How do boards make decisions about changing their governance practices? Data from a longitudinal study of the impact of performance assessment on nonprofit board governance effectiveness

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Abstract

This paper reports on changes in governance behavior and practices in 56 nonprofit boards of directors in Canada, USA, Australia, and other countries that completed an impact assessment at a second point time after assessing performance online through the Board Check-Up, Board Effectiveness Survey Application (BESA). Across countries, characteristics of the sample show boards involved a multitude of people from a diversity of role perspectives in online self-assessments of board performance. The results show not all boards changed governance practices through the practice. The paper describes the percentage of boards that changed governance behavior and practices and the process boards used to respond to assessment results. Results of hypotheses tests of the factors associated with whether changes in governance behavior and practices are presented followed by a discussion and their implications for practice. The paper concludes with next steps in the research process.