regarding the survey and sample, see the survey. Please note cooperative functions included in the survey include and marketing and service, and cooperative function categories. From the above table, it appears that cooperatives in each year have higher than expected attendance per board meeting. The survey also included the following categories:

- Marketing
- Local
- Regional
- General

The survey findings are presented in the following sections:

### Summary of Survey Findings

#### and Cooperative Health: A Descriptive Approach

This piece is the second in a series of articles exploring cooperative health and engagement. The first article was in the Fall 2011 issue of The Cooperative Reporter (TCR), pages 20-22. The survey included questions on cooperative health, engagement, and satisfaction with cooperative board activities. The survey was conducted among a sample of cooperatives in the United States.

**Board Meeting Minutes:**

By L. Cook

**Molly J. Burgess**

**Michael L. Cook**

**Molly J. Burgess**

**Michael L. Cook**

**Molly J. Burgess**

**Michael L. Cook**

**Molly J. Burgess**

---

**Table 1: Summary of Findings by Cooperative Function**

<table>
<thead>
<tr>
<th>Function</th>
<th># Cooperatives</th>
<th>% Cooperatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>88%</td>
<td>77%</td>
</tr>
<tr>
<td>Local</td>
<td>78%</td>
<td>83%</td>
</tr>
<tr>
<td>Regional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Percent of Cooperatives Per Month:**

- Marketing: 77%
- Local: 83%
- Regional: 78%
- General: 68%
- Total: 77%

**Frequency of Meetings:**

- 2-10 days per session: 6%
- 11-15 days per session: 18%
- 16-20 days per session: 19%
- 21+ days per session: 88%

**Number of Days in Session:**

- 2-10 days: 6%
- 11-15 days: 18%
- 16-20 days: 19%
- 21+ days: 88%

---

**Percentage of Cooperatives Per Year:**

- 2012: 90%
- 2011: 85%
- 2010: 80%
- 2009: 75%
- 2008: 70%
- 2007: 65%
- 2006: 60%
- 2005: 55%
- 2004: 50%
- 2003: 45%
- 2002: 40%
- 2001: 35%
- 2000: 30%
- 1999: 25%
- 1998: 20%
- 1997: 15%
- 1996: 10%
- 1995: 5%
- 1994: 0%

---

**Cooperative Accounts:**

- Spring 2012
- Winter 2012
- Autumn 2012
- Summer 2012

---

**Board Meetings:**

- Incident: Livsgard and Cook (2011)
Board Involvement in Evaluation of Previous Strategic Decisions

The majority of cooperatives, 95%, found determining the timing and content of management information after strategic evaluation of previous strategic decisions to be important. However, cooperatives Boards were more likely to determine the timing of additional information for evaluation in addition to management information for their own strategy. This is likely due to the nature of cooperative boards, which are required to collect information on the cooperative's overall performance.

4. The board usually...
   - develops strategic proposals
   - is not involved in developing strategic proposals
   - is involved in developing strategic proposals
   - does not develop strategic proposals
   - develops strategic proposals separate from board meetings
   - develops strategy in the board meetings
   - develops strategy within and between board meetings
   - develops strategy in a separate meeting

3. a. The management develops strategy and then sends the board meeting agenda to the board to discuss and receive feedback. An additional 5% of the board meetings follow this process.
   b. The board initiates the process of determining the timing and content of management information after strategic evaluation of previous strategic decisions. A 5% board sends the management's feedback to the board to develop the agenda for the next meeting.
   c. The board usually does not determine the timing of additional information for evaluation in addition to management information for their own strategy. This is likely due to the nature of cooperative boards, which are required to collect information on the cooperative's overall performance.

2. The board usually...
   - is not involved in developing strategic proposals
   - does not develop strategic proposals
   - develops strategy in the board meetings
   - develops strategy within and between board meetings
   - develops strategy in a separate meeting
   - develops strategy at the level of board meeting or board decision

1. The board usually...
   - includes the following responsibilities:
     - develop strategy within and between board meetings
     - develop strategy at the level of board or board decision
     - determine timing of additional information for evaluation in addition to management information for their own strategy
     - determine the timing and content of management information after strategic evaluation of previous strategic decisions
     - determine the timing of additional information for evaluation in addition to management information for their own strategy
     - determine the timing of additional information for evaluation in addition to management information for their own strategy

---

- BOARD PROCESSES, BOARD ENGAGEMENT AND COOPERATIVE HEALTH - 21
- BOARD ENGAGEMENT AND COOPERATIVE HEALTH - 20
Percent of Cooperatives, by Function, With an Adult Committee

<table>
<thead>
<tr>
<th>Cooperative Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multipurpose Local</td>
<td>80%</td>
</tr>
<tr>
<td>Multipurpose Regional</td>
<td>89%</td>
</tr>
<tr>
<td>Membership</td>
<td>91%</td>
</tr>
<tr>
<td>NCG</td>
<td>100%</td>
</tr>
</tbody>
</table>

Percent of Cooperatives

<table>
<thead>
<tr>
<th>Cooperative Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multipurpose Local</td>
<td>31%</td>
</tr>
<tr>
<td>Multipurpose Regional</td>
<td>78%</td>
</tr>
<tr>
<td>Membership</td>
<td>61%</td>
</tr>
<tr>
<td>NCG</td>
<td>85%</td>
</tr>
</tbody>
</table>

Committee Structure

Percent of Cooperatives, by Function, Utilizing a Committee

<table>
<thead>
<tr>
<th>Cooperative Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multipurpose Local</td>
<td>80%</td>
</tr>
<tr>
<td>Multipurpose Regional</td>
<td>89%</td>
</tr>
<tr>
<td>Membership</td>
<td>75%</td>
</tr>
<tr>
<td>NCG</td>
<td>52%</td>
</tr>
</tbody>
</table>

Executive Committee

Percent of Cooperatives, by Function, Utilizing an Executive Committee

<table>
<thead>
<tr>
<th>Cooperative Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multipurpose Local</td>
<td>31%</td>
</tr>
<tr>
<td>Multipurpose Regional</td>
<td>78%</td>
</tr>
<tr>
<td>Membership</td>
<td>61%</td>
</tr>
<tr>
<td>NCG</td>
<td>85%</td>
</tr>
</tbody>
</table>
The Cooperative Accountant

Spring 2012

Level of Board Engagement

Summary Statistics

<table>
<thead>
<tr>
<th>Percent of Cooperatives</th>
<th>0% 20% 40% 60% 80% 100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mt. - Purpose Local</td>
<td>5%</td>
</tr>
<tr>
<td>Mt. - Purpose Regional</td>
<td>44%</td>
</tr>
<tr>
<td>Mt. - Purpose National</td>
<td>16%</td>
</tr>
<tr>
<td>Mt. - Purpose NCG</td>
<td>31%</td>
</tr>
</tbody>
</table>

The majority of board chairs, 41%, indicate the significant association was found on the continuum. Similarly, the pass rate of answering 5 or 6 points in the 46% of their boards are engaged by allocating their chairs to the active level. 17% of the chairs, 2% of the active, are engaged. In the pass rate of answering 5 or 6 points in the 46% of their boards are engaged by allocating their chairs to the active level. 17% of the chairs, 2% of the active, are engaged.

Percent of Cooperatives By Function, With a Member Committee

<table>
<thead>
<tr>
<th>Cooperative Function</th>
<th>0% 20% 40% 60% 80% 100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mt. - Purpose Local</td>
<td>27%</td>
</tr>
<tr>
<td>Mt. - Purpose Regional</td>
<td>22%</td>
</tr>
<tr>
<td>Mt. - Purpose National</td>
<td>43%</td>
</tr>
<tr>
<td>Mt. - Purpose NCG</td>
<td>38%</td>
</tr>
</tbody>
</table>

The inclusion of a member relations committee into their governance process, determines the level of board involvement in the cooperative's mission. We utilize a continuum to determine level of board engagement in the cooperative's mission.

Member Relations Committee

Percent of Cooperatives

<table>
<thead>
<tr>
<th>Cooperative Function</th>
<th>0% 20% 40% 60% 80% 100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mt. - Purpose Local</td>
<td>19%</td>
</tr>
<tr>
<td>Mt. - Purpose Regional</td>
<td>11%</td>
</tr>
<tr>
<td>Mt. - Purpose National</td>
<td>40%</td>
</tr>
<tr>
<td>Mt. - Purpose NCG</td>
<td>4%</td>
</tr>
</tbody>
</table>
The Cooperative Account

Individually Cooperative Members. This association between cooperative members is significant for the cooperative entity. Cooperative directors represent the cooperative entity, not the individual cooperative member.

Feal, Not the Individual Person

Consider the Board Represents the Cooperative, not the Individual Person, by Cooperative Function, that Cooperatives Local and NGC

Board of Directors

Level of Board Engagement

Does the Board Represent the Individual Entity?

Level of Board Engagement

Active vs. Passive Board Engagement

The cooperative entity, not the individual cooperative member, is represented by the cooperative directors. Cooperative directors represent the cooperative entity, not the individual cooperative member. Cooperative directors are more likely to have a significant association with the cooperative entity, as they consider their board to have a significant role in their daily work. The survey used a similar conclusion. The survey used a similar conclusion.