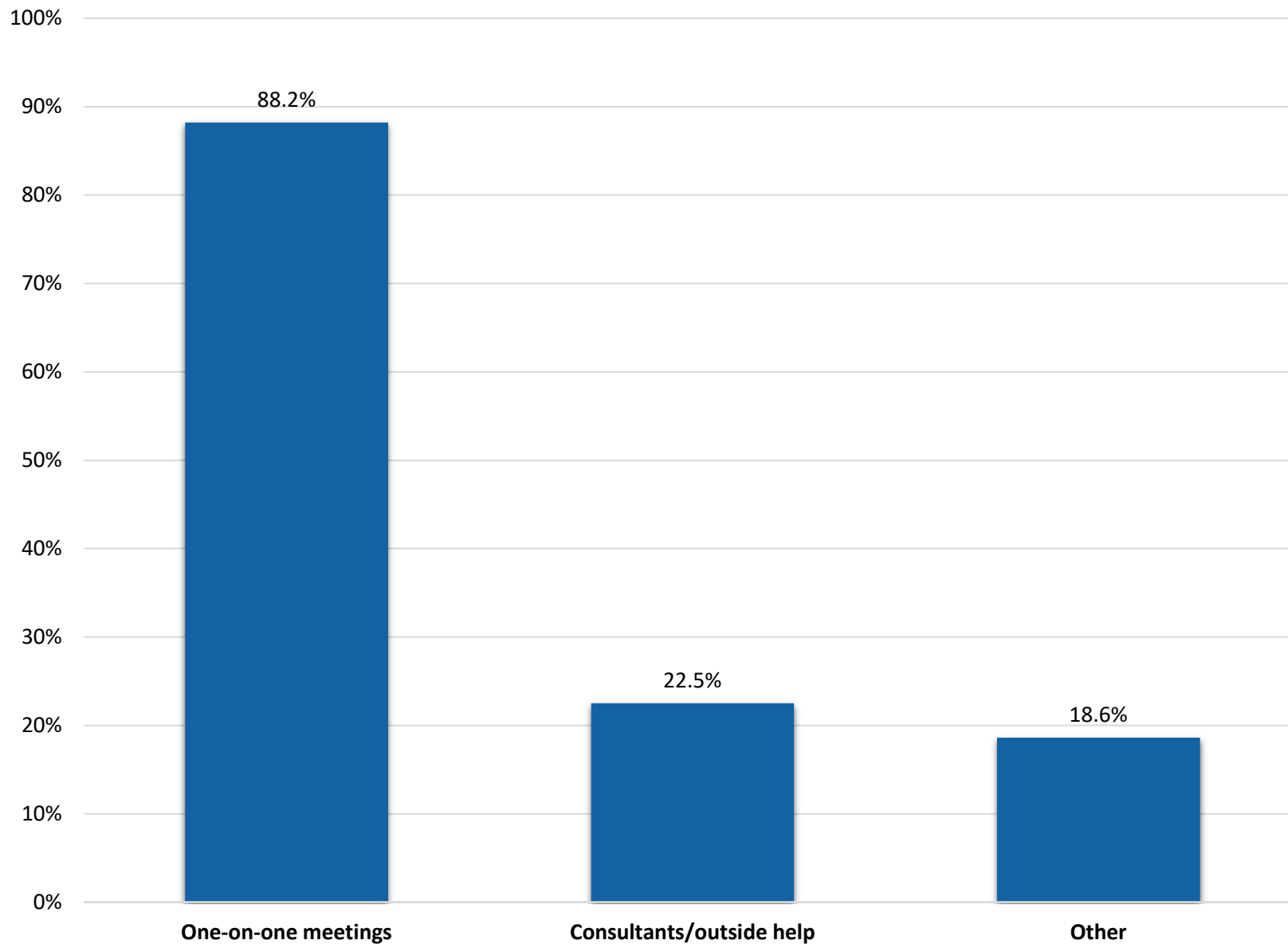


How would you rate the Board / CEO relationship at your credit union?

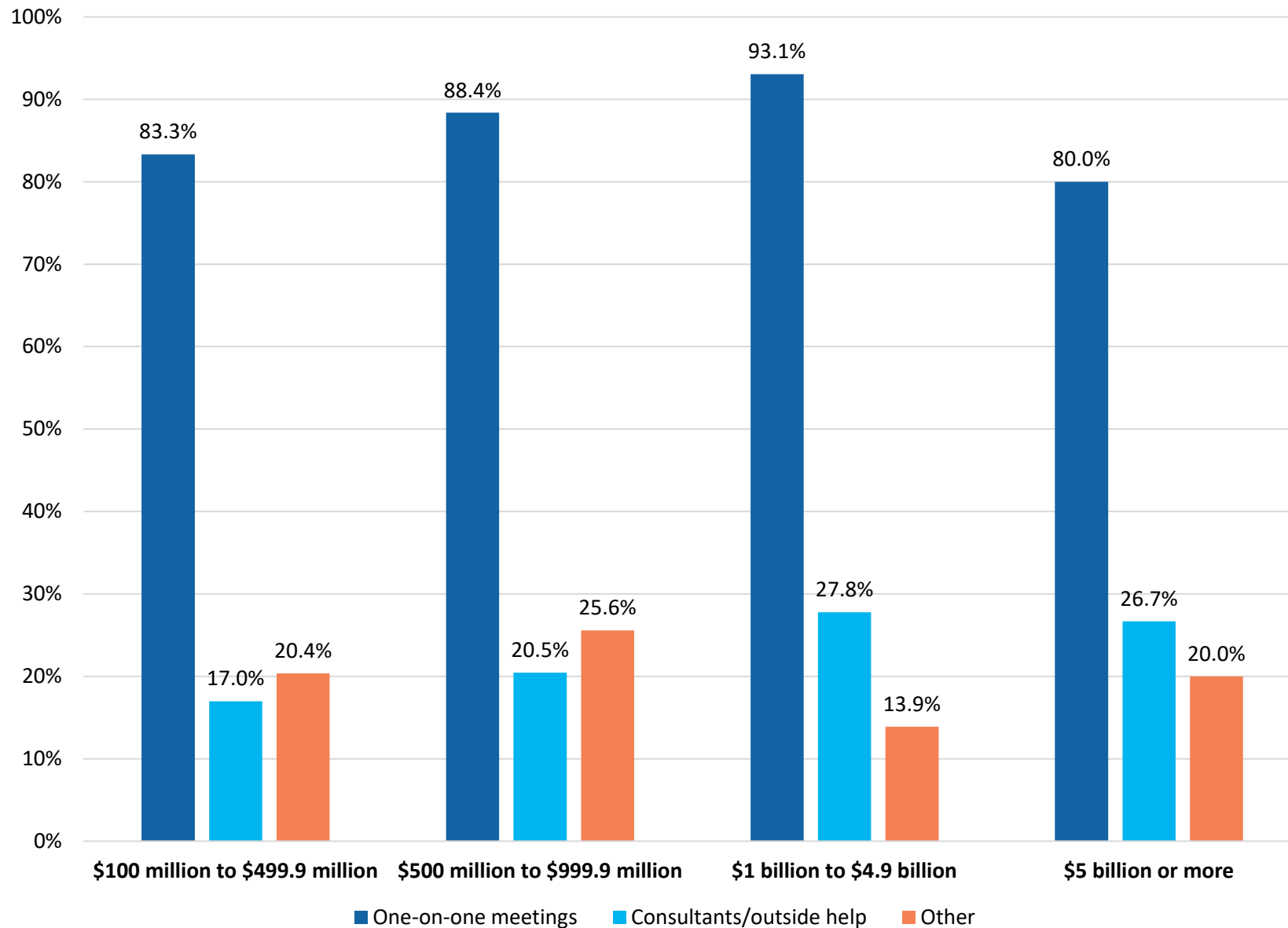


How would you rate the Board / CEO relationship at your credit union?



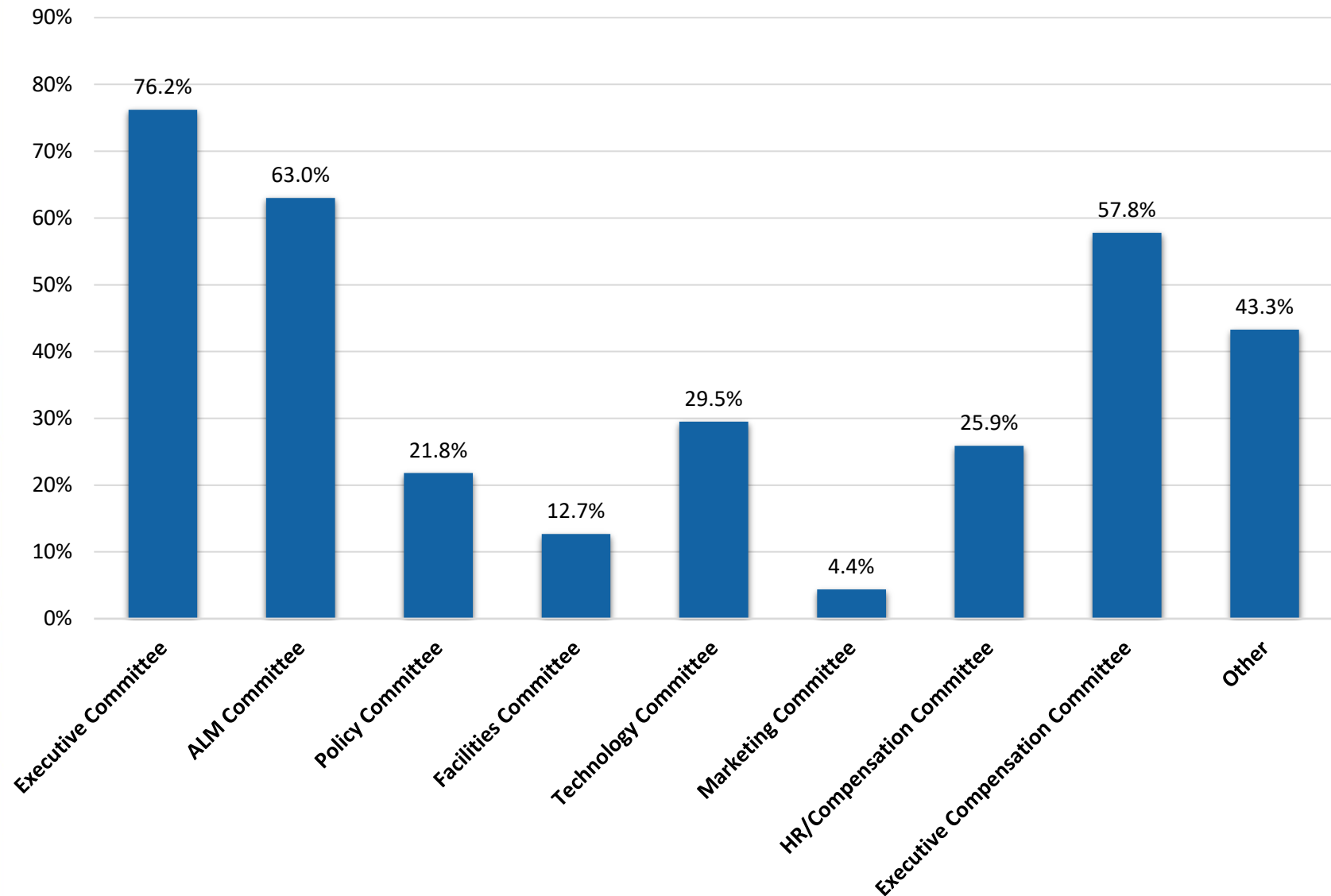


What efforts are made to strengthen the Board/CEO relationship?

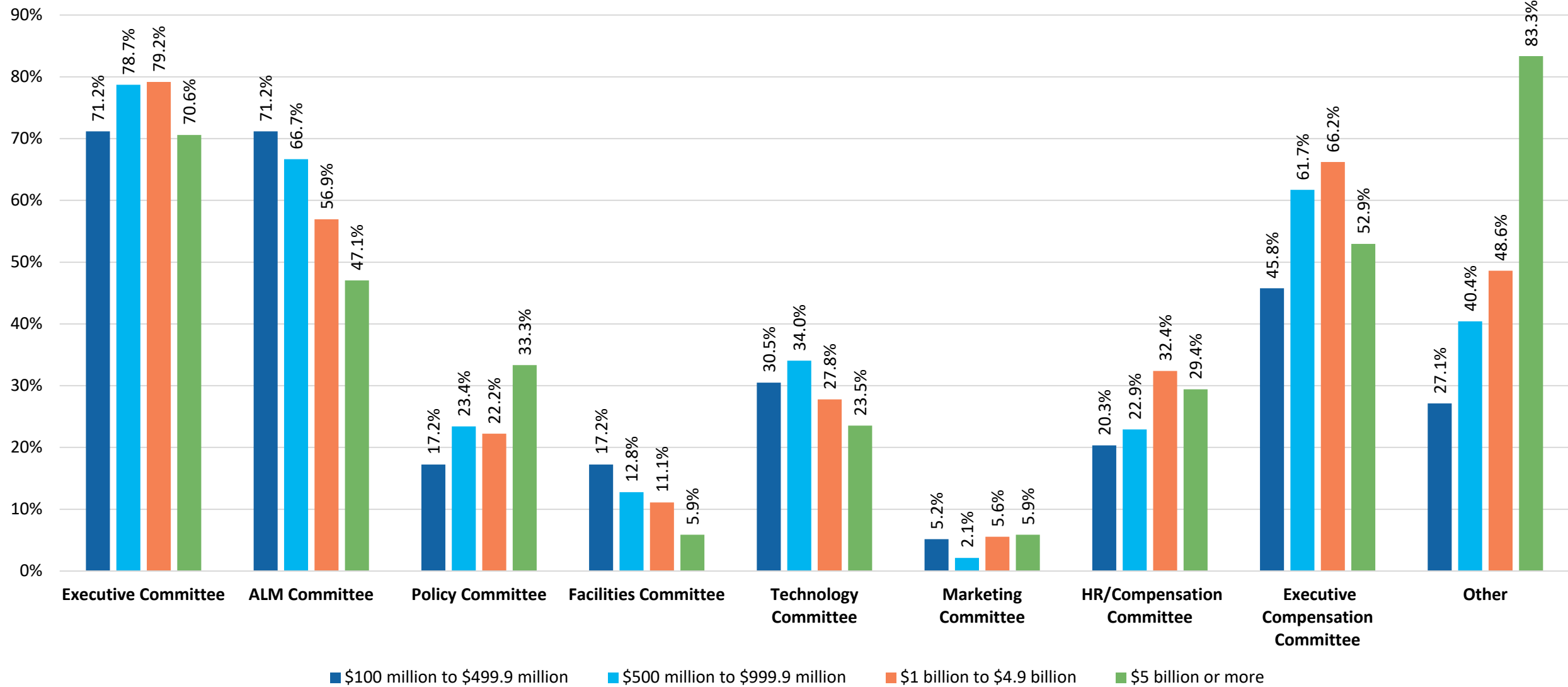


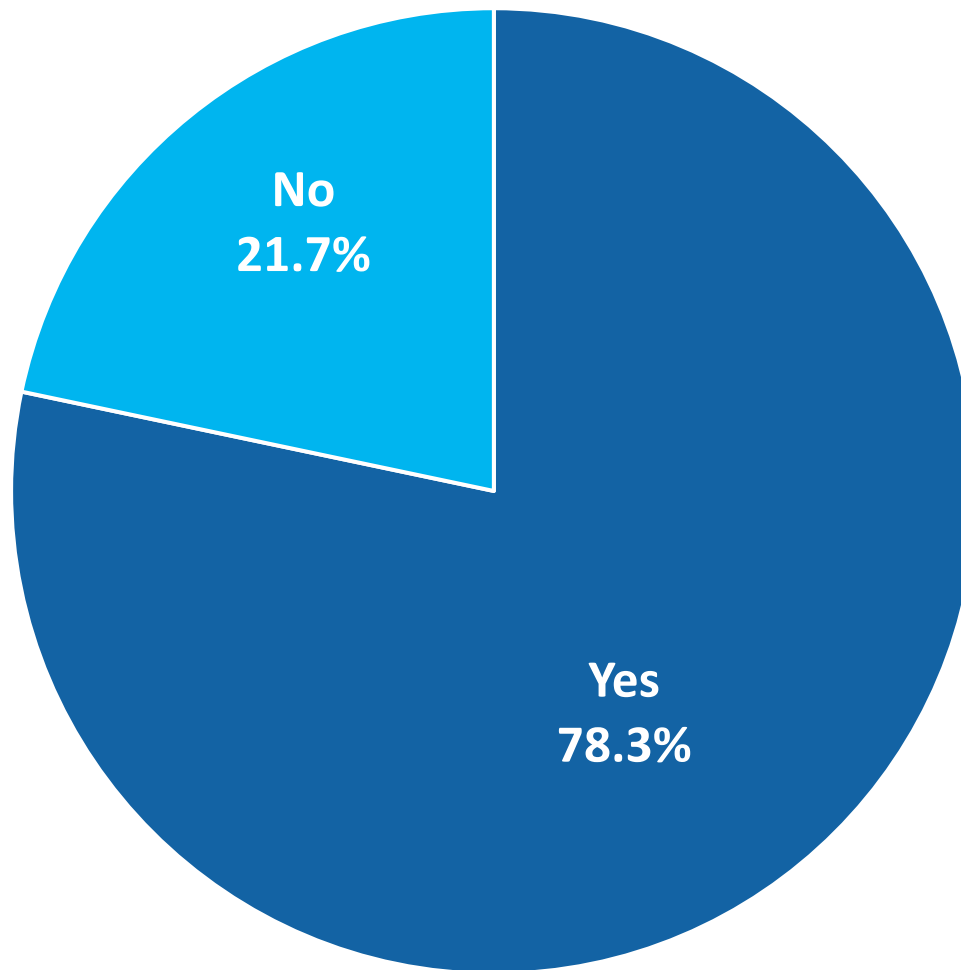
What efforts are made to strengthen the Board/CEO relationship?

What types of committees does the Board have?

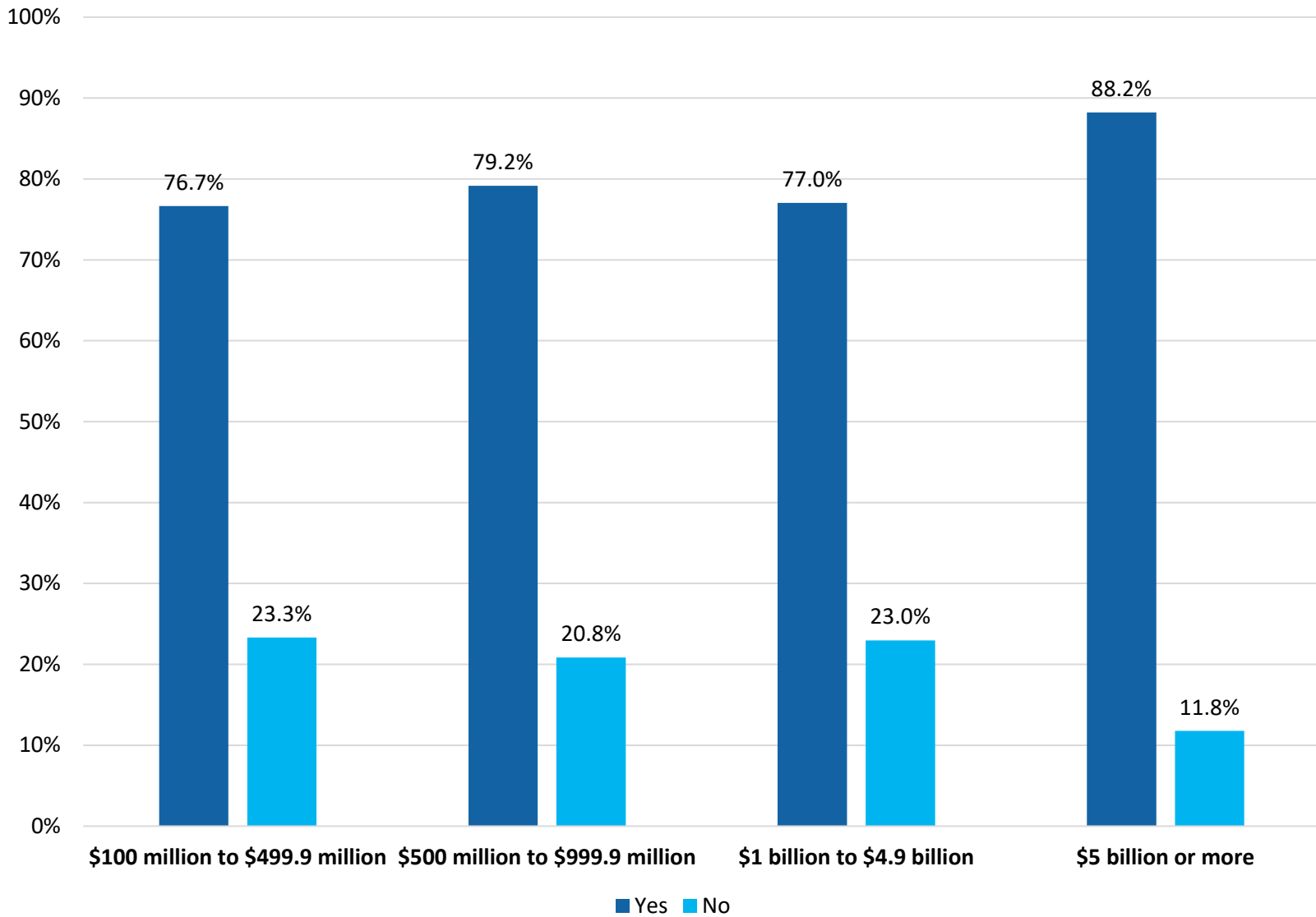


What types of committees does the Board have?



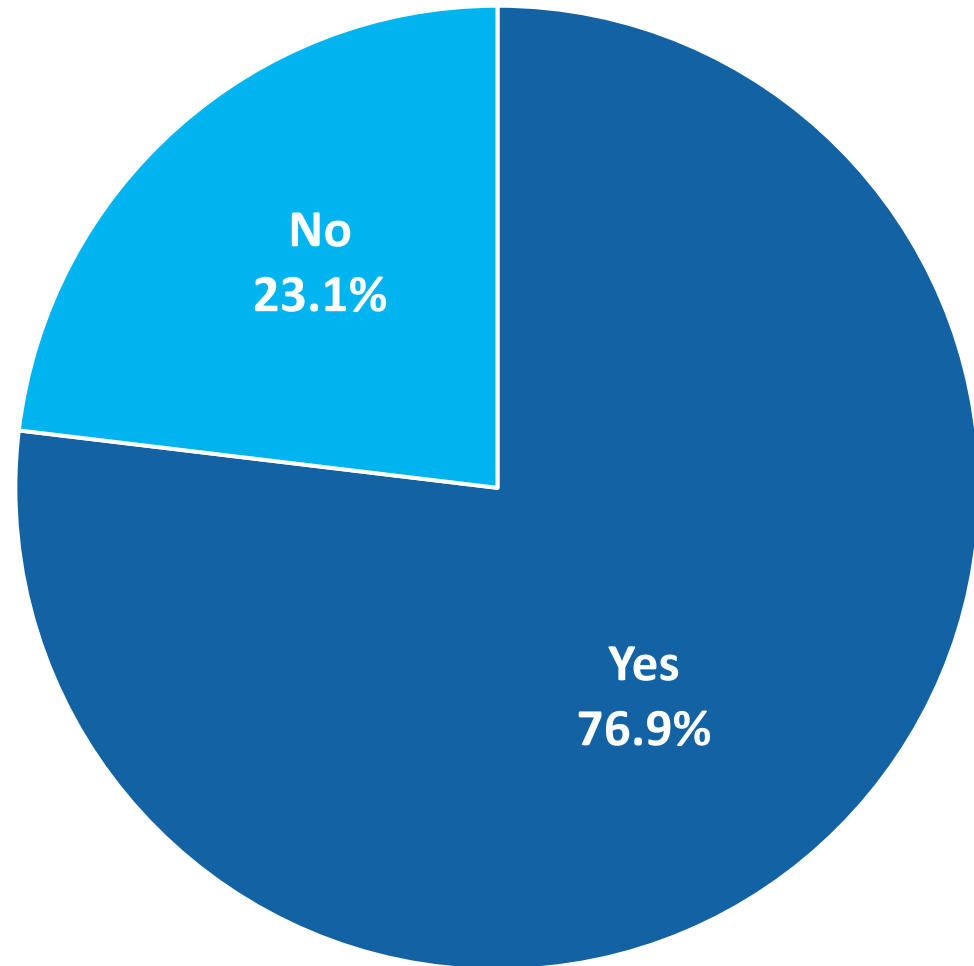


**Does the Board have
closed sessions without
staff / CEO / Supervisory
Committee?**

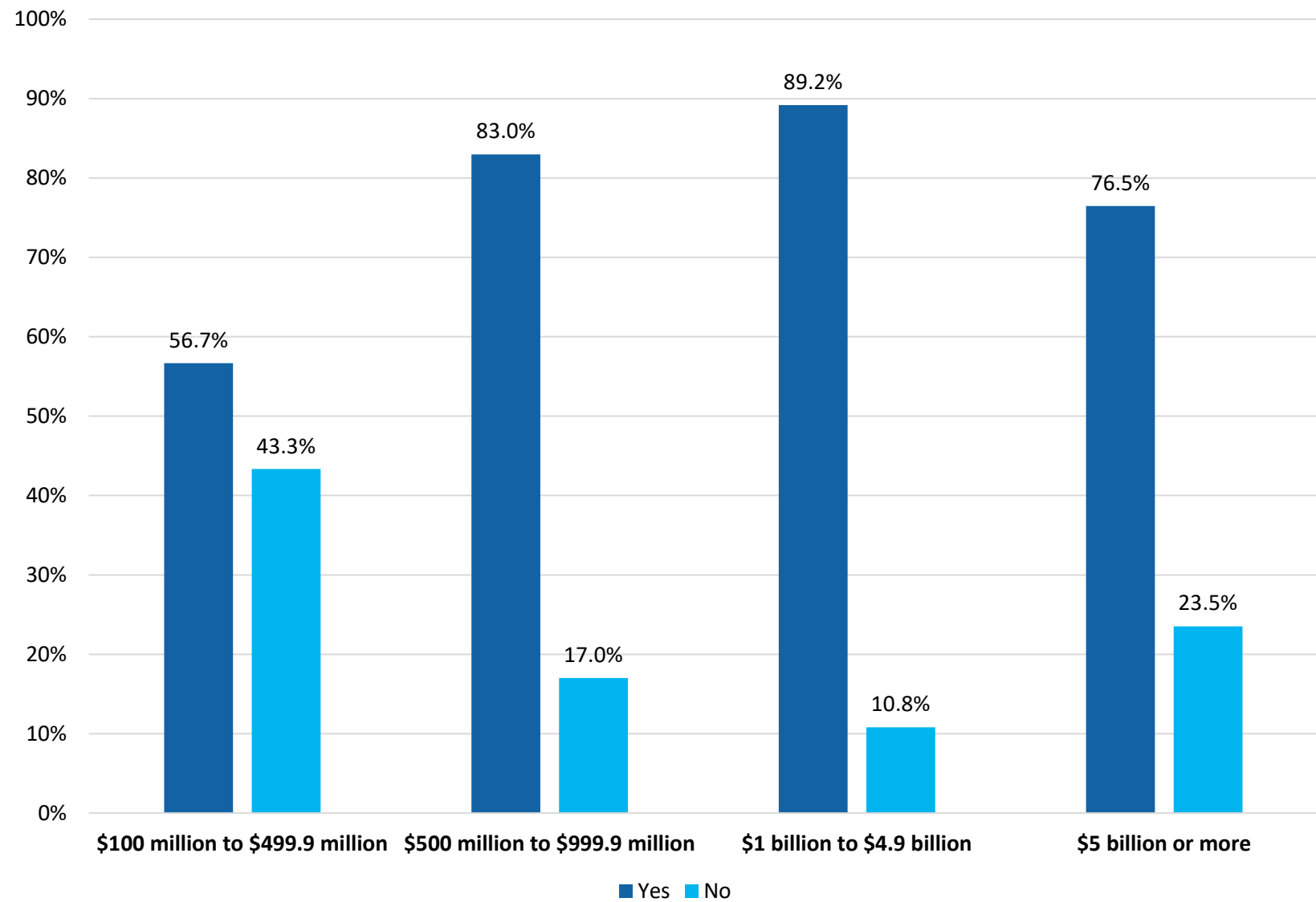


Does the Board have
closed sessions without
staff / CEO / Supervisory
Committee?

**Does the Board Chair meet
with the CEO to review
Board meeting content or
the agenda prior to the
monthly meeting?**



Does the Board Chair meet with the CEO to review Board meeting content or the agenda prior to the monthly meeting?

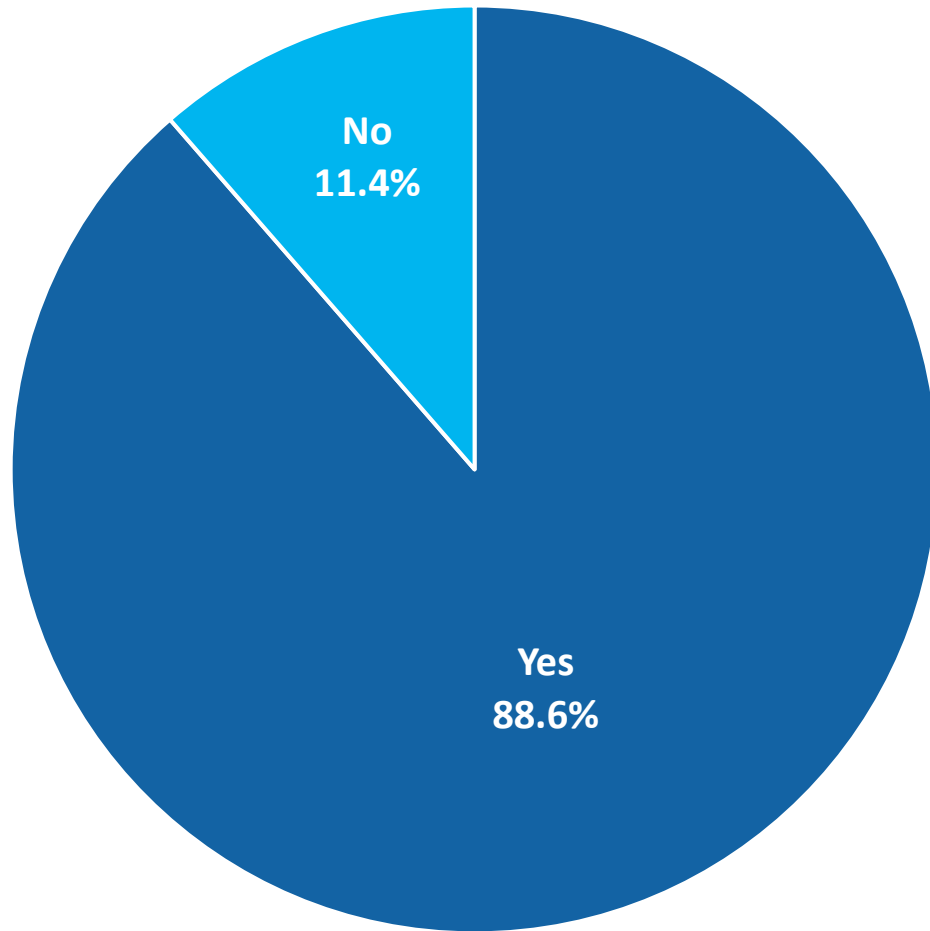


D. Hilton's Board Best Practices Survey Series

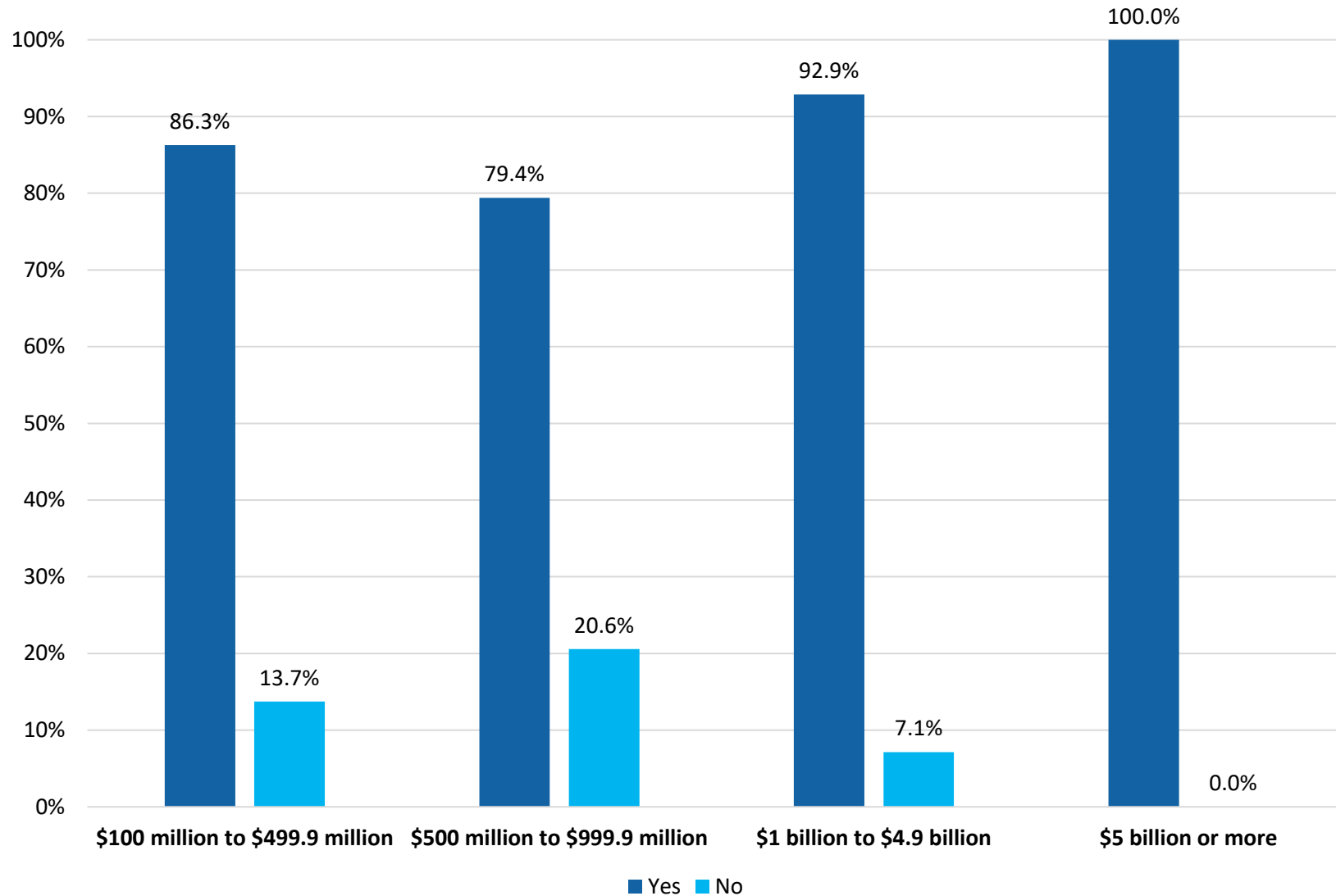
Part 3: Board Succession, Recruitment, & Strategic Planning



d. hilton associates inc.

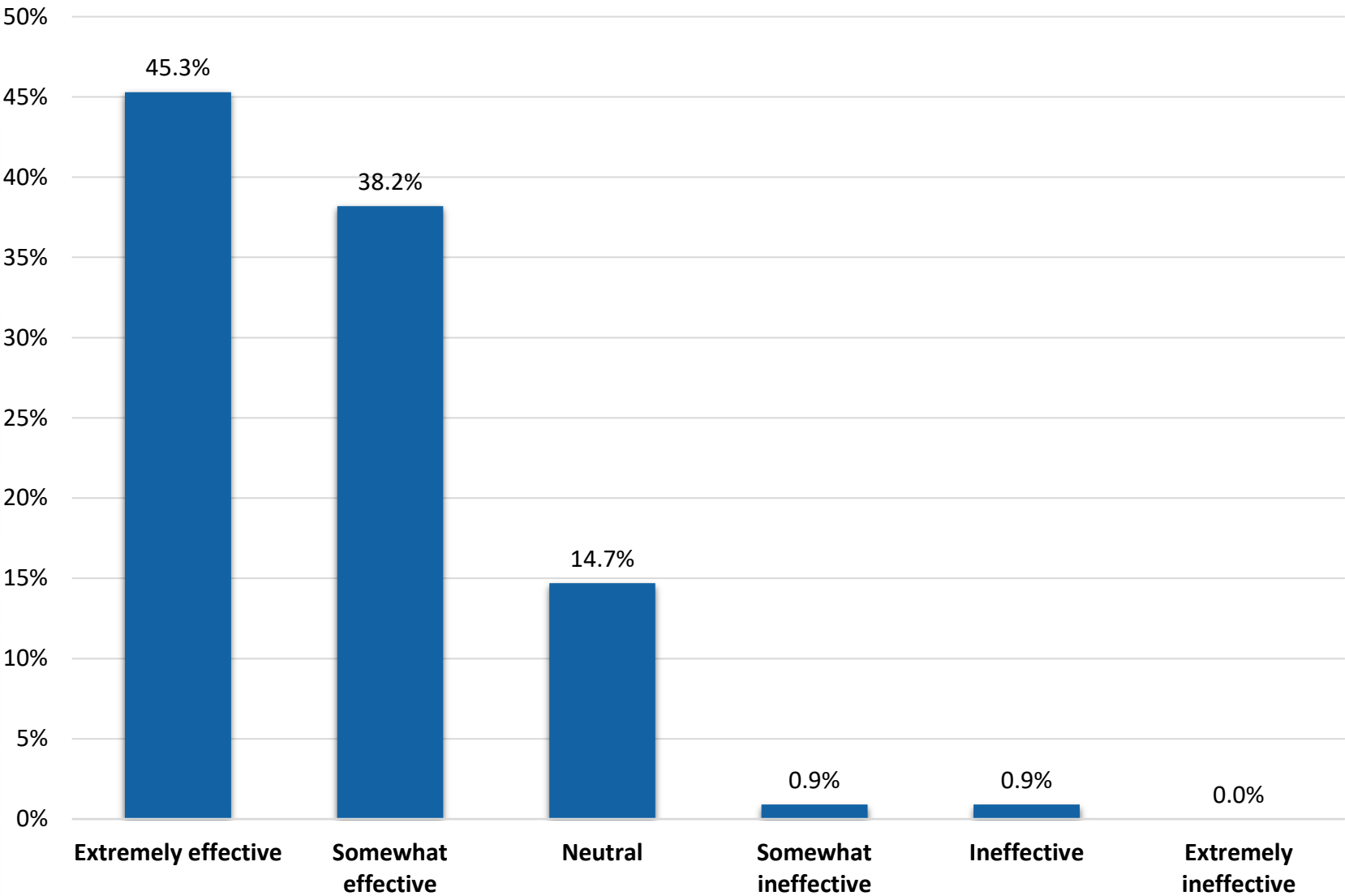


**Does the Board have
a formal succession
plan in place for the
CEO?**

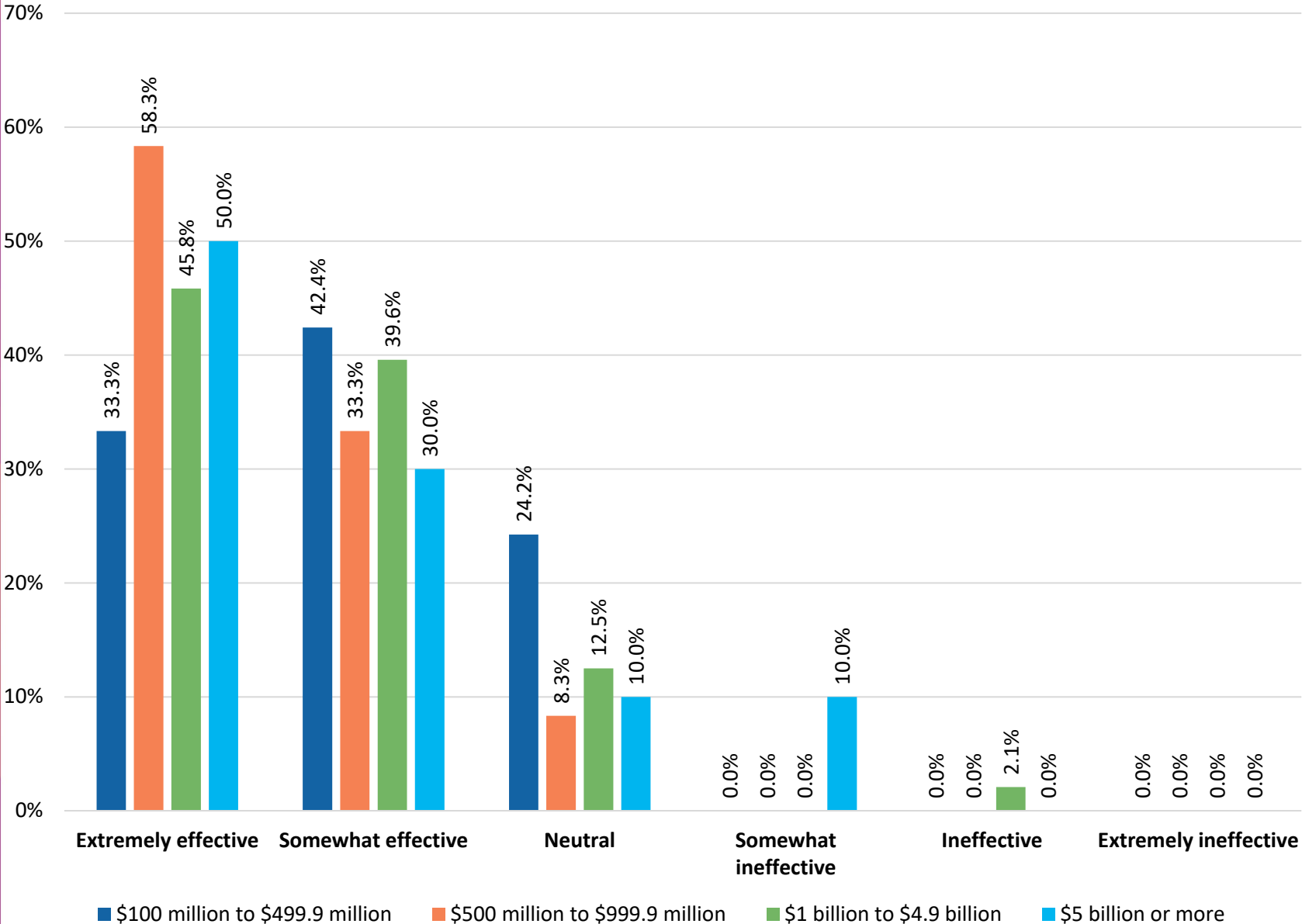


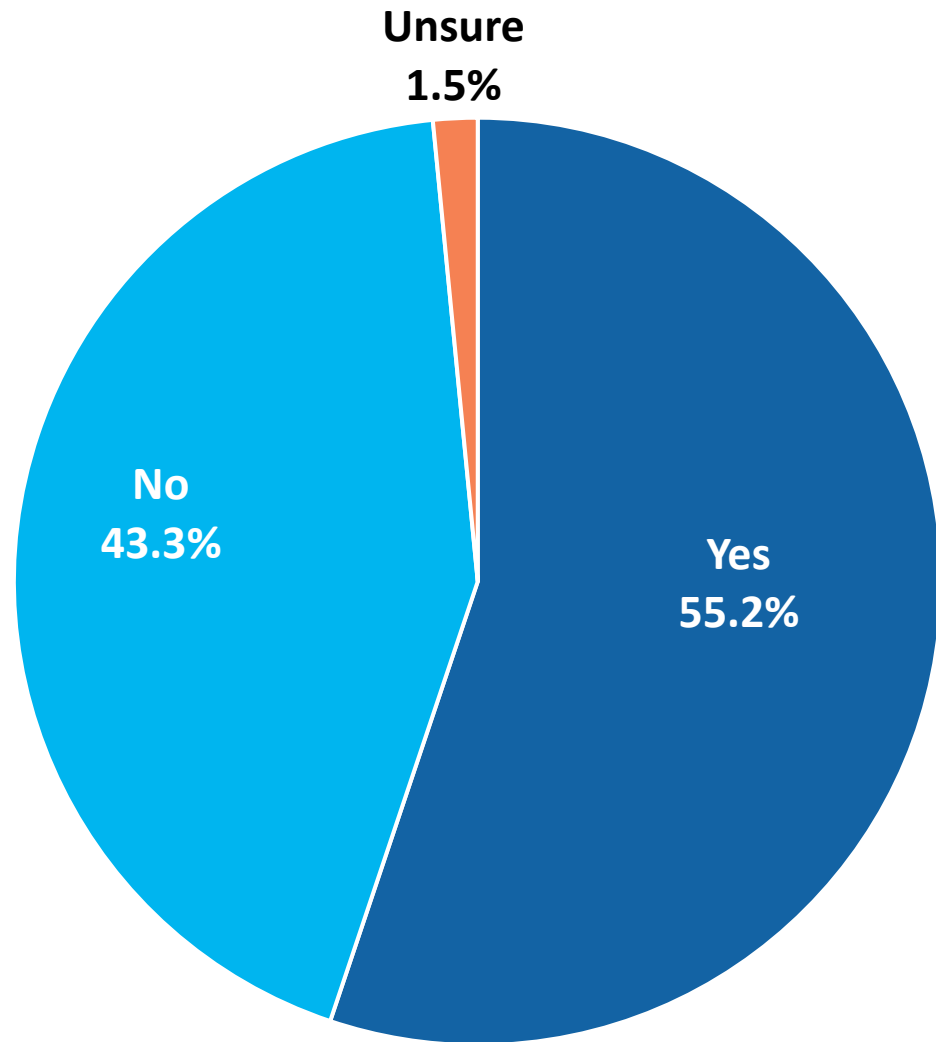
Does the Board have
a formal succession
plan in place for the
CEO?

How effective is the succession plan for the CEO?

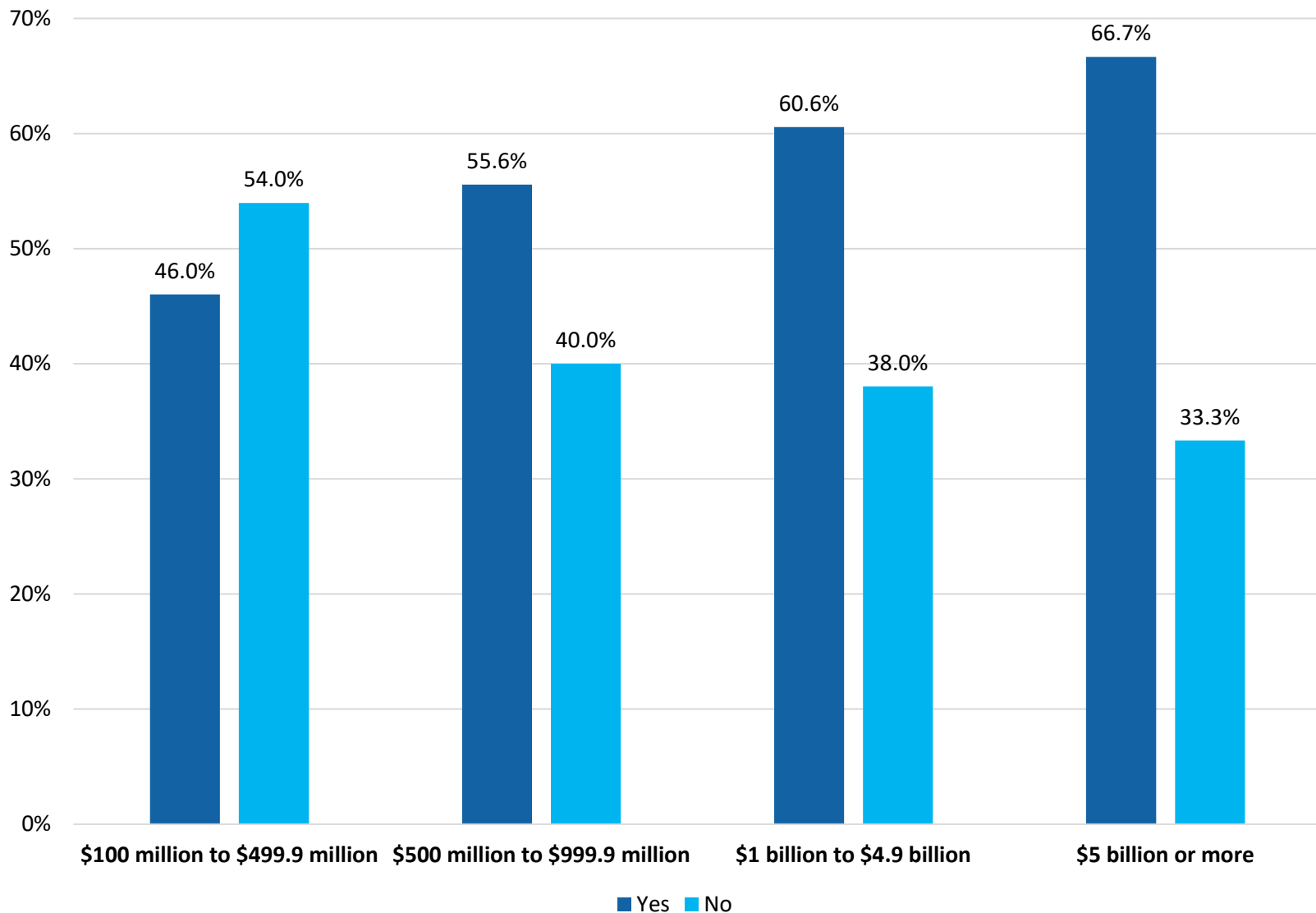


How effective is the succession plan for the CEO?



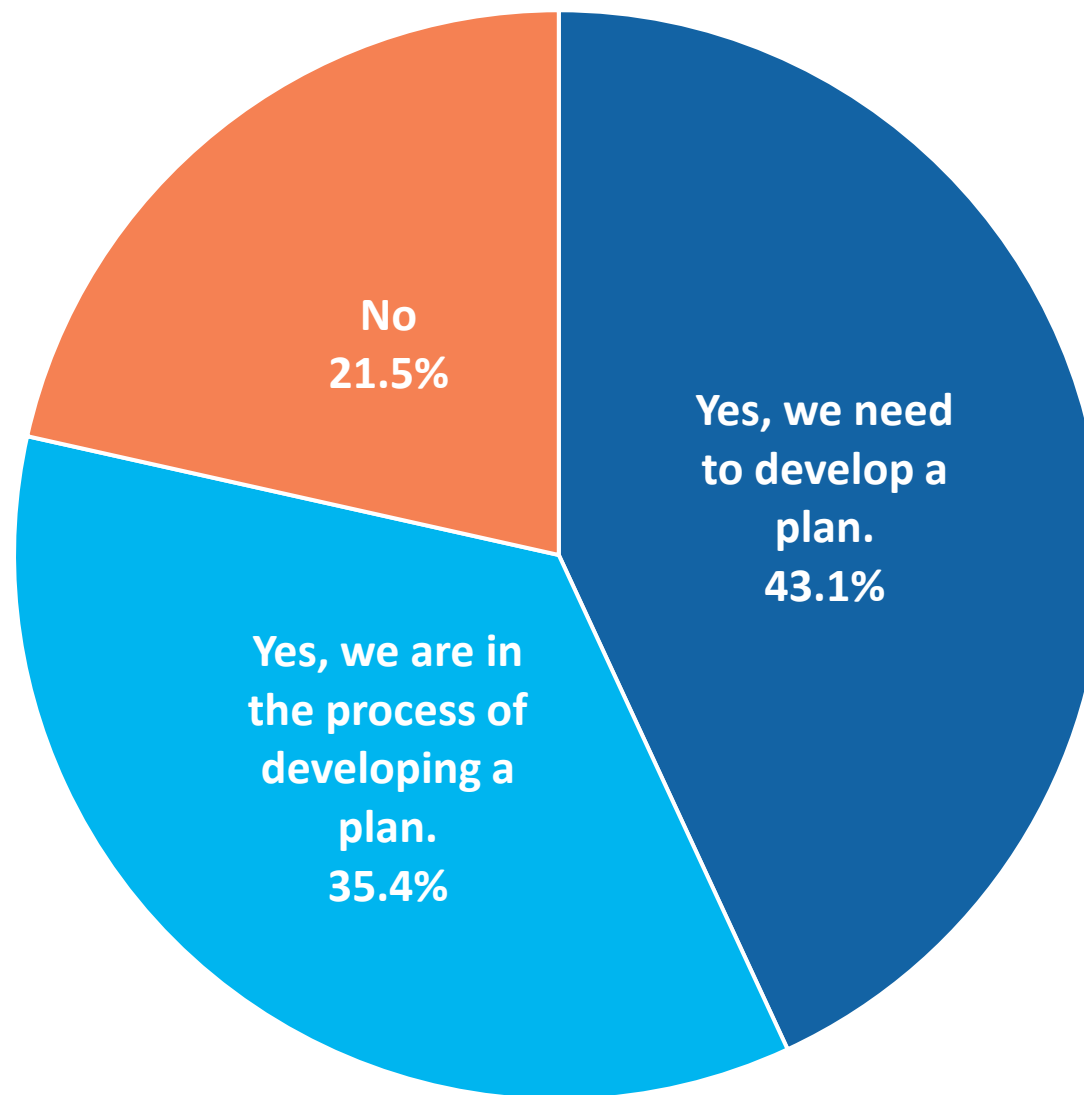


Does the credit union
have a Board
succession plan in
place?

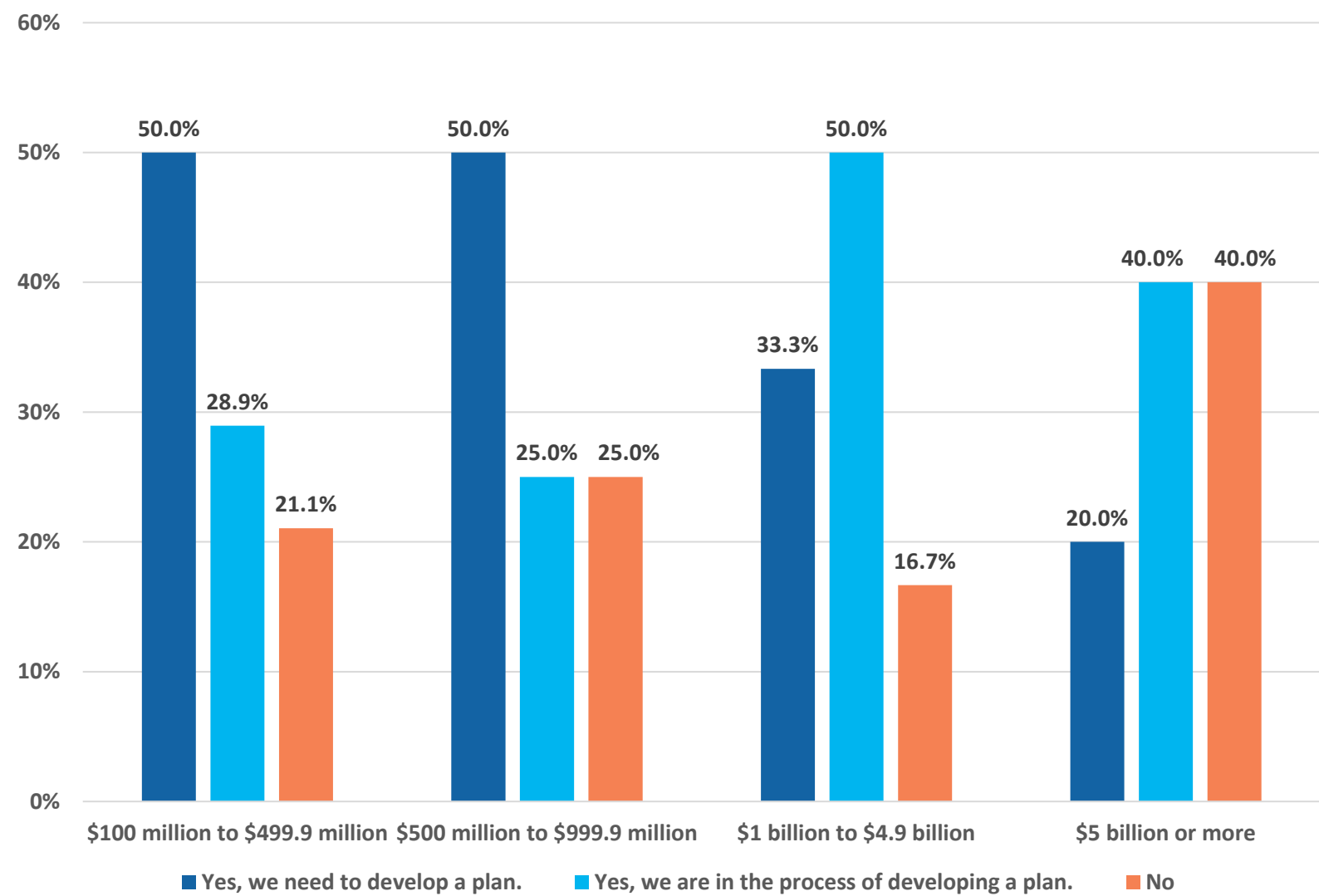


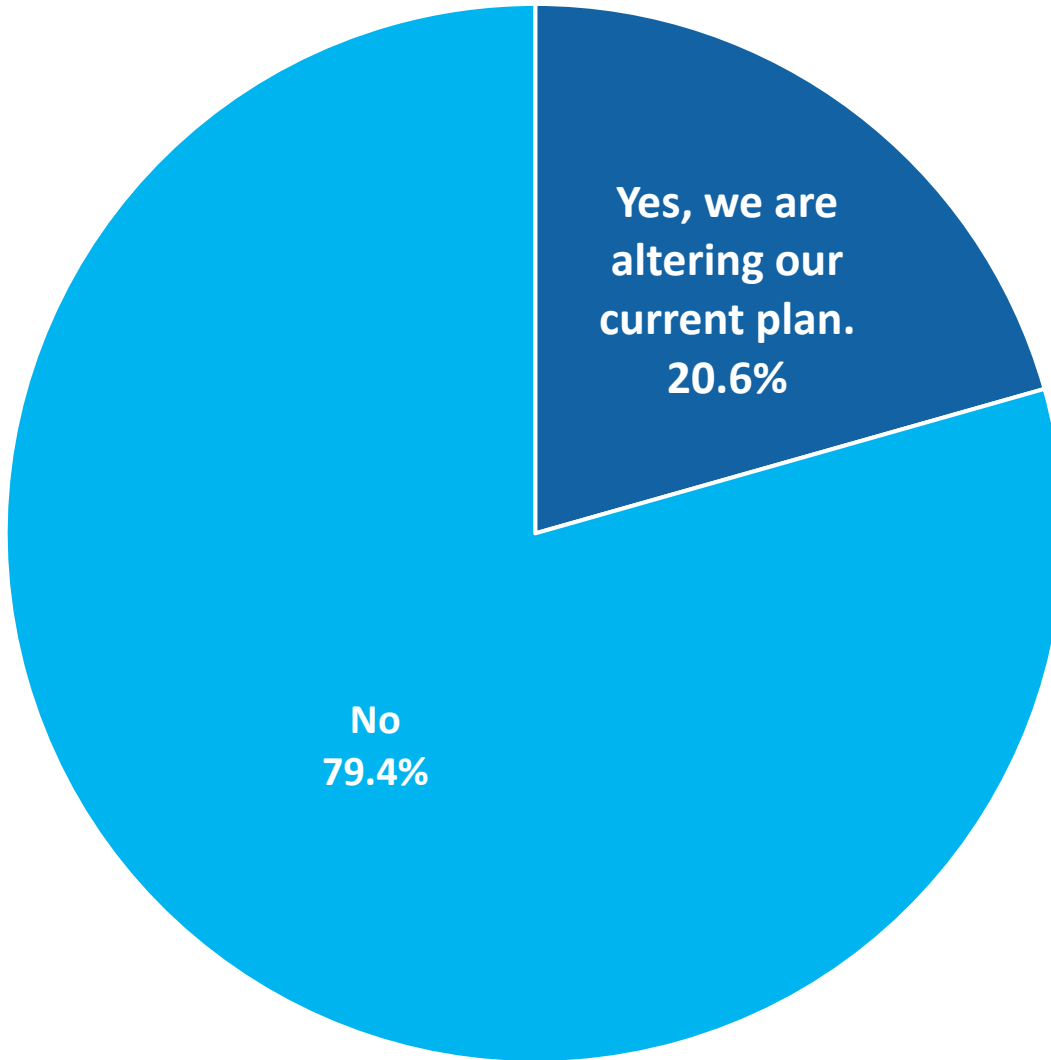
Does the credit union
have a Board
succession plan in
place?

**Do you feel that you
need to develop a
Board succession plan?**

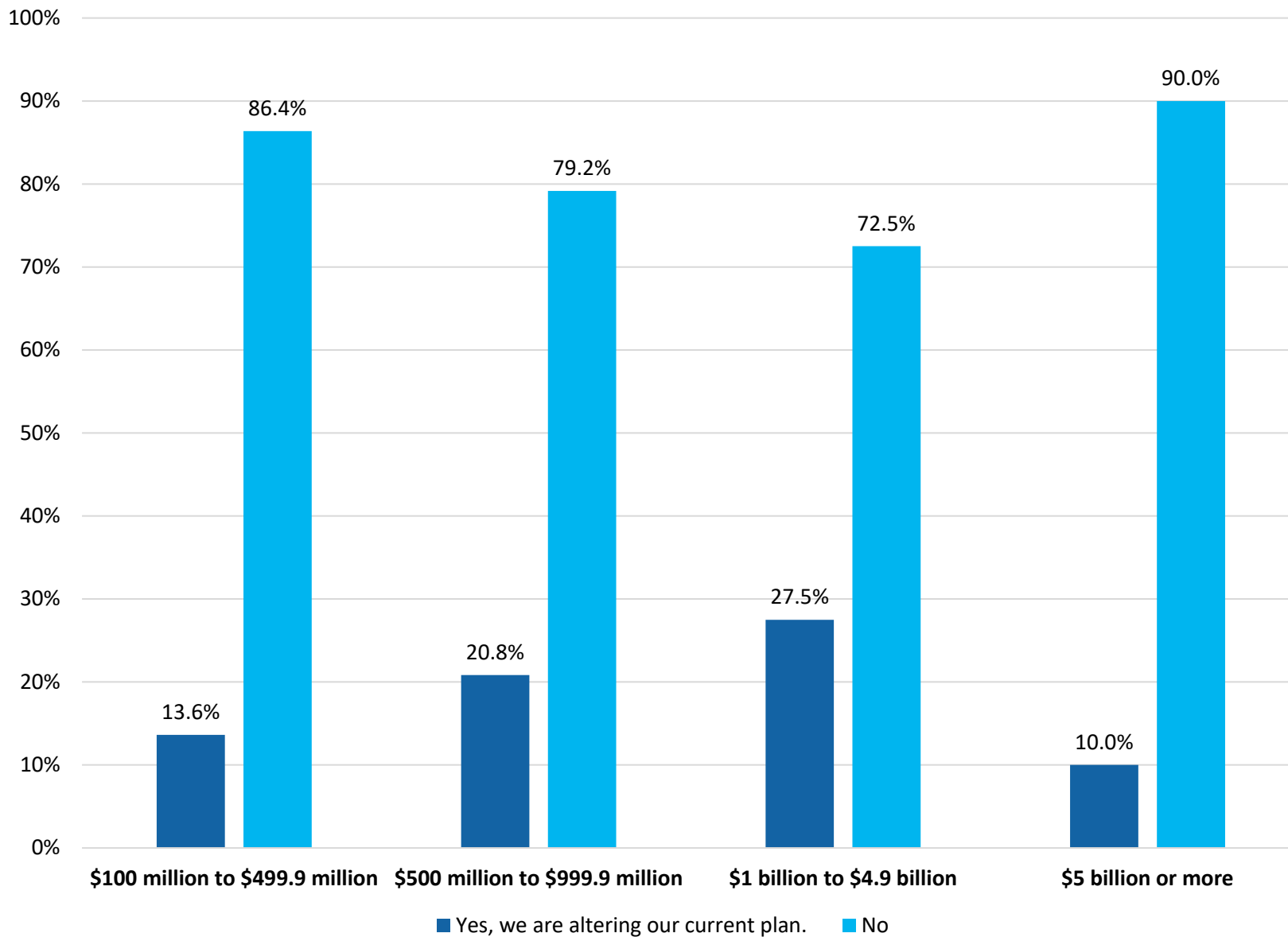


Do you feel that you
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Board succession plan?



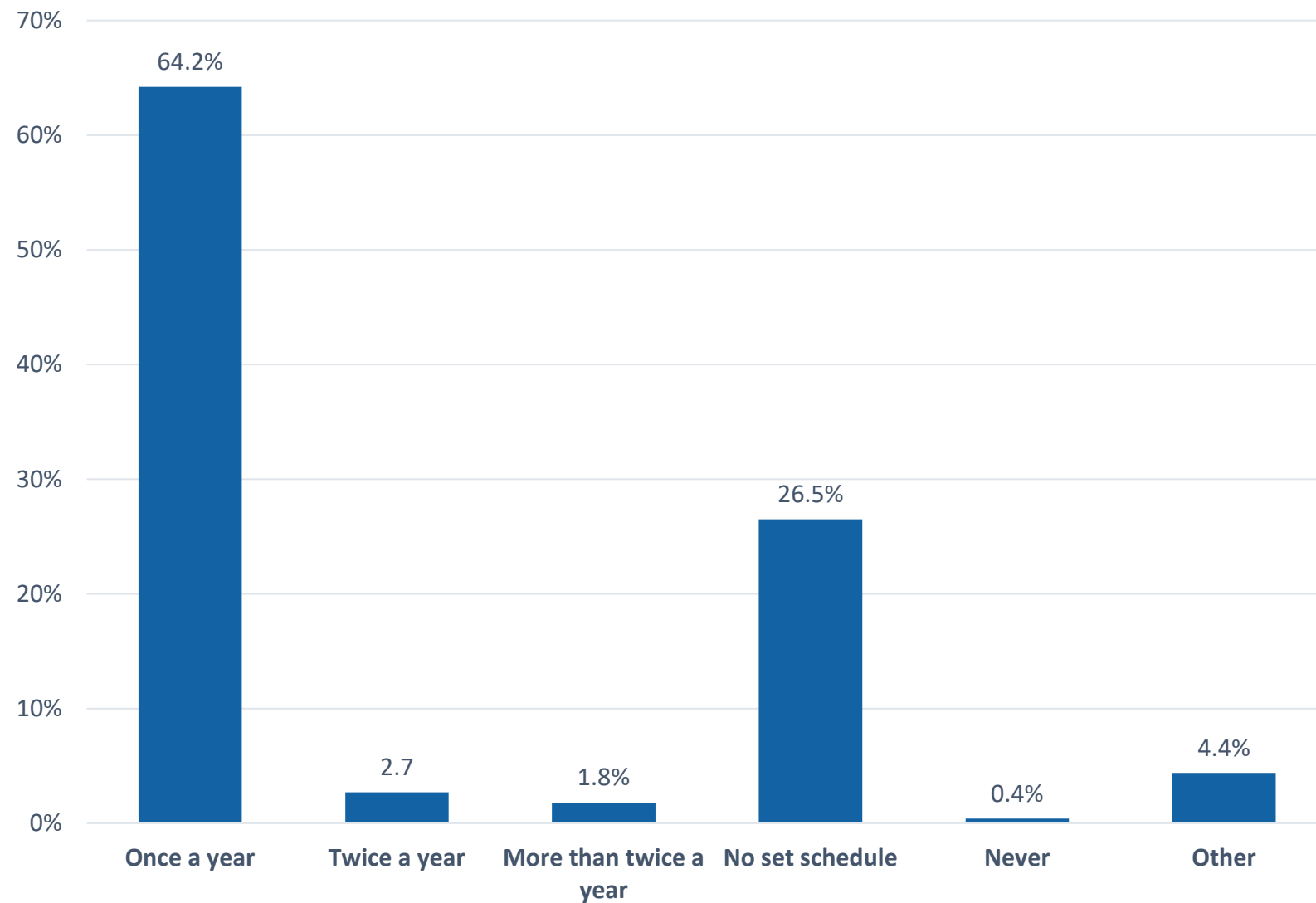


Do you feel that you
need to alter your
existing Board
succession plan?

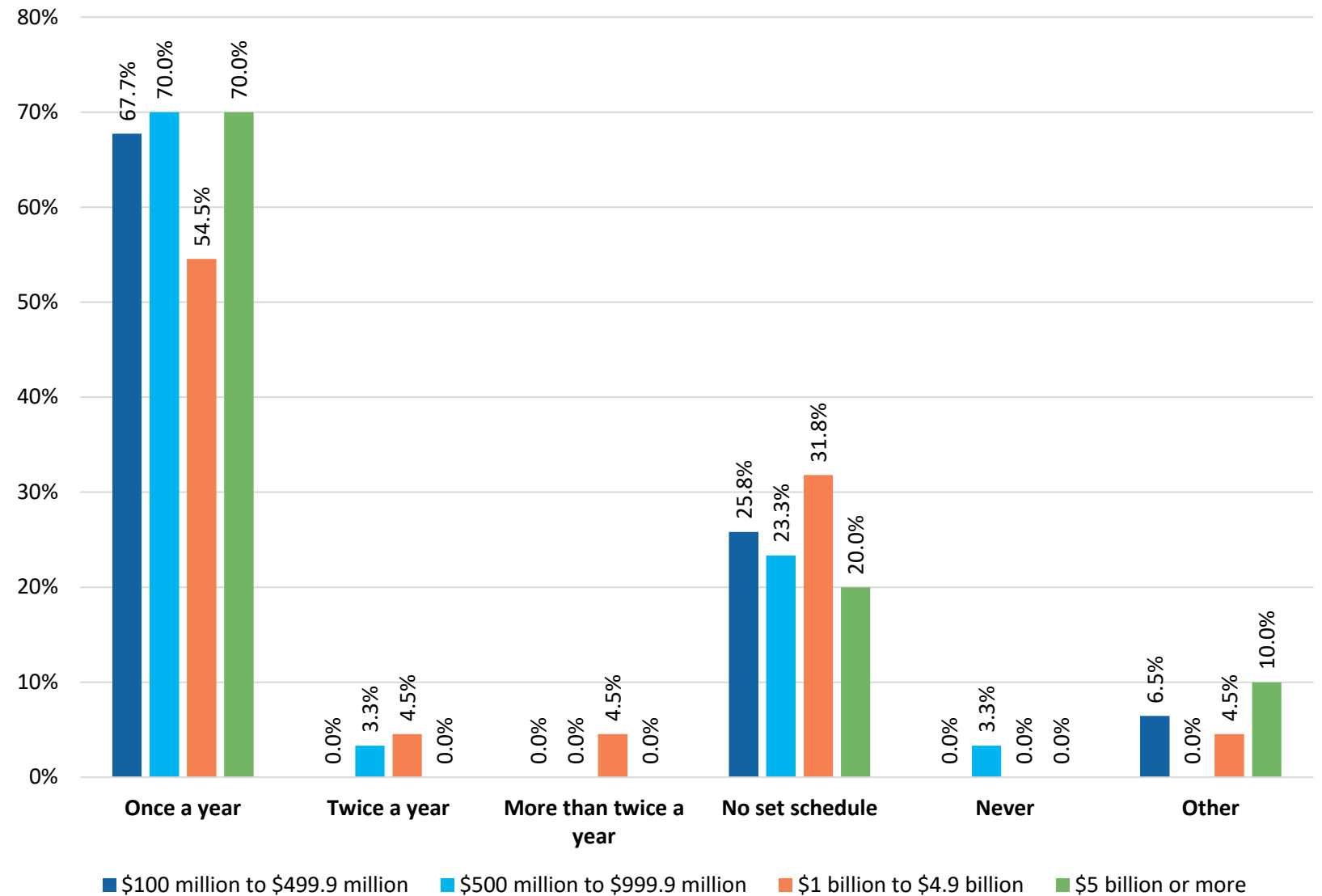


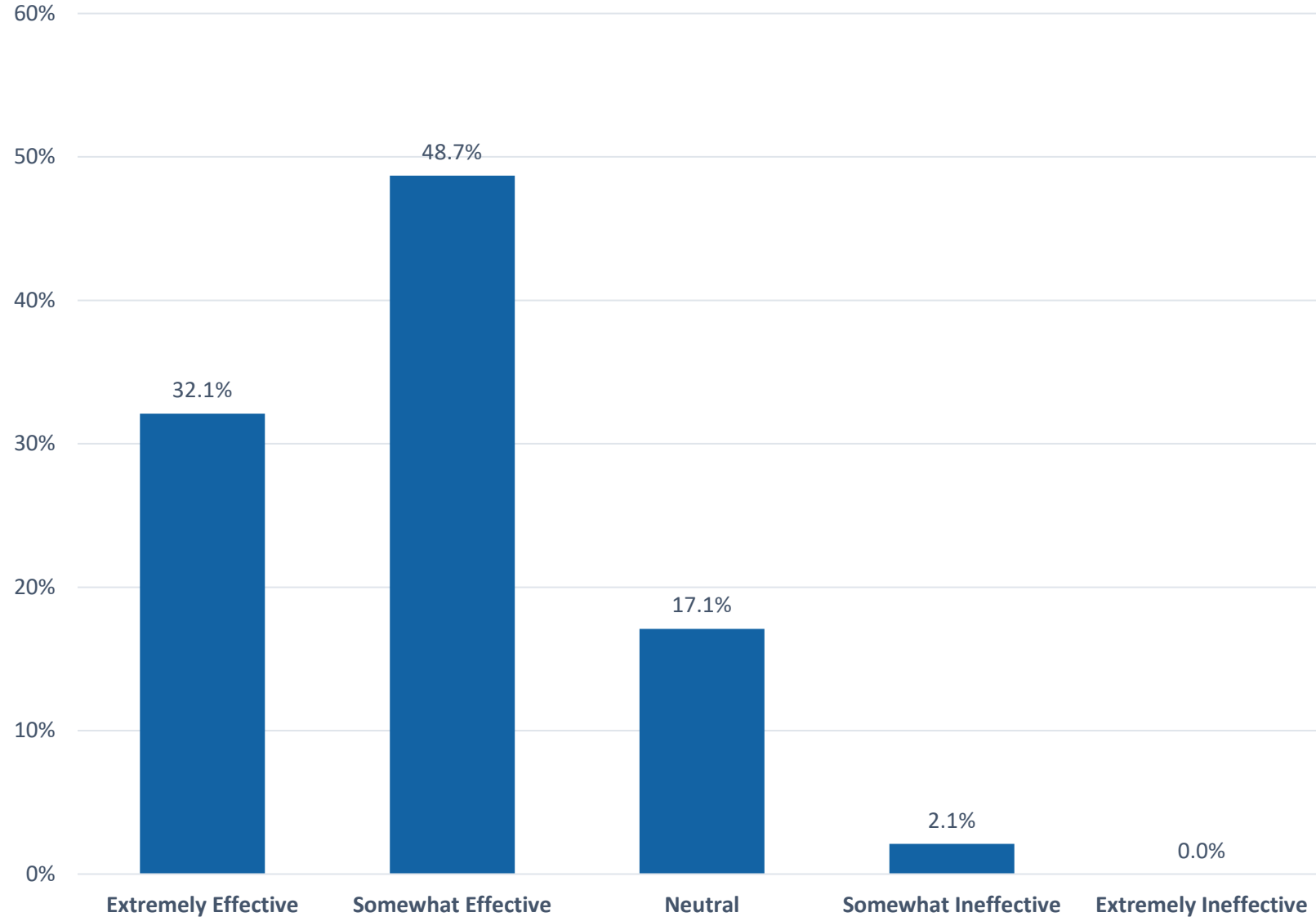
Do you feel that you
need to alter your
existing Board
succession plan?

How often does the Board review its succession plan?

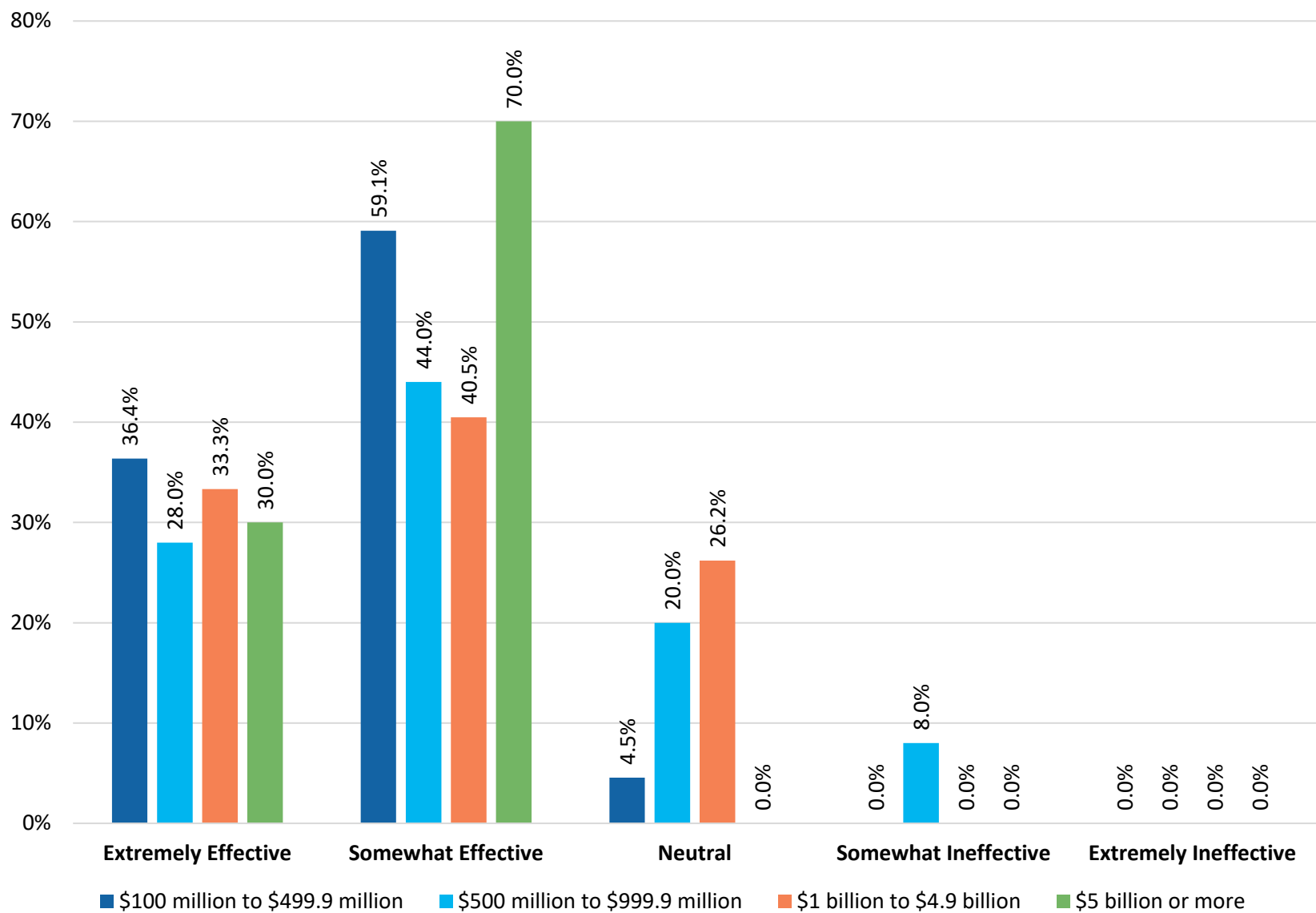


How often does the Board review its succession plan?



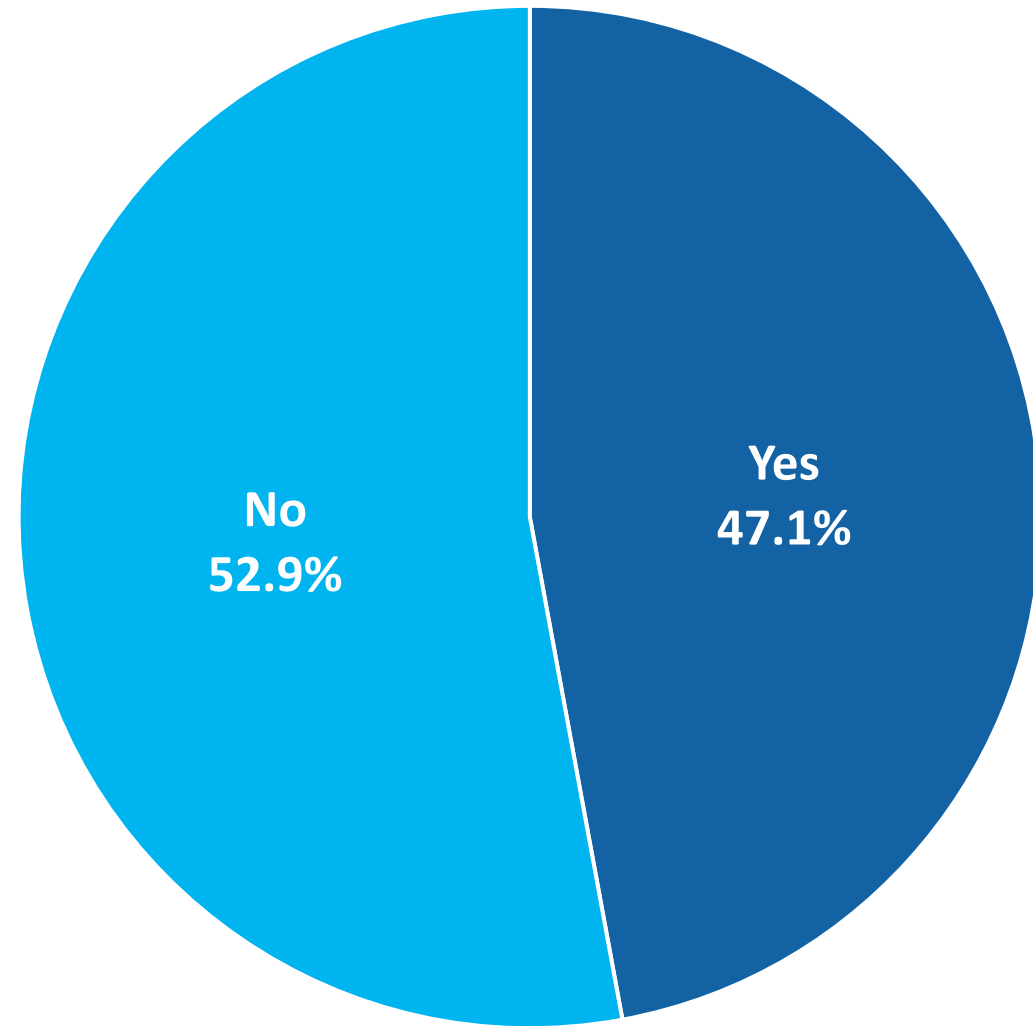


How effective is the
Board succession
plan?

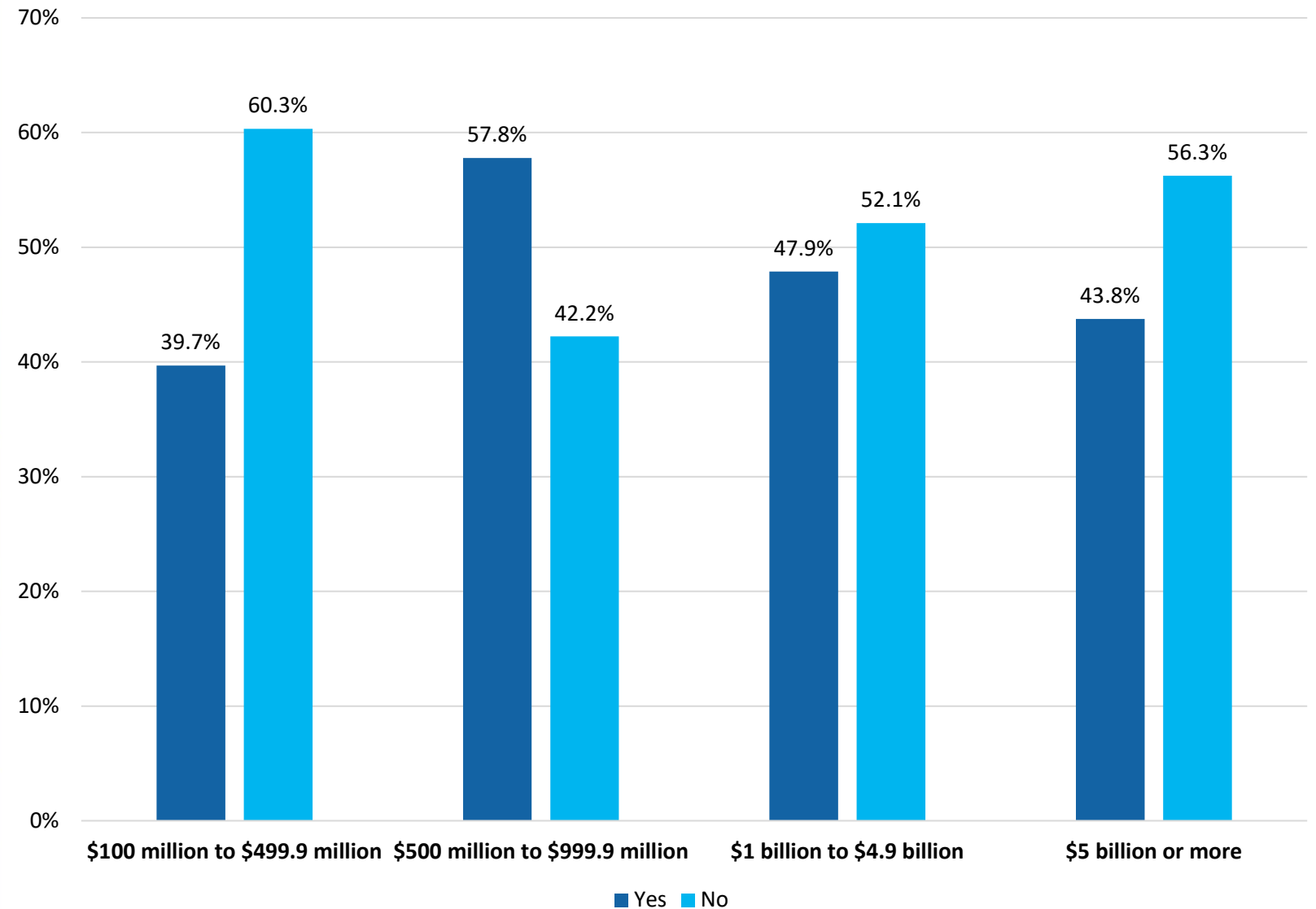


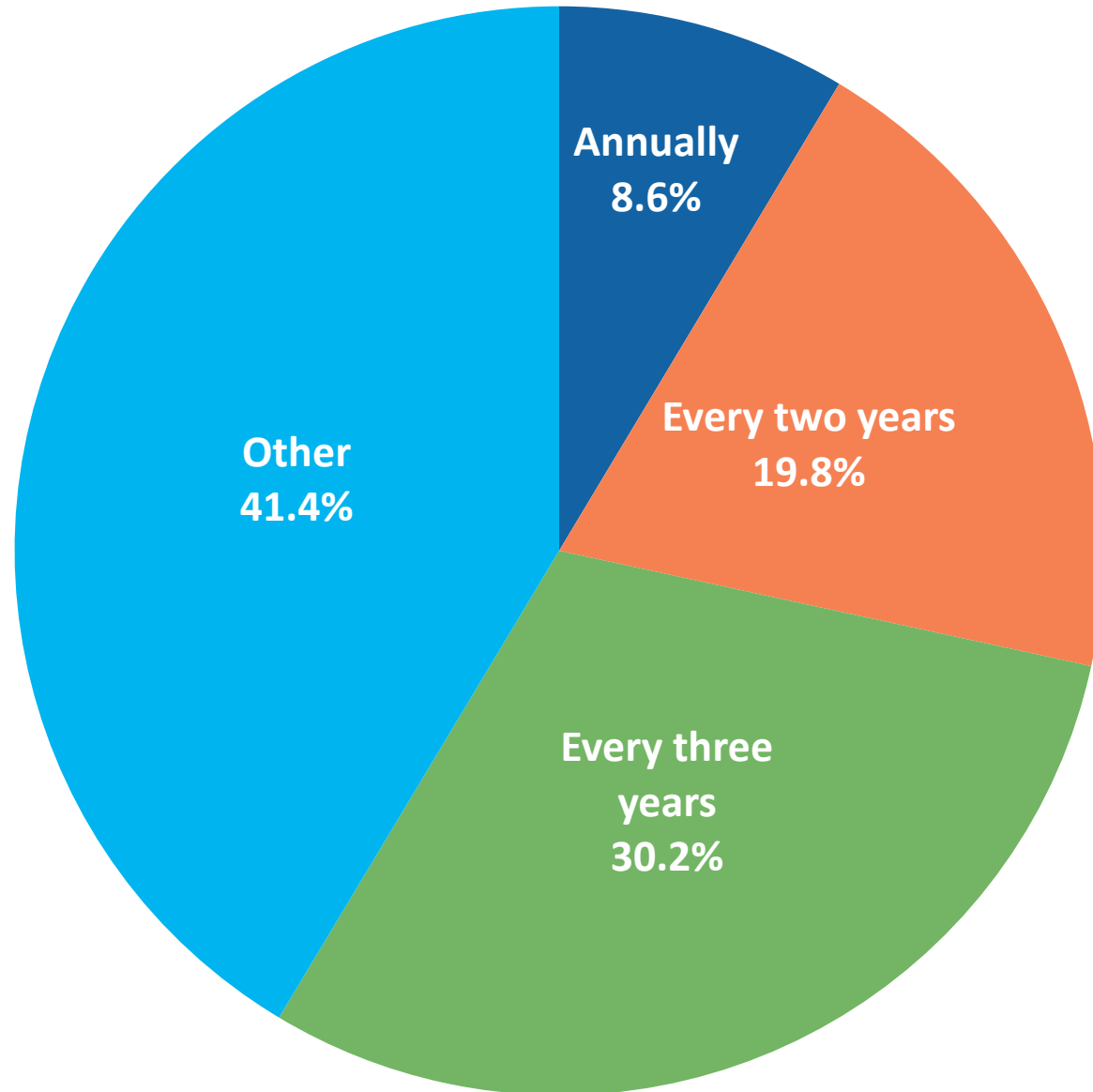
How effective is the
Board succession
plan?

**Does the Chair
position rotate
between Directors?**

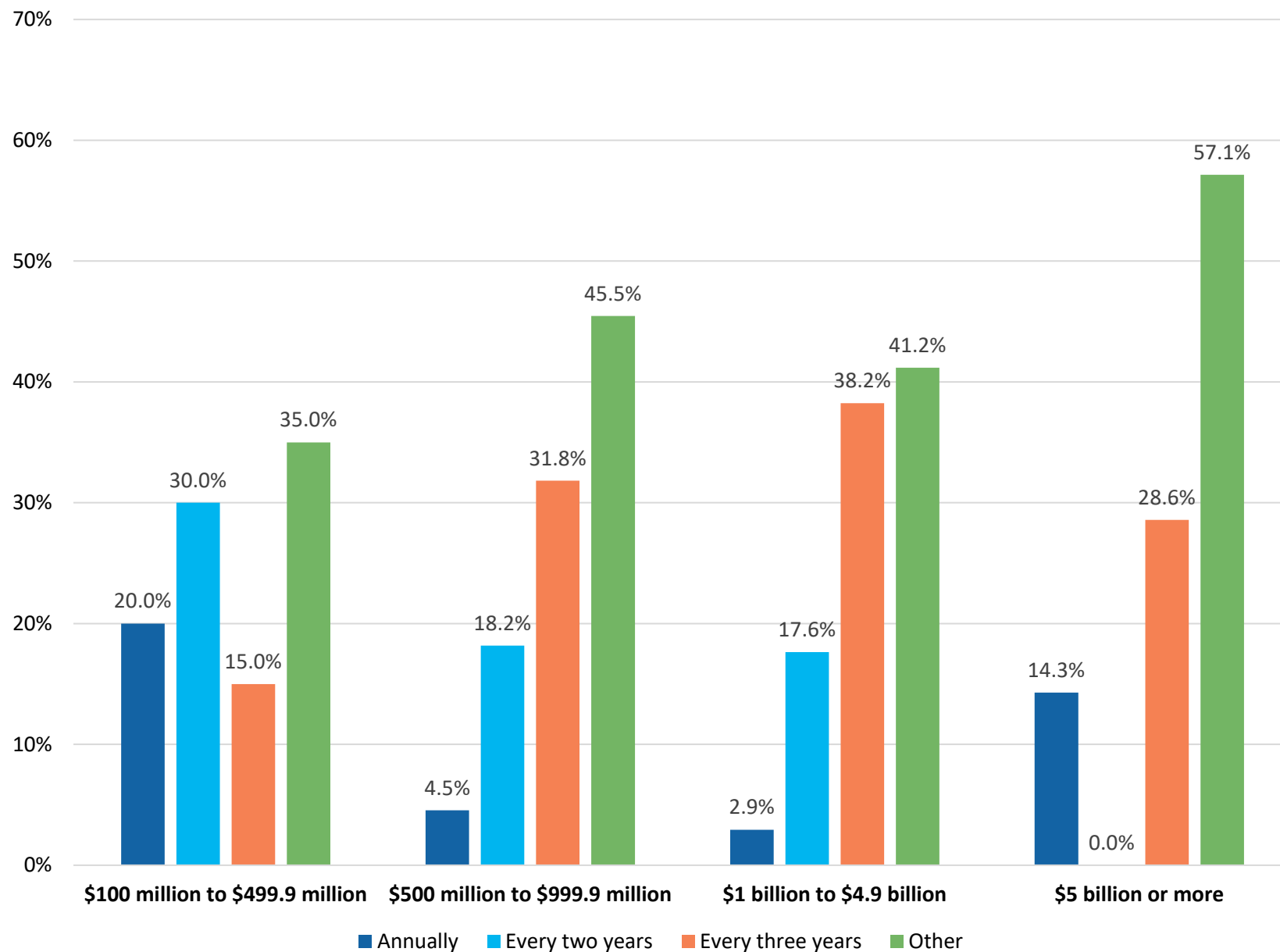


Does the Chair position rotate between Directors?



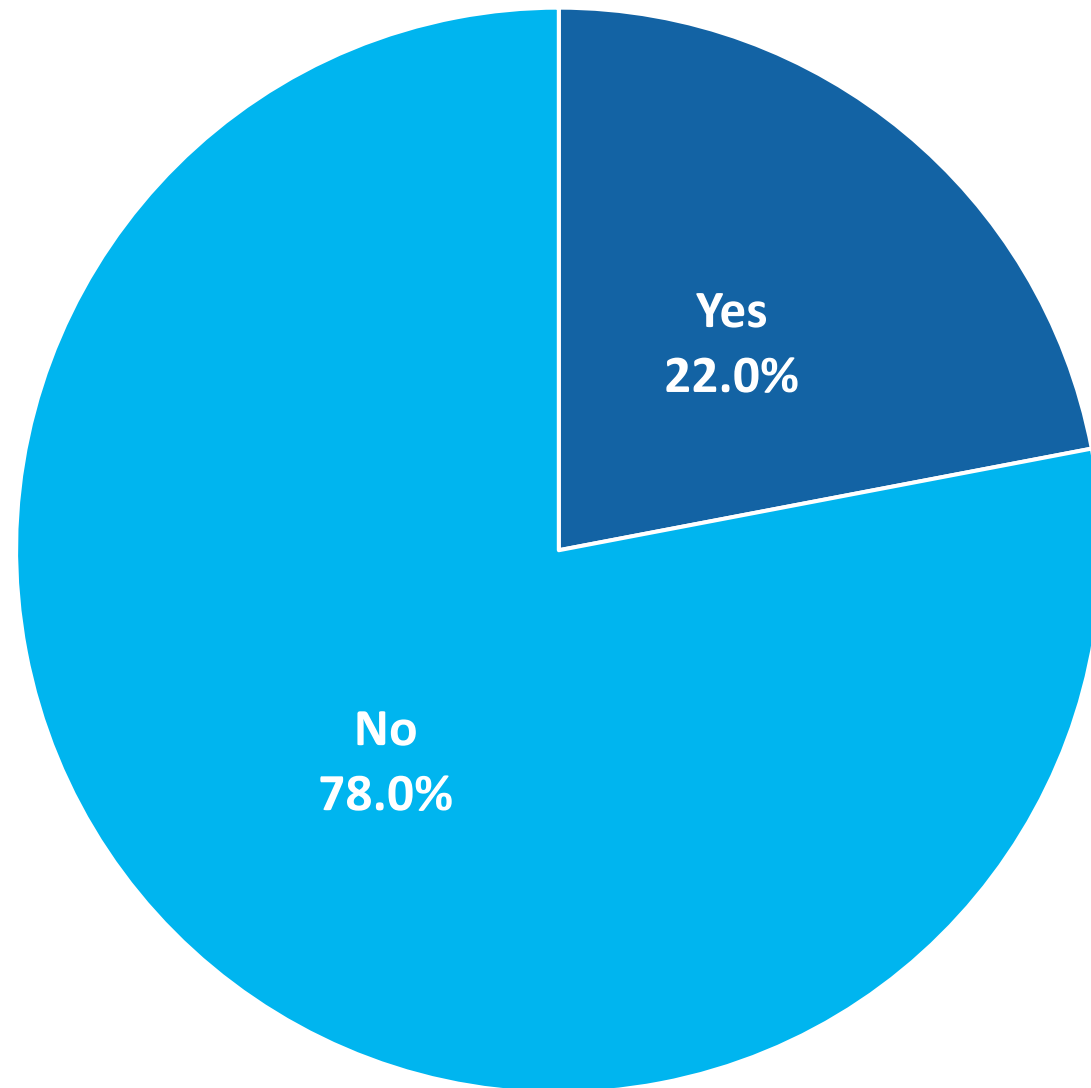


How often does the
Chair position rotate
between Directors?

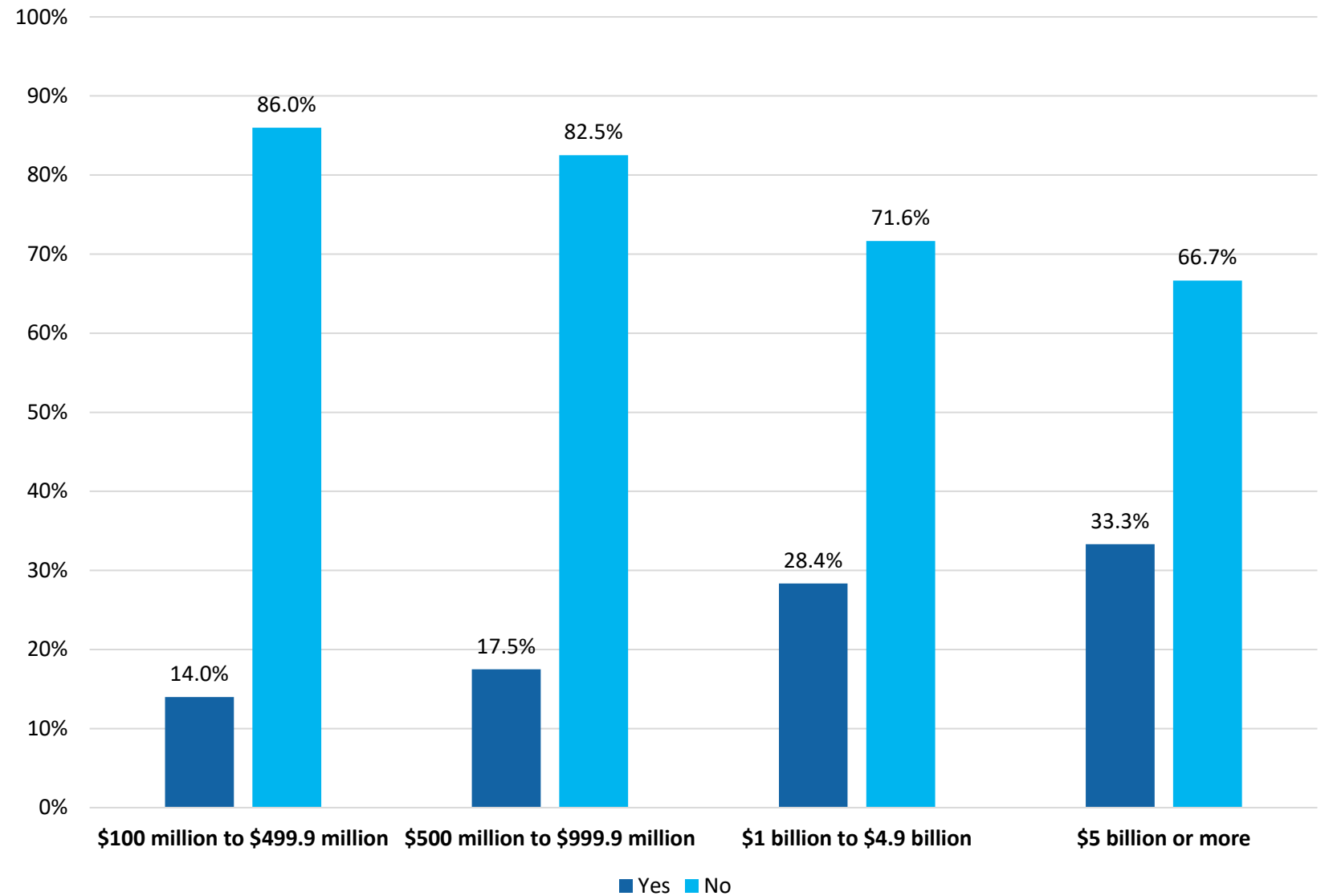


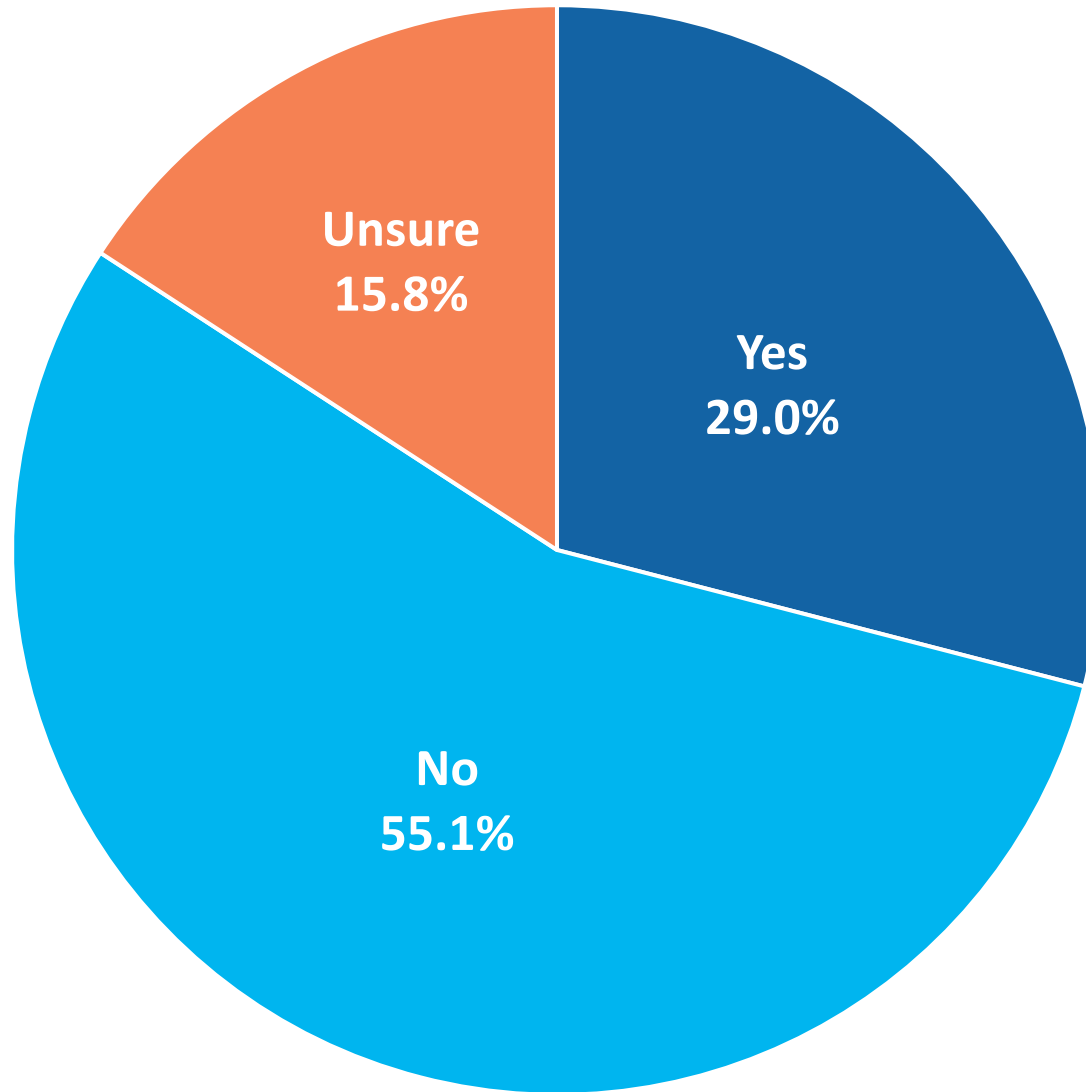
How often does the
Chair position rotate
between Directors?

**Does the Board
mandate rotation of
officer positions?**

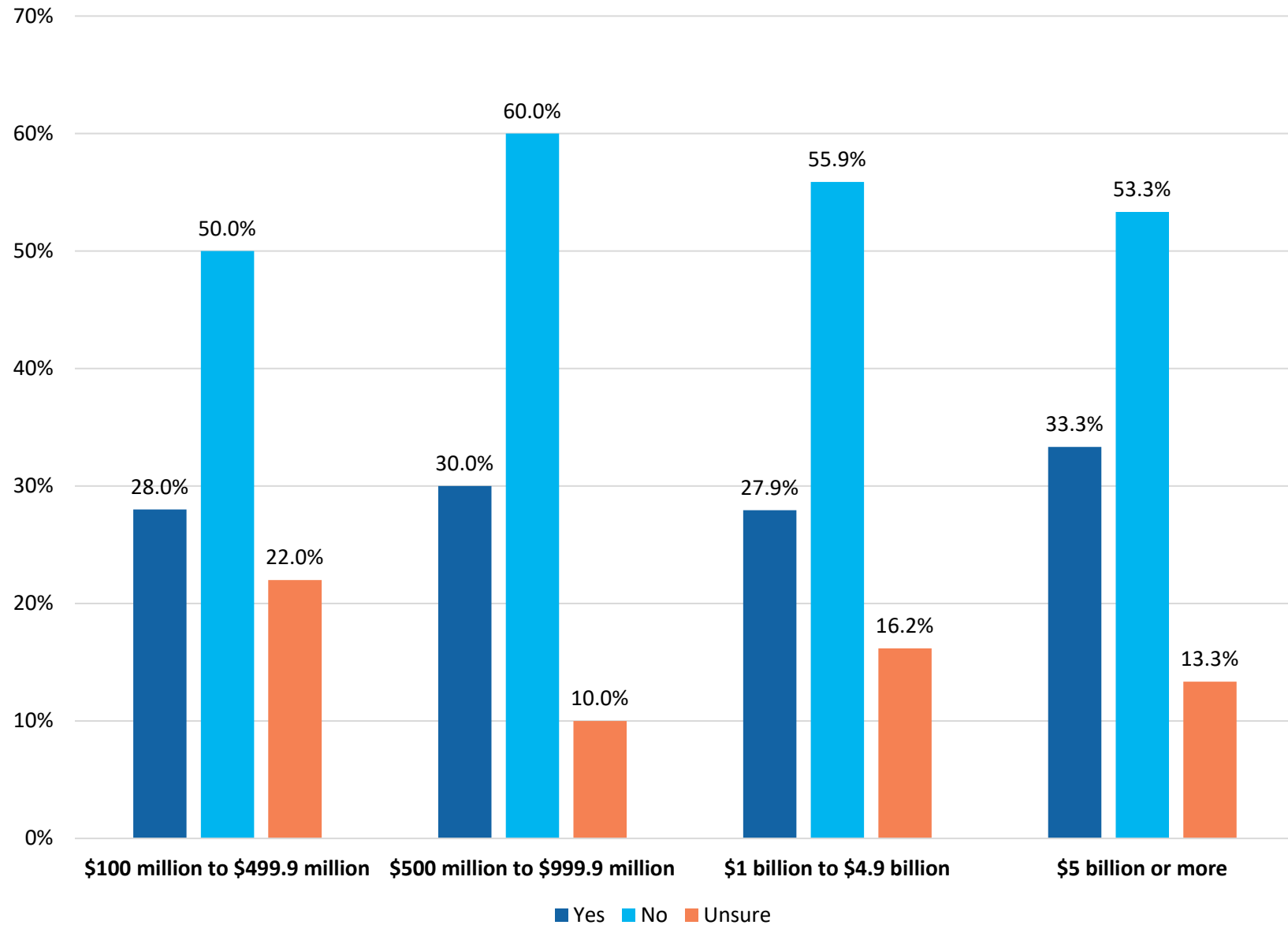


Does the Board mandate rotation of officer positions?



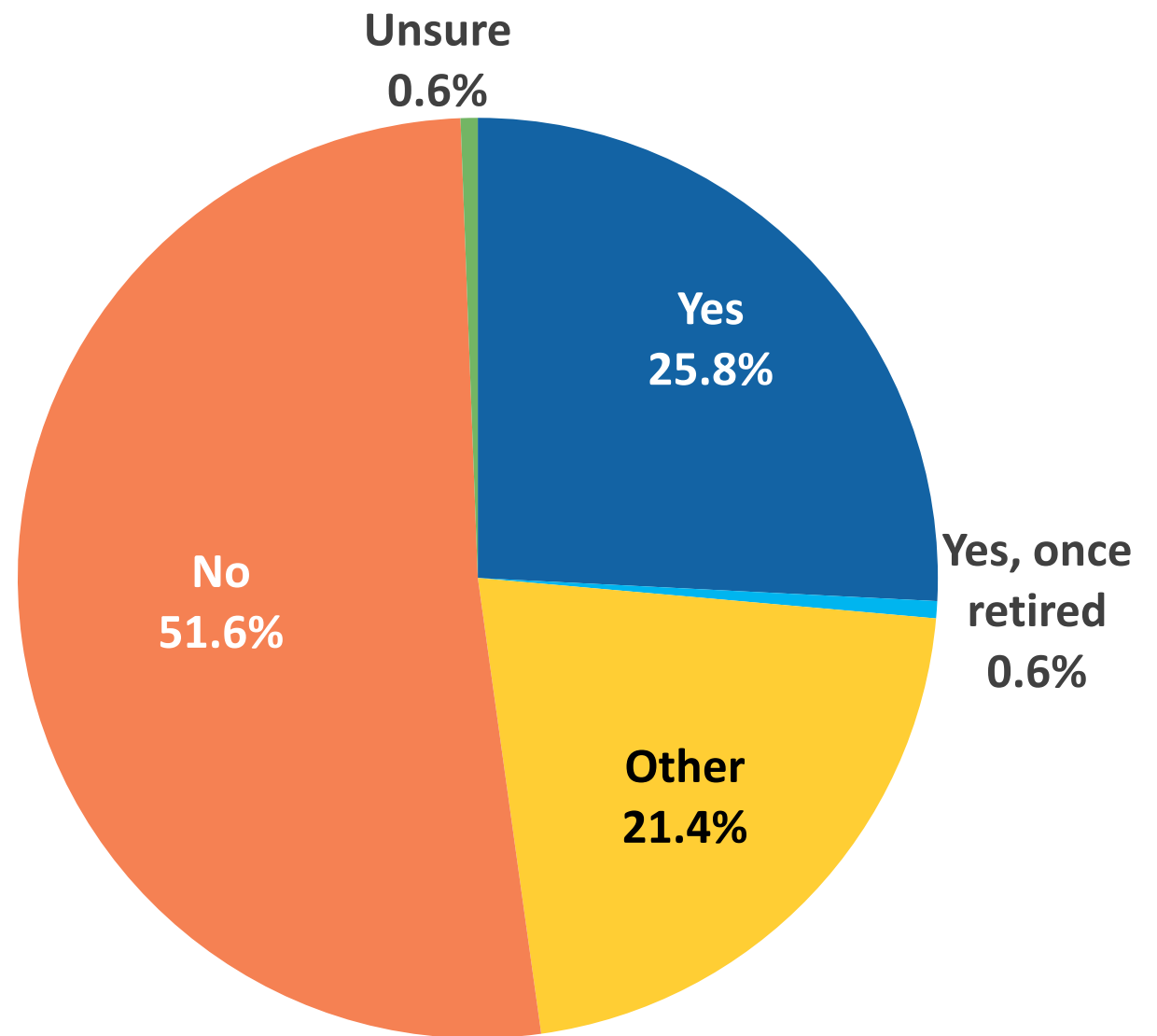


Do you feel that
rotation of officer
positions should be
mandated?

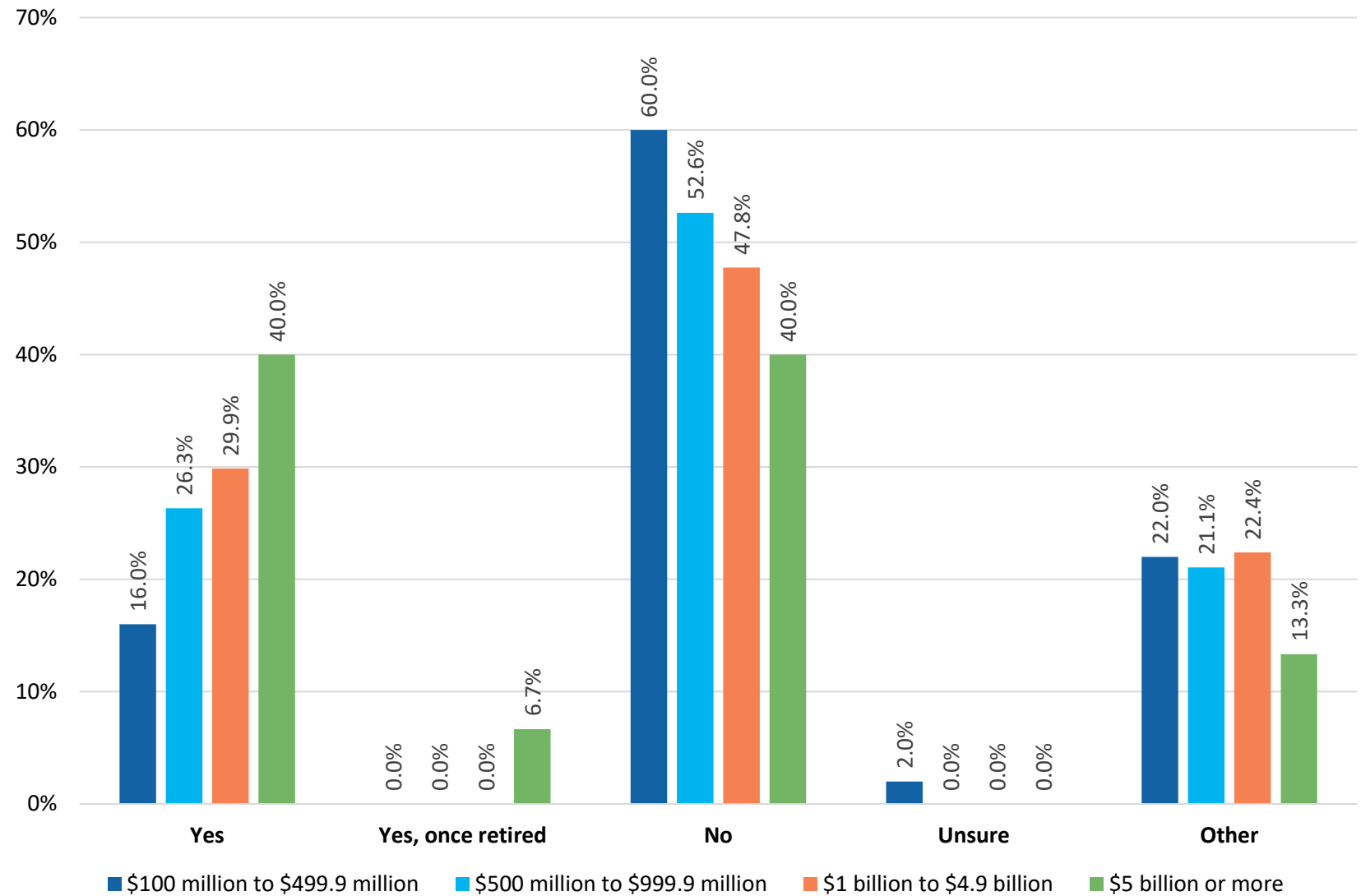


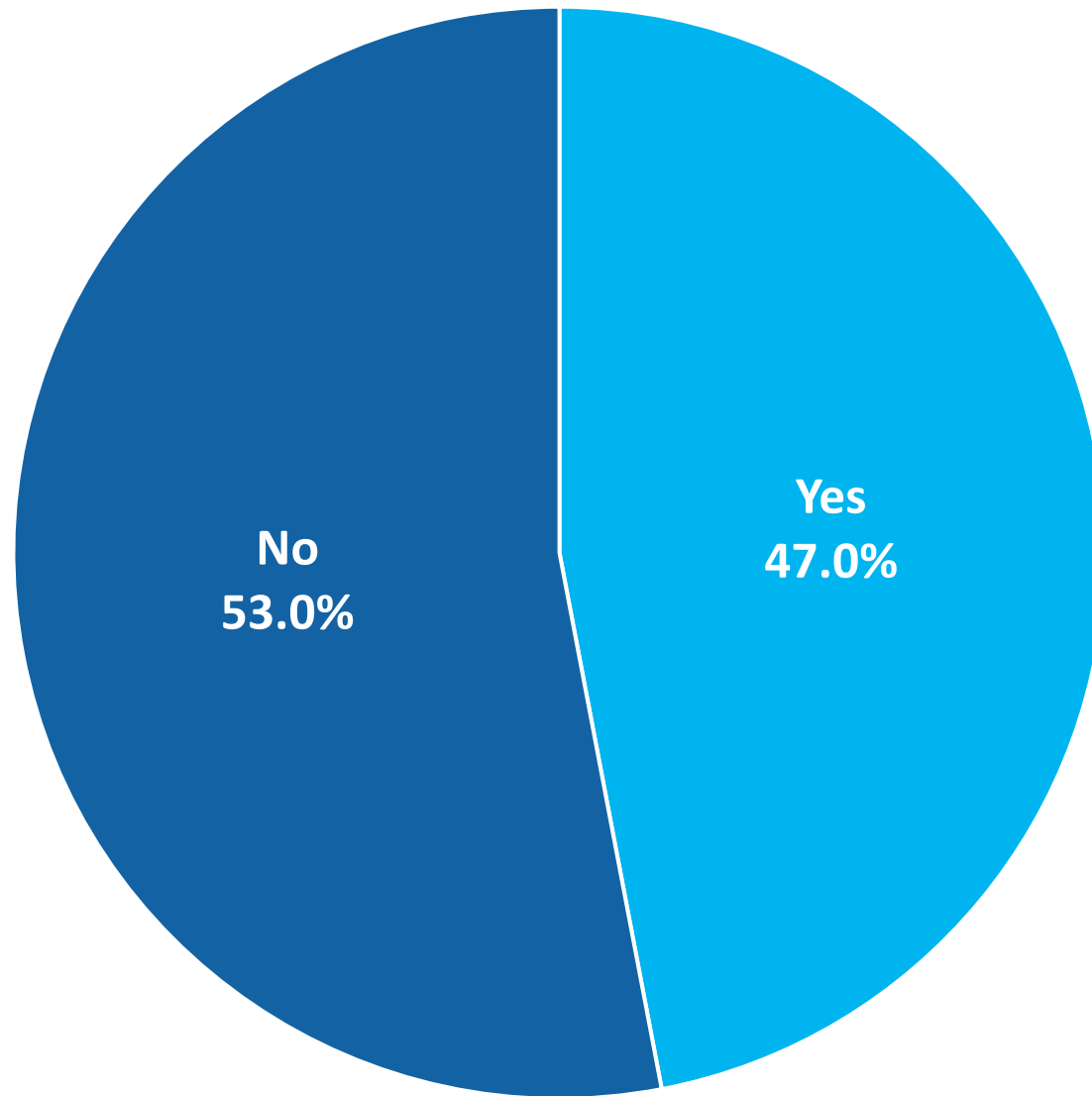
Do you feel that
rotation of officer
positions should be
mandated?

**Does the Board have
term limits?**

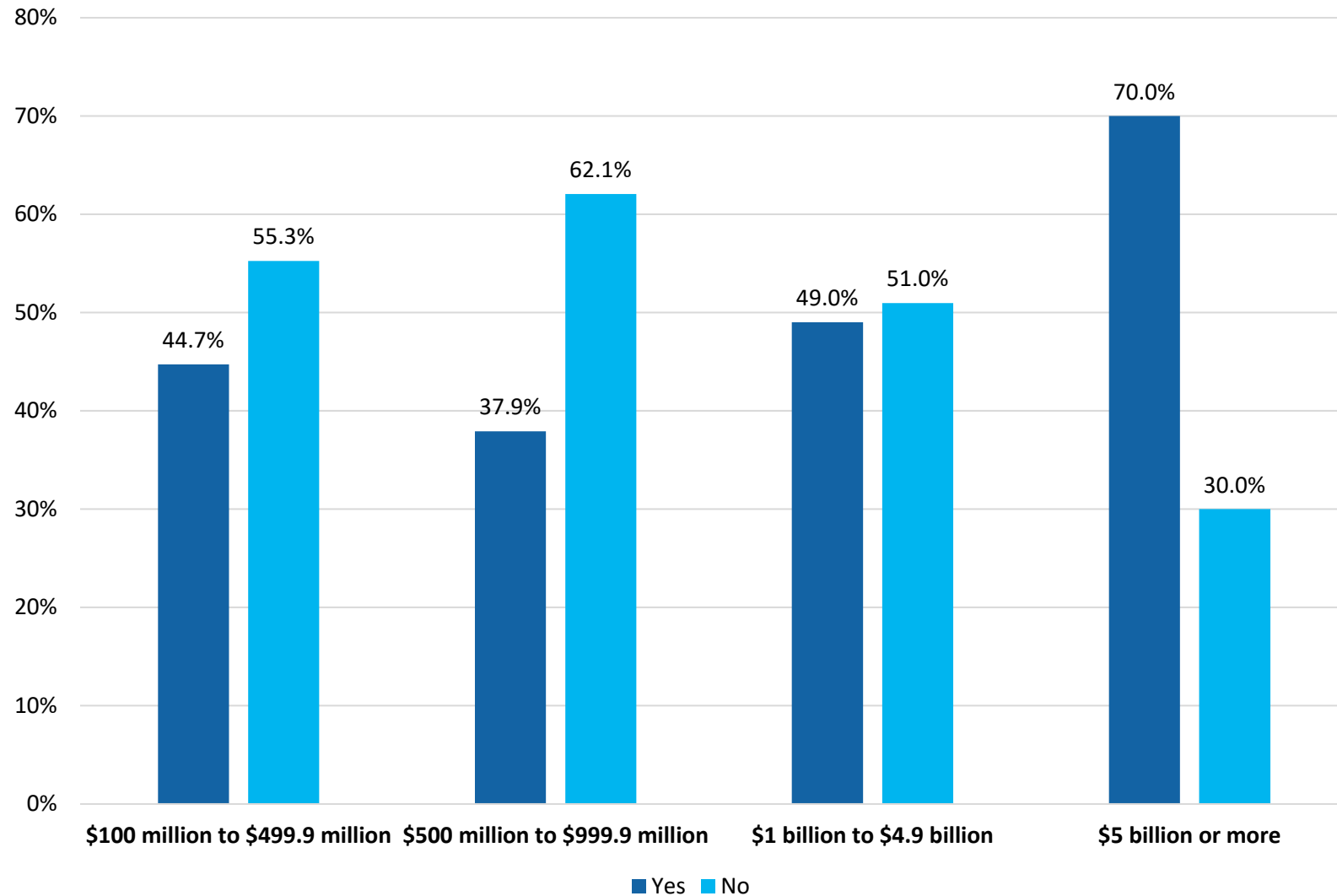


Does the Board have term limits?



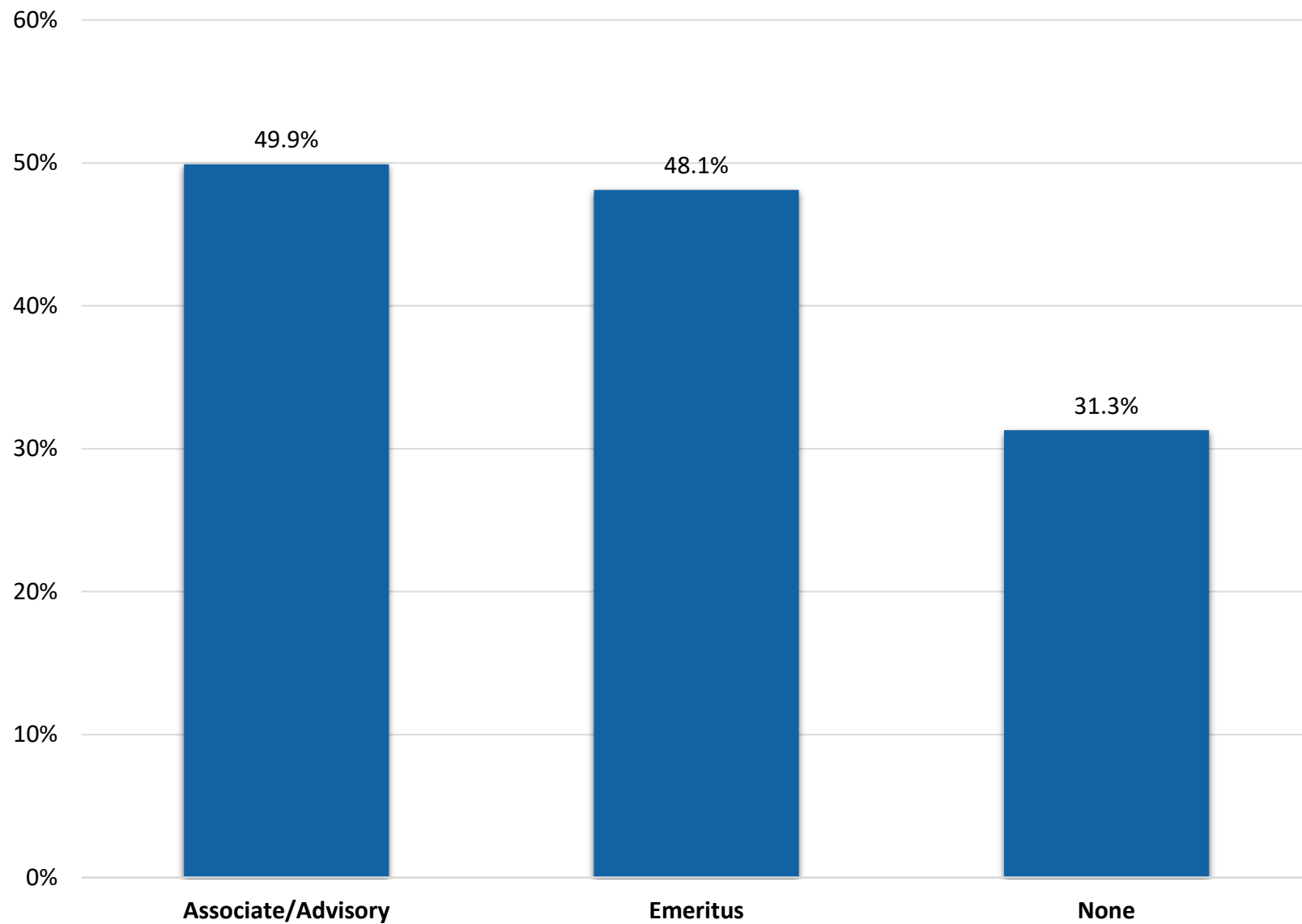


**Do you feel that the
Board needs to have
term limits?**

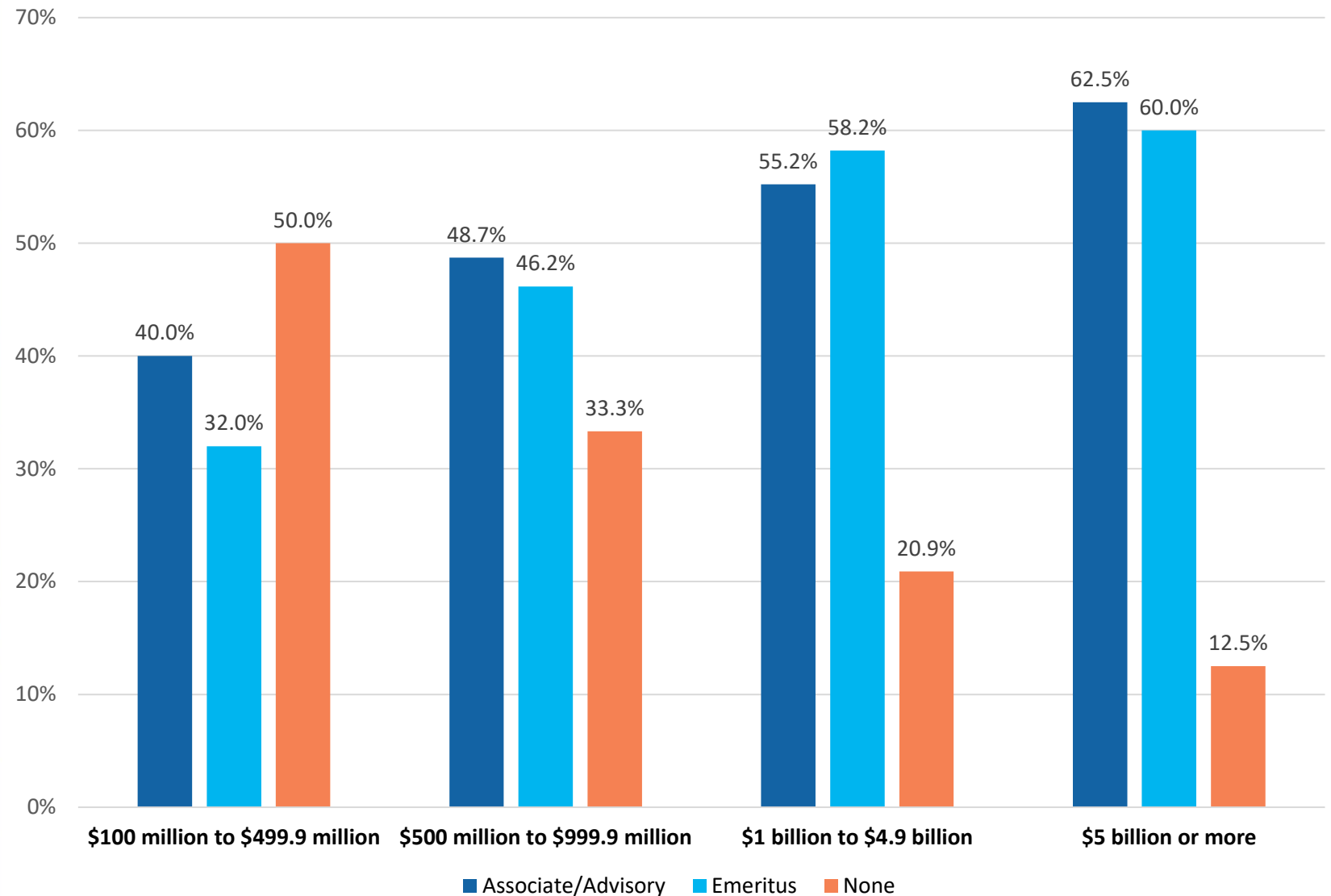


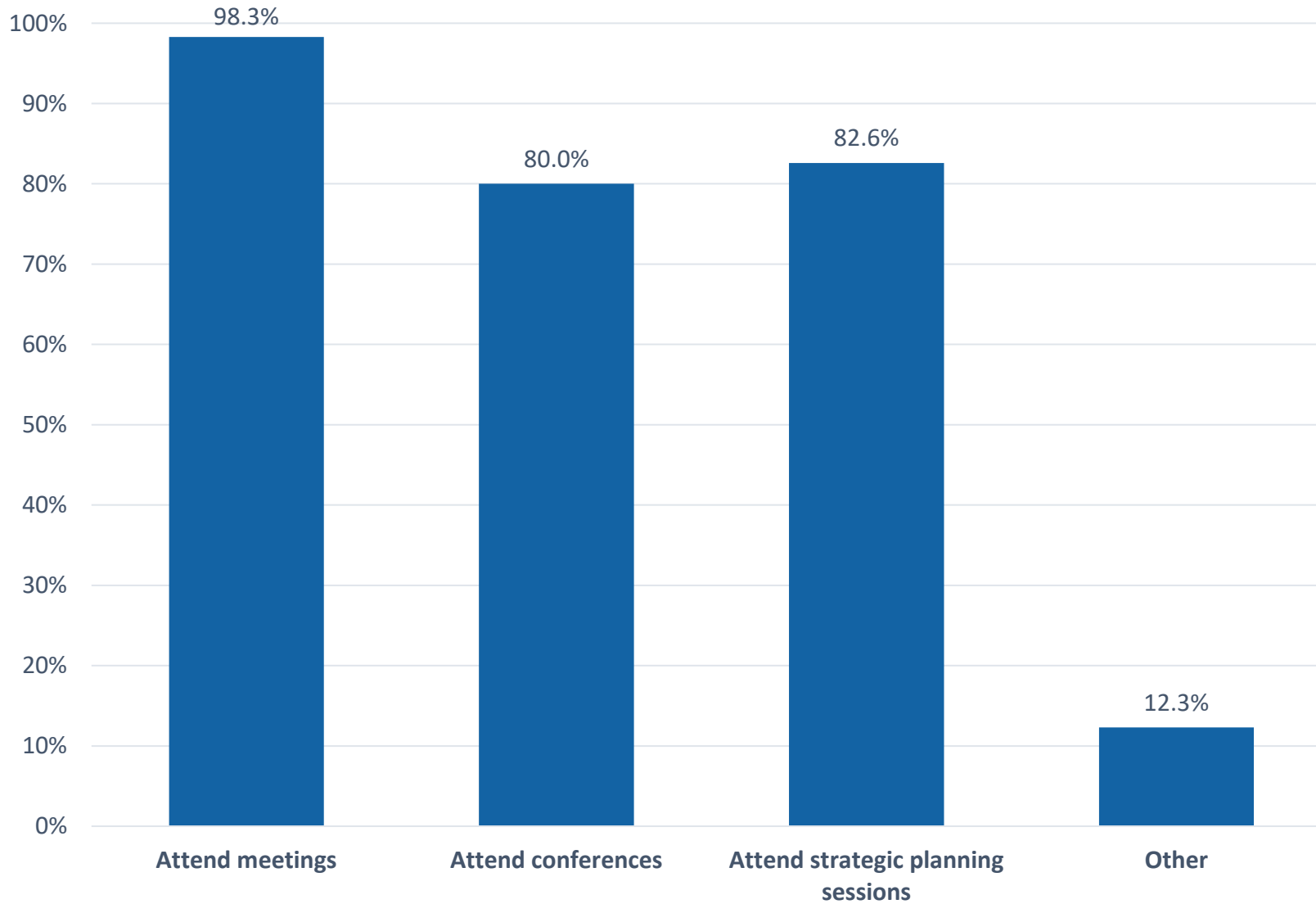
Do you feel that the
Board needs to have
term limits?

Do you offer Board
Associate/Advisory or
Emeritus positions?

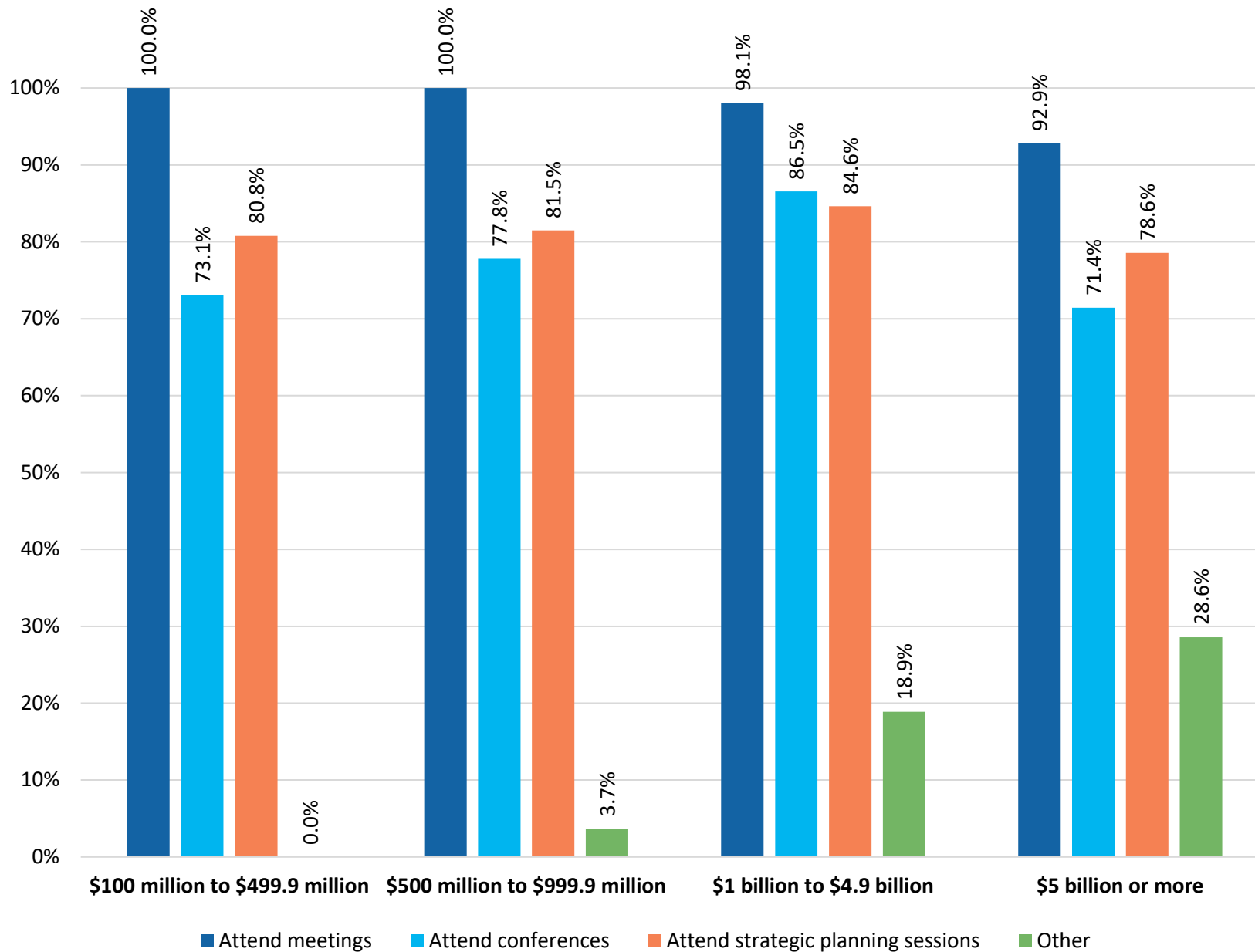


Do you offer Board Associate/Advisory or Emeritus positions?



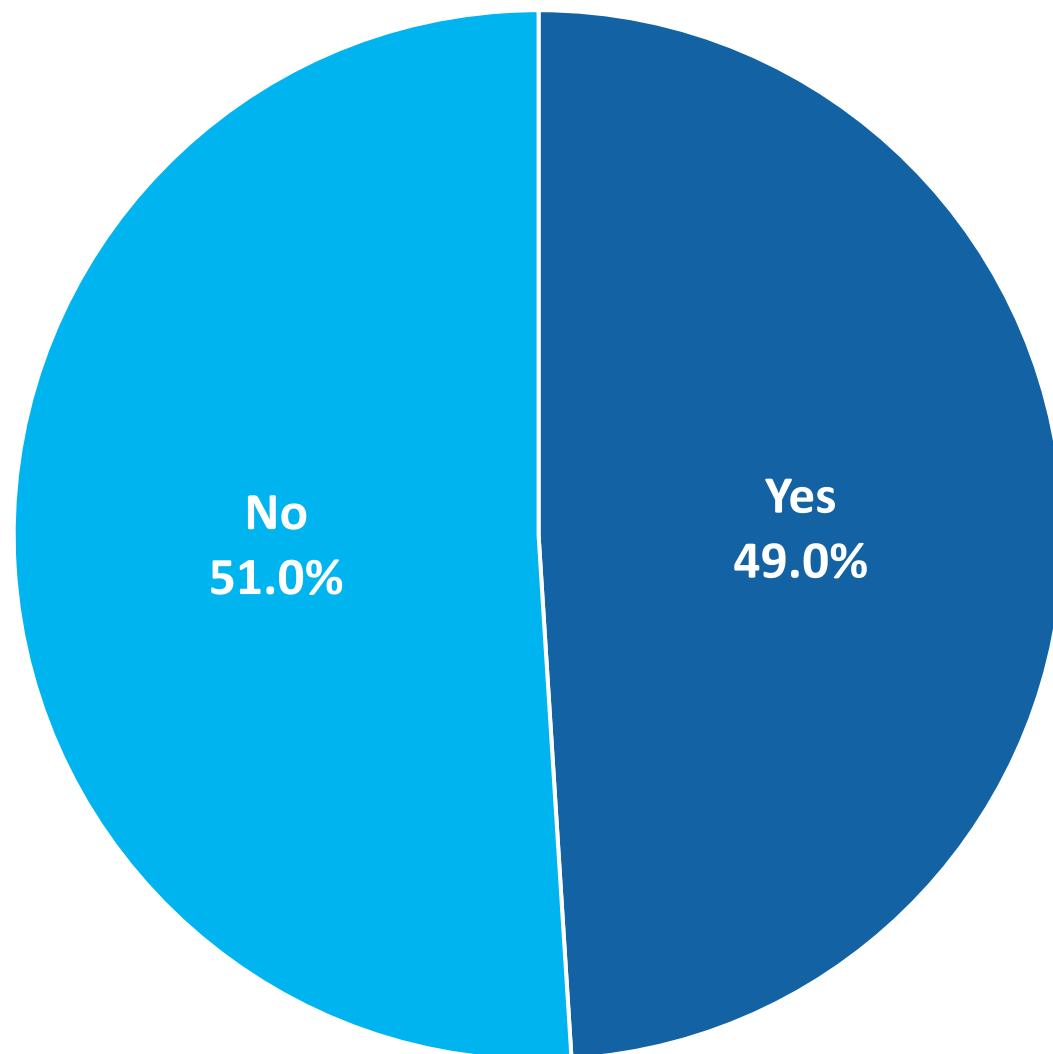


What can those in Board Associate/Advisory or Emeritus positions do?

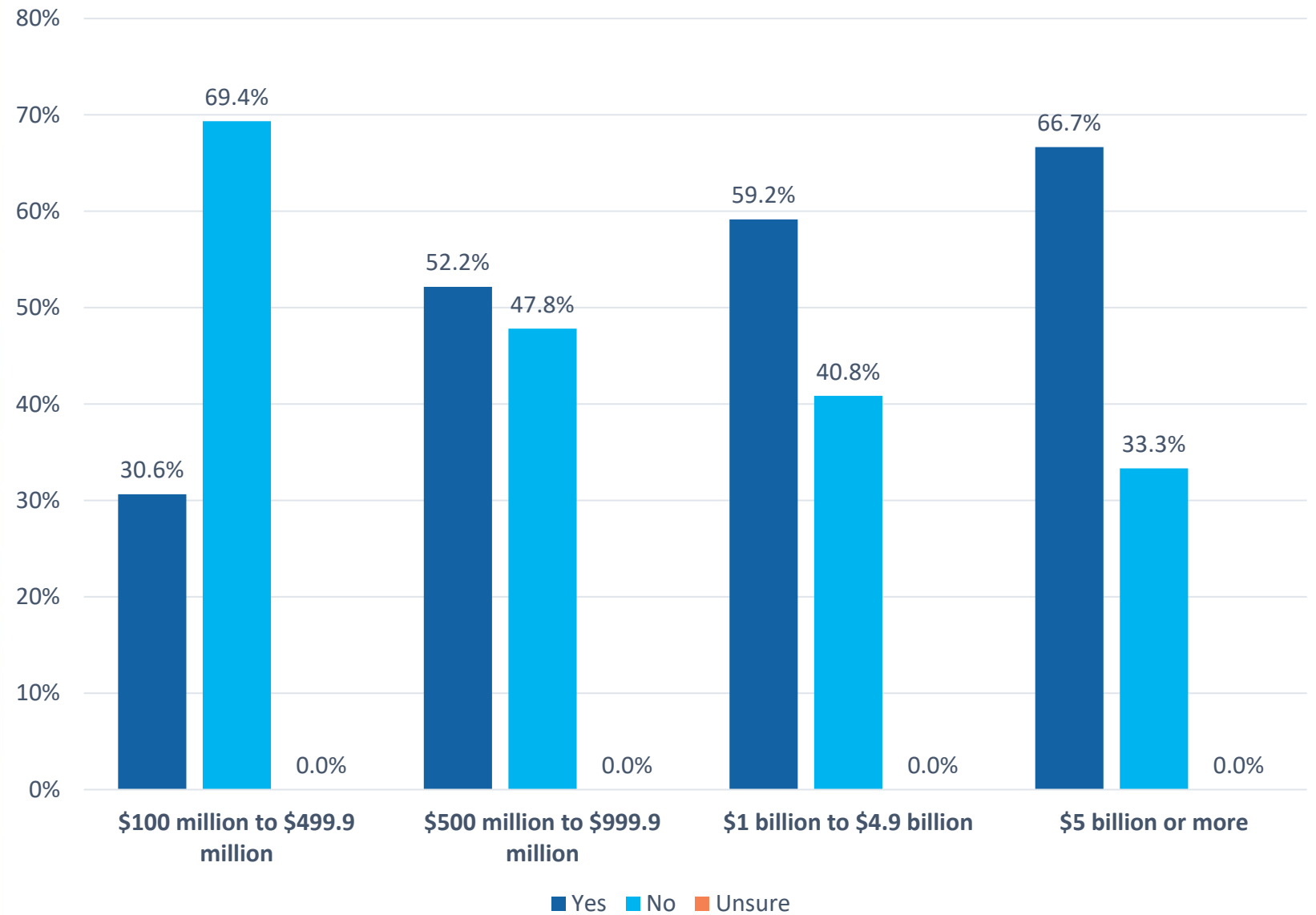


What can those in Board Associate/Advisory or Emeritus positions do?

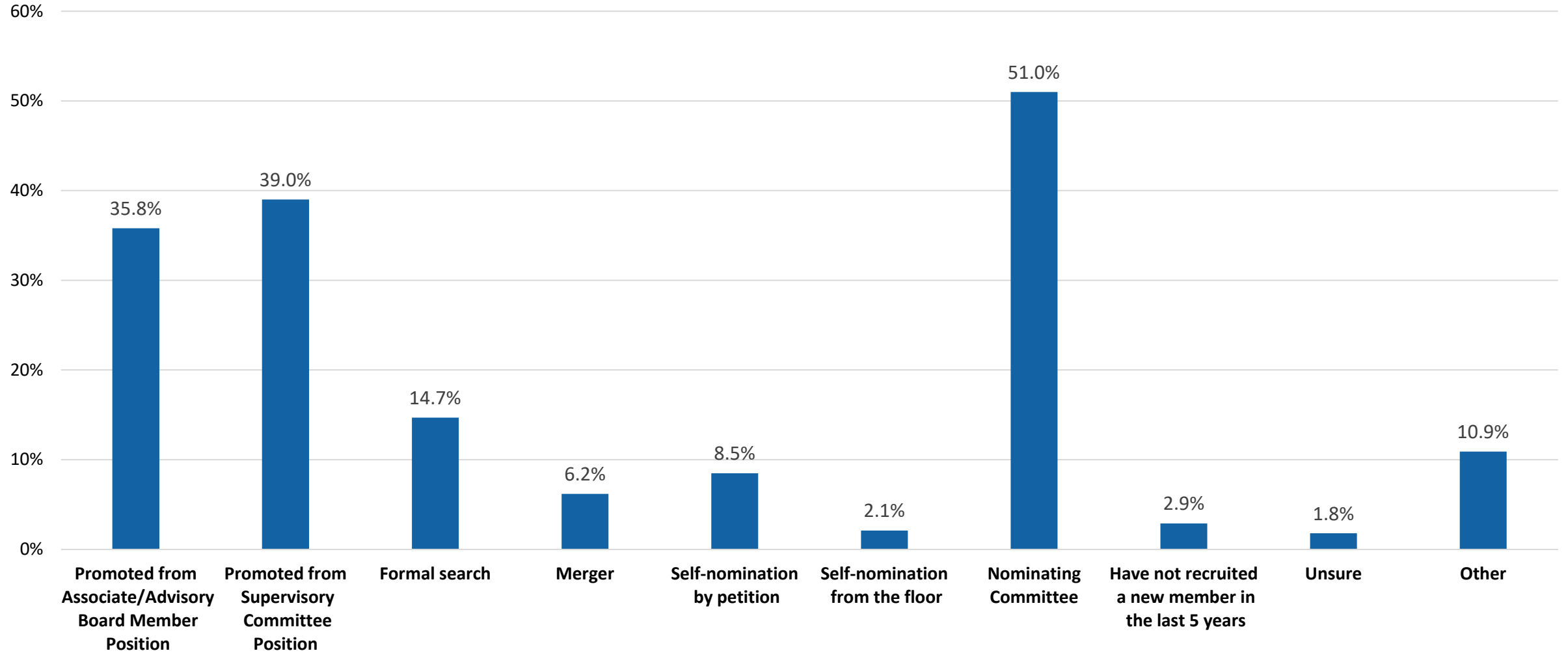
**Do you have a formal
process for recruiting
Board members?**



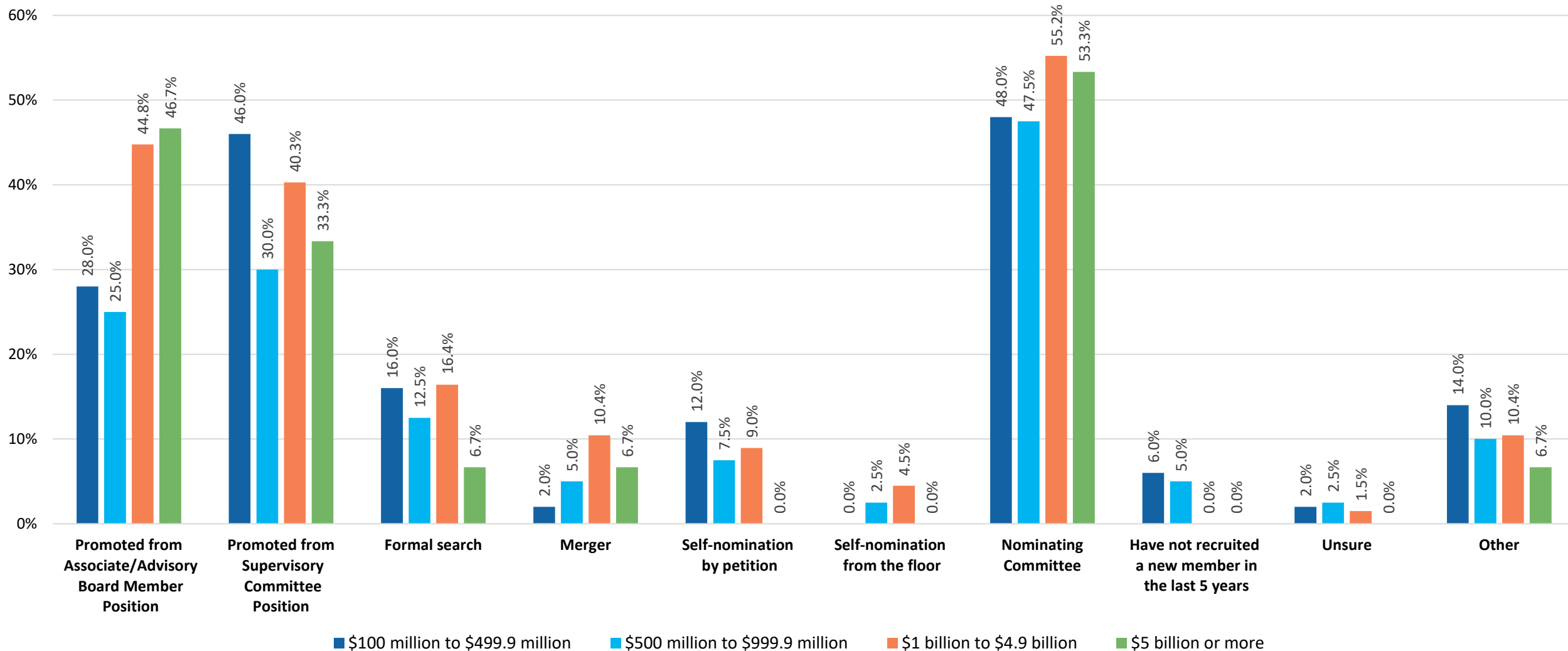
Do you have a formal process for recruiting Board members?

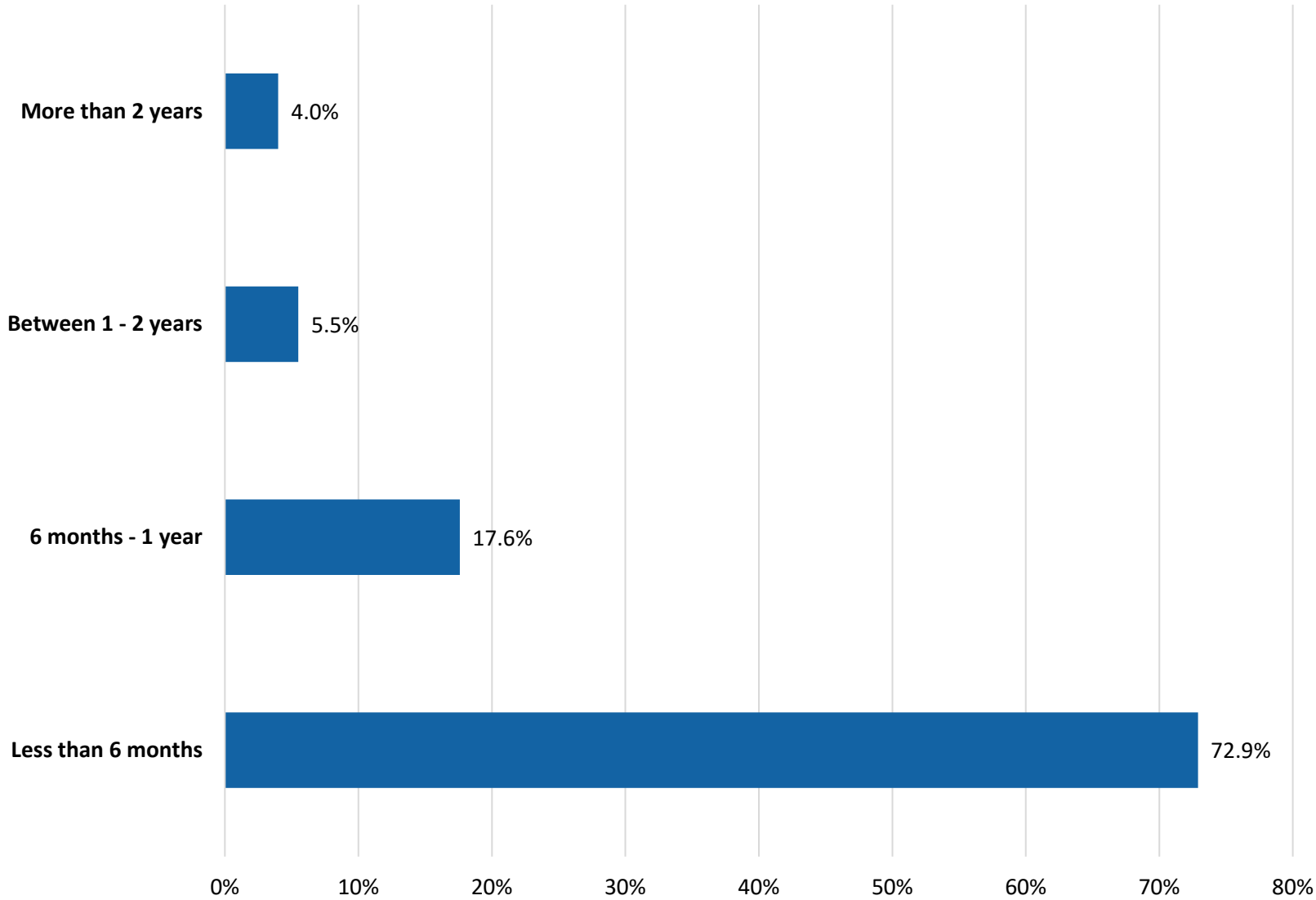


How did you recruit your newest Board member?

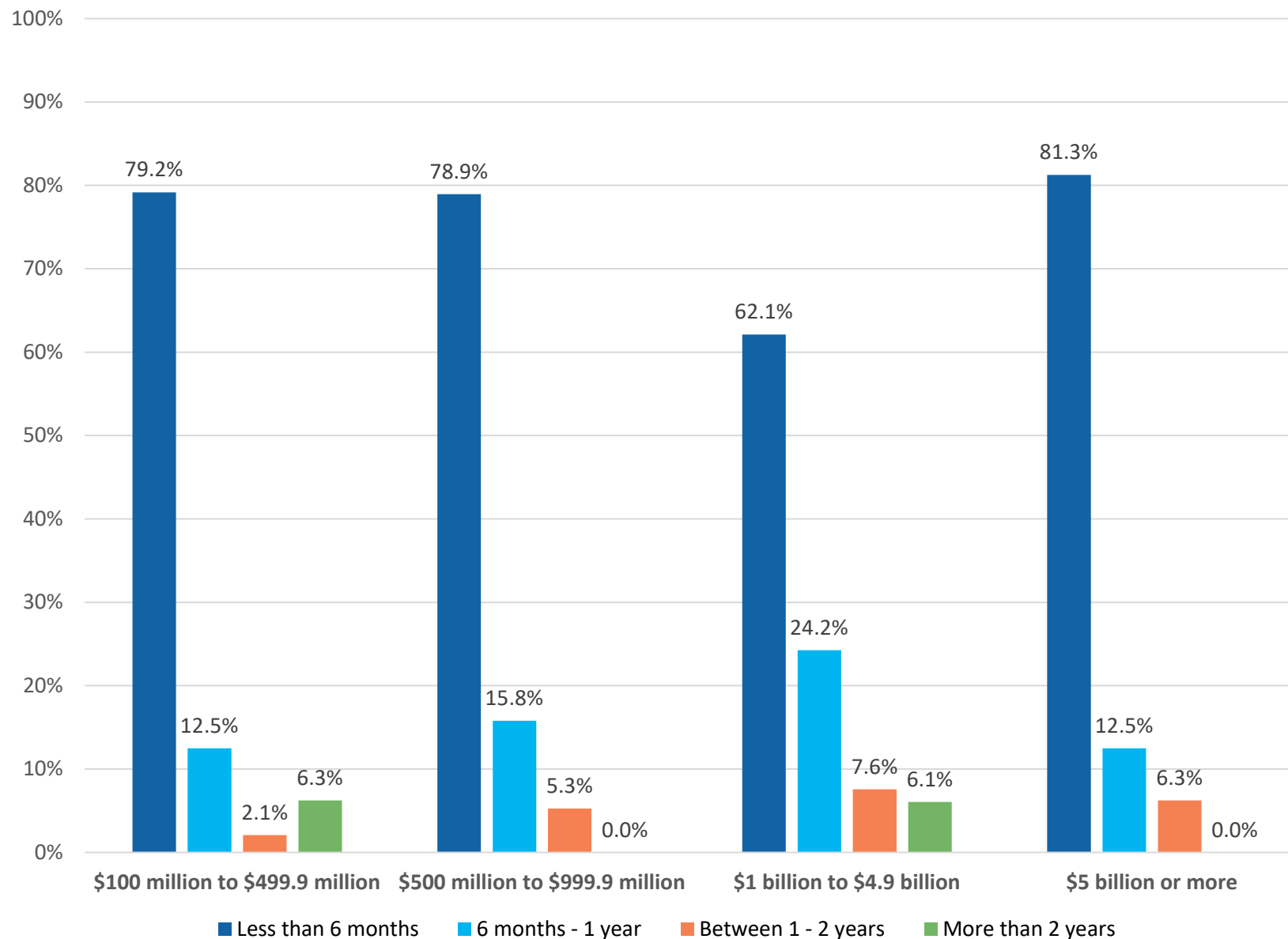


How did you recruit your newest Board member?



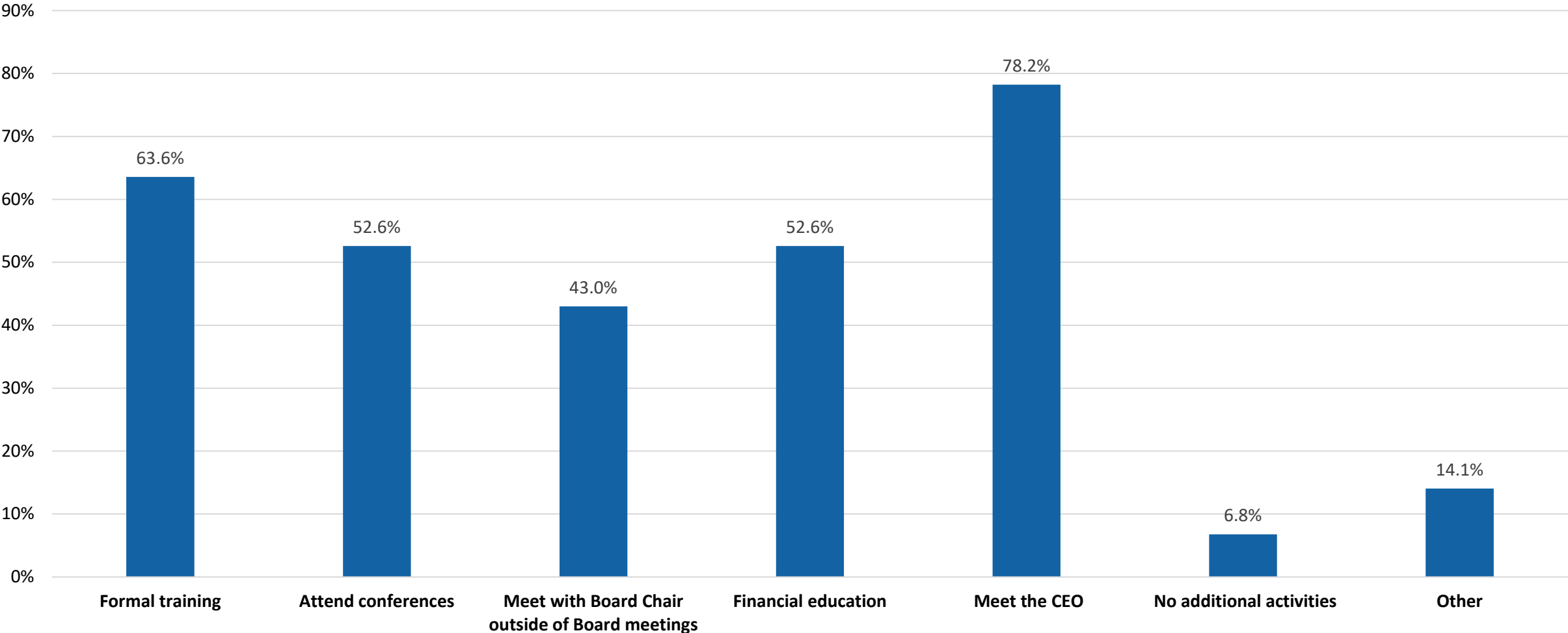


**How long did it take to
recruit your newest
Board member?**

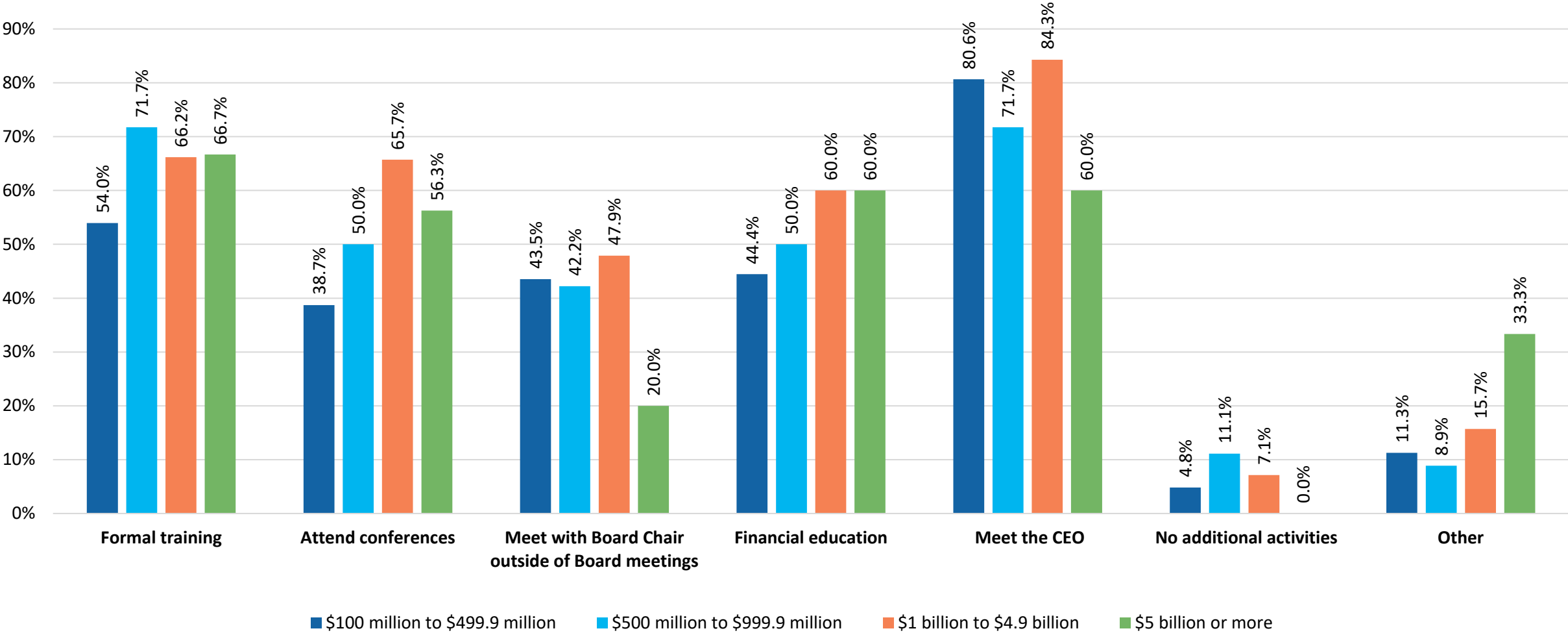


How long did it take to
recruit your newest
Board member?

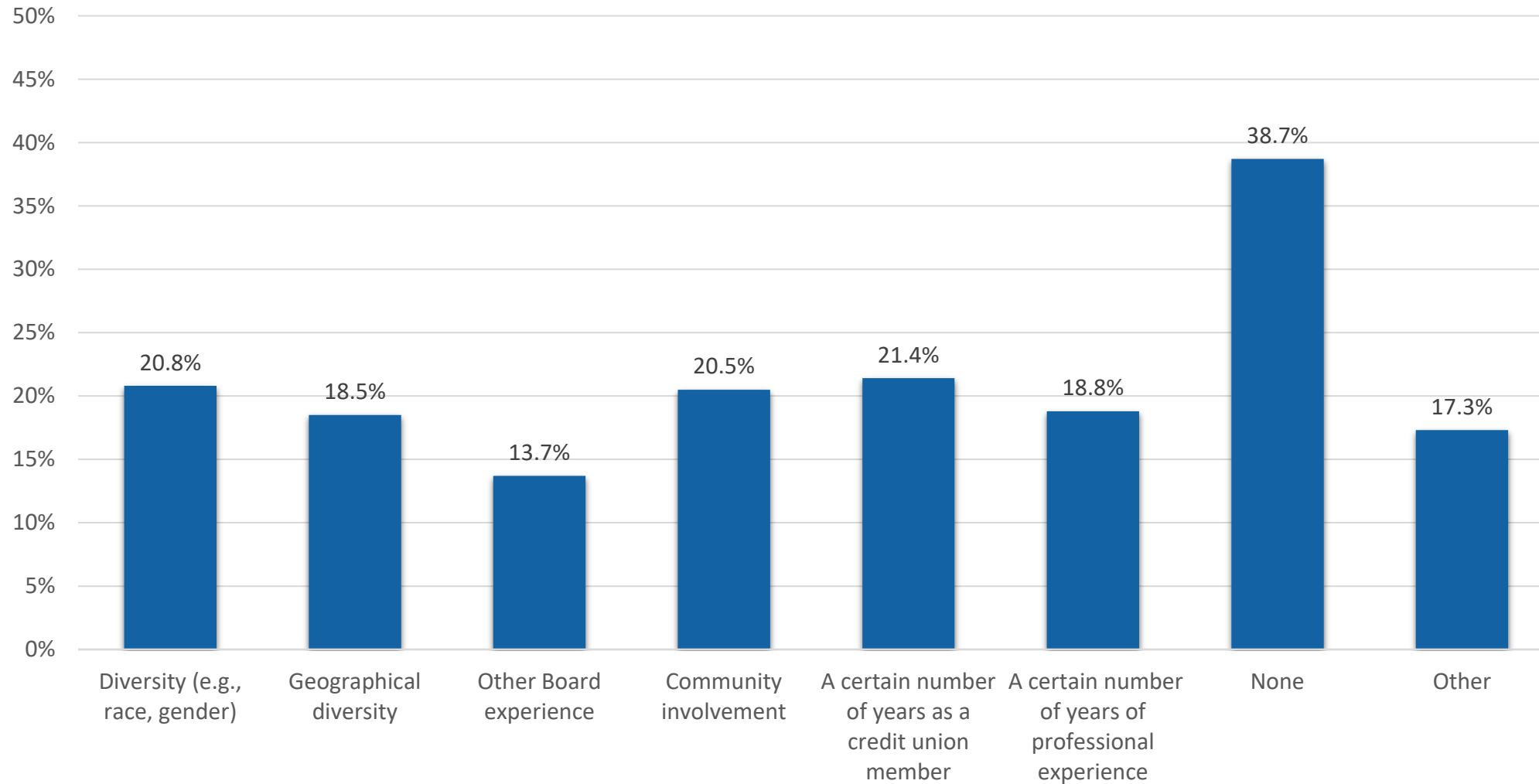
What does a new Board member typically do in their first year in addition to the activities of other Board members?



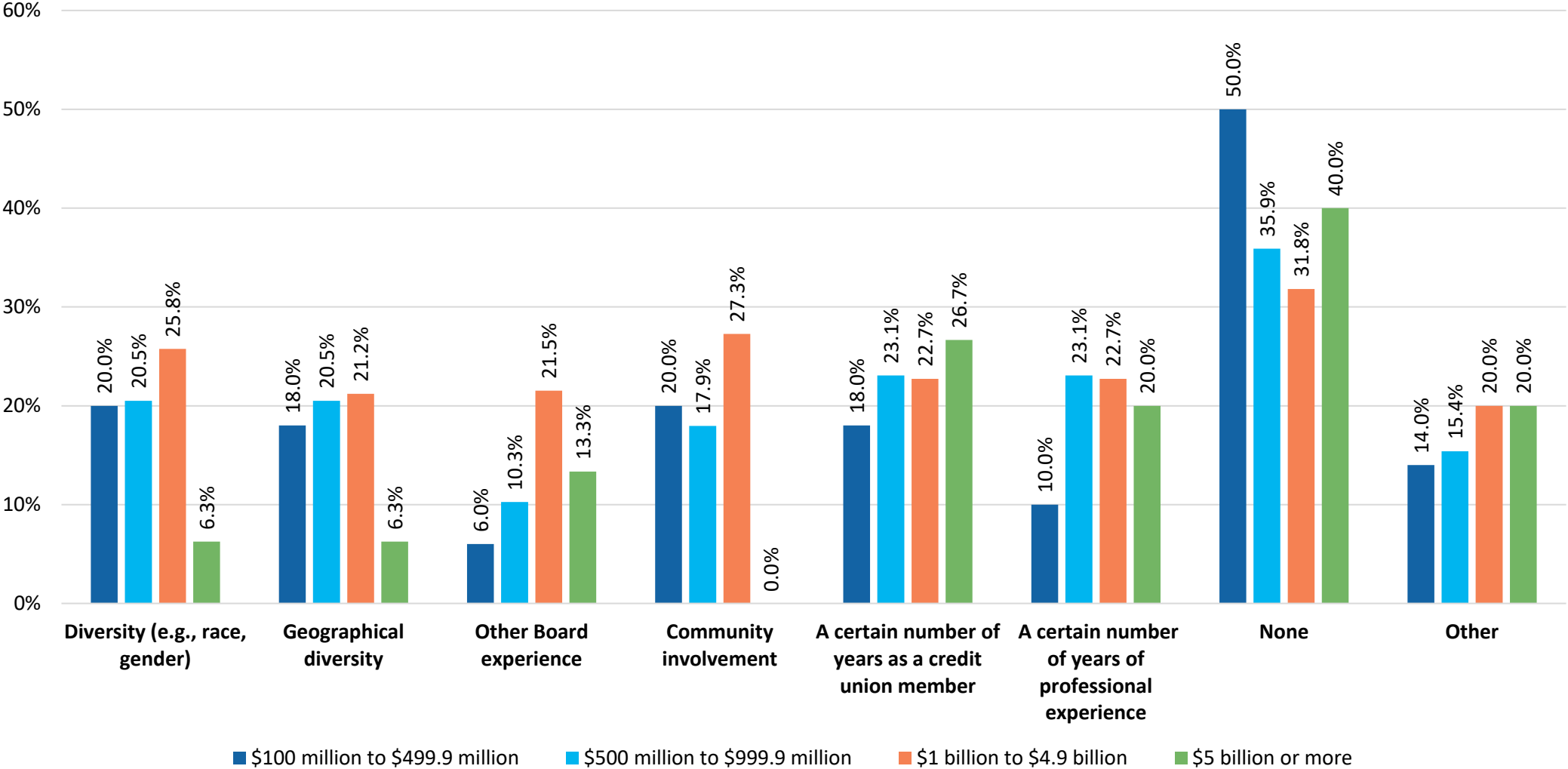
What does a new Board member typically do in their first year in addition to the activities of other Board members?



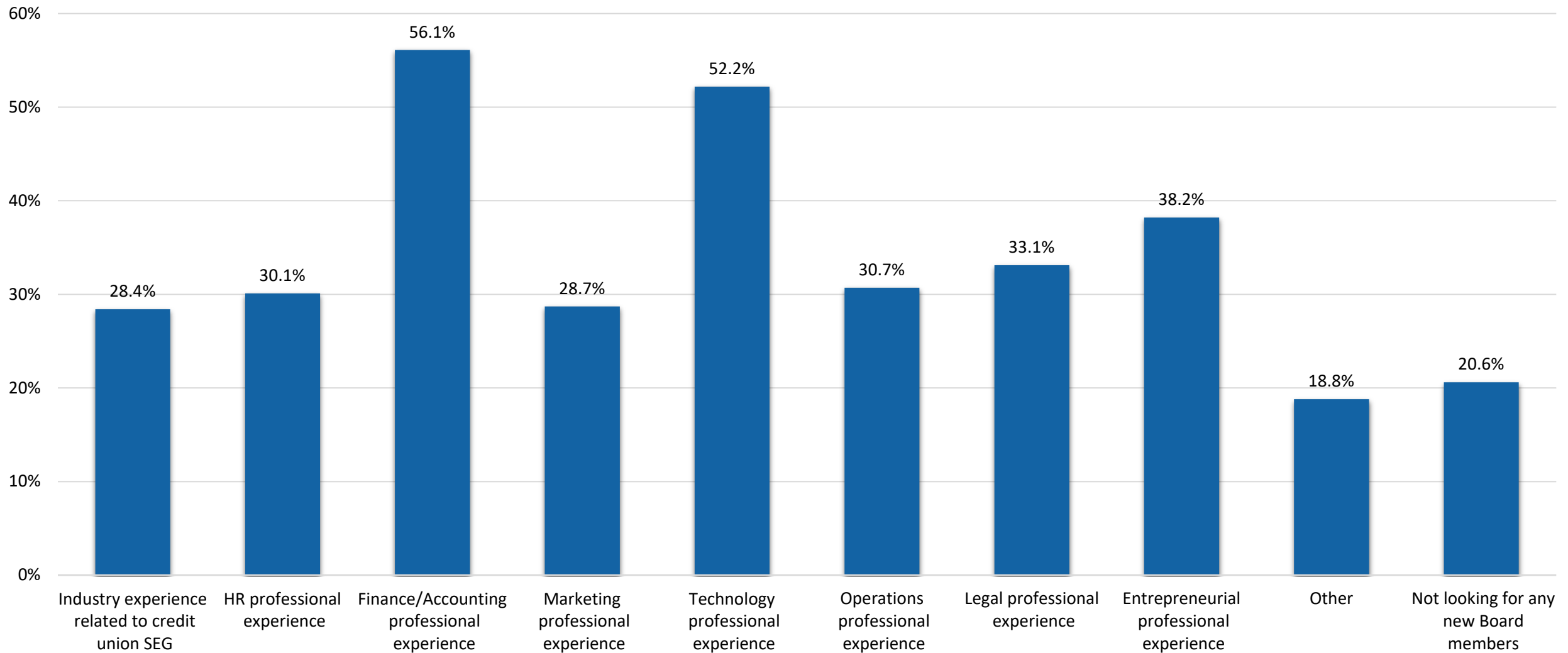
Do your newest Board members have to satisfy any of the following criteria?



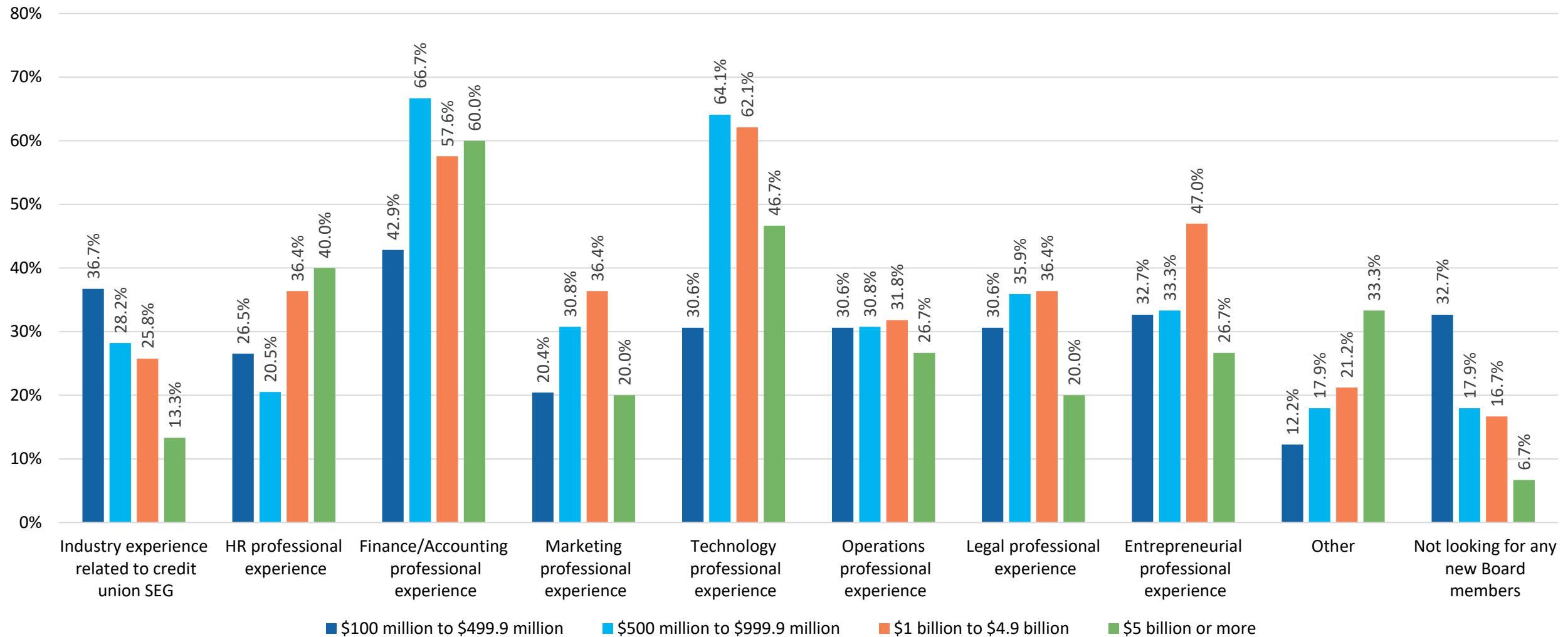
Do your newest Board members have to satisfy any of the following criteria?



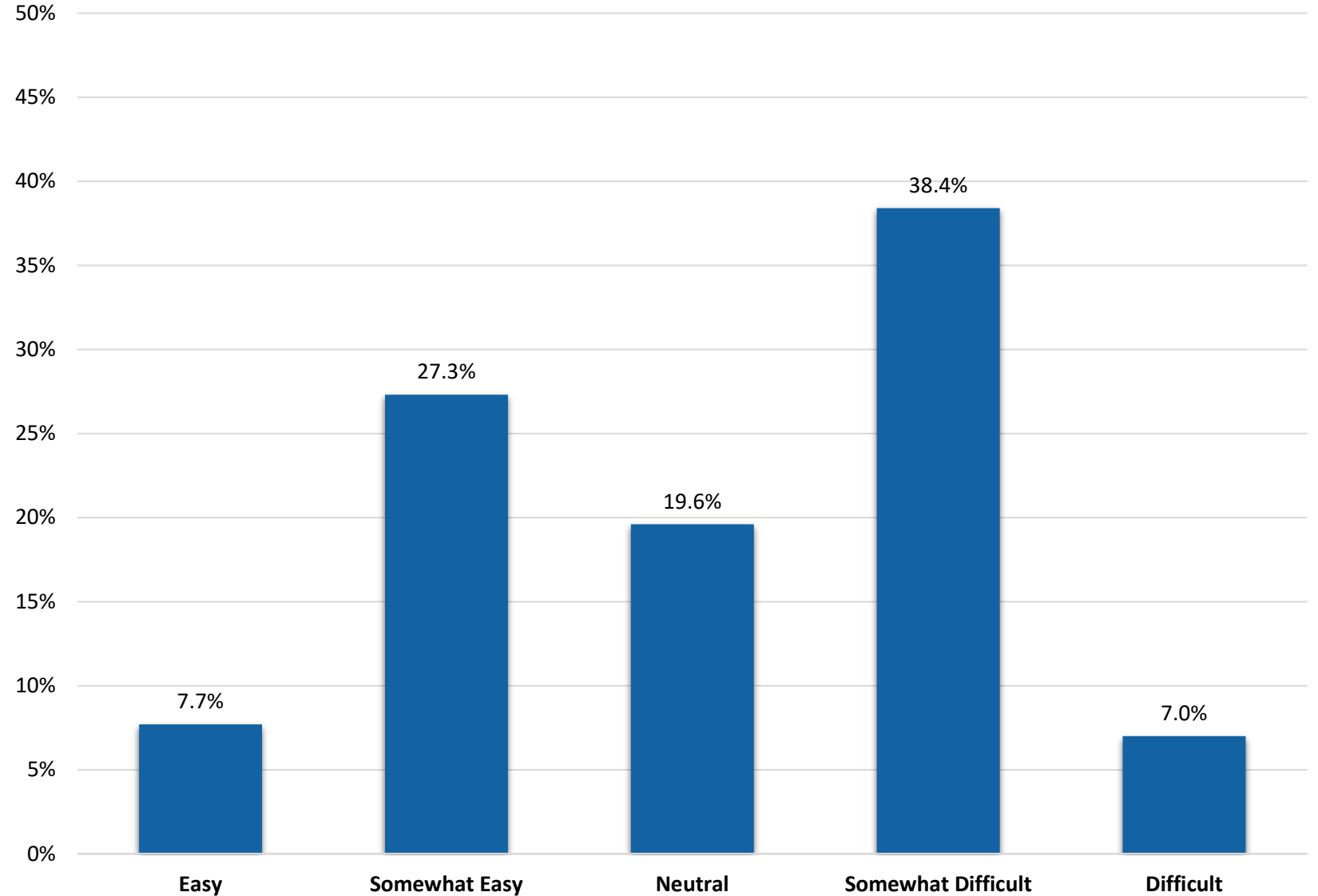
Which of the following are you looking for in new Board members?



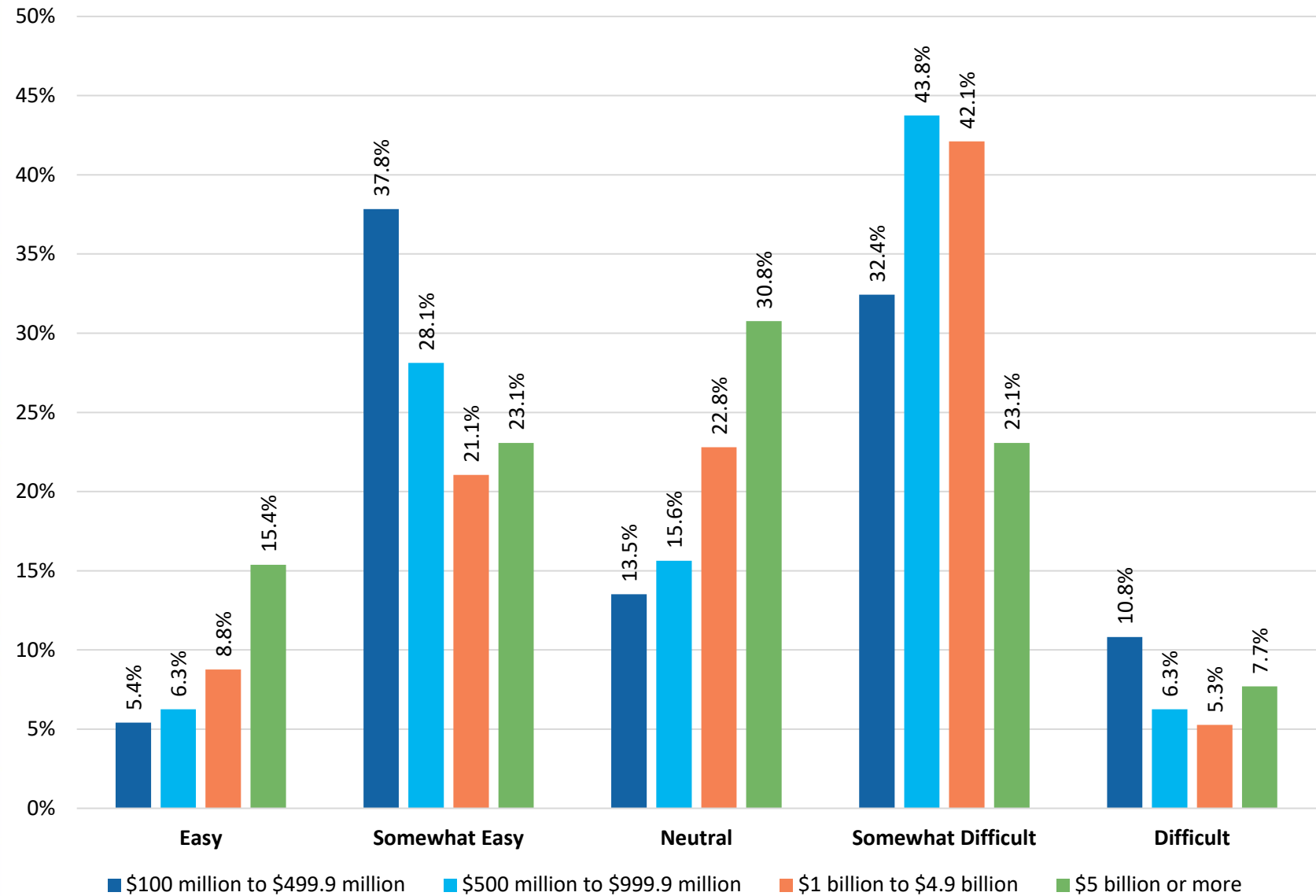
Which of the following are you looking for in new Board members?

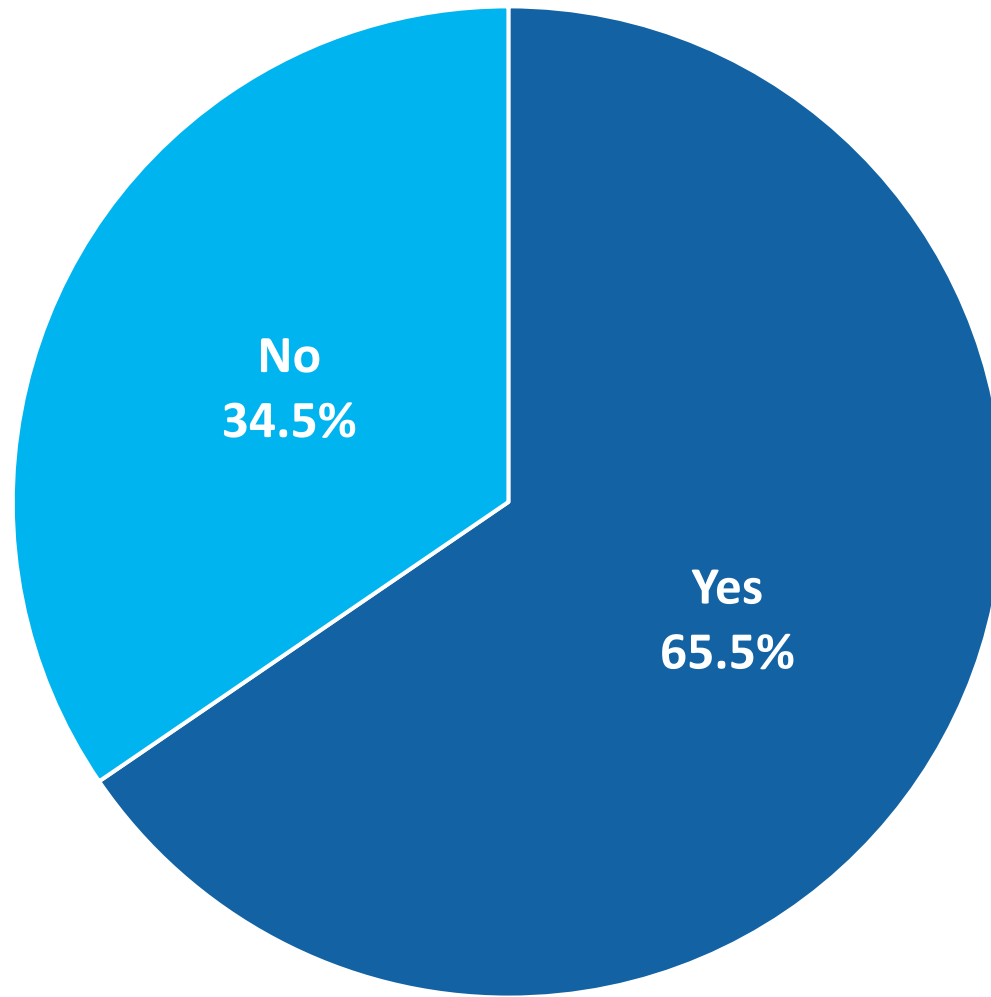


How difficult is it to recruit new Board members?

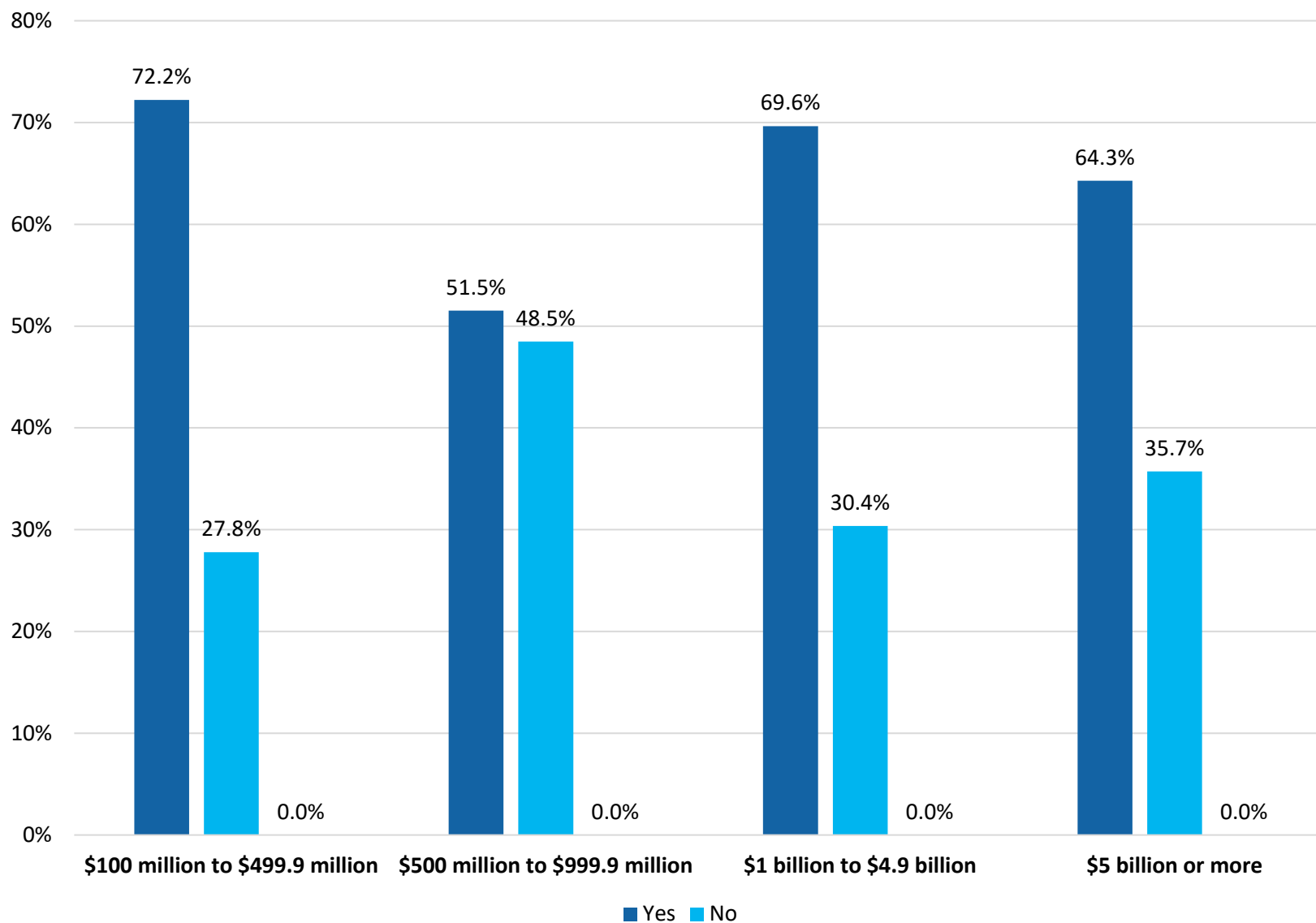


How difficult is it to recruit new Board members?



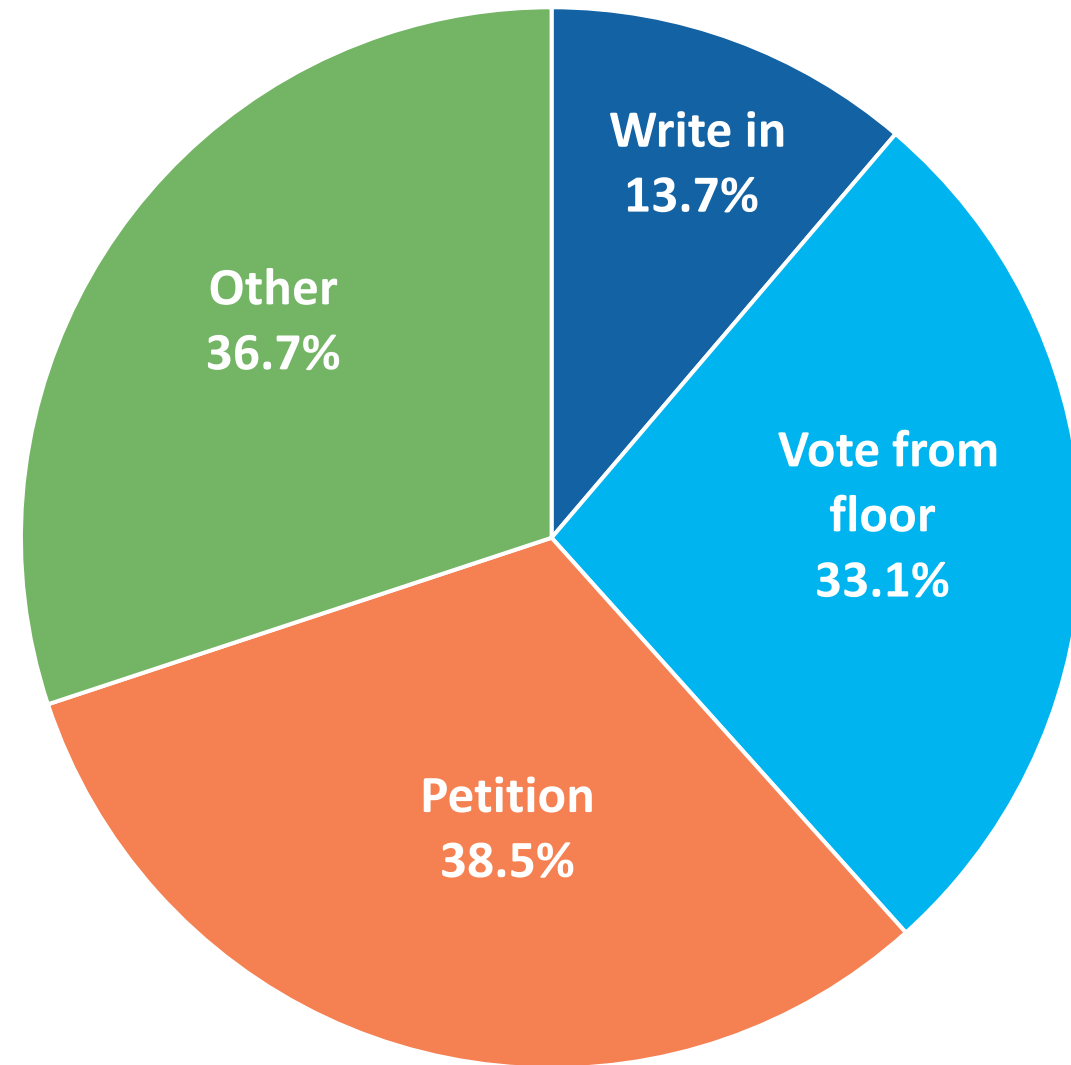


**Does management
take an active part in
Board recruitment?**

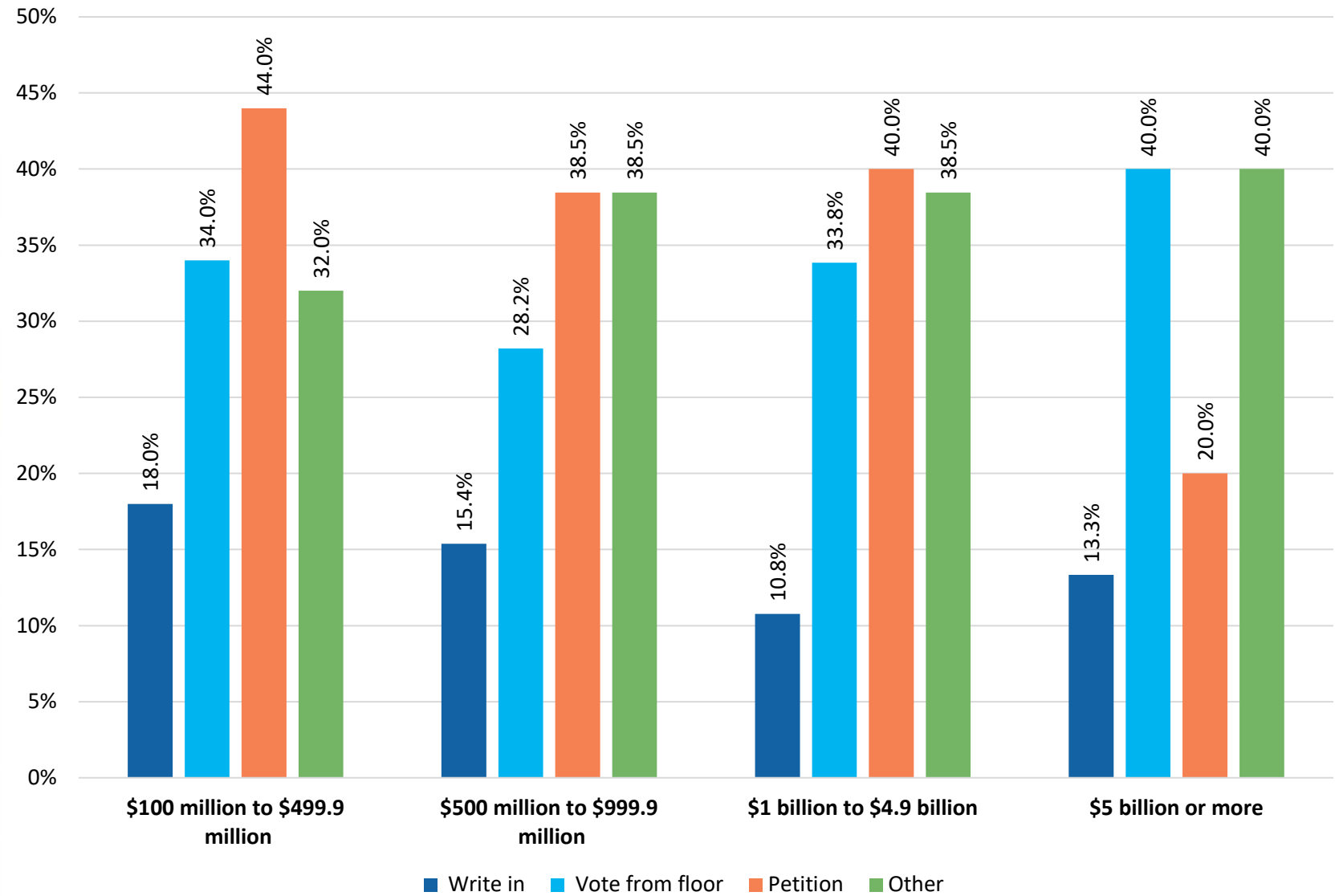


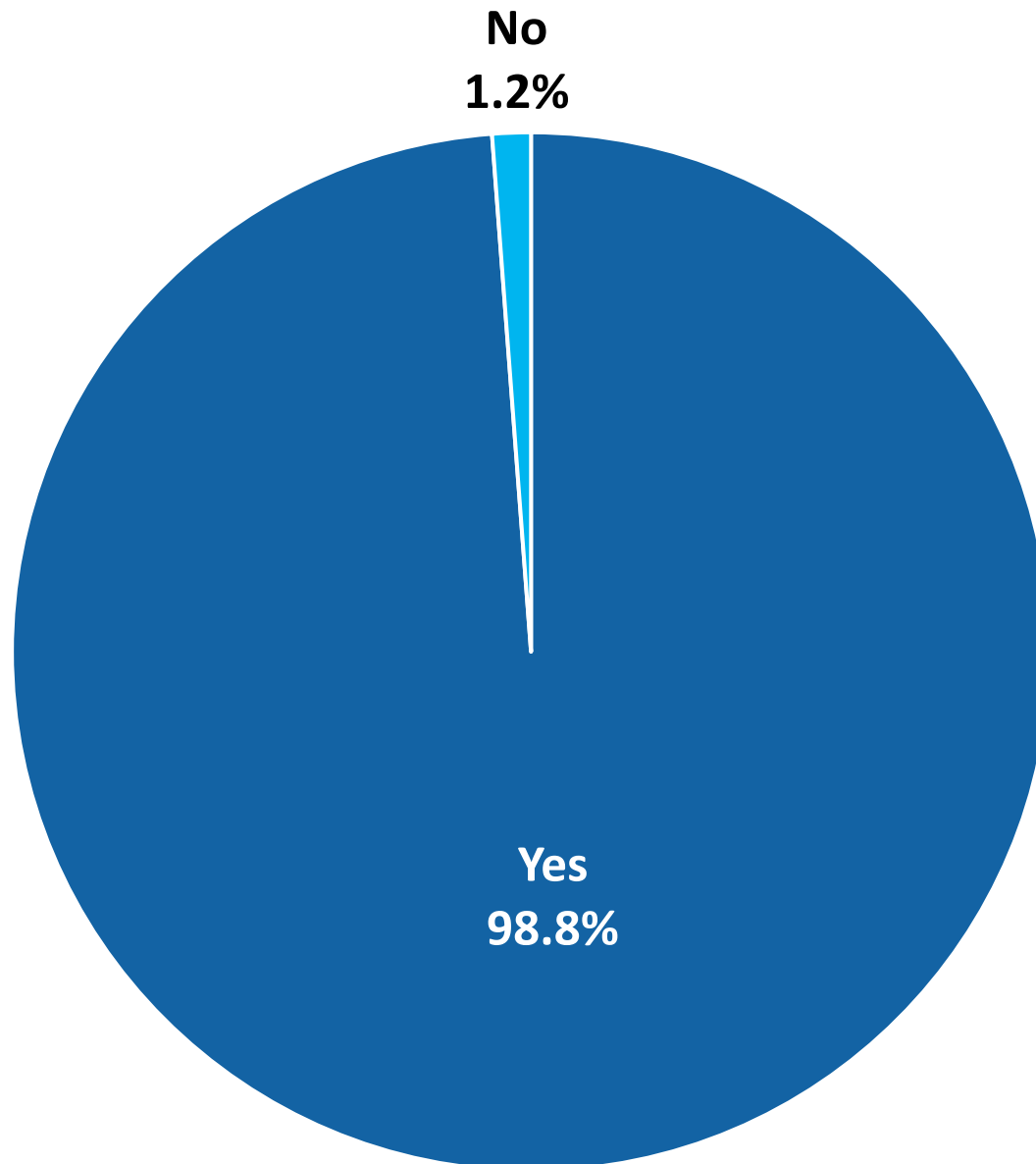
Does management
take an active part in
Board recruitment?

How are Board elections conducted?

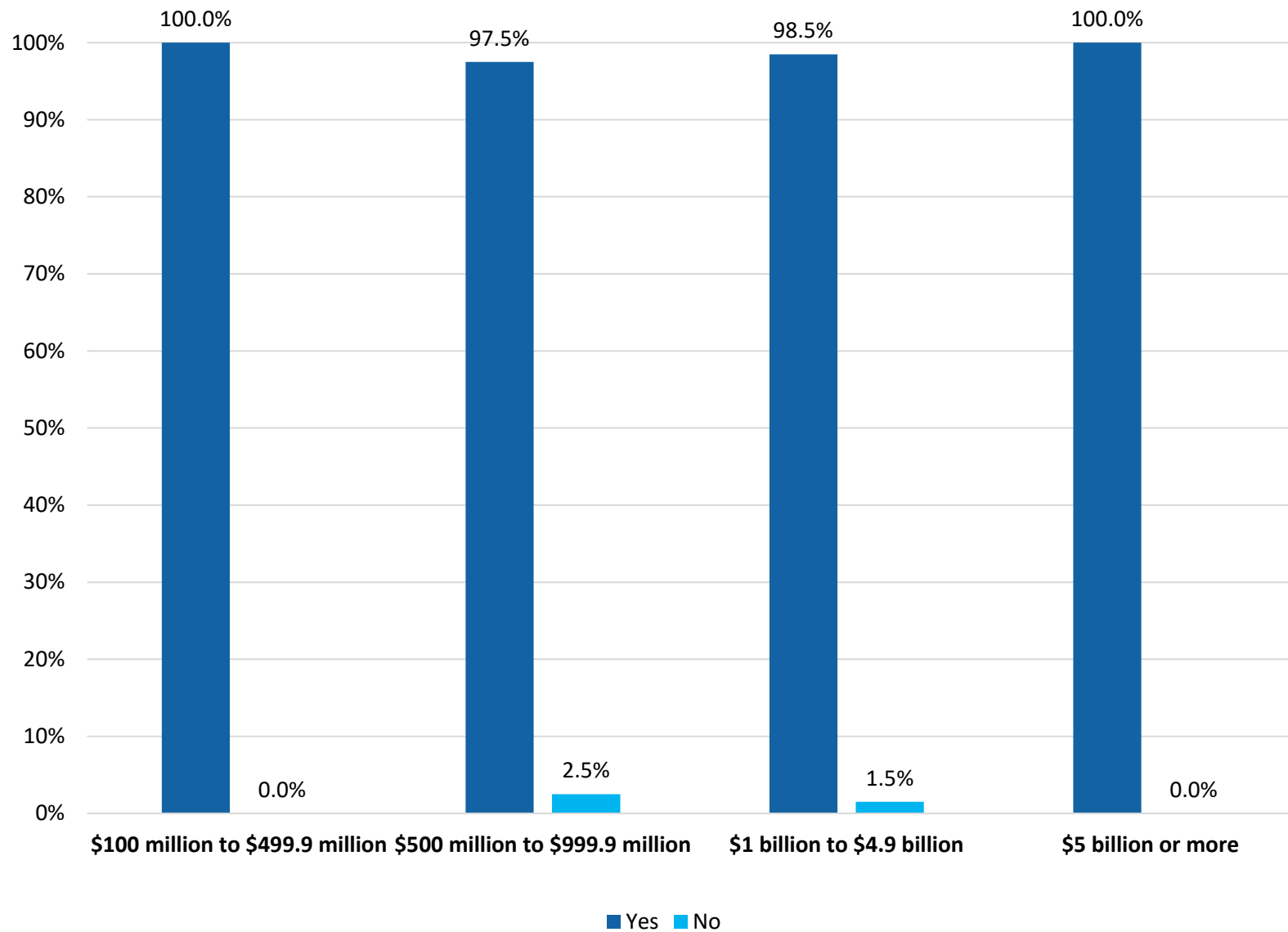


How are Board elections conducted?

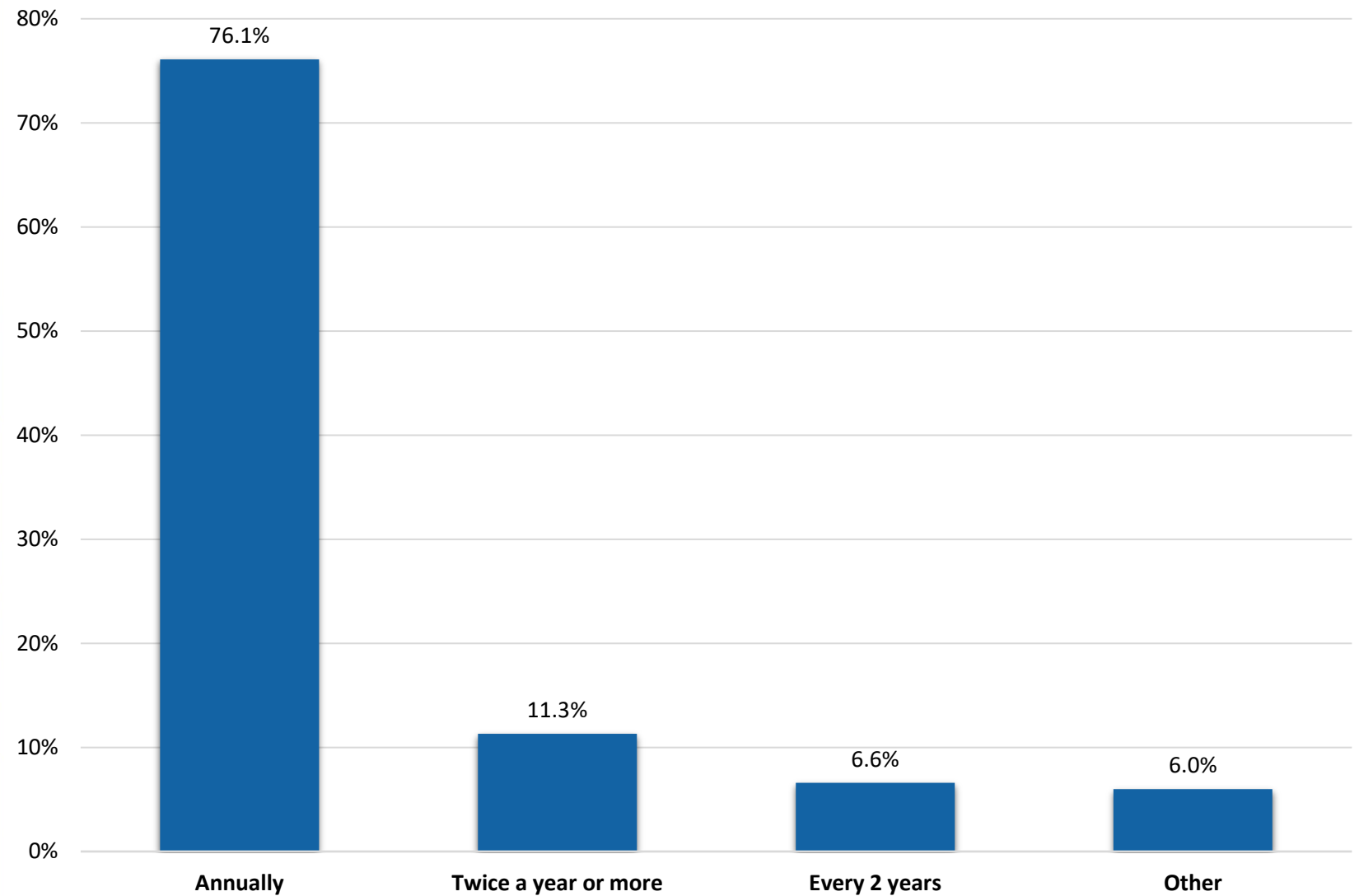




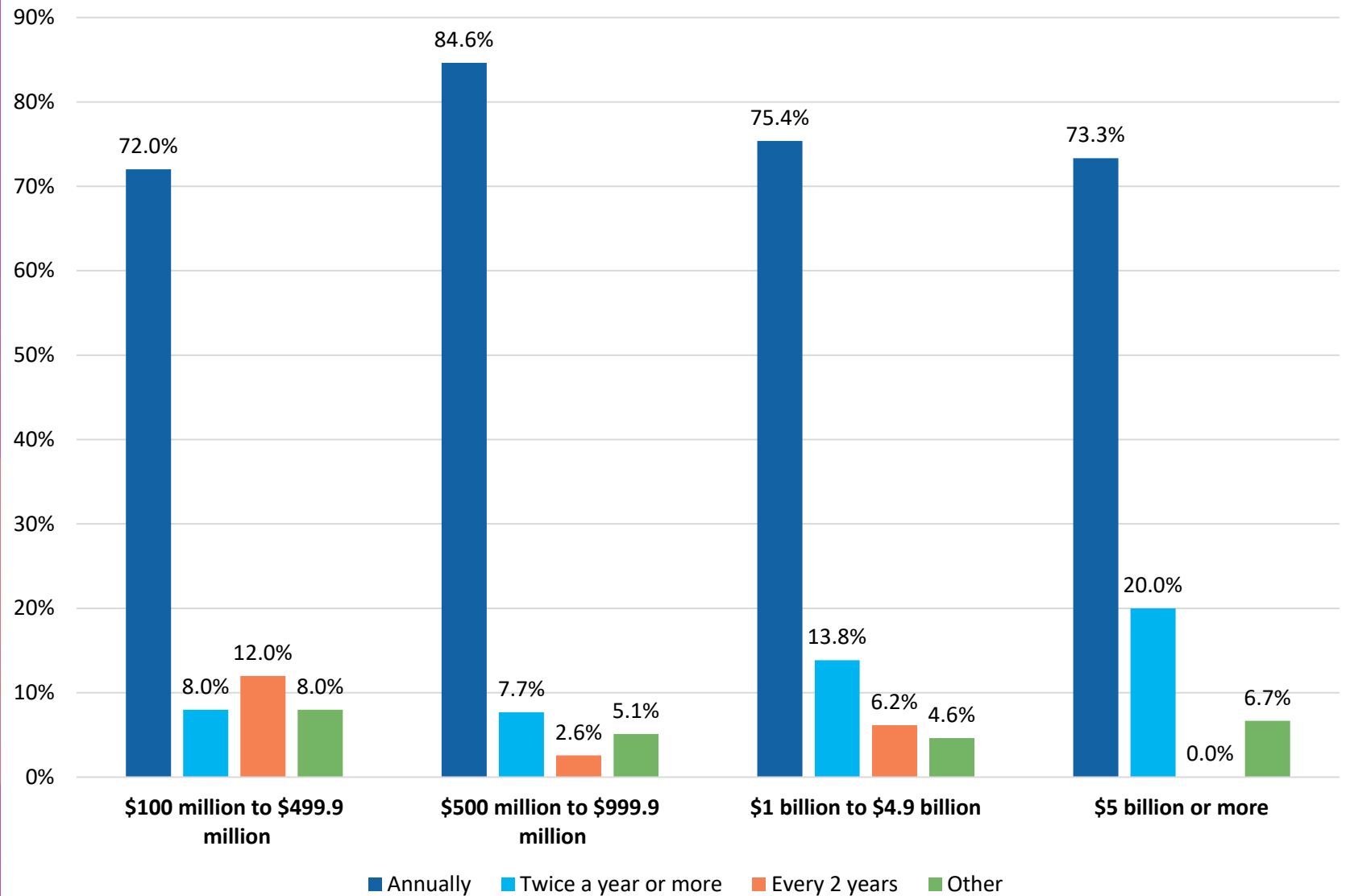
**Does your credit
union conduct a
strategic planning
session?**

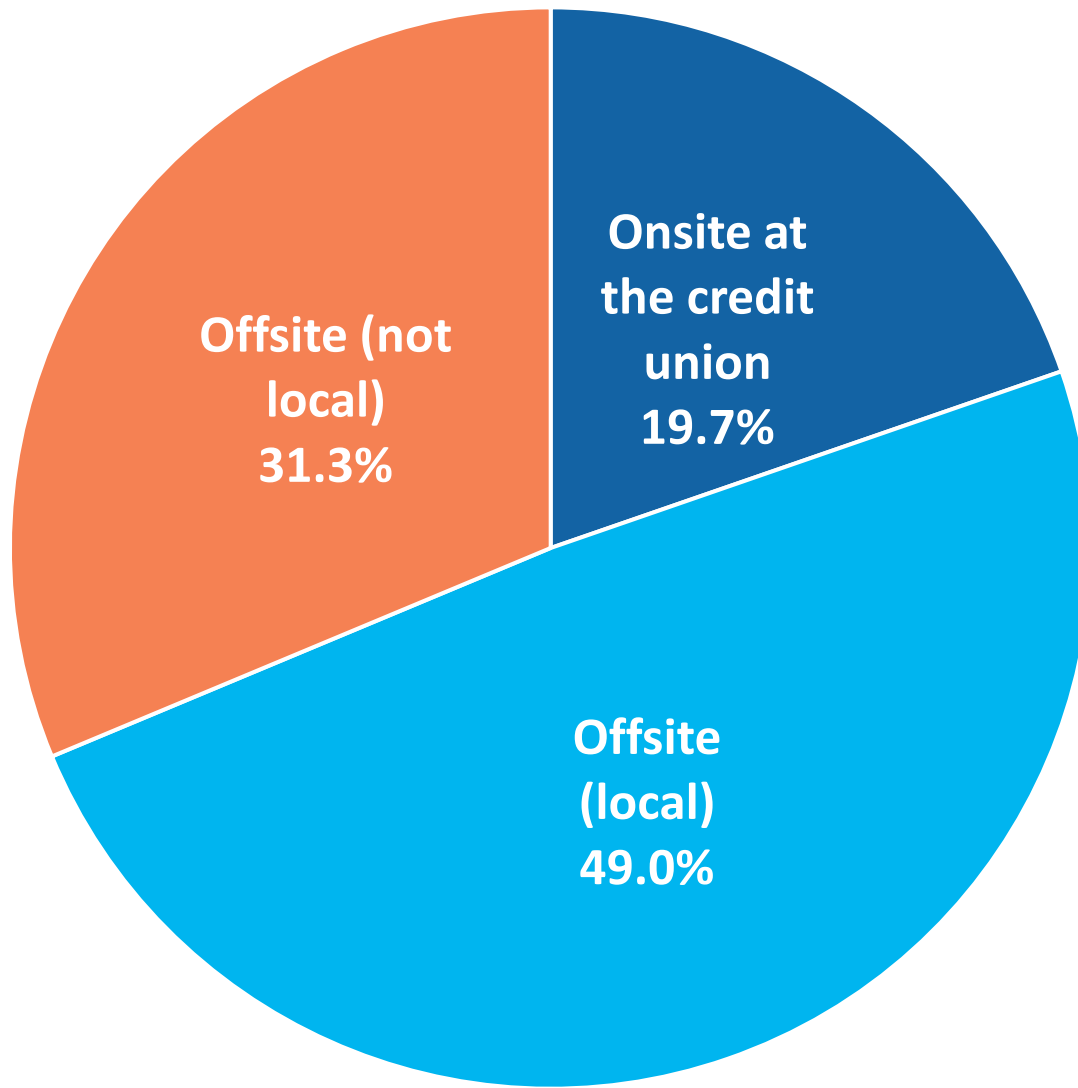


How often does your credit union conduct strategic planning sessions?

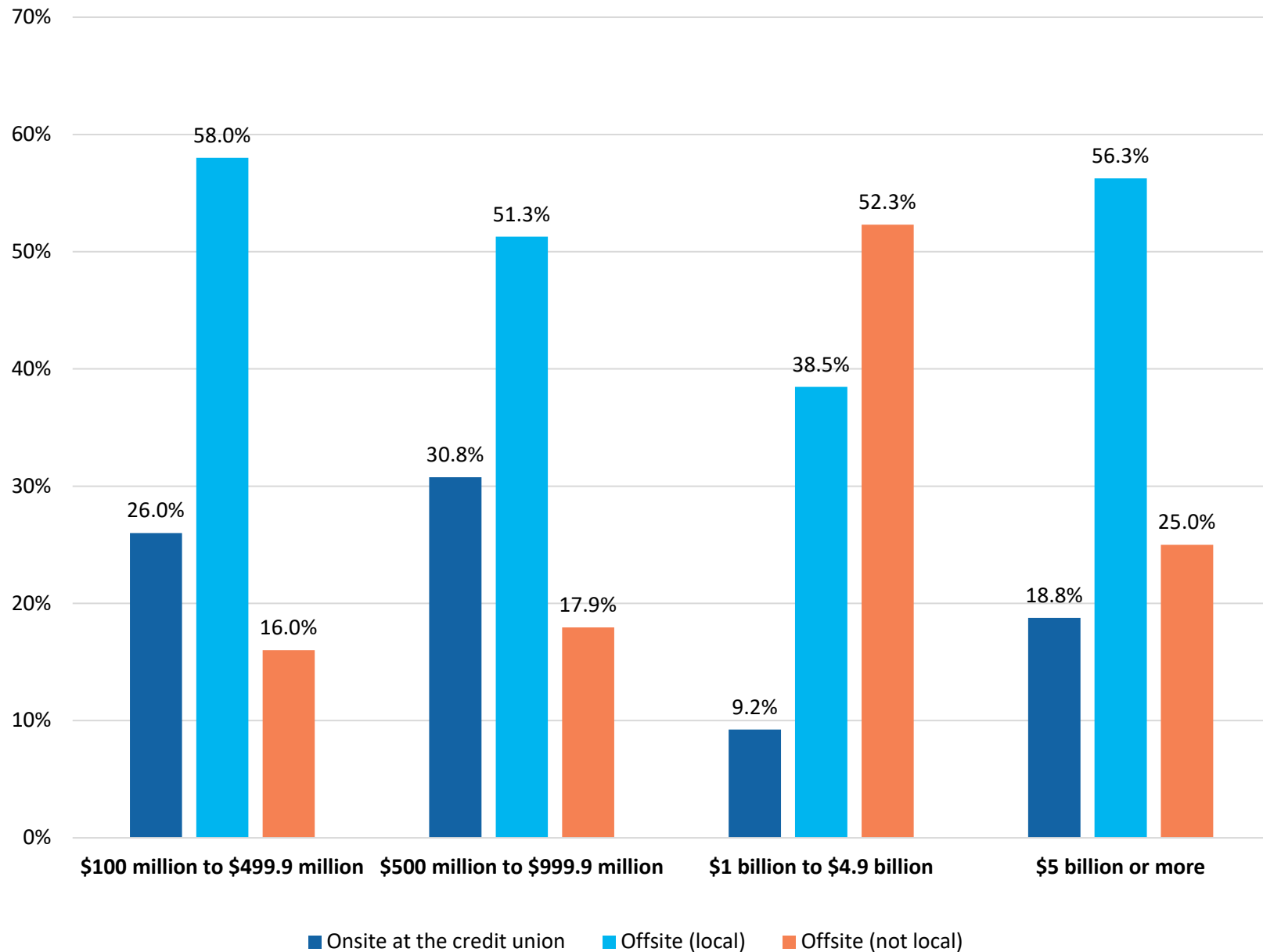


How often does your credit union conduct strategic planning sessions?



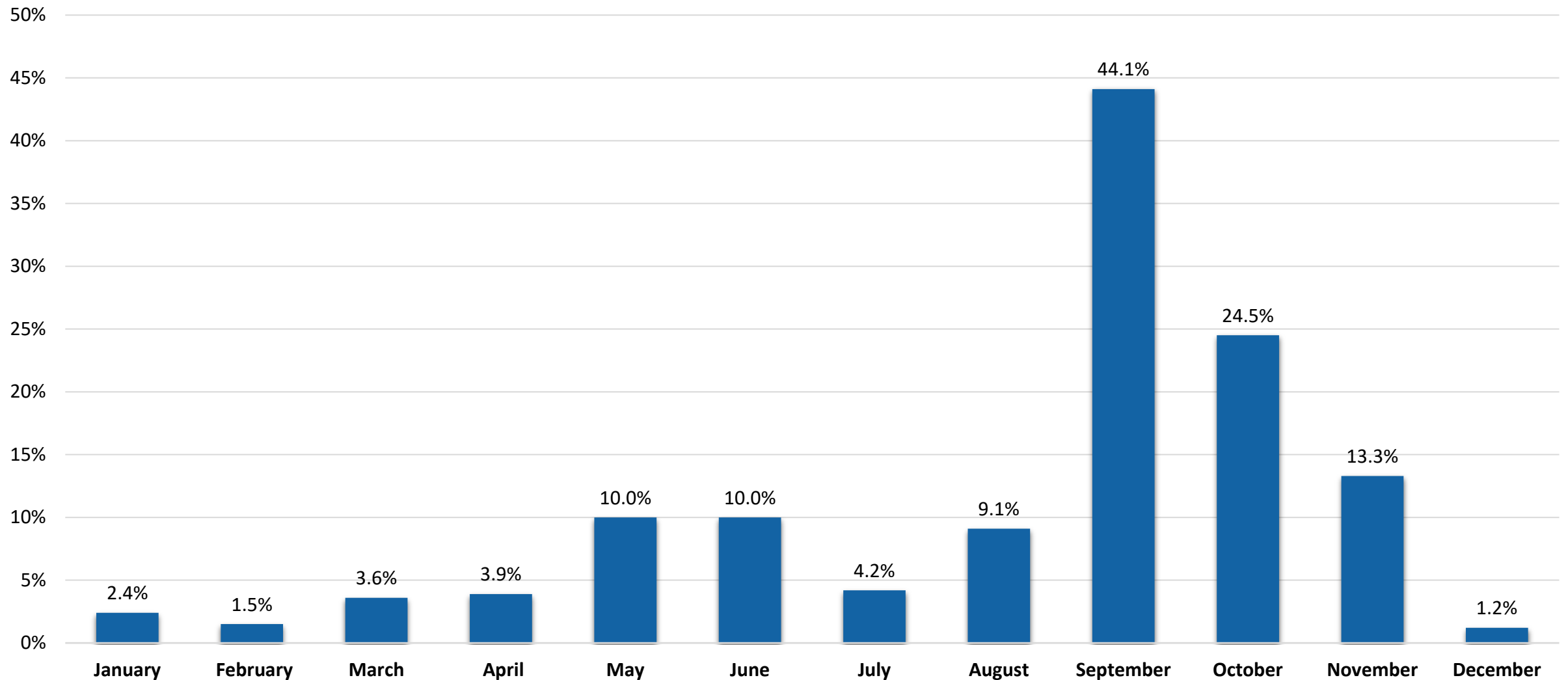


Is the strategic planning session onsite or offsite?

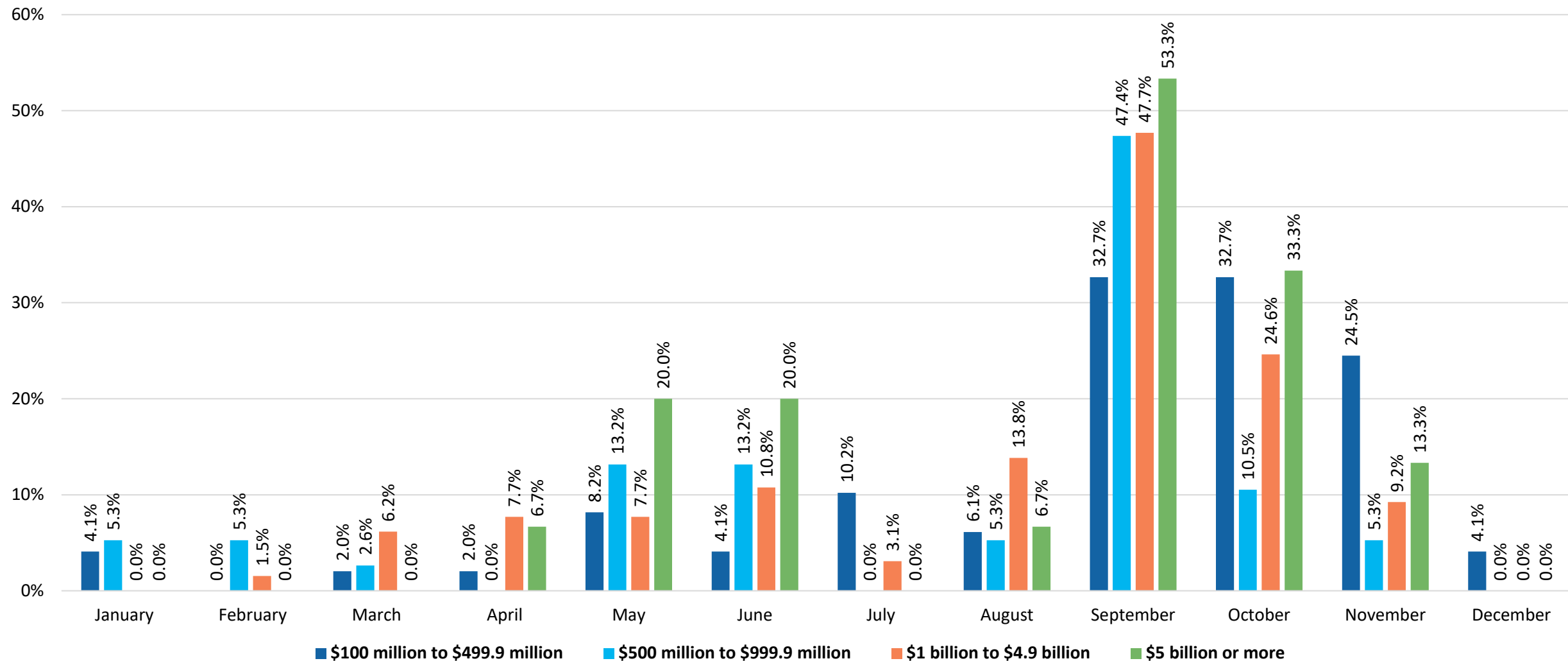


Is the strategic
planning session
onsite or offsite?

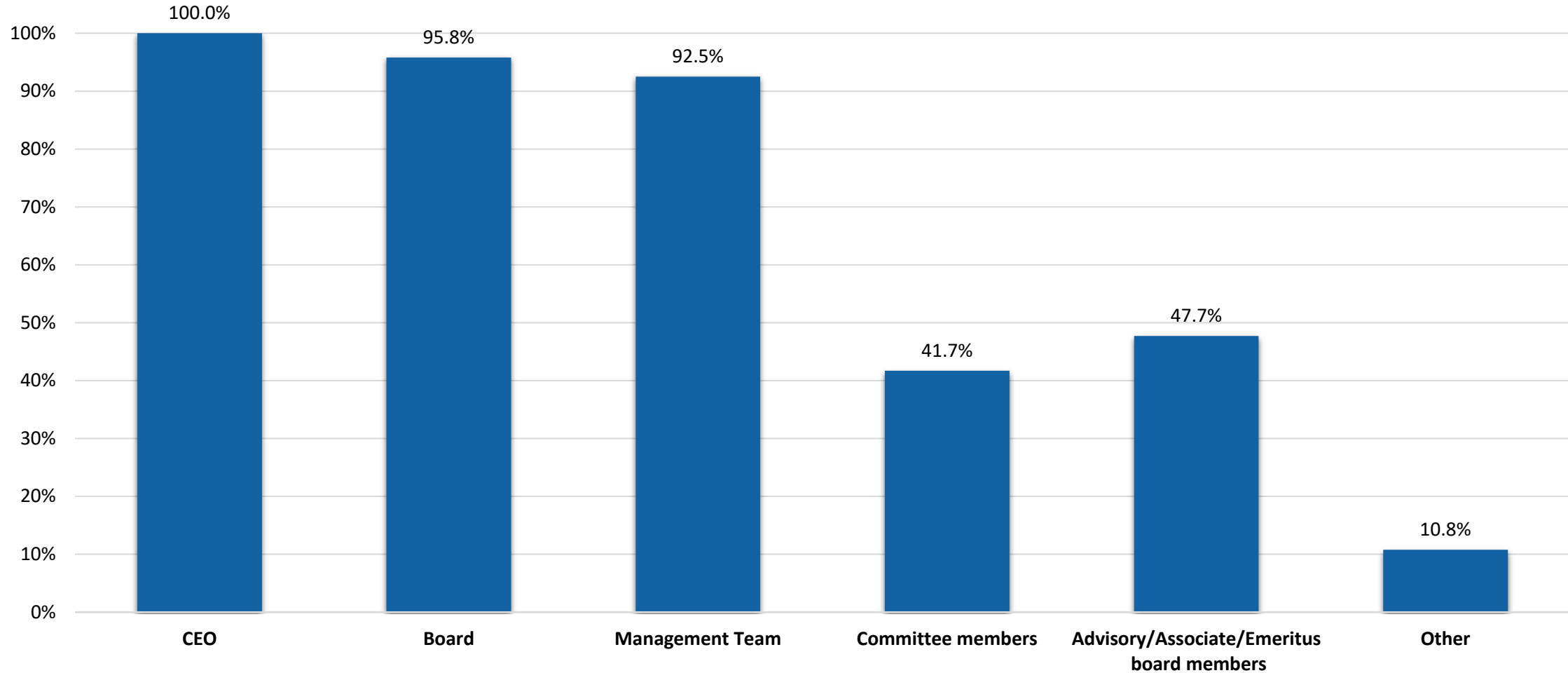
In what month(s) does the strategic planning session typically take place?



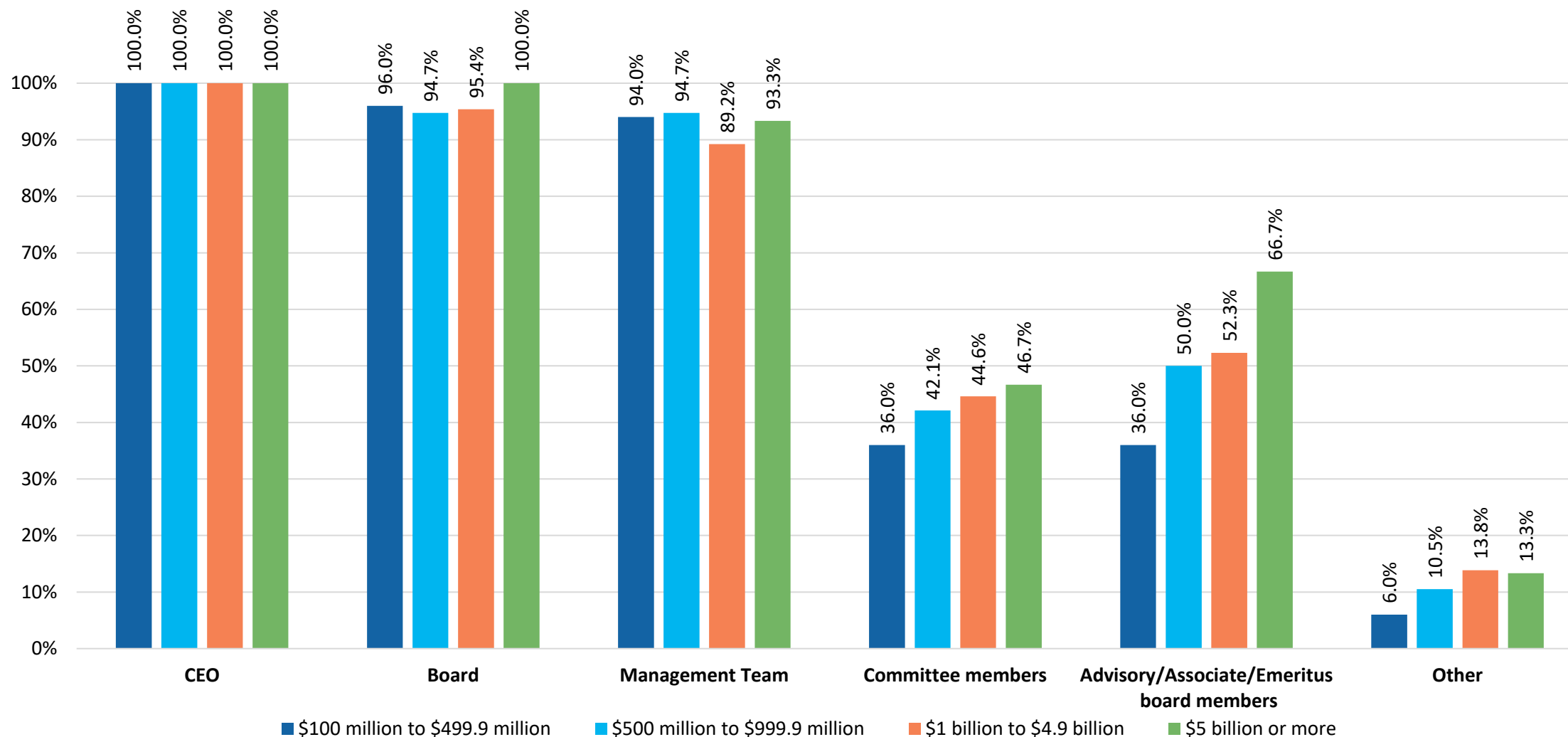
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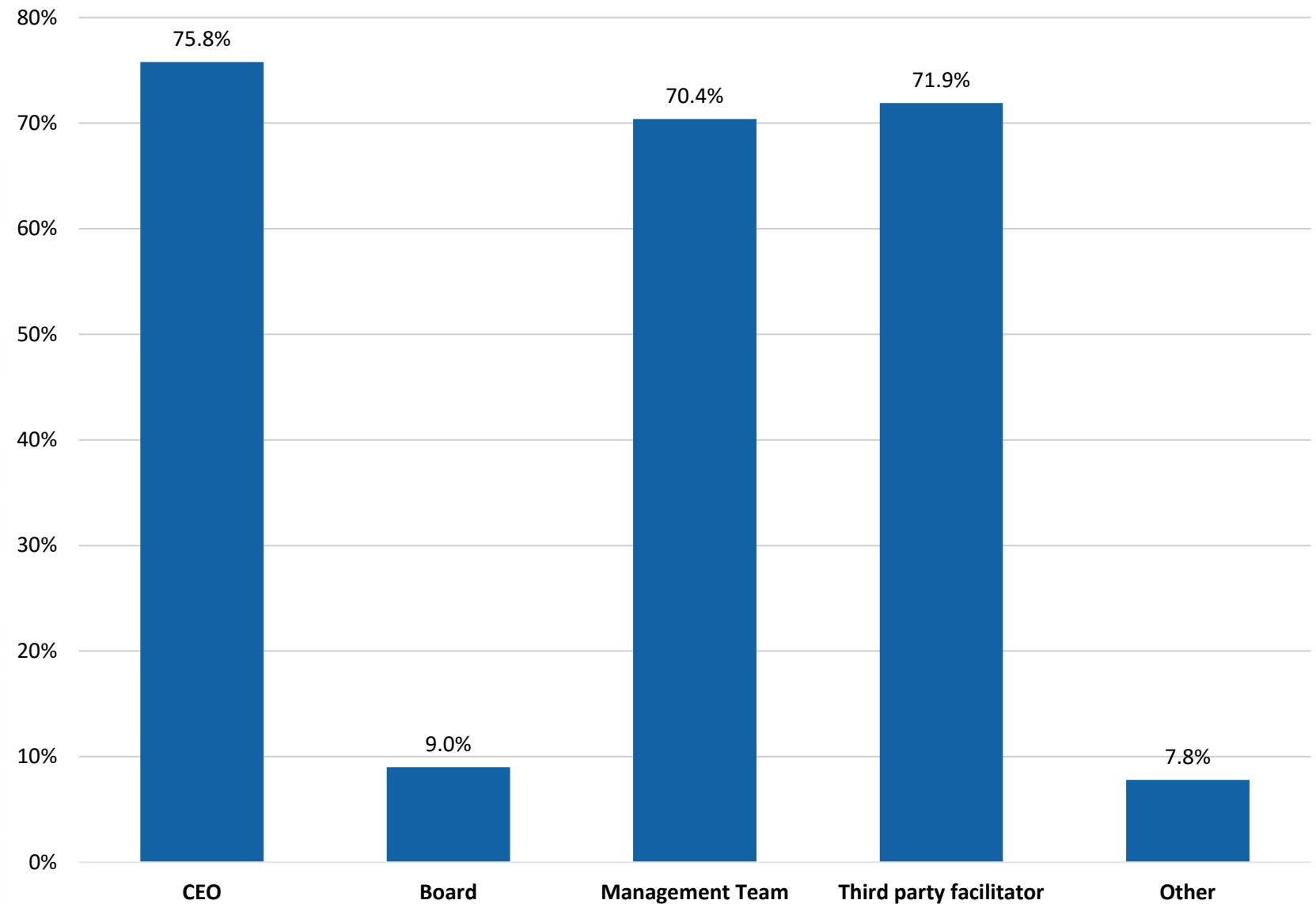
Who participates in the strategic planning session(s)?



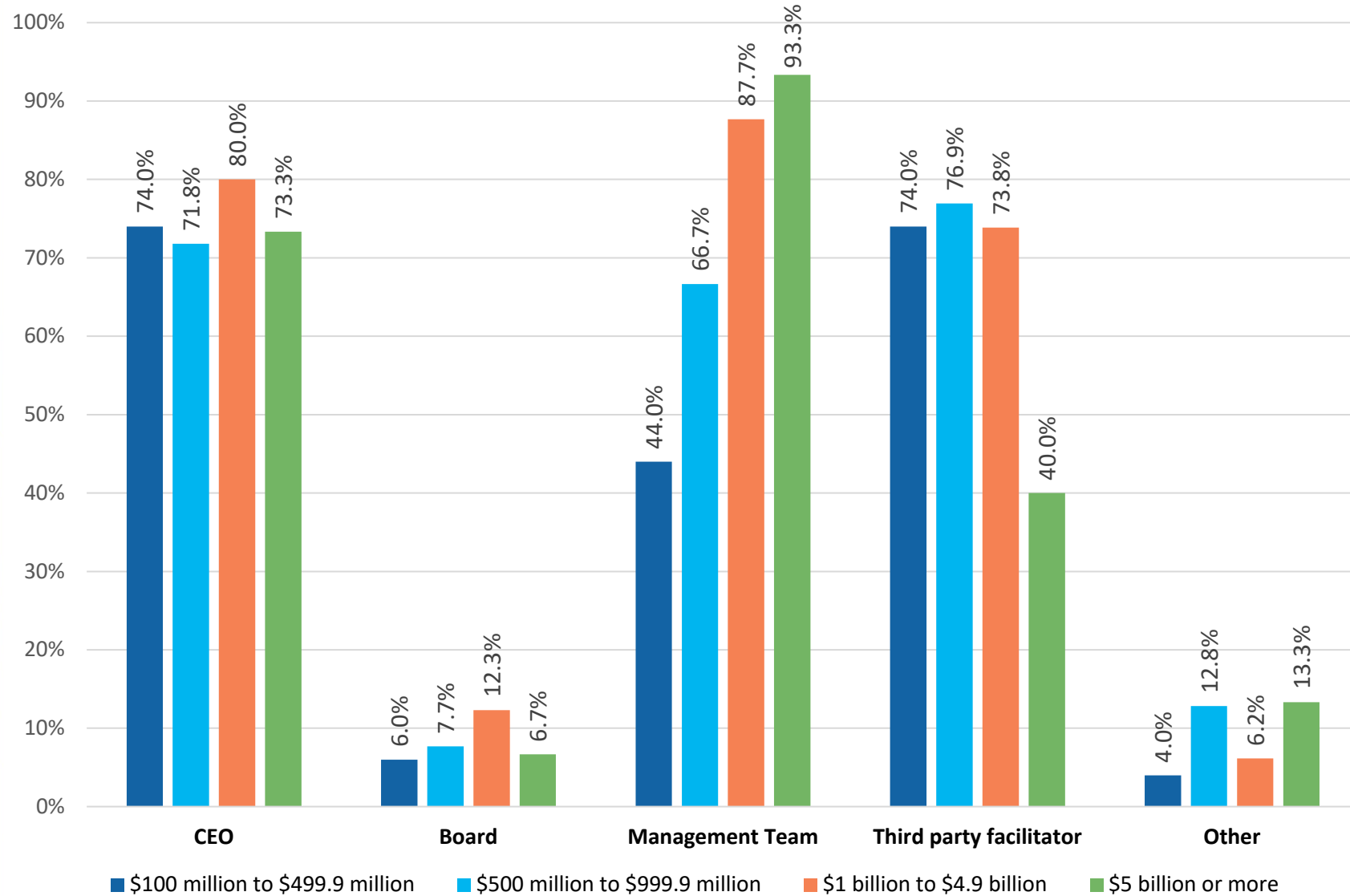
Who participates in the strategic planning session(s)?

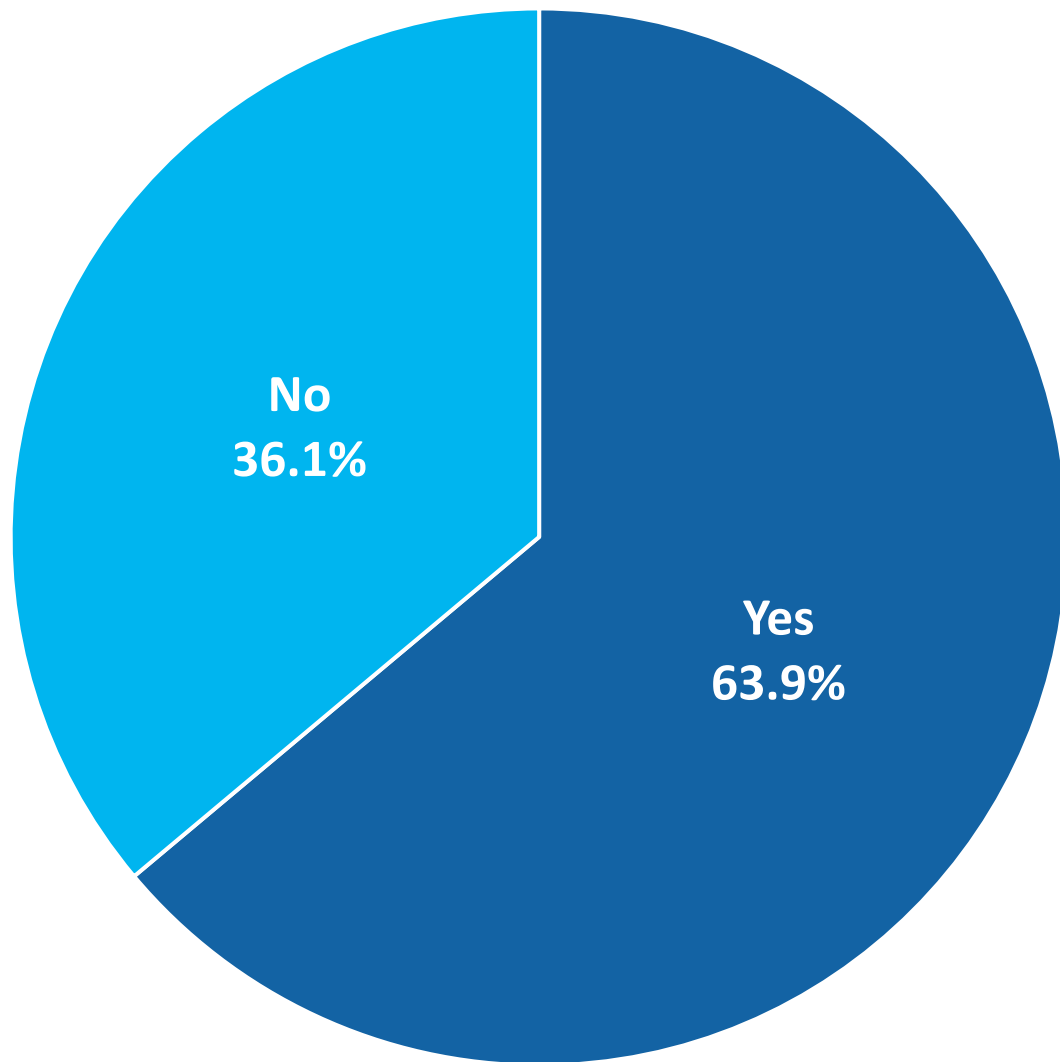


Who typically presents at the strategic planning session?

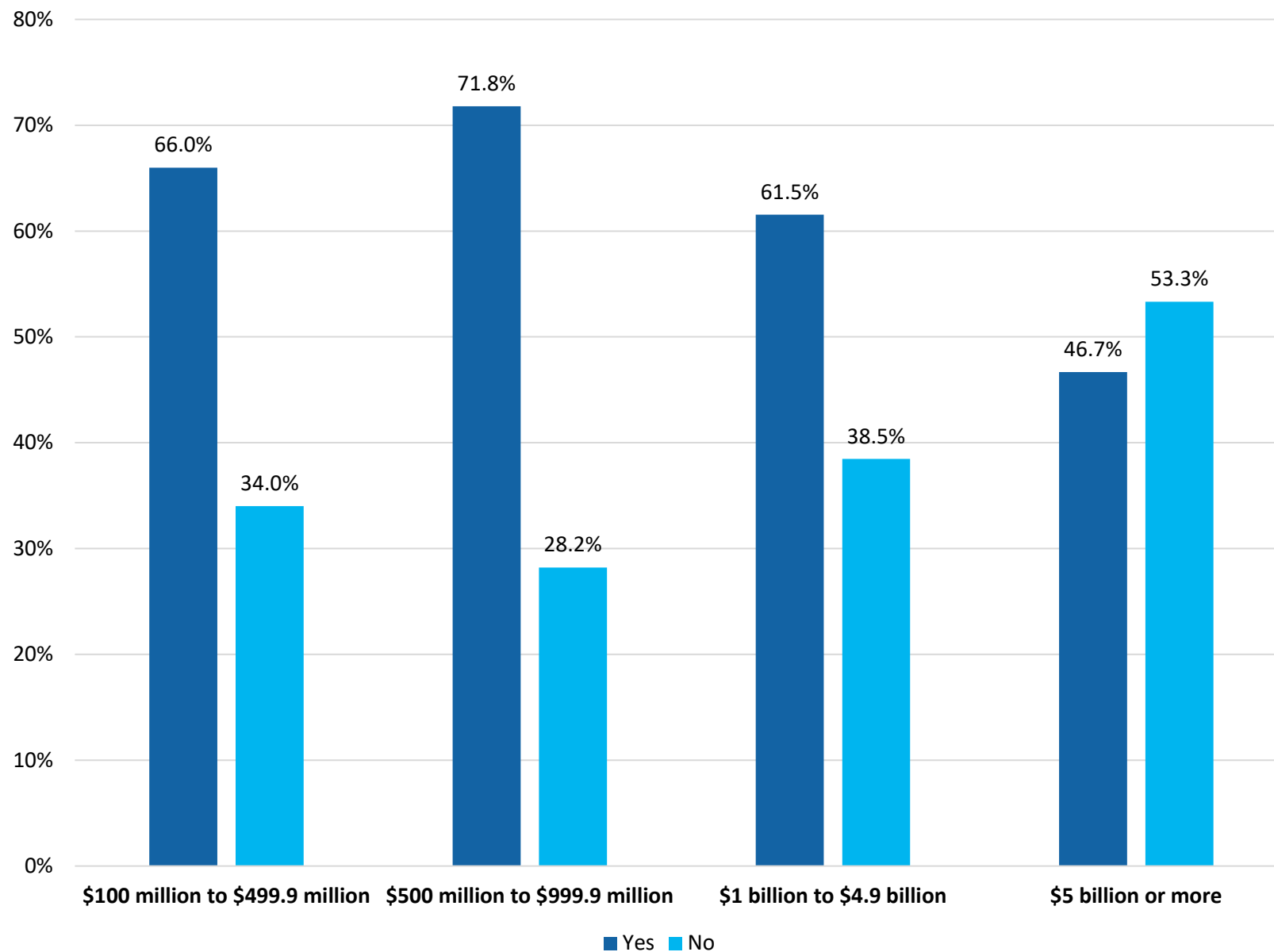


Who typically presents at the strategic planning session?



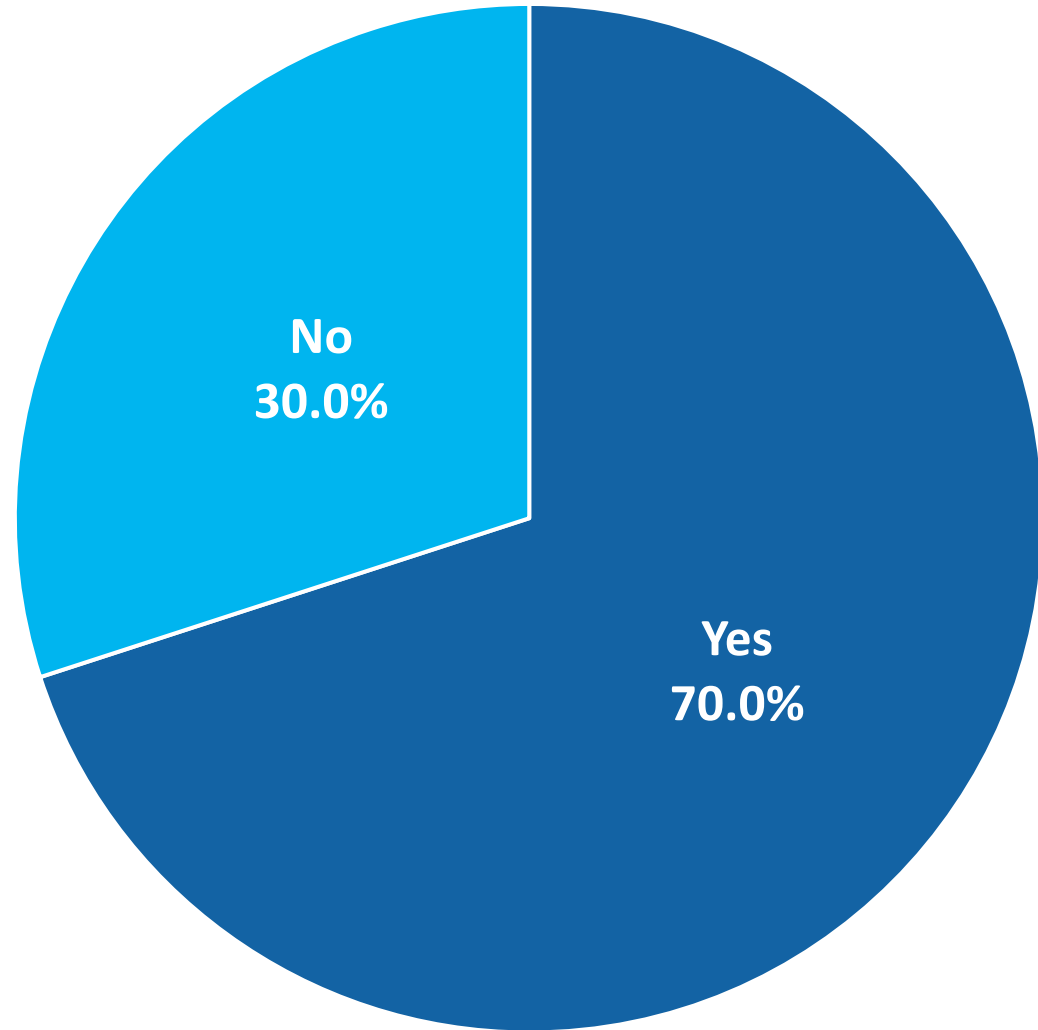


**Does the Board use an
outside third party to
facilitate the planning
session?**

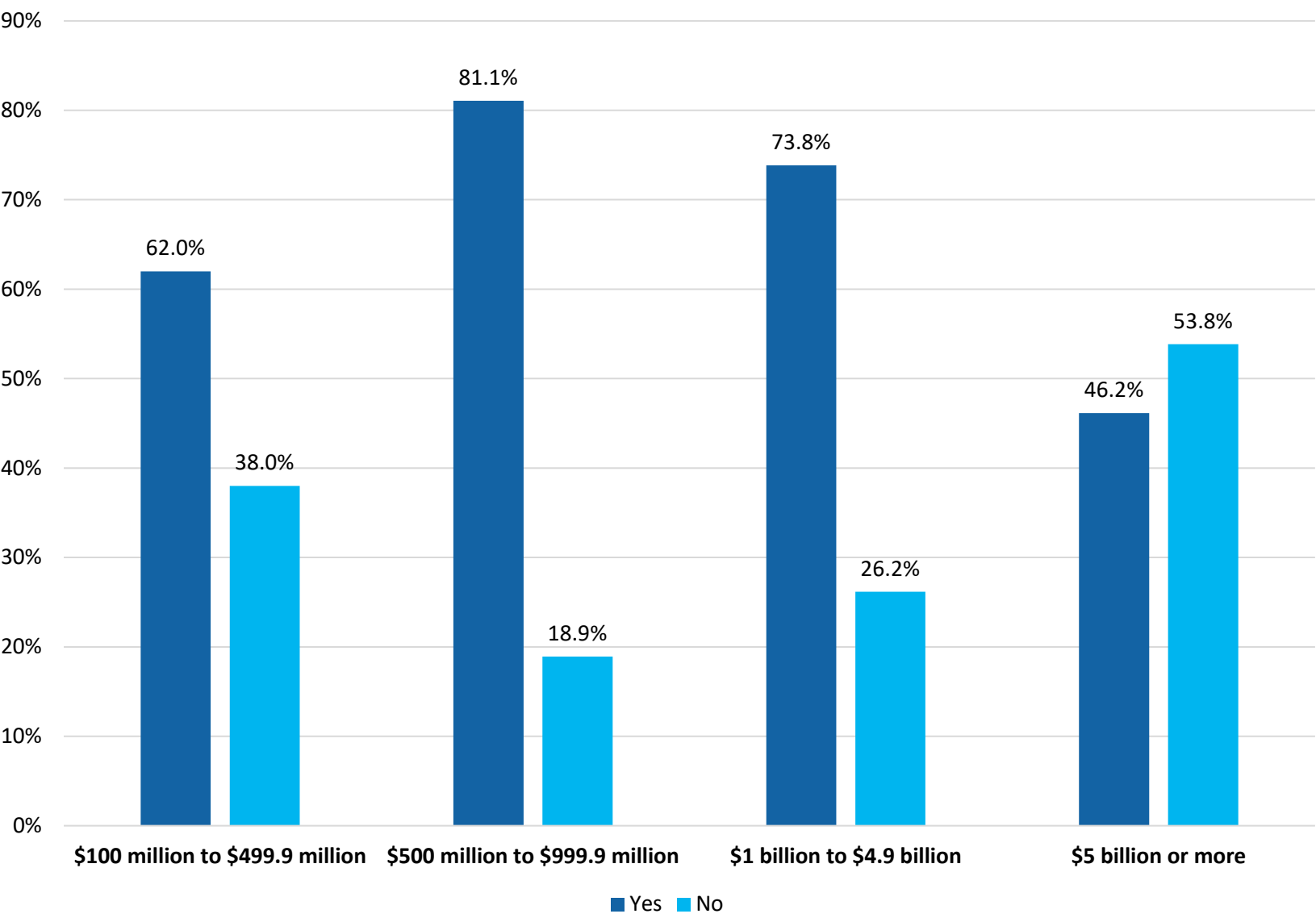


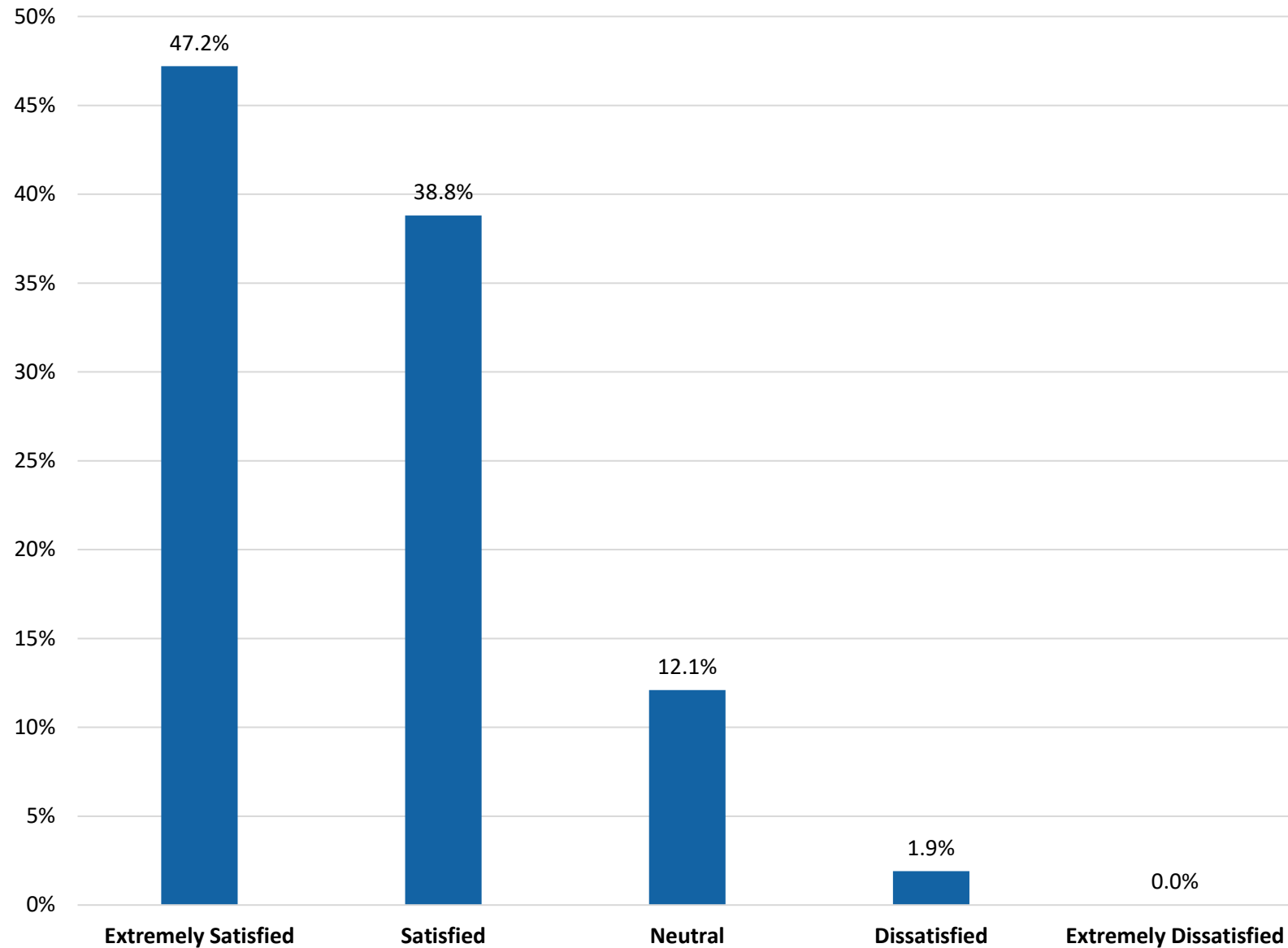
Does the Board use an
outside third party to
facilitate the planning
session?

**Do you believe using an
outside third-party
facilitator is worth the
investment?**

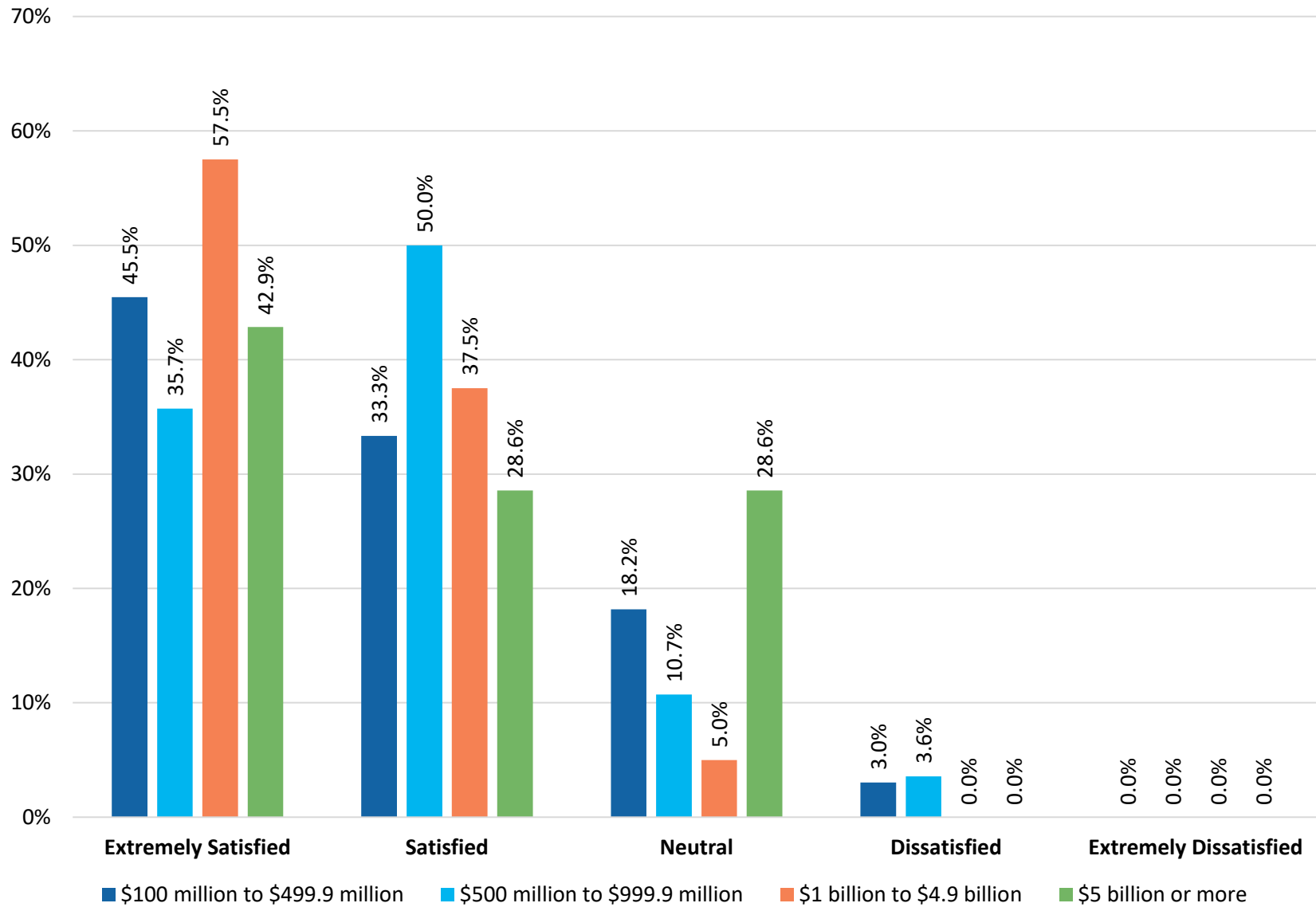


Do you believe using an outside third-party facilitator is worth the investment?



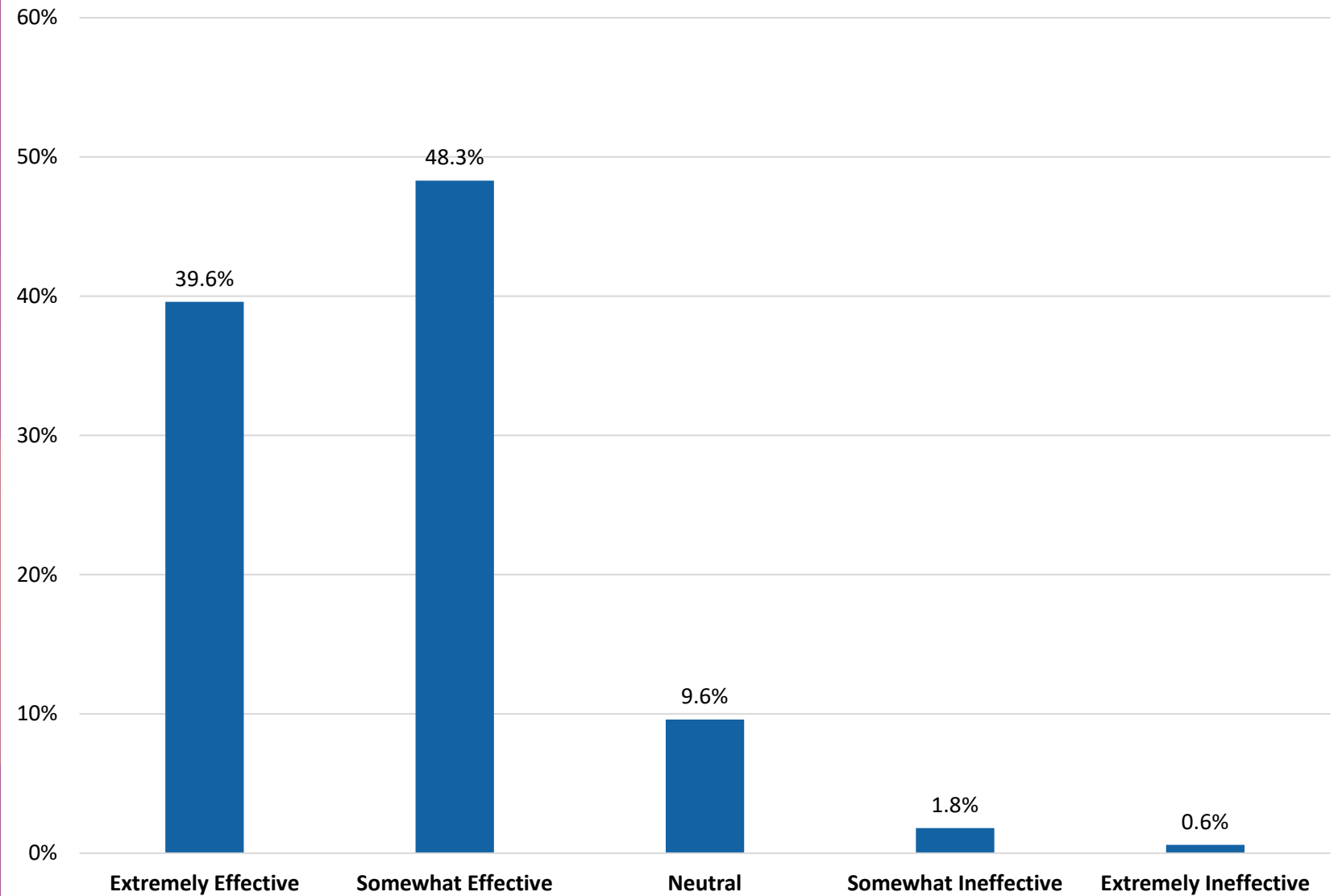


How satisfied are
you with your
third-party
facilitator?

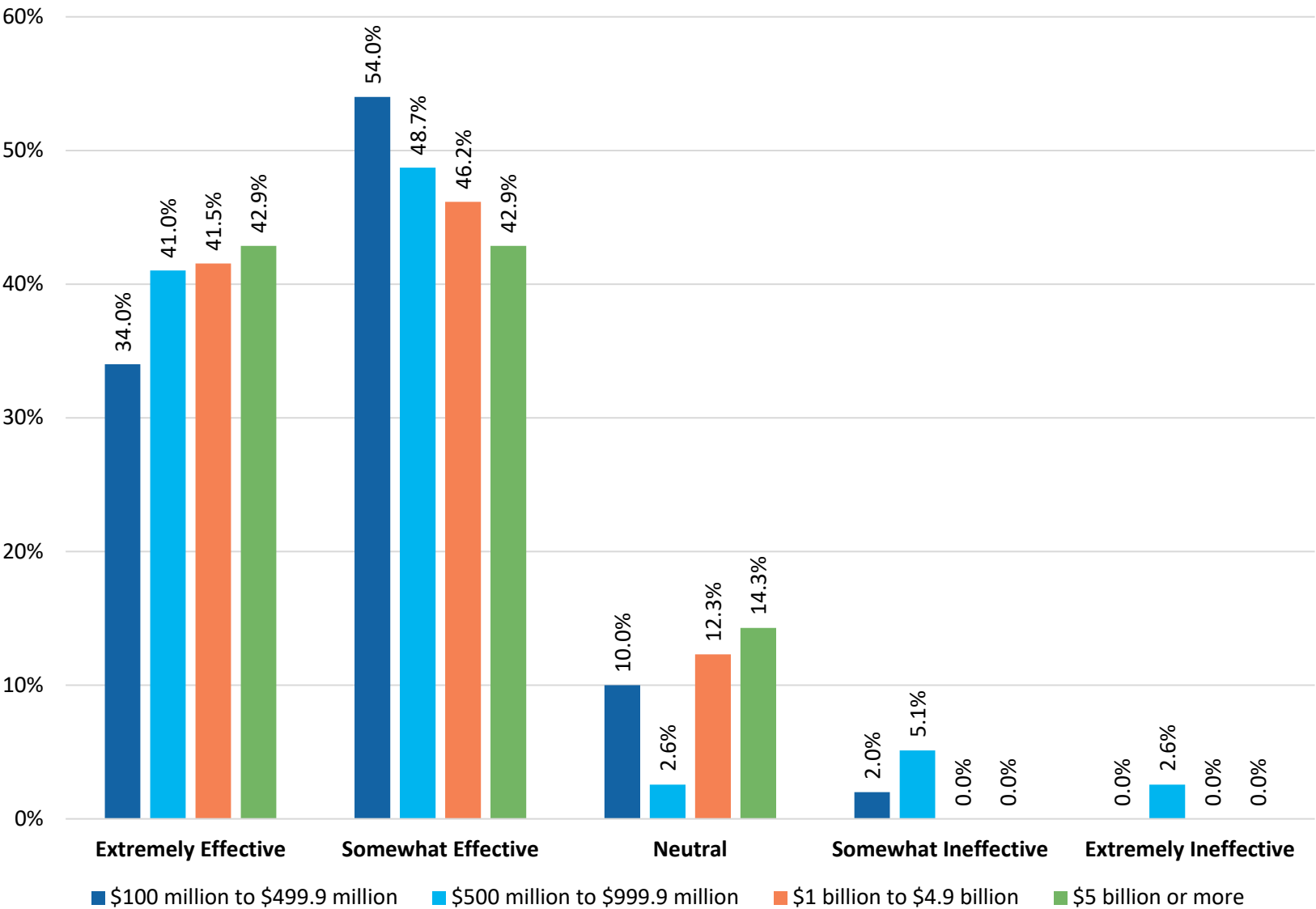


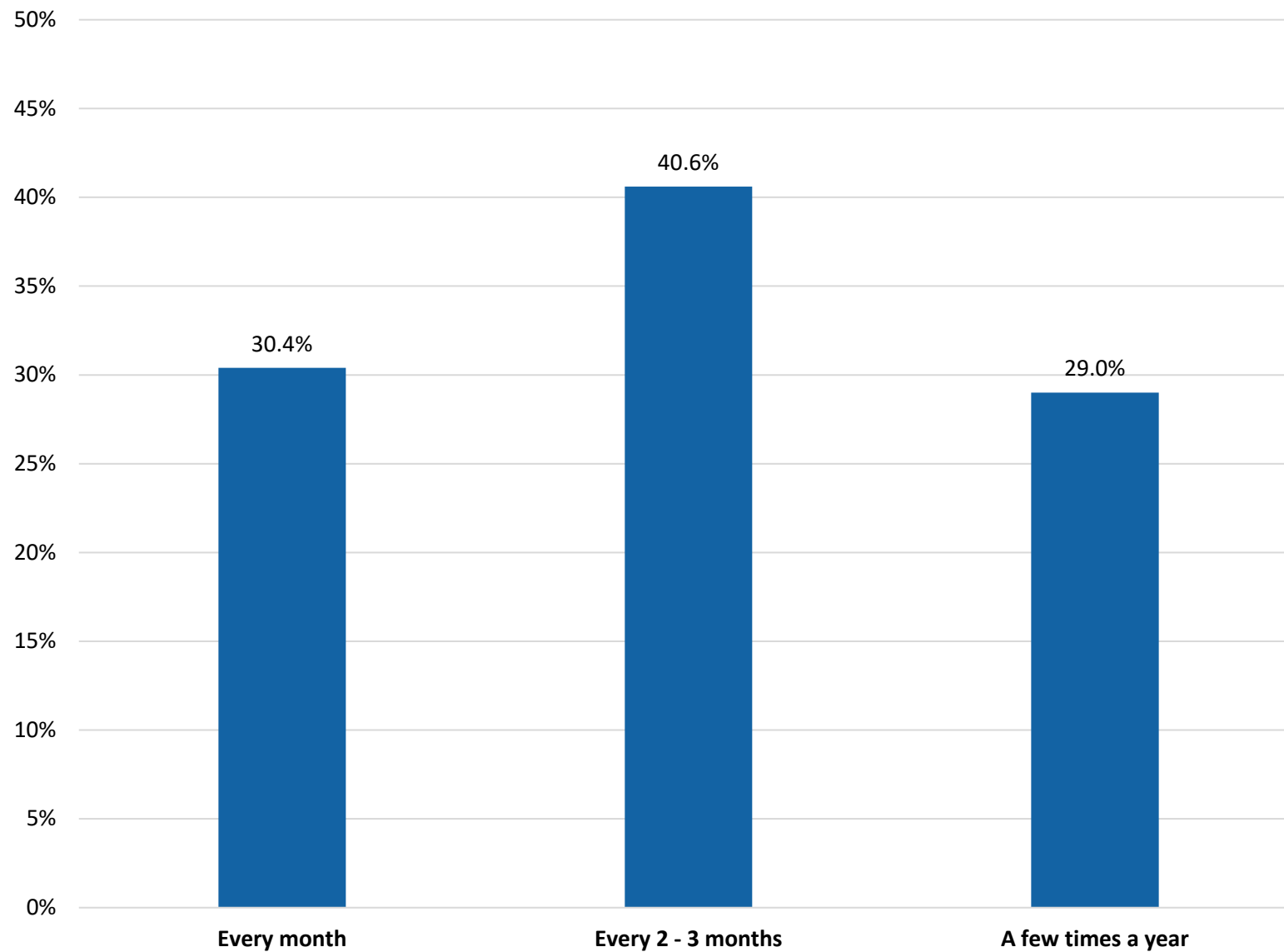
How satisfied are
you with your
third-party
facilitator?

How do you rate the effectiveness of your strategic planning sessions?

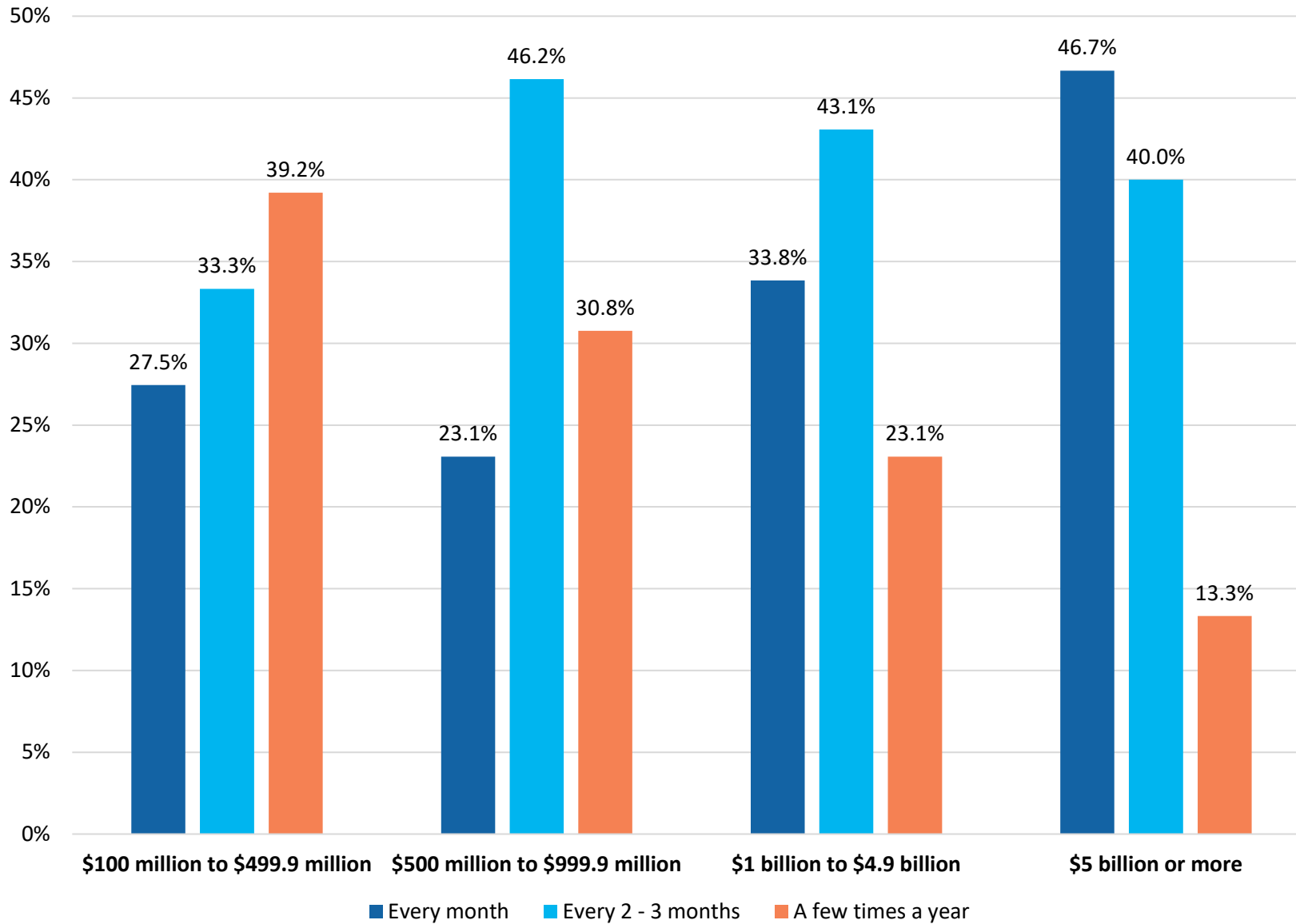


How do you rate the effectiveness of your strategic planning sessions?





**How often do
strategic planning-
related discussions
occur in regular
Board meetings?**



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