

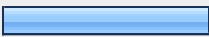
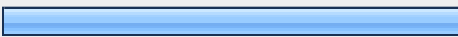
Director Support

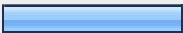
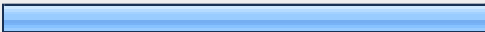
1. You are currently or have recently been:				
	For-Profit Corporate Board	Not-for-Profit Corporate Board	Government Agency (crown corporation) Board	Response Count
Chair of the Board of a	64.0% (16)	64.0% (16)	8.0% (2)	25
Lead (independent) director for a	53.8% (7)	53.8% (7)	7.7% (1)	13
CEO or Executive Director on my	84.2% (16)	26.3% (5)	0.0% (0)	19
Committee chairperson for a	42.1% (8)	84.2% (16)	10.5% (2)	19
Committee member on a	58.6% (17)	69.0% (20)	13.8% (4)	29
Non-executive corporate director on a	60.9% (14)	78.3% (18)	13.0% (3)	23
Executive (insider) corporate director on a	81.8% (9)	27.3% (3)	0.0% (0)	11
			answered question	57
			skipped question	2

2. You plan to answer the rest of the survey questions with reference to the ONE board you serve(d) that has the following characteristics: [Please select only ONE choice]

	Start-up	<\$10m revenue	\$10m - \$200m revenue	\$200m - \$500m revenue	\$500m - \$1b revenue	>\$1b revenue	Response Count
For Profit - family business	0.0% (0)	0.0% (0)	50.0% (1)	50.0% (1)	0.0% (0)	0.0% (0)	2
For Profit - privately held	10.5% (2)	57.9% (11)	15.8% (3)	15.8% (3)	5.3% (1)	0.0% (0)	19
For Profit - public, controlled	0.0% (0)	16.7% (1)	50.0% (3)	16.7% (1)	0.0% (0)	16.7% (1)	6
For Profit - public, widely held	18.2% (2)	18.2% (2)	45.5% (5)	9.1% (1)	18.2% (2)	18.2% (2)	11
Not-for-Profit	7.4% (2)	66.7% (18)	25.9% (7)	3.7% (1)	0.0% (0)	0.0% (0)	27
Government Agency (crown corporation)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0
Co-operative business	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0
<i>answered question</i>							57
<i>skipped question</i>							2

3. Your role on this board is/was as:

		Response Percent	Response Count
Executive (insider) Corporate Director		30.8%	12
Non-executive Corporate Director		69.2%	27
<i>answered question</i>			39
<i>skipped question</i>			20

4. Does your board have a director development budget?			
		Response Percent	Response Count
Yes		26.8%	15
No		73.2%	41
<i>answered question</i>			56
<i>skipped question</i>			3

5. How much does your board budget annually for director development (DD) [estimate]?			
	Response Average	Response Total	Response Count
Dollars (\$) per director:	8,357.14	58,500	7
Percentage (%) of the total budget actually spent on DD:	53.67	322	6
<i>answered question</i>			7
<i>skipped question</i>			52

6. What is the relative amount your board spends on each of the following items from their director development (DD) budget [estimate]?

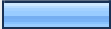



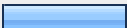
	The largest part of our DD budget	Some of our DD budget	Little of our DD budget	N/A	Rating Average	Response Count
Membership to corporate director associations	0.0% (0)	33.3% (3)	33.3% (3)	33.3% (3)	1.50	9
Formal corporate director education, toward a designation	0.0% (0)	37.5% (3)	37.5% (3)	25.0% (2)	1.50	8
Informal director education, such as seminars and workshops	55.6% (5)	44.4% (4)	0.0% (0)	0.0% (0)	2.56	9
Formal education toward other business and professional designations (i.e. an MBA)	0.0% (0)	0.0% (0)	50.0% (4)	50.0% (4)	1.00	8
Subscriptions to business and professional publications	11.1% (1)	22.2% (2)	44.4% (4)	22.2% (2)	1.57	9
Access to information and research services	0.0% (0)	33.3% (3)	22.2% (2)	44.4% (4)	1.60	9
Access to external subject matter experts	0.0% (0)	33.3% (3)	33.3% (3)	33.3% (3)	1.50	9
Access to external peers	0.0% (0)	11.1% (1)	33.3% (3)	55.6% (5)	1.25	9
Access to external corporate stakeholders	0.0% (0)	11.1% (1)	22.2% (2)	66.7% (6)	1.33	9
Access to external support resources	0.0% (0)	22.2% (2)	33.3% (3)	44.4% (4)	1.40	9
1-to-1 external coaching and mentoring	0.0% (0)	11.1% (1)	22.2% (2)	66.7% (6)	1.33	9
Access to internal corporate staff support services	11.1% (1)	22.2% (2)	33.3% (3)	33.3% (3)	1.67	9
Please clarify, especially if your board provides these resources, but funds them from other (non-DD) budgets:						4
answered question						9
skipped question						50

7. To what extent do directors on your board arrive fully prepared to thoughtfully discuss issues at board meeting?

	Always	Usually	Occasionally	Rarely	Never	Response Count
All	33.3% (9)	40.7% (11)	11.1% (3)	11.1% (3)	3.7% (1)	27
Most	25.8% (8)	48.4% (15)	16.1% (5)	9.7% (3)	0.0% (0)	31
Some	33.3% (5)	33.3% (5)	20.0% (3)	13.3% (2)	0.0% (0)	15
Few	33.3% (4)	25.0% (3)	25.0% (3)	16.7% (2)	0.0% (0)	12
None	12.5% (1)	0.0% (0)	12.5% (1)	12.5% (1)	62.5% (5)	8
					Please comment:	15
					answered question	47
					skipped question	12

8. What resources, BEYOND a director's briefing binder (meeting minutes and reports), are available to directors to prepare for board meetings?

	Response Count
	37
	answered question
	37
	skipped question
	22

9. How often do directors rely on (make use of) these ADDITIONAL resources (if any)?			Response Percent	Response Count
All the time			15.9%	7
Frequently			20.5%	9
Occasionally			29.5%	13
Rarely			15.9%	7
Never			0.0%	0
N/A			18.2%	8
Please comment:				12
answered question				44
skipped question				15

10. What kinds of questions occur to you while preparing for a board meeting?					
	Frequently	Occasionally	Infrequently	Never	Response Count
What else should I consider before taking a position on this?	63.6% (28)	29.5% (13)	4.5% (2)	2.3% (1)	44
What do experts think about how best to handle this situation?	36.4% (16)	43.2% (19)	15.9% (7)	4.5% (2)	44
What resources can I consult on this matter?	27.9% (12)	48.8% (21)	23.3% (10)	0.0% (0)	43
What are other boards doing about this?	23.8% (10)	38.1% (16)	28.6% (12)	9.5% (4)	42
What would be the most effective process for...?	51.1% (23)	33.3% (15)	13.3% (6)	2.2% (1)	45
Is it true that...?	43.9% (18)	31.7% (13)	17.1% (7)	7.3% (3)	41
Other	27.3% (3)	18.2% (2)	54.5% (6)	0.0% (0)	11
Please elaborate:					14
answered question					47
skipped question					12

11. To what extent do your directors have and apply sufficient TIME / LEVEL OF ENGAGEMENT to exercise good business judgment and take a valid stand on issues at board meetings?

	All	Most	One or few	Response Count
Extensively	3.6% (1)	60.7% (17)	35.7% (10)	28
Moderately	24.2% (8)	63.6% (21)	12.1% (4)	33
Insufficiently	5.6% (1)	27.8% (5)	66.7% (12)	18
			Please comment:	6
			answered question	42
			skipped question	17

12. To what extent are your directors empowered with and apply sufficient KNOWLEDGE / EXPERIENCE / WISDOM to exercise good business judgment and take a valid stand on issues at board meetings?

	All	Most	One or few	Response Count
Extensively	22.6% (7)	58.1% (18)	19.4% (6)	31
Moderately	32.1% (9)	57.1% (16)	10.7% (3)	28
Insufficiently	11.8% (2)	11.8% (2)	76.5% (13)	17
			Please comment:	7
			answered question	42
			skipped question	17

13. To what extent are your directors empowered with and apply sufficient INTELLECT / COGNITIVE CAPACITY / EMOTIONAL INTELLIGENCE to exercise good business judgment and take a valid stand on issues at board meetings?

	All	Most	One or few	Response Count
Extensively	27.3% (9)	48.5% (16)	24.2% (8)	33
Moderately	20.0% (5)	72.0% (18)	12.0% (3)	25
Insufficiently	11.8% (2)	17.6% (3)	70.6% (12)	17
			Please comment:	5
			<i>answered question</i>	42
			<i>skipped question</i>	17

14. To what extent are your directors empowered with and apply sufficient PROFESSIONALISM / APPROACH / CHARACTER / STANDARDS to exercise good business judgment and take a valid stand on issues at board meetings?

	All	Most	One or few	Response Count
Extensively	47.1% (16)	35.3% (12)	17.6% (6)	34
Moderately	18.2% (4)	54.5% (12)	27.3% (6)	22
Insufficiently	18.2% (2)	18.2% (2)	63.6% (7)	11
			Please comment:	5
			<i>answered question</i>	41
			<i>skipped question</i>	18

15. To what extent are your directors empowered with and make use of appropriate PROCEDURES / METHODOLOGIES / TOOLS / TECHNOLOGIES / MECHANISMS / INSTRUMENTS to help them exercise good business judgment and take a valid stand on issues at board meetings?

	All	Most	One or few	Response Count
Extensively	25.0% (6)	25.0% (6)	50.0% (12)	24
Moderately	26.7% (8)	53.3% (16)	20.0% (6)	30
Insufficiently	5.0% (1)	55.0% (11)	40.0% (8)	20
			Please comment:	5
			answered question	42
			skipped question	17

16. To what extent are your directors empowered with and make use of a VARIETY OF INFORMATION SOURCES that provide added perspective on board matters in order to help them exercise good business judgment and take a valid stand on issues at board meetings?

	All	Most	One or few	Response Count
Extensively	17.4% (4)	52.2% (12)	30.4% (7)	23
Moderately	21.4% (6)	53.6% (15)	25.0% (7)	28
Insufficiently	5.0% (1)	55.0% (11)	40.0% (8)	20
			Please comment:	4
			answered question	42
			skipped question	17

17. What are the top 5 resources you would like to see made more available to you and other members of your board in order to help you exercise good business judgment and a take valid stand on issues at board meetings?

	Most Valuable	Second Most Valuable	Third Most Valuable	Fourth Most Valuable	Fifth Most Valuable	Rating Average	Response Count
Membership to corporate director associations	8.3% (1)	8.3% (1)	50.0% (6)	16.7% (2)	16.7% (2)	2.75	12
Formal corporate director education, toward a designation	40.0% (6)	46.7% (7)	0.0% (0)	0.0% (0)	13.3% (2)	4.00	15
Informal director education, such as seminars and workshops	13.6% (3)	45.5% (10)	13.6% (3)	18.2% (4)	9.1% (2)	3.36	22
Formal education toward other business and professional designations (i.e. an MBA)	0.0% (0)	33.3% (1)	0.0% (0)	33.3% (1)	33.3% (1)	2.33	3
Subscriptions to business and professional publications	0.0% (0)	11.1% (1)	11.1% (1)	22.2% (2)	55.6% (5)	1.78	9
Access to self-serve information and research services	27.3% (6)	13.6% (3)	27.3% (6)	22.7% (5)	9.1% (2)	3.27	22
Access to external subject matter experts	25.9% (7)	18.5% (5)	18.5% (5)	14.8% (4)	22.2% (6)	3.11	27
Access to external peers	12.5% (3)	4.2% (1)	33.3% (8)	29.2% (7)	20.8% (5)	2.58	24
Access to external corporate stakeholders	21.4% (3)	0.0% (0)	28.6% (4)	21.4% (3)	28.6% (4)	2.64	14
Access to live on-demand director assistance / support / Q&A resources	25.0% (3)	33.3% (4)	0.0% (0)	25.0% (3)	16.7% (2)	3.25	12
1-to-1 external coaching and mentoring	9.1% (1)	27.3% (3)	27.3% (3)	18.2% (2)	18.2% (2)	2.91	11
Access to internal corporate staff support services	33.3% (5)	13.3% (2)	20.0% (3)	20.0% (3)	13.3% (2)	3.33	15
					Other (please specify)		6
					answered question		40
					skipped question		19

18. Why are these most important to you?	
	Response Count
	22
<i>answered question</i>	22
<i>skipped question</i>	37


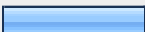


19. Prioritize the criteria typically used by your board to fund additional director development resources.							
	Critical	Very Important	Significant Consideration	Minor Consideration	Not a Factor	Rating Average	Response Count
Credibility of provider	26.5% (9)	44.1% (15)	17.6% (6)	5.9% (2)	5.9% (2)	3.79	
Value of resource for enhancing board performance	43.8% (14)	28.1% (9)	15.6% (5)	9.4% (3)	3.1% (1)	4.00	
Popularity of resource with other boards	6.9% (2)	20.7% (6)	13.8% (4)	31.0% (9)	27.6% (8)	2.48	
Novelty (innovation) of resource for prospective competitive advantage	6.9% (2)	10.3% (3)	17.2% (5)	34.5% (10)	31.0% (9)	2.28	
Public profile of resource for stakeholder visibility	0.0% (0)	10.0% (3)	23.3% (7)	43.3% (13)	23.3% (7)	2.20	
Compliance requirements	28.1% (9)	25.0% (8)	28.1% (9)	9.4% (3)	9.4% (3)	3.53	
Cost saving (i.e. reduced D&O insurance premiums)	16.7% (5)	6.7% (2)	36.7% (11)	23.3% (7)	16.7% (5)	2.83	
Executive agreement	16.1% (5)	12.9% (4)	25.8% (8)	25.8% (8)	19.4% (6)	2.81	
Chair or lead director champion	16.7% (5)	13.3% (4)	30.0% (9)	23.3% (7)	16.7% (5)	2.90	
Convenience and/or time-saving for directors	11.4% (4)	17.1% (6)	31.4% (11)	25.7% (9)	14.3% (5)	2.86	
Low cost	14.7% (5)	14.7% (5)	44.1% (15)	14.7% (5)	11.8% (4)	3.06	
Add-on resource from existing supplier	0.0% (0)	3.4% (1)	20.7% (6)	44.8% (13)	31.0% (9)	1.97	

Other (please specify):

answered question

skipped question

20. Would your board be open to BETA testing an innovative, new service that helps individual board members exercise good business judgment and take a valid stand on issues at board meetings?

	Response Percent	Response Count
Likely 	10.5%	4
Likely, only from a credible provider 	21.1%	8
Unlikely, unless endorsed by Corporate Counsel/Secretary, or championed by Chair or Lead Director 	31.6%	12
Unlikely 	36.8%	14
Please explain:		12
	<i>answered question</i>	38
	<i>skipped question</i>	21

21. [Optional] I am interested in receiving:

	Response Percent	Response Count
A copy of the summary results of this survey	96.9%	31
A pre-release copy of your book chapter on corporate governance best practices	90.6%	29
An invitation (at your discretion) to preview your innovative, new support service for board directors	59.4%	19
If you selected one or more of the above offers, please provide the e-mail address we can use to send the information:		30
<i>answered question</i>		32
<i>skipped question</i>		27