

Board of Trustees Self-evaluations 2023-24

*Office of Mission and Identity/Karen Mortillaro
Notes/Comments*

Ursuline Academy - Dallas

This board continues to be incredibly high-functioning and mission-driven. Trustees support one another and the school. While meetings are run efficiently and I agree that Jon has been an effective chair, the comments about work being done mostly at the executive committee level mirror comments made last year. I am not sure how much is considered from the evaluations to make changes. Jennifer Gates is moving into her first year as Board Chair.

(Note on PDF - There is no Question 1, it was asking for the trustee's name. All trustees responded.)

Formation - I lead prayer and formation at each meeting. This year's formation was the "In Angela's Midst" reflections I created. The trustees are receptive to mission formation. There continues to be no board retreat and two trustees mentioned this in the evaluation. Sr. Lois does all new trustee formation for the school and foundation boards.

Ursuline Academy - Dedham

This board remains strong, well-functioning, and supportive of the school and its mission. Trustees are engaged at meetings and attend many school functions. They are respectful to one another, even during disagreements. Trustees' strengths are used effectively to help in areas of the school where there are challenges. Fundraising continues to be a challenge and trustees continue to help guide Kate and the Advancement Team. Scott Hestmark is beginning his second year as Chair. He is very mission-focused and appreciates seeing all issues through the lens of mission.

Formation - Director of Mission, Mary-Kate Tracy, and I collaborate to lead prayer at each meeting. This year we used the "In Angela's Midst" reflections I created. Trustees are receptive to anything we do and offer some discussion. The Mission Committee organized a Board retreat that took place last October and Mary-Kate led it. At the end of the retreat day, the trustees celebrated mass with the entire school for St. Ursula's Feast Day with a commissioning at the end of mass. Trustees joined the community in signing the new code of conduct. It was a beautiful day! We will continue this in the coming year.

Ursuline Academy - New Orleans

This board has been focused on hiring a new President this year and navigating continued financial difficulties. After last year's evaluation and response from the Provincial Team, Board Chair David Huete, showed a concern for finally beginning governance formation. We spoke several times, I gave him resources to use, and we had a plan for the October board meeting. That was put aside so Karen Jakuback could announce she was leaving. After that, all focus

was on the search committee. David admits this year needs to focus on formation and ensuring the board takes the “30,000-foot view” instead of the day-to-day involvement. Trustees are finally focused on the reality of the school’s financial situation. David is beginning his extended final year as Board Chair. (Note on PDF - the first pages are David’s compilation of all responses to the survey and the final pages are the raw data from each trustee.)

Formation - Mission Director, Christy Zurcher leads prayer and formation at each meeting. This year she focused on the school year theme, “Take Care.” I agree with many comments that she did a beautiful job educating the board on what the school was doing while encouraging the trustees to participate in the theme.

Ursuline Academy - St. Louis

This board has continued to be a much more highly functioning board than it was when I first began five years ago. Meetings are run efficiently, trustees show respect to one another, and all voices and differing points of view are heard and valued. I agree with the comments about the election of the executive committee. There has not been as much discussion as there was a few years ago. Without any discussion, the board approved Deb to remain board chair for one more year as she moves into her final year as a trustee instead of becoming “past chair” and remaining on the Executive Committee. I appreciate that two trustees pointed out that there was faculty dissatisfaction in the UIA report and they would like to see some action on this.

Formation - Director of Mission, Joni Mullen, leads prayer at each meeting. Trustees are receptive to anything done but there is usually not much interest in discussion. The board retreat was canceled because so many people said they could not attend immediately before the gathering and it was not rescheduled. That was disappointing to me.

Mount Merici Academy

It is exciting to say that Mount Merici and the Board of Trustees are in a far better place than when I submitted this report last June. With two new trustees last year and two more joining this year, the board keeps getting stronger and can fulfill its duties more effectively. I understand the comment about the board, especially Dan Booth as Chair, taking on much that should be left to the administration. However, Dan, Meg Boyd (Vice-Chair), and I discuss this often and are all in agreement that for the school to continue and for Stacy to grow in her role as Head of School, this organizational structure is needed in the short term. I do not believe any trustee is acting inappropriately nor does any trustee want to continue being involved in the day-to-day running of the school. I keep a very close watch and stay in communication with Stacy and Dan. Dan continues to be an amazing leader and has a beautiful vision for the long-term success of MMA!

Formation - I lead prayer and formation at each meeting. I began last August with the Board Retreat and continued throughout the “In Angela’s Midst” reflections I created. Very few people will share or participate but they are attentive and respectful. We will again have a board retreat and team-building exercise with all co-workers led by Sr. Diane Fulgenzi in August.

Contacts for Response Letters:

Mount Merici

Head of School - Stacy Shoulta sshoulta@mountmerici.org

Board Chair - Dan Booth dbooth62@outlook.com

UA Dallas

President - Andi Shurley ashurley@ursulinedallas.org

Board Chair - Jennifer Gates jennifer@staubachfamily.com

UA Dedham

Head of School - Kate Levesque klevesque@ursulineacademy.net

Board Chair - Scott Hestmark shestmark@yahoo.com

UA St. Louis

President - Peggy Slater pslater@ursulinstl.org

Board Chair - Deb Tallo deb.tallo@gwymca.org

UA New Orleans

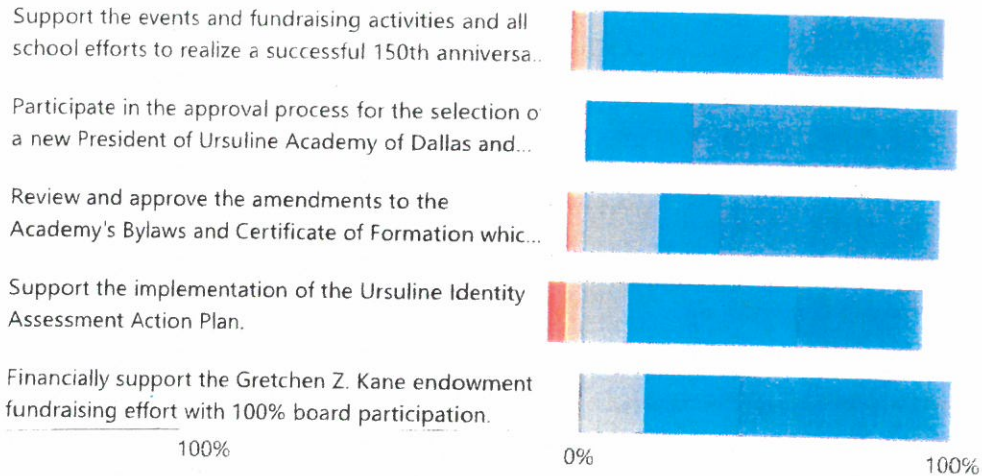
President - Laurie Leiva lleiva@uanola.org

Board Chair - David Huete david.huete@hotmail.com

2. To what extent has the Board delivered on the following goals/commitments as agreed at the beginning of the 2023-2024 year in the areas/committees noted below?

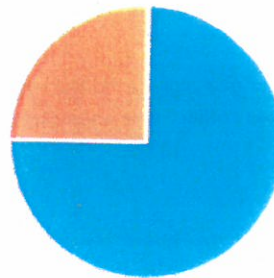
Please evaluate the following GENERAL areas:

- Not at all
- Significantly below expectations
- Slightly below expectations
- Met expectations
- Slightly exceeded expectations
- Significantly exceeded expectations



3. Overall Board Performance

- Exceeded Expectations 18
- Met Expectations 6
- Below Expectations 0



4. Please evaluate each statement concerning the performance of the Board during this past school year.

■ Don't Know ■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree



5. Please evaluate your participation on the Board during this past school year.

■ Don't Know ■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree



If you attended any Ursuline sponsored events or activities (aside from board meetings), please list here – 20 responses

Luncheon Presidents Dinner

Attended almost all Ursuline sponsored events.

East Campus dedication, Basketball game, Mardi Gras, Alumnae luncheon, President's Dinner, Meeting with Pena consulting.

Blessing of the new building; mass celebrating 150 years; mardi gras; easter egg hunt

Presidents Dinner, 150 celebration

too many to list :)

I was able to come in town to attend the 150th Celebration in September

Cross country meets, UA 150 Mass and Celebration in Sept., varsity volleyball game, JV basketball game, MG Gala, Alum Crawfish Boil, Giving Smart 101

Alumnae Board Luncheon, Sesquicentennial Kick-Off, Sesquicentennial All-Community Mass, Memorial Mass, 150th Gala, Merici Event, Alumnae Luncheon

150th Gala, Presidents Circle Dinner

Presidents Award Dinner and Roast (certainly other events)

Yes, alumnae day tour

150th kickoff and luncheon, Christmas reception, All Community Mass, President Search Committee

None

Mardi Gras & Crawfish Boil

150th sesquicentennial event (building dedication and celebration after); Christmas reception; Black history month panel; UA alumnae day; presidents circle dinner; not sure if I should add search committee-that may be in the scope of board meetings

Start of school reception for East Campus, School Gala, President's Circle Dinner

Catholic Charities (invite from Ursuline), Gala, Celebration Mass,

150th anniversary celebration

Gala, President's Dinner

If you have any comments related to committees on which you served, please comment here. – 15 responses

I served on the finance committee. It functions very well, is organized, and I felt like I contributed something (though the needs are not huge because the finance function operates well).

I feel like the Development Dept could maybe step it up, I don't feel like we are doing the best job communicating and I do not feel the dept communicates well within its own department

I think the Trusteeship committee works really well together and focus on the future of the board by providing potential candidates

Belinda G-A has been such a strong leader of the C&I Committee. I appreciate how she composed the committee with a mix of BoT members, young alumnae, and school staff.

I do not serve on any committees but am happy to help in any way needed.

Was not on a committee this year

All the Committee Chairs did an excellent job this year. A special thanks to Kara Gehan for running an extensive and comprehensive President Search process.

Community & Inclusion committee meets regularly, engages staff & faculty who have positions that impact the culture of the school, hears from students and alumnae on areas of focus, and makes suggestions to Director of C&I on initiatives being considered or implemented

C&I was a wonderful committee. It was truly a pleasure working with the committee members and the meetings were entertaining & enlightening.

Belinda did such a great job navigating and working this committee. We had consistent engagement from other committee members and have explored going deeper in C&I meaning. Kudos!

I have just been appointed to the Development committee and have not as yet attended my first meeting.

We as board members are fortunate to have talented leadership in Gretchen, Andi, Jim and others to ensure Ursuline is on track. Makes the governance role more strategic and less tactical.

I love the people on the Development committee. Laura Fox has made a huge contribution chairing the committee.

The Finance Committee does a good job of fiscal oversight and focusing on the big issues, instead of micromanaging.

Finance Committee has been great, as usual.

Please share any comments you may wish to make to enhance Board performance in the future. – 10 responses

Looking forward to a woman at the helm

I hope it continues in its spirit and strength

Could the Board consider having an Angela retreat? Even if it is just one full day?

Board support and engagement during Andi's initial year as President will be critical to her getting off to a good start and establishing a strong foundation.

Just as we have a detailed presentation by faculty on differing aspects of the school (e.g., admissions, global, athletics), it may be helpful to do something similar with the various board committees (i.e., 15 min strategic focus presentation). This will allow more members of the Board (beyond committee Chairs) to speak during meetings and enable us all to learn more about what is being worked on by each committee

This board operates very effectively and was very interested and involved in presentations by school personnel. I think Jon does a very good job of keeping the meeting on track.

This first year was great!

Not quite experienced enough with my time on the board to make this assessment at this time

N/A

This is a very well-functioning and committed Board!

How do you keep our school's Catholic/Ursuline mission and identity central to making decisions in your role as a trustee? – 21 responses

I spend time preparing for trust meetings and finance committee meetings so I can prepare properly and understand the unique nature of the school and its activities.

My decisions are made by Faith and that is a big part of the Catholic mission for which I am very proud of

We are very fortunate to have a clear Catholic/Ursuline identity, mission statement and set of core values which form the foundation upon which we make decisions and plan for the future.

Personal reflection on the mission and a conscious check of the mission when making decisions.

I believe we as a board are focused on this as we conduct the business

It is always important when thinking about any decisions the long term impacts are in alignment with our mission.

In all ways - it's a key part of my job

As my role is centered on the Ursuline Educational Mission and the Catholic and Ursuline Identity of the schools, my focus is to assist the Academy and the Board in remaining mission-driven and focused.

I pray every day for Ursuline, for our administration and our teachers, and for our students. I ensured, during the president search, that our new president would be a Catholic woman of deep faith and strong familiarity with the Sisters and the Ursuline mission. I typically follow up on Karen Mortillaro's lessons about St. Angela with additional reading and prayer.

Keeping the teachings of St. Angela in mind, and focusing on how any decision will impact the students and faculty.

As a Deacon, I try to raise issues regarding spirituality

Reviewing it before every board meeting

Keeping the school's long-term mission front of mind is important.

I reflect on to the school's mission and the C&I vision and think about how our decisions advance these items, both in reality and in perception

The mission/prayer presentations at the beginning of the meeting are very helpful.

one of the quotes that I rely on heavily is from Angela Merici "If according to times and needs you should be obliged to make fresh rules and change current things, do it with prudence and good advice." With this role, I try to take that in good form, along with the centrality of serviam.

I try to make my decisions as a trustee always based on what I feel will benefit Ursuline and its students best on all levels, especially those dealing directly with Ursuline's mission of intellectual, spiritual, serviam and community growth

I think the opening prayers, the President's and Principal's reports, and the discussion on the Ursuline mission and identity are all useful in staying grounded in the purpose. Not just academic and not just financial, but the whole person. The discussions that ensue with school leadership are great exchanges on challenges, tradeoffs, etc that we may not always be aware of without the dialogue.

I try to ensure that any of my decisions are consistent with the values, principle, and teachings of Ursuline Academy. I also reflect on how my decisions will impact the spiritual and moral development of students within the context of the Catholic/Ursuline mission.

While I am not Catholic, I believe strongly in the virtue of Serviam and I see it reflected in the way the Board operates and makes decisions.

The mission is at the bottom of every agenda.

What aspects of mission formation offered to the board this year have you found most helpful? – 16 responses

I think the whole experience is very well done and always incorporates the mission in all of its deliberations.

I have loved the reflections on the life of St. Angela presented at each board meeting.

I appreciated the journey we took this year through St Angela's life in prayer. I think it was a good reminder of the mission and identity.

having a member of staff report at each meeting has been very helpful; the opening prayers focused on Angela are wonderful

Karen's prayers help us all learn more about St. Angela

As I have led all mission formation during the year, I look forward to seeing what others have valued so I can plan for next year.

The prayers Karen Mortillaro offers, learning more about the school by engaging in the various board presentations such as Jessica Bailey's April presentation

We are so fortunate to have a faith element to begin every meeting, which puts us in the right mindset for our work.

Unsure

We had a tight schedule this year, but I appreciated Karen Mortillaro's prayers and reflections. Also Gretchen's updates on UEF and UIA.

Reflecting on the words and thoughts of St. Angela as we began each Board meeting

The presentation in April.

I've really enjoyed our prayers and the context before.

The board seems very committed to the present and future health of Ursuline, financially and academically and in maintaining and enhancing Ursuline's physical facilities.

Communication through the board is what I found most helpful. All communication is clear and transparent. Especially when the search committee was given the task of choosing a new President for Ursuline.

I enjoyed learning more about Sister Angela this year.

Please share any governance or mission formation you feel could be helpful to the board in the coming year. – 9 responses

I enjoyed Trustee day at school in the past

Ensure new leadership has all resources and support needed to continue the strong functioning of the Board

I believe a board retreat with time spent exploring our Catholic and Ursuline identity can always deepen a board's understanding of the mission.

It would be good to have a refresher of the Strategic Plan as we dive into the year with Andi.

alot of work is done in the Executive Committee, some times board members are a bit after the fact

I think Trustee day (every other year) is a great event to give trustees an opportunity to view the school, faculty, and students in action. Continued updates on UEF will be important.

No advice at this earlier tenure in my board service.

As we understand more about the governance model as it moves away from the Sisters, I will be interested in learnings any other schools have faced

N/A

Please add any other comments – 11 responses

Thanks for the opportunity to serve. I can do more to help if needed.

I have been truly fortunate to be President of a school with a governing board that is supportive and reflects best practices in its way of proceeding

I am grateful for the supportive nature of this Board and for the clear commitment to the Ursuline mission and our success.

Thanks so much to Jon and to the other outgoing board members.

This board is comprised of amazing, professional people who care deeply about Ursuline. It's a pleasure to be on this board. I will miss Gretchen and can't thank her enough for her strong leadership over the past twelve years!

The 150th anniversary events have been well-planned and well-attended. This process for submitting the board evaluation works well and is easy to do. Thank you

I think the meetings have been run exceptionally well. Despite having a large number of important

items, in addition to our regular agenda items, I felt that the meetings were organized & run very smoothly. Job well done, Executive Board!

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I find this board to be extremely talented, diverse, professional and committed to Ursuline, its students and its mission.

Great board because great school leadership. Grateful for Gretchen's vision and leadership, and excited for Andi's opportunity for this next chapter for Ursuline

N/A

I strongly encourage the Board to consider increasing the maximum percentage of financial aid (currently 55%). While I know that Jim does a good job of responding to individual family requests for reconsideration, I believe that the arbitrary maximum is preventing some great students from considering Ursuline. Financial diversity is just as important and racial diversity.

2023/2024 BOT Self-Assessment

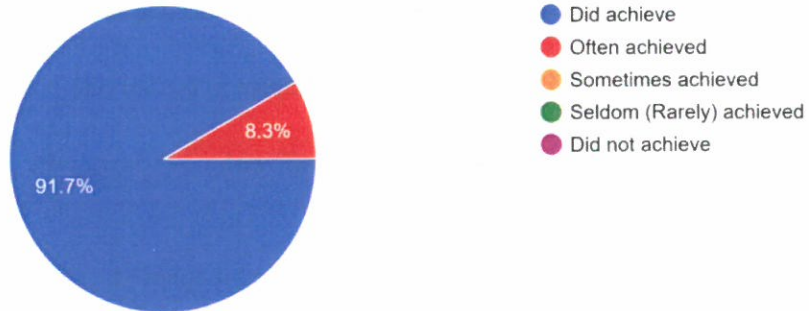
Our annual Board of Trustee Self-Assessment was sent to all Trustees on April 24th, 2023. Following is a summary of the results with some comparisons to last year. We have NOT yet reviewed results as a Governance Committee; more detailed priorities and outcomes will be discussed at our next meeting in August and our Board of Trustees meeting in September.

- 12 of 13 Trustees responded. (Kate Levesque did not participate in the Survey)
- Results were overwhelmingly positive and very few “neutral” with no results in the “seldom achieved” or “did not achieve” categories.
- There were a few comments on the frequency and amount of time spent on more nuanced topics which should result in our review of the agendas and time dedicated to more complex issues.
- Thanks to the efforts of the administration, a Board packet including an Agenda, Administration Reports, Committee Reports (including detailed Financial and Enrollment updates) is emailed to each Trustee the week prior to each Board of Trustee meeting. This practice is generally viewed as positive and its impact on the level of preparedness of each Board Member is high.
- Board Meetings were all a combination of in-person and remote meetings. Use of remote meeting technology is now routine and does not affect the quality of the meetings and we believe has a positive effect on attendance.
- Several Board members highlighted the progress we have made in our financial stability and vision. They also expressed the hard work on the new bylaws.
- Nearly every comment about “What should the Board emphasize in the coming year?” involved a comment related to the ongoing efforts to strengthen our financial stability which includes enrollment and advancement efforts.
- Comments on our efforts to support the mission formation in the 2023-24 year were positive. Starting each meeting with intentional prayer, and the retreat and mass with the students were highlights for some of the members.
- Trustee responses to open ended questions are included and unedited.

1. Goals for the Board of Trustees 2023/2024

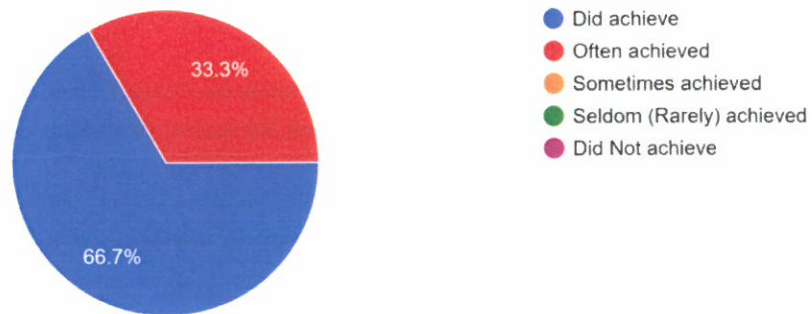
To deepen all Trustees' understanding of Ursuline's mission, finances, and trustee best practices.

12 responses



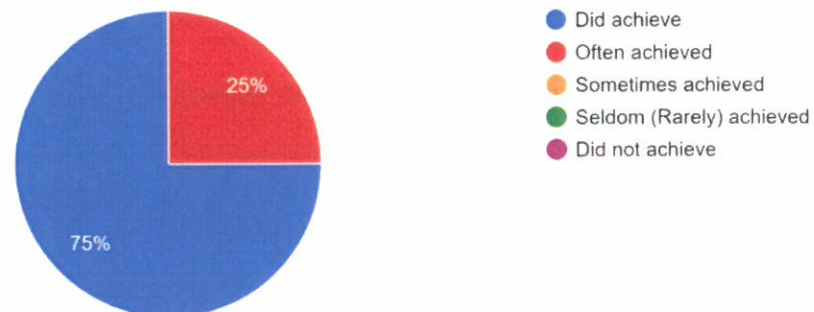
To improve the efficiency of board meetings to allow more time for strategic and visionary discussions.

12 responses



To enhance the cohesiveness of the board as a whole.

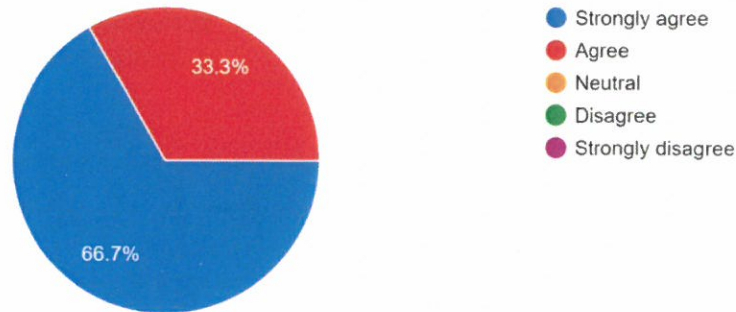
12 responses



2. Board Meetings

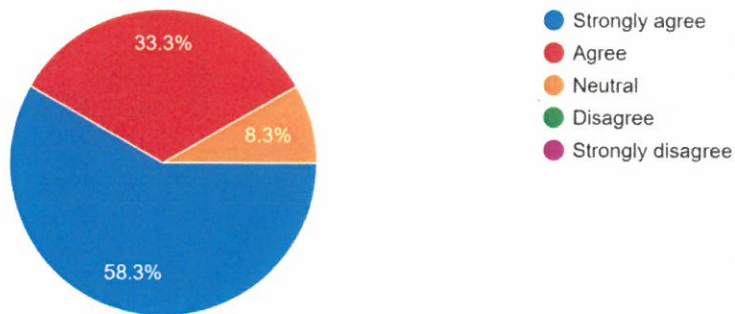
Board communication and materials were distributed in a timely manner.

12 responses



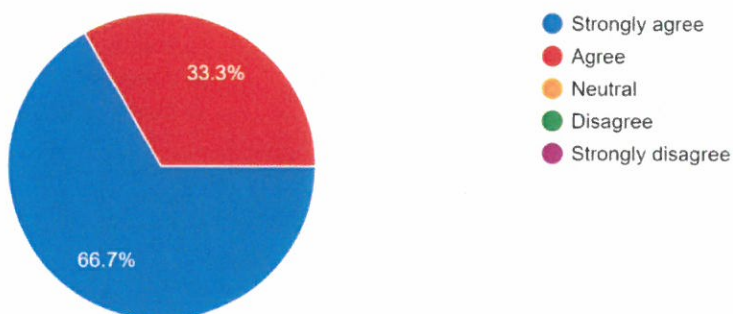
Board Meetings followed the proposed agenda and business was conducted on appropriate, board-related matters.

12 responses



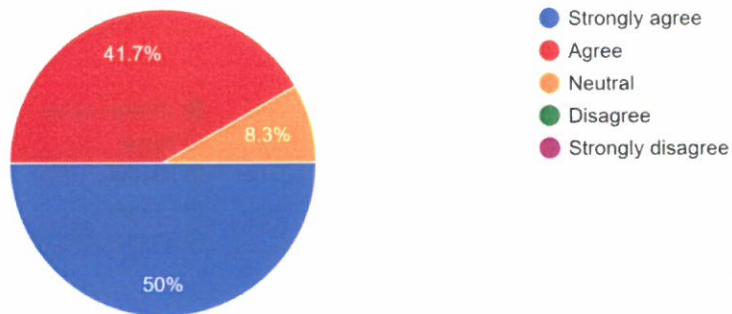
The Board functions as an effective decision-making body.

12 responses



The number of Board meetings and length of meetings are satisfactory.

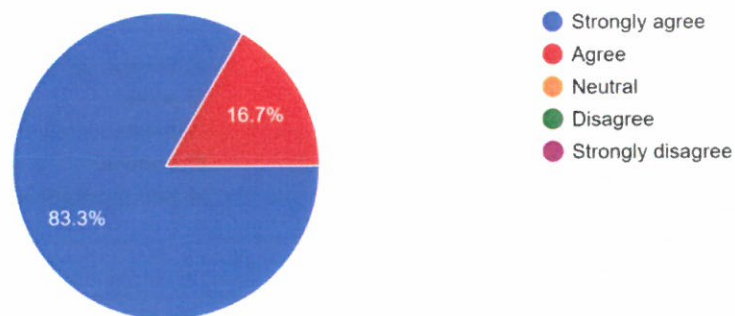
12 responses



3. Self Evaluation

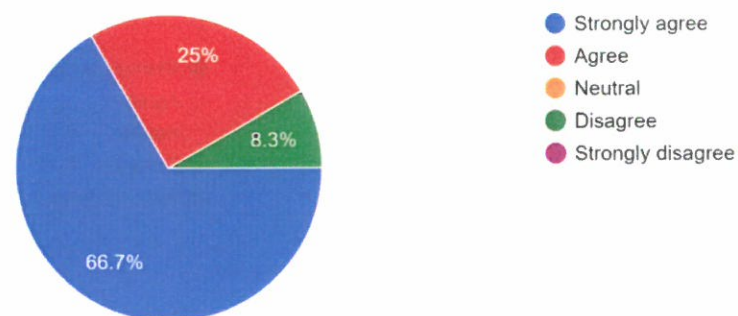
I have a clear understanding of what is expected of me as a Trustee.

12 responses



My attendance at Board and committee meetings has been satisfactory.

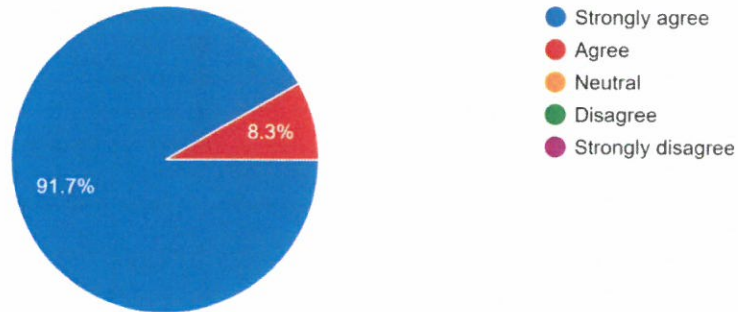
12 responses



4. Overall Board Operations

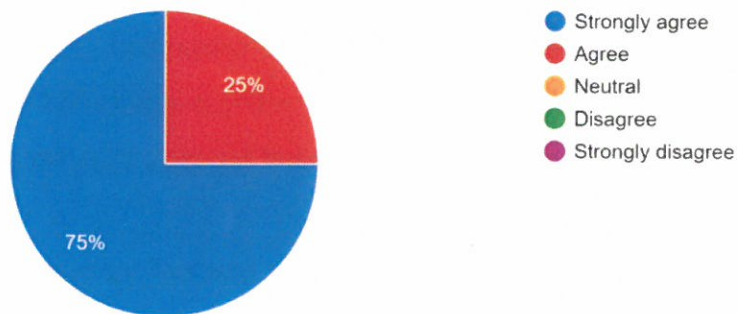
The Trustees' decisions are in concert with and support the mission of the Academy.

12 responses



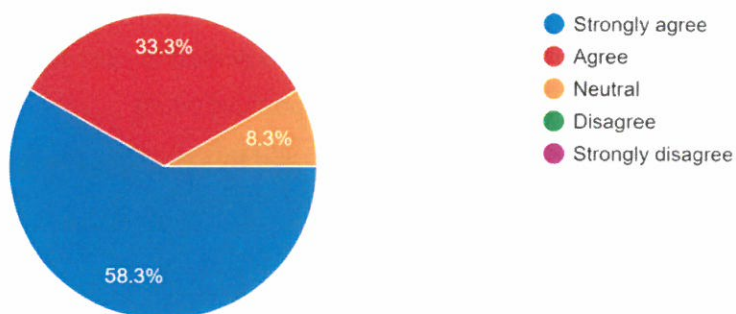
The Trustees effectively exercise their fiscal oversight and fiduciary responsibilities.

12 responses



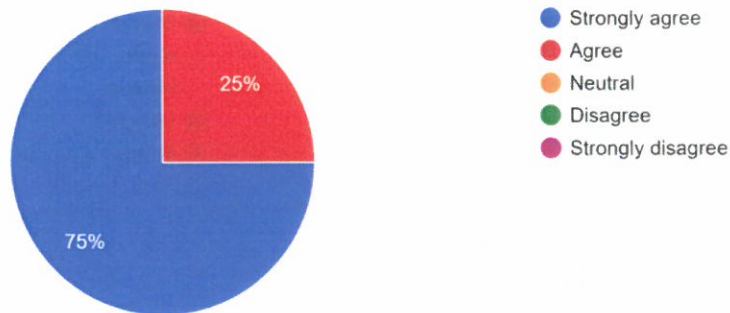
The Board regularly taps the expertise of non-trustees for committees and other responsibilities so as to develop future membership and leadership on the Board.

12 responses



I feel comfortable speaking at Board meetings and feel the Board takes seriously any questions, concerns, or opinions I may voice.

12 responses



Please share any comments regarding the Board's greatest accomplishments this year and/or challenges going forward.

Reworking of antidiscrimination policy (challenge and accomplishment)

Having a focus on an area of the school at each Board meeting is a great addition.

Creating a sustainable Revenue Plan to meet Operating and Strategic initiatives

Challenges: fundraising and admissions

I think a great strength and accomplishment of the board is how well trustees collaborate, communicate, and respect one another.

I believe the implementation of the non discrimination policy and the Code of Conduct were big accomplishments this year. I think UA Dedham has always exemplified these characteristics and behaviors implicitly, but it is important to codify them explicitly.

I think we have made great strides in emphasizing using data to drive decision making. This is certainly evident in the Admission realm. We need to make similar improvements in measuring and outcome in the Advancement arena. I see progress being made.

Great work on Governance in preparing the new Bylaws and selecting possible new Trustees

The introduction of a Board retreat seemed to be a very positive event

The focus has shifted to Enrollment and Advancement - and this year got the appropriate amount of discussion

What should the Board emphasize in the coming year?

long-term financial position in advance of convent renovation and ongoing faculty /staff salary adjustments

Continued focus on enrollment and plans for long term development

Cost analysis of the Strategic Plan to ensure a revenue generation plan is in place to achieve the plan.

Fundraising and admissions

The board should continue to emphasize the challenges of enrollment and fundraising. These are vital to the success of the school.

Enrollment and Advancement should be first and foremost for the upcoming years. We need to have a greater emphasis on Alumni and Donor cultivation recognizing that this will take years to make a lasting impression.

Additionally, we need to have an immediate impact on large donor activity. This cannot wait and it is the Board of Trustees responsibility to augment and support the School's efforts in this arena. We all know people. Let's get in front of them and tell our story.

Fund raising efforts on the part of the Development dept and the President

See above - a lot on strategic plan

Continue on the path we are on. I am excited about furthering our engagement with faculty and staff and supporting their efforts.

The Board of Trustees is expected to commit to ongoing formation in areas of governance and Catholic/Ursuline Identity. Please share with us what was done in the area of mission formation during this past year and what plans you have to fulfill this expectation for 2024-25.

I believe that the Catholic / Ursuline identity is front and center in most, if not all, board discussions- what it means to be a member of the Ursuline community, what is the mission of the school. This past year / next year: changes made to the handbook (and the way it is adopted by the community), plans to renovate the convent to provide students with a dedicated chapel, changes to faculty and staff compensation to ensure Ursuline attracts and retains the best teachers, efforts to make an Ursuline education accessible to all. All of these strengthen the Ursuline identity.

Retreat and commissioning in the fall was excellent

I need to help build out the pipeline of future leadership at the trustee and committee level.

Attend Board retreat and mass. Related discussions at Board meetings. Attend events on school's behalf.

I appreciated working with Mary-Kate to offer time for reflection on the life and spirit of St. Angela at each meeting. I thought the retreat, led by Mary-Kate, was reflective and valuable to our role as trustees.

I really enjoyed the Board Retreat but attendance was not what I would have hoped. Mission formation is key to Board of Trustees involvement. All of the members of the Board of Trustees are here for personal reasons. I think the more we can align our activities to the Mission, the more enthusiastic will be Board participation.

With 3 new Members joining the Board of Trustees we will have new Member Orientation. Mission and Identity should be a key feature of that Orientation. New Member Orientation should be open to all Board Members to help remind each member why we are here, the status of the institution and the role we can play in enhancing the School.

Continue the great work we do on this area

I believe we have increased our formation in important ways, with intentionality and connection to the charism of the Ursulines.

How do you keep Ursuline Academy's mission and identity central to making decisions in your role as a trustee?^{7 responses}

The more time I am able to spend with students / faculty / staff (on campus and off), the better I understand the identity of the Ursuline community and the better equipped I feel to make decisions that reflect the values and mission of that community.

Mission feels natural and organic to me given my past experience

Attend board and committee meetings and other school related events.

As my role is centered on the Ursuline Educational Mission and the Catholic and Ursuline Identity of the schools, my focus is to assist the Academy and the Board in remaining mission-driven and focused.

I read the teachings of Angel Merici. It helps ground me in why I am here and provides me some relief when I have difficult decisions to make. I ask myself, how can I create a more kind and understanding environment that will allow us to educate young women so that they can accomplish whatever they want?

Reading sections of Cabrini Durkin's book on Leadership that we received at the Board retreat last year

I try to strike the right balance between WWSA do (What Would St. Angela Do) and what do young women need to successfully go out into the world today.

What aspects of mission formation offered to the Board of Trustees this year have you found most helpful? 7 responses

Reflections at the start of each meeting (particularly the focus on St Angela). Opportunity to attend community events, e.g., opening Mass

Retreat

Board retreat. Mass at school. Code of Conduct signing.

The reflections and retreat were all beneficial.

I loved the Board Retreat. I also like the way that we have made sure that Karen Mortillaro or Mary-Kate Tracy kick off the meetings with a teaching or reflection. It helps put me in the mood for the mission, not just the task of the Board Meeting.

Interaction with students! It makes it real

I think the retreat was an important addition, even though I regrettably could not attend at the last minute.

Please share any governance or mission formation ideas you feel could be helpful to the Board of Trustees in the coming year? 5 responses

We need to push for people who deeply care about the Catholic education of girls as a whole, not just Ursuline- it would give us broader access to people who could donate.

Nothing additional comes to mind

I am happy to continue working with Mary-Kate on any mission formation that is desired.

Another Board Retreat (already scheduled).

Opening up the Orientation to all Board Members.

Making the signature of the Code of Conduct a regular Board of Trustees event.

Overt offers to the Board to join School events including Mass.

Personally I would like an in-depth review of the strategic plan as a whole to help us evaluate our role

The Board of Trustees is responsible for developing and implementing a Strategic Plan steeped in the Ursuline charism, mission, and Catholic identity. Give examples of how your planning and policy-making this year have been rooted in the school's Ursuline/Catholic identity.^{7 responses}

Ongoing discussions regarding renovation of convent, financial aid, student handbook - all rooted in the school's mission and identity.

Angela's vision used to focus our board discussions at each session

I'd like to think that all our decisions are informed by St. Angela's vision and the school's Catholic identity.

All parts of the strategic plan seem to be aligned with the mission to move the school forward.

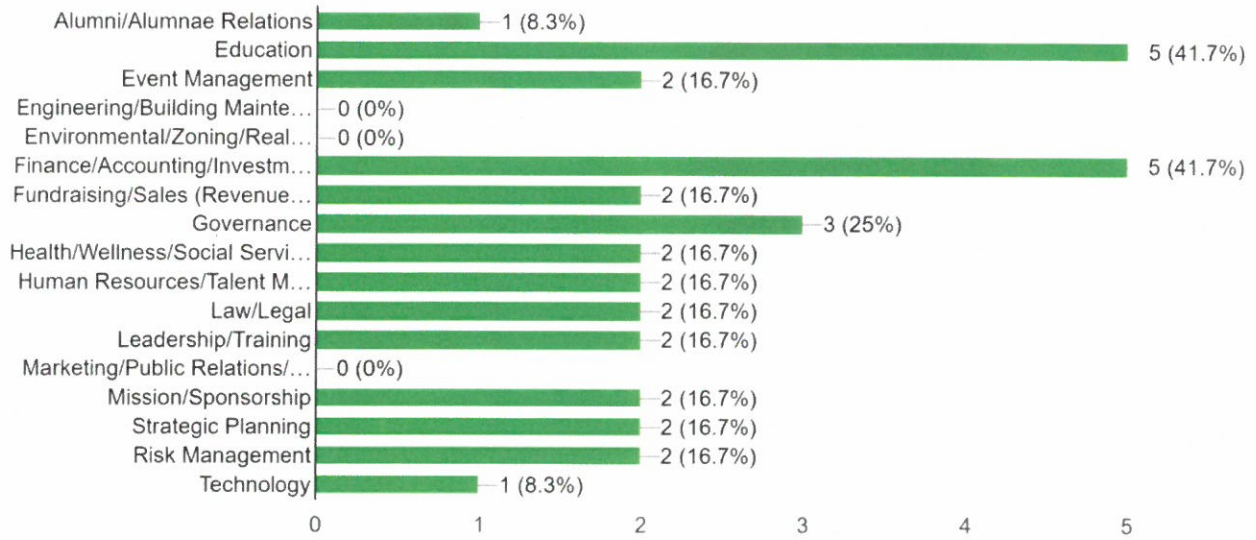
The Code of Conduct is the biggest from last year.

The anti discrimination policy enhancement.

Planning another Board Retreat for 2024-25.

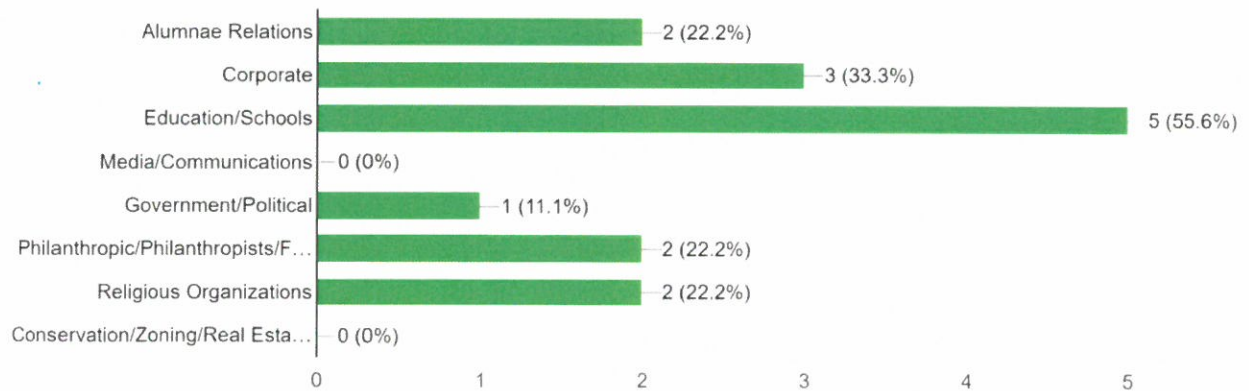
Please indicate your foremost area(s) of Professional Experience/Industry Expertise (check all that apply)

12 responses



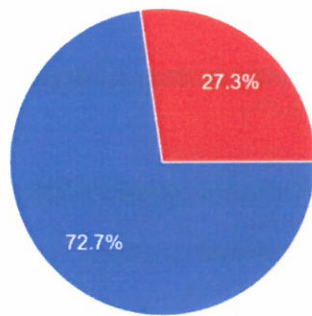
Please indicate which of the following types of community or professional connections you have that you would describe as strong (check all that apply).

9 responses



Gender

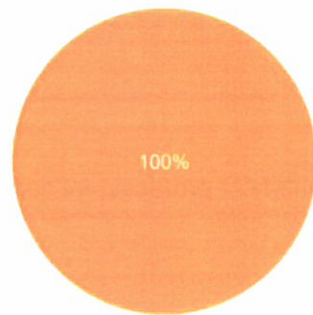
11 responses



- Female
- Male

Ethnicity

12 responses



- African American/Black
- Hispanic/Latino
- Caucasian
- Asian/Pacific Islander
- Native American

Ursuline Academy of New Orleans
Performance Self-Assessment of the Board of Trustees, 2023-2024 School Year
Compilation for Submittal
PRIVATE & CONFIDENTIAL

Subject: Board of Trustees, UANOLA		Date Finalized: 6/4/2024				
Approved by: Board of Trustees						
Purpose Statement: This document supports the annual process whose objective is to facilitate a self-assessment of the performance of the Board of Trustees for the most recent school year thereby enabling continuous improvement. Assessments should be based on the three functional criteria of: <i>Effectiveness (are we doing the right things?)</i> <i>Efficiency (are we doing them well?)</i> <i>Sustainability (are we making progress in ensuring the continuation of our Mission?)</i>						
I. Key Accomplishments: (based on annual goals established at the beginning of the school year)						
1. Successfully recruited our new President.						
2. Significantly improved Trustee commitment.						
3. Improved focus on development and enrollment.						
4. Participated in a successful Ursuline Identity Assessment.						
II. Assessments of Responsibilities and Behaviors: (Total number of votes shown per category.)		Strongly Disagree	Some-what Disagree	Neutral / Don't Know	Some-what Agree	Strongly Agree
		1	2	3	4	5
1. The Board develops and implements policy in light of the school's Catholic/Ursuline Mission and identity.		0	0	0	1	12
2. The Board develops and implements strategic plans grounded in the school's Catholic/Ursuline Mission and identity.		0	0	2	1	9
3. The Board develops and implements leadership succession plans for the Board of Trustees and the key school Leadership positions.		0	0	1	8	4
4. The Board evaluates the President annually and acts on the findings to promote improvement.		0	0	3	3	6
5. The Board performs and submits annual self-evaluations to be used to guide beneficial changes to Board operations.		0	0	0	1	12
6. The Board is committed to new Trustee training and ongoing formation in the areas of governance and Catholic/Ursuline Identity.		0	2	0	5	6
7. The Board participates in the Ursuline Identity Assessment process and submits any relevant reports or action plans as requested.		0	0	3	1	9
8. The Board understands that it has the ultimate governance accountability for the Academy (including making policy, approving budgets and strategic plans, securing resources, and administering their sole employee, the President), and acts consistently.		0	1	1	3	8

9. The Board ensures that its decisions on behalf of the Academy and its internal policies, procedures, and standards reflect Ursuline’s stated commitment to Diversity, Inclusion, and Belonging.	0	0	0	6	7
10. The Board works in partnership with the President and provides necessary and sufficient guidance to the President while respecting each party’s functional boundaries.	0	2	0	5	6
11. The Board functions as an effective decision-making body in that it balances the competing priorities of fiscal oversight and strategic vision, and has the internal policies and procedures that enable this.	0	1	0	7	5
12. Trustees are respectful toward the institution and each other (e.g., by first seeking to understand, by being prepared for and actively participating in meetings, by advocating honestly and effectively for the Academy, and by fulfilling all of their other responsibilities as Trustees).	0	0	0	6	7
13. Trustees individually demonstrate support for the Academy by participating in school functions and by making a financial contribution that is significant to them.	0	1	1	6	5
III. Open-Focus Questions: (please answer as best you can, and provide whatever evidence you have)					
1.How does the Board keep the Academy’s Catholic/Ursuline Mission and Identity central to making decisions in your role as Trustee?					
<ul style="list-style-type: none"> - The BoT continues to be formed in the Charism of the Founder and the Tradition of the Sisters by the Central Office as well as by Mission Integration. We start every meeting with a well-chosen reflection and prayer, and of course end with the Ursuline Prayer. - Additionally, the Sisters and Karen Mortillaro who serve on the BoT help keep it focused on its Mission and the Ursuline Identity. - The BoT’s commitment to the primacy of our Mission and Identity was further evidenced by, and will continue to be advanced by, our new President whose life and background prove a strong conviction to these principles. 					
2.What aspects of Mission formation offered to the Board this year have you found most helpful in fulfilling your responsibilities as a Trustee? Please share any governance or Mission formation you feel could be helpful in the coming year.					
<ul style="list-style-type: none"> - At the beginning of each BoT meeting, in support of Mission Integration, a reflection is provided which is extremely formative and informative. Additionally, the “Mission Moments” have been most beneficial as well. We have all enjoyed learning more about St. Angela. - In addition, the briefing on the results of the UIA was very interesting and helpful in re-centering us on our reason for existence. - The BoT still needs work on staying in our lane vis-a-vis President/Administration, although we feel we have improved. This will be an important working topic in the upcoming Transition Workshop this summer. - Board effectiveness can be improved by getting better at using time in committee meetings to do the work and then delivering strong specific recommendations to the entire Board. 					

- Overall, continuing our emphasis on ongoing Catholic formation and Catholic leadership and governance would be beneficial. This could include retreats or focus groups or Special Meetings on topics such as ethical decision making and effective stewardship of resources from a Catholic perspective.

3. How can the Board do a better job of nurturing, supporting, and providing constructive feedback to the President, thereby enabling an environment that is conducive to her success?

- It is critical for the BoT to be open and supportive of the new President as she learns her way at Ursuline. How we do this must be determined jointly with her.

- The BoT is doing a better job of understanding our role and "staying in our lane", but more progress is needed. This includes the avenues of communication. Again, this is a topic ripe for dialogue with the new President, beginning at the Transition Workshop. However, we should be open to a solution somewhere along the spectrum from "Hierarchy" to "Partnership."

- Providing regular, consistent feedback from the Executive Committee to the President is essential. Components of this would be focused dialogue (e.g., retreats) and increased Trustee engagement with school and fundraising activities, which would result in a better Board-President relationship and more effectively inform the guidance.

- After the President's report it might help if the Board's reactions to the report are elicited.

4. What should the Board do to leverage our successes (the things we do well) and exploit our improvement opportunities (the things we don't do so well)?

- UA is in a pivotal moment in time, especially with the hiring of our new President. The BoT should ask her what she needs to be successful—time, tools, training, personnel—and we should satisfy all reasonable requests.

- The BoT should consider some targeted governance formation from an outside source, for all Trustees and not just "new" Trustees.

- The BoT should foster a culture where innovation, creativity, and continuous improvement are encouraged and valued. It should encourage open communication and collaboration among stakeholders to generate new ideas and solutions (and also to identify high value donors, especially within our alumnae network).

- Given the strategic importance of continuity, the BoT should develop a written succession plan for Board leadership and consider appropriate long-term strategies for filling the position of President (e.g., cultivating the next President from within).

5. What should the Board prioritize in the upcoming year?

- Successful on-boarding of our new President, including goal-setting.

- Monitoring finances, development, and enrollment.

- The Tricentennial Celebration - this could have a tremendous impact on the future of UA, including (but not limited to) Enrollment and Major Fundraising. The Event could be global and ecumenical, including the Ursuline Community; the Vatican; and the Federal, State, and Local Governments.

- Strategic Planning with the new Administration.

- Engagement, presence, and visibility of Trustees.

6. Are there any other commendations or concerns you wish to communicate? (Feel free to amplify your feedback from Section II.)

- We recognize our current President Karen Jakuback for her outstanding efforts and accomplishments on our behalf, commend her for her grace and forbearance these last 3 years, and wish her well in her new position to the west.
- We further recognize and thank our Faculty and Staff for their accomplishments during the year and for maintaining the loving culture that the Alumnae hold so dear.
- The BoT may be too internal (i.e., too heavy on Alumnae). While Alums tend to be highly motivated and thus make great Trustees, we still need external expertise and perspective (and gender diversity).
- There is some concern about the bifurcation between the Academy and the Shrine. We are competing with ourselves and possibly projecting contradictory messages. This may be an opportunity to better integrate Mission into practice.

IV. Goals for Next School Year: *(be Specific, Measurable, Achievable, Relevant, and Time-Constrained)*

1. TBD
- 2.
- 3.
- 4.
- 5.
- 6.

This compilation prepared by:	David A. Huete	Date:	5/22/24
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Ursuline Academy - Board's Performance Assessment for 2023-2024 Sc
Section I: Key Accomplishments

5/20/2024

<i>Compiled Responses</i>
Engaged with an Advancement and Alumni Relations Consultant.
Prioritizing the Development Department.
La Fete was a financial success.
Engaged with an Enrollment Management Consultant..
Focus on increased enrollment.
Identified key areas that need to be addressed to ensure the success of Ursuline Academy.
Facilities.
Funding approval for building repairs that are instrumental in maintaining the UA campus.
Furtherance of our Mission Identity.
Ursuline Identity Assessment.
Mission Statement.
Choice of new president.
Hired Laurie Leiva.
Found and onboarded a new President.
Hiring a new President
Not on '23-2'4 goals, but a major accomplishment - New President Search.
Searched for and Hired a new President.
Meeting potential candidates for the position of President and choosing Laurie Leiva.
Improved Trustee commitment, including implementation of Trustee Commitment form.
Improved level of engagement from trustees
Improve trustee commitment – yes this has happened.
I attended at least 90% or more Board Meetings
I participated in multiple opportunities to contribute to Ursuline’s annual giving
I attended at least 1 or more school events per quarter
I signed and returned all Trustee commitment forms, as well as served on Board committees.
Likely Goal 3 - improving expectations of Trustee commitment.
Improve trustee commitment.
All other goals are on hold.

Ursuline Academy - Board's Performance Assessment for 2023-2024 S

Section III: Open-Focus Questions

5/21/2024

1 How does the Board keep the Academy's Catholic/Ursuline Mission and Identity central to making decisions?

Compiled Responses

Trustees know what the mission and identity are and refer to them in discussions and decisions.

The school and mission are always top of mind.

The BoT continues to be formed in the Charism of the Founder and the Tradition of the Sisters by the Central Office as well as by Mission Integration.

Additionally, the Sisters and Karen Mortillaro who serve on the BoT keep the BoT focused on the Mission and Identity.

We start every meeting with a reflection and prayer.

As my role is centered on the Ursuline Educational Mission and the Catholic and Ursuline Identity of the schools, my focus is to assist the Academy and the Board in remaining mission-driven and focused.

The presentations that Christy Zurcher gives prior to each meeting.

During the 2023-24 school year, it was abundantly clear that the Board prioritizes Ursuline's Mission Focused Identity. The Board's choice for the incoming Academy President demonstrates this. The search process for the incoming academy president was strongly guided by a desire to choose a candidate whose life and background reflect the Ursuline mission. The board's prudent decision to offer the position to a proven and strongly convicted Catholic female is evidence of this fact.

New Board members participate in an orientation which includes a considerable amount of time focused on Ursuline's mission and identity.

Trustee meetings begin and end with prayer.

The Trustees attend mass together before making important decisions.

Through prayerful discernment and reflections on Angela's words/ Thanks to Christ who gives us reflective words on St. Angela at the beginning of each meeting.

Starting meetings with prayer and reflection on St. Angela's writings.

Remembering the Mission in our decisions.

I feel that every meeting is totally focused on the Ursuline Mission and values. At the meetings, I believe that the board can disagree and yet come to terms and a middle ground. The strength of the board IS the different views and concerns.

2 What aspects of Mission formation offered to the Board this year have you found most helpful in fulfilling your responsibilities as a Trustee? Please share any governance or Mission formation you feel could be helpful in the coming year.

Compiled Responses

We believe this is done.

At the beginning of each BoT meeting, as part of the prayer and Mission Integration, information is provided to the BoT, which is extremely formative and informative. Additionally, the "Mission Moments" have been most beneficial as well.

Briefing on the results of the UIA were very interesting and helpful.

Still need work on staying in our lane vis-a-vis President/Administration.

I think Christy has done a beautiful job of formation with the board to allow us to participate in the year's theme and grow in our understanding of St. Angela!

I am happy to collaborate on governance formation as the new year begins.

I appreciated the focus on the chapters from Martha Buser's book on St. Angela.

As I look ahead to the coming year, I believe continuing our emphasis on ongoing Catholic formation and Catholic leadership and governance would be beneficial. This could include retreats or focus groups or Special Meetings on topics such as ethical decision making and effective stewardship of resources from a Catholic perspective. Our understanding of these principles can better equip us as trustees to fulfill our responsibilities in our roles in service to the Academy.

Learning more about St. Angela Merici and the Ursuline Sisters has been helpful in remaining focused on the Mission Formation.

Bd Retreat Aug '23 / (image of St. Angela with questions) - we took time to reflect. I wish this (the opening prayer for Board meetings) could be more organized - e.g., connecting Angela's words to the theme of the year. This year: TAKE CARE.

I would like to make sure we keep our meeting agendas to items that are actually in our purview by reviewing governance vs. management. This might be accomplished by regular governance training or add this responsibility to an existing committee.

I think we could work on Board effectiveness by using time in committee meetings to address best practices for the individual committee types and sending strong specific recommendations to the entire Board.

I was disappointed that the Enrollment Ad-Hoc Committee & Tricentennial Committees never met, plus the Institutional Advancement Committee had numerous meetings cancelled.

Being a member of the Mission Integration Committee was helpful for me.

As a new trustee I feel this past year was a huge learning experience. I feel that the board was very supportive of me throughout the year.

I wish we could gather as a complete board and just get to know each other BEFORE we meet for the first time. I feel like there were some people I barely knew.

3 How can the Board do a better job of nurturing, supporting, and providing constructive feedback to the President, thereby enabling an environment that is conducive to her success?

Compiled Responses

After the President's report it might help if the Board's reactions to the report are elicited.

It is critical for the Board to be open and supportive of the new President as she learns her way at Ursuline.
The BoT is doing a better job of understanding our role and “staying in our lane.”
However, all feedback should be provided to the President through the BoT Chair and/or at BoT meetings. Members of the BoT, other than the Chair, should not have regular contact with the President, unless the President initiates the contact.
We should be more specific regarding what info we need vs what we get. Feels like we get too much trivial stuff sometimes. This would leave more room for important conversations.
Listening to Karen as she leaves will be valuable in how the relationship with Laurie is built.
I think the board already does a good job of supporting the president.
This could be accomplished by fostering deeper connections between the Board members and the President. While we must remain steadfastly mindful of the employer/employee relationship between the Board and its only employee, the President, fostering opportunities for spiritual reflection between the two, could help deepen our commitment to the school’s mission while also fostering a sense of shared purpose. Again, this could possibly be accomplished through retreats, prayer focused gatherings, or open discussions and dialog on faith moderated by guest speakers. Fostering a community of sharing in this way could serve to nourish the soul of our governance body and sustain us in both of our roles.
Ongoing information sharing is important.
Providing regular, consistent feedback from the executive committee to the President is essential.
It’s a two-way street / President must be willing to be open-available (coffees?) for welcomes to come and chat. This can be informal - on certain days/times.
Trustees should attend more school activities, participate in fundraising, and be an advocate for UA. This would enable feedback to President.
Respect her ability to manage the school, but push ourselves as a board for more accountability that we are meeting the expectations for our “job”.
With the incoming President, the Board has an opportunity to develop an enviroment that will lead to her success.
Identify areas of improvement and ensure that she has the resources/development opportunities.
I think we must eschew hierarchy and see ourselves as partners where the boards responsibilities are concerned.
Hopefully, we can find time to meet with Laurie in small groups to get to know her and vice versa.

4 What should the Board do to leverage our successes (the things we do well) and exploit our improvement opportunities (the things we don’t do so well)?

Compiled Responses

Meetings are kept on point and function well in their allotted time. However, a longer meeting may not be possible but might allow a more thorough understanding of any problems or decisions.
UA is in a pivotal moment in time, especially with the hiring of Laurie. I feel that we should ask Laurie what she needs to be successful—time, tools, training, personnel—and we should provide her with all reasonable requests.
Laurie should be tasked, for her first year, to raise whatever amount of money that will be needed to staff the Enrollment Management Office, the Advancement and Alumni Relations Office, and the Finance Office.
And, the BoT needs to let Laurie be President, and the BoT needs to govern.
Success: consult with the President more/better on how we can help.
Improvement: continue to work on Board/President role distinction.
Keep listening to one another and communicate well while supporting Laurie in her new role.
We never had governance training . Perhaps Barbara Dausch can help with this.
The board should recognize and celebrate the school's successes, both big and small. We should be highlighting achievements. Boosts morale and it reinforces positive behaviors and motivates the different stakeholder communities to continue their efforts. Publicly acknowledging accomplishments also fosters a sense of purpose and unity within the school's community,
The board should also try to do a better job of fostering a culture where innovation, creativity, and continuous improvement are encouraged and valued. The board should encourage open communication and collaboration among stakeholders to generate new ideas and solutions, and also to identify high value donors – especially within our alumna network.
The board should also focus on creating opportunities for professional development and learning to empower faculty, staff, and students to contribute to the school's improvement efforts.
Ursuline needs to maximize and share any and all highlights with the school community and beyond as Ursuline begins celebrating three hundred years of service and success.
Consider some targeted governance formation - from an outside source - for all Trustees - not just "new" Trustees.
Really think we need a written succession plan for the board leadership and consider some planning for cultivating next academy president from within.
More and better marketing; working more closely with the alumnae board.
I think we have a very strong board. There are so many intelligent, trained, people who really amazed me with their knowledge.
This year was an exception, in that Karen stated that she was leaving, Shelly was removed, a search for a new President. Hopefully, next year will be a little calmer, so to speak.

5 What should the Board prioritize in the upcoming year?
<i>Compiled Responses</i>
Helping the New President get well established. Increasing enrollment.

The BoT should prioritize the Tricentennial Event, which could have a tremendous impact on the future of UA, including but not limited to, Enrollment and Major Fundraising. The Event should be a global event, including the Ursuline Community, the Vatican, the Federal Government, the State Government, and the Local Government.
Guiding the new President:real time feedback; Clarity of instruction (preference vs guidance) including goal-setting; Information sharing.
Successful on-boarding of Laurie.
Strategic Planning with Laurie's team.
Monitor finances and enrollment.
Ensuring work on the 300th anniversary is in the forefront. It will take all three of these years to plan a successful celebration.
Getting back on track with the condominium deal and the transfer of property.
Support the new president.
Keep contact with whoever/whatever is responsible for finances whether a new company or a new hired person.
Development (fundraising) and increased enrollment.
The Board should focus on enrollment and staff retention, student recruitment and expanding institutional advancement.
More engagement/presence of Board members at Board meetings. Come early for coffee.
Visibility with faculty, staff, and parents/alums.
From Cultivating the Vine: Developing and implementing a leadership succession plan for the board of trustees and school leadership positions.
Enrollment.
Finances.
On boarding the new president.
Identifying new ways to generate contributions and revenue.
Teachers' salaries.
How to recruit more girls to attend Ursuline.

6 Are there any other commendations or concerns you wish to communicate? (Feel free to amplify your feedback from Section II.)

Compiled Responses

Finances and enrollment.

There is great hope for the future of Catholic Education and for Ursuline Academy. We just need to remain focused and include every member of the Ursuline Community and Greater Community to realize all of our goals for the 2024-2025 School Year, leading to the 2027 Celebration.

Once again I salute our President Karen for her outstanding efforts and accomplishments on our behalf, and wish her well in her new position to the west.

6. *The Board is committed to new Trustee training and ongoing formation in the areas of governance and Catholic/Ursuline Identity.* Governance formation was put on hold this year as Karen announced she was leaving. I do believe it is a priority and hope to see governance formation at all meetings in 24-25 and the time for mission formation remain a priority.

10. *The Board works in partnership with the President and provides necessary and sufficient guidance to the President while respecting each party's functional boundaries.* While there is always room for improvement, I do believe roles have been much clearer this year.

I think the board is too internal, meaning too many alums. No offense is intended as the alums on the board are excellent and very committed. Perhaps this is why the commitment of the board has improved.

But we still need some external expertise. Perhaps Laurie Leiva will be able to provide a new and different group of candidates.

n/a

Commend our President, Karen J., for her grace and forbearance these last 3 years.

Faculty and staff for their accomplishments during the year.

And last, but not least, to David - for keeping us on task and willing to do another year.

I would like to consider MK's suggestion of "flattening" our structure by expanding the executive committee to include chairs of the strategically important standing committees.

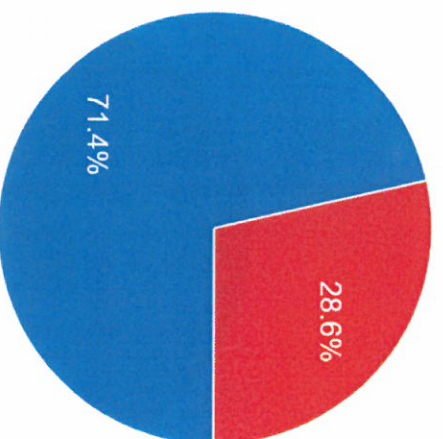
I am very concerned about the bifurcation between the Academy and the Shrine. We are competing with ourselves and projecting contradictory messages. It is where I think we are not integrating mission into practice.

**23/24 Board Self Evaluation
Ursuline Academy - St. Louis**



The number of Trustee meetings and length of meetings is satisfactory.

7 responses



- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

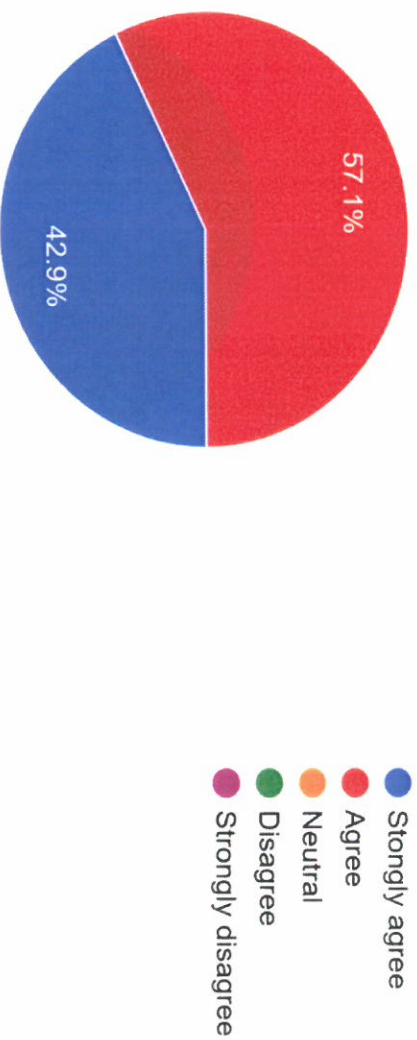
Comments:

Sometimes seems like we spend an inordinate amount of time talking about correct procedures. Perhaps would be helpful to have a document summarizing procedures needed for typical meetings and update/distribute it at the start of each year.

As long as everyone does as well as we do with attendance, we have a good number.

The written materials sent out in advance of our meetings are informative and sufficient to enable me to do my job as a Trustee.

7 responses



Comments:

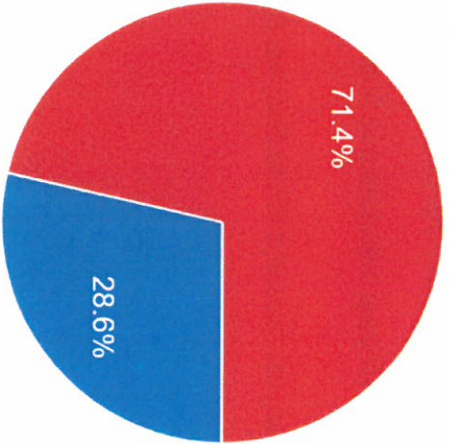
Lately we haven't had as much, but we have had enough. I wish they could get out a bit earlier as I like having more time to get through them.

It helps to have the docs on Monday prior to meeting. It would be great to have the docs in a portal to access in advance and during the meeting.

I would appreciate if all the electronic materials when sent are all either in landscape or portrait mode. Sometimes the pdf that is put together has documents facing the wrong way so if you are trying to be eco friendly and not print things you have to turn your laptop sideways to read it or press the rotate button and then press it again to see the next page.
Seems silly I am writing this, but let's make it easy to review the board packet for all!

Our meetings have the correct mix of committee reports and discussion.

7 responses

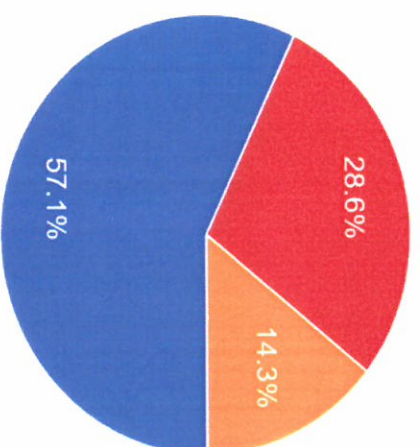


- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Comments: and laughter!

We're focused on the right issues/topics.

7 responses



- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Comments:

Our work was laid out for us by the long range planning we had done.

This was a good year for challenging and strategic discussions

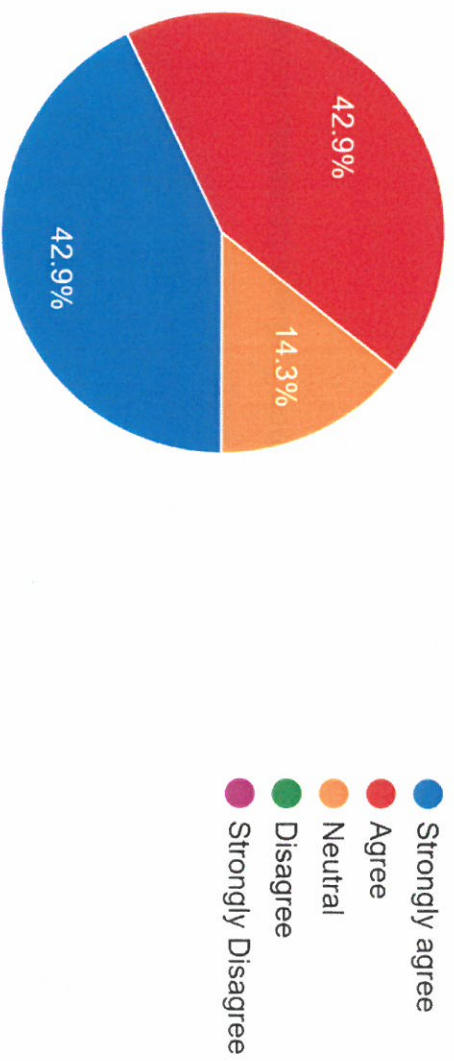
i think more time could have been spent on the campaign this year as it has really stalled.

although i know we were focused on Finances for a number of the meetings. before the campaign started, we had a guest speaker come in who recommended more board involvement in reaching out to prospective donors. what happened to that recommendation

I think the finance issues brought up at the end of the year could have been presented earlier in the year with more detail even if options had not been decided yet.

The Board's decision making process works well.

7 responses



Comments:

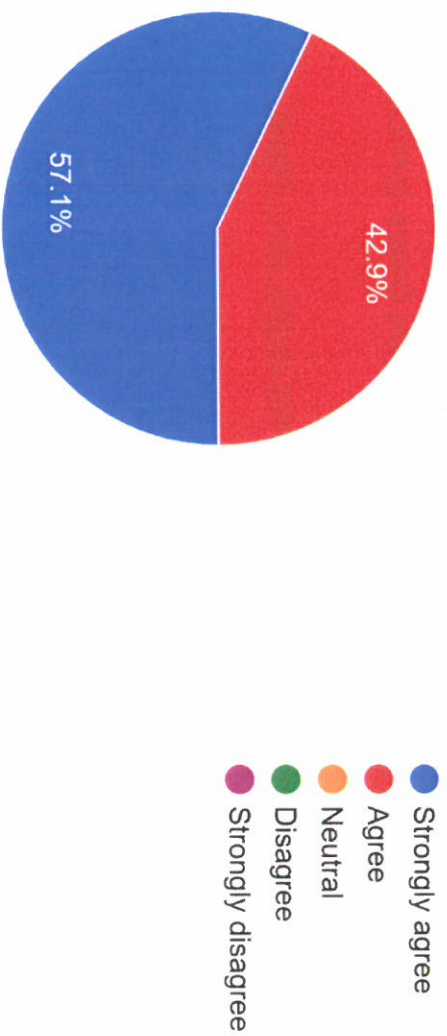
Sometimes it feels like a bit of a "group think" rather than independent decision making.

I believe the decision making process is strong for items that require attention throughout the year. I hope we can return to a more deliberate process when it comes to electing the executive committee as we did a few years ago.

It is open and transparent.

I have a clear understanding of what is expected of me as a Trustee.

7 responses



Comments:

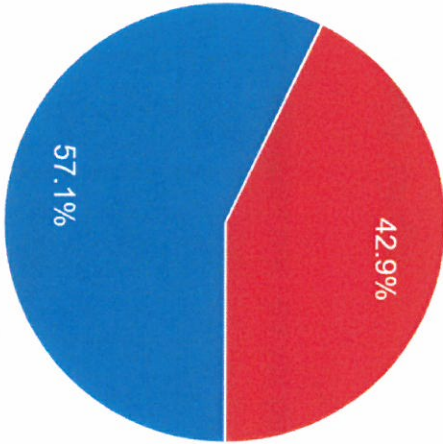
The level of financial contribution expected was NOT communicated up front but all other expectations were and are still clear...as far as I know. Haha.

And at my age I am glad that the expectations are gentle.

I think we have opportunity to continue to challenge the board to help with advancement.

I've had the chance to contribute in a way that is meaningful to me.

7 responses



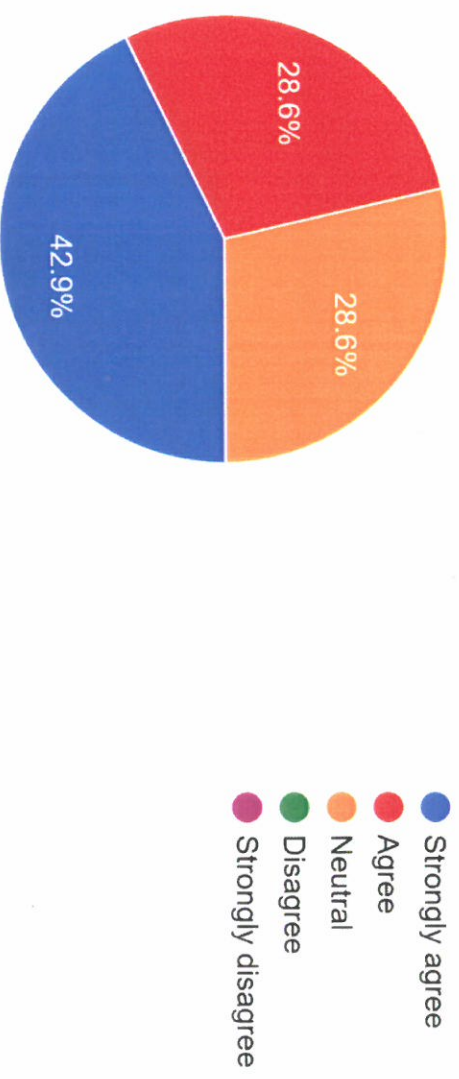
- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Comments:

I like this question!

My committee had clearly defined goals and accomplished its tasks and objectives for the year.

7 responses



Comments:

I am a member of the Mission Committee but I do not believe we have had a meeting this year.

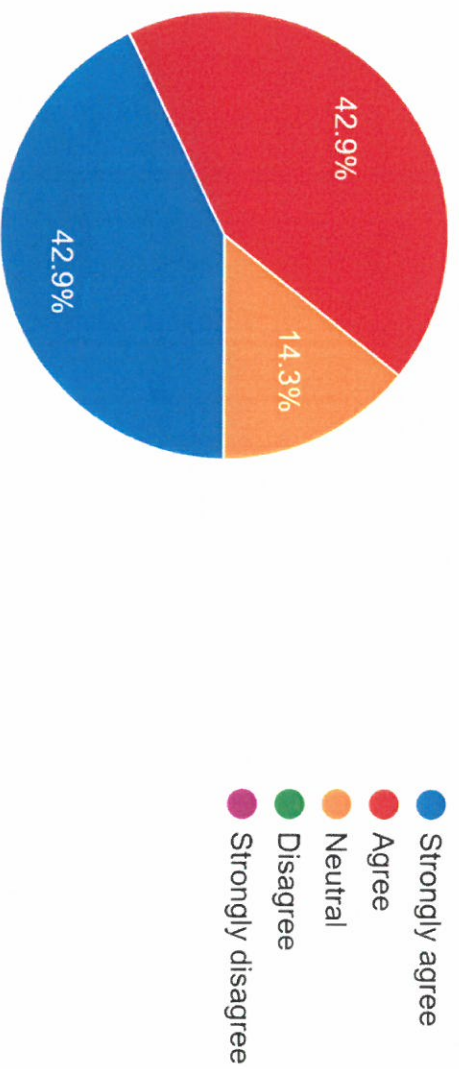
And committee members really took a share!

It was a rebuilding year for the Advancement committee

The finance committee doesn't really have goals per say, but we certainly accomplished a great deal this year.

I am on the committee where I can make my best contribution.

7 responses



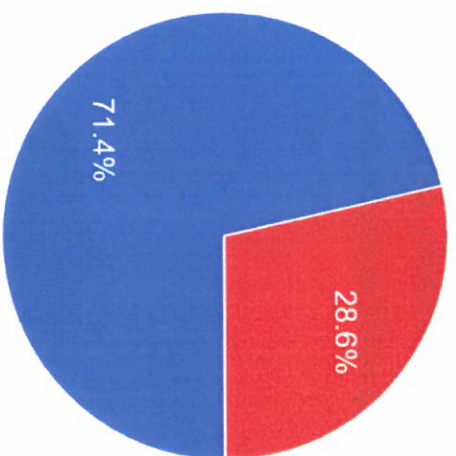
Comments:

I feel I can make the best contribution on the Mission Committee but I am not sure what my role is on the committee based on the couple of times we met last year. I am happy to contribute in any way and to be on any other committee needed.

I think for now this is good and this is my last year of a fourth term.

I'm clear on tangible ways that I can be involved to support Ursuline Academy (activities, expertise, financial support, etc.)

7 responses



- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Comments:

I think I know what I am able to do to help.

Is there additional information that would be of interest to you or help in your role as an ambassador of Ursuline Academy?

none that I can think of.

No, I actually speak of UA St. Louis and other schools often as I am on a plane and the person next to me asks why I am traveling. When I say what I do they either know of Ursuline and we begin talking about the school and the worldwide community or they have never heard of it and I get to be an ambassador!

For now I get enough, thank you.

No, it has been a pleasure to serve.

No

I'd like to see better swag to wear to support UA. Most/all of the men's wear is not very attractive.

No

How do you keep the school's Catholic/Ursuline mission and identity central to making decisions in your role as a trustee?

I believe my role as a trustee is to do what is necessary to keep the school alive and growing. I keep the Ursuline mission in mind by doing this while embodying Serviam and trying to be an inspiring leader.

As my role is centered on the Ursuline Educational Mission and the Catholic and Ursuline Identity of the schools, my focus is to assist the Academy and the Board in remaining mission-driven and focused and help keep the schools and boards connected to one another.

It is now one of my only outreaches, and it is easy to keep it central. I try to come to everything that I can -- Masses, Open House, Graduation, Ursuline Events.

By focusing on St Angela and with the help of the Mission Committee

As chair of the finance committee, it is pertinent that we find a way to provide an affordable catholic education for these young women and provide grants and scholarships when appropriate while generating enough revenue to cover expenses.

Staff and the Board do a great job of prayer and reflection at the beginning of each meeting. I really appreciate that.

I believe being involved in all possible ways (attending events, fundraisers, etc.), connecting with alumni, parents, and faculty/staff, understanding the UA Mission/Graduate Profile and living in Servium daily helps me understand the mission and needs of Ursuline. I keep all the above in focus when voting on decisions as a board member.

What aspects of mission formation offered to the board this year have you found most helpful?

not sure how to answer this.

The prayers Joni leads help to center us and I think having members of the school community present to the board has been helpful to keep us focused on the importance of the mission.

I think I had to miss a key one this year with the Province Chapter, but I have appreciated the presentations at most of the meetings by students and staff members about aspects of Ursuline's programs, the prayers prepared by Joanie Mullen, and the responses to visitations and evaluations.

I really enjoy the prayer before meeting and the presentations that Ms Mullin provides

N/A

Not really sure.

I find Joni's reflections on St Angela at the beginning of each meeting extremely helpful to remind us on our founder and her intention. I also find it help occasionally hearing from the girls and their great accomplishments. This helps us keep our goals and who we are serving for front and center.

Please share any governance or mission formation that you feel could be helpful to the board in the coming year.

mentioned already maybe a single review of procedures or document issuance each year to avoid losing time in meetings discussing correct procedures.

It was unfortunate that the board retreat had to be canceled. I hope it can be something we can do every year even if the date needs to be rescheduled. I believe there is great value in time spent together on both mission and governance formation.

I would enjoy something other than a working retreat, something that deals with my faith and how we share it. I think we could afford the time to devote a bit more substantial piece of at least one board meeting to our faith life and how it comes with us into these meetings.

I think a high level review of the bi-laws would be helpful.

N/A

Probably should have a succession plan for the executive committee.

I believe reminding all current board members at beginning of the year the mission of the school, graduate profile, and the purpose and goals of the board (strategic vs operational) would help everyone keep the board's purpose and focus front of mind.

What should the Board emphasize next year? Is there a topic or issue that you feel the Board could be more engaged in for the benefit of the Academy?

no ideas at this time

I think the board is doing a very good job at focusing on the correct topics. With the change in the property agreement and looking forward to the repayment starting again in two years, it will be vital that the school is in the position to begin those payments. Anything the board can do to assist in that movement forward will be beneficial.

I wish we could focus on doing something concrete to let the employees know how much we appreciate them, how much we value their input into things. I wish that they could feel what the students feel about belonging. I see hopeful signs of it coming here and there.

We really need to focus on the campaign, the boards role, board training for telling their UA story and be specific and direct about what is needed from the full board. I believe Allison can help with this.

capital campaign involvement and brainstorming on enrollment ideas

I think we should consider focus on our extensive alumni list and come up with a long term planned giving strategic plan. We need to get the endowment for both scholarships and general fund to grow at a faster rate.

The feedback from our review from the Ursulines earlier this year seemed to show some dissatisfaction from the teachers. I think it would be good for the board to understand how this is being handled in more detail to help retain the best teaching staff. I understand this borders on operational but also strategic if we don't have a solid plan to retain the best teachers.

Is there anything else that you would like to share?

None

I enjoy being a part of this board! I feel trustees collaborate and communicate effectively and respect one another's views and strengths.

I have enjoyed my work with this board, the spirit we have together, and the way our input is sought and valued. I appreciate efforts that have been made at being more transparent and that we are informed and updated as things develop, that we have a clear picture of what a number of the issues are in terms of finance and enrollment, and that progress is being made with enrollment and belonging. I think we are all aware of how serious our financial issues are and how much hangs on resolving them.

Thank you for allowing me to serve.

Thank you for allowing me to serve for the past 6 years. I will remain involved in the finance committee with the hopes to continue to implement what we put together in order to right the ship from a financial standpoint.

I thought staff did a great job keeping us informed. I think Deb and the executive board were fantastic.

N/a

Mount Merici Academy

Board of Trustees Evaluation 2023-2024

SUMMARY

1. I feel confident in the direction in which MMA is heading?	Strongly Agree 4	Agree 3	Disagree	Strongly Disagree
2. I have had the opportunity to participate in the development of the MMA Three Year Strategic Plan and feel comfortable with the progress made so far	Strongly Agree 5	Agree 2	Disagree	Strongly Disagree
3. There is a high level of transparency at the Board level and at all levels within MMA and outside organizations such as the Provincial Team.	Strongly Agree 5	Agree 2	Disagree	Strongly Disagree
4. I feel comfortable as a Board member articulating the current state of MMA and key elements of the MMA Strategic Plan. Specifically, the Five Goals plus any other goal we set as a result of our upcoming Strategic Planning Meeting.	Strongly Agree 4	Agree 2	Disagree	Strongly Disagree
5. Board agendas, meeting minutes and other relevant materials are sent out to members with enough time to review prior to each meeting.	Strongly Agree 3	Agree 3	Disagree	Strongly Disagree
6. The documents provided for the meetings are informative and sufficient for me to do my job as a board member.	Strongly Agree 3	Agree 3	Disagree	Strongly Disagree

7. I believe I am appropriately informed about topics under discussion or in need of decisions.

Strongly Agree 4

Agree 2

Disagree

Strongly Disagree

8. I believe the board meeting organization and preparation is appropriate.

Strongly Agree 3

Agree 3

Disagree

Strongly Disagree

9. As a board member, I believe my attendance at MMA activities is appropriate.

Strongly Agree 4

Agree 2

Disagree

Strongly Disagree

10. The committee reports give appropriate information for the board to make decisions.

Strongly Agree 4

Agree 1

Disagree 1

Strongly Disagree

11. The board exercises its authority appropriately, not interfering in day-to-day management.

We temporarily participate in day-to-day management. It is welcomed and needed at this time.

- Strongly Agree
- Agree
- Totally Agree
- Agree
- Strongly Agree

12. The board has developed a concise mission statement which influences board decisions.

Strongly Agree 4

Agree 2

Disagree

Strongly Disagree

13. What areas/topics should the board address next year?

- The building.
- Broadening our development efforts beyond Central Maine.

- Focus on strong volunteer management, recruitment, and recognition. Marketing and building student population.
- Daycare opportunities.
- Continue all the good work that has been done and focus on the strategic plan with specific
- Facilities, Compensation, Marketing and Communications, Curriculum and implementing and achieving our strategic plan and goals.

- concentration on enrollment and fund raising as well as leadership training for Stacy.
- Policy and rules.
- Board meetings should be in-person with exceptions for people whom are sick or have to travel great distances.
- More details in meeting minutes, such as if there was a quorum of voting board member, the 1st and 2nd of the proposal, & the resulting vote.
- Continuation of topics covered this year.
- Bolstering student population.
- Work on Finances, General condition of the overall facilities.
- Maintenance of building long term

14. How do you keep the school's Catholic/Ursuline mission and identity central to making decisions in your role as a trustee?

The Ursuline Mission is why I am on the Board.

As my role is centered on the Ursuline Educational Mission and the Catholic and Ursuline Identity of the schools, my focus is to assist the Academy and the Board in remaining mission-driven and focused.

- By keeping in mind that Serviam (Service) is a key element in all my decisions and actions as a Board Member. We all have to make it a point that we give the Students, Staff and Board members the tools to accomplish our mission: individually & as a whole school body.
- Born and raised as Catholic. The faith (even when tested) remains within me.
- Gathering information, listening and asking questions.
- By remembering what St. Angela set out to do and being a Servant Leader.

15. What aspects of formation offered to the board this year have you found most helpful?

- Not sure I can pull out one piece of the whole experience. The most important aspect to me is the respect for the Ursuline tradition and the strength, vision and integrity that tradition offers us as we move forward. The BOT are stewards of the mission of the Ursuline tradition and that being recognized and incorporated in all we do differentiates us as volunteers/trustees and has proven its value.
- I hope the reflections on St. Angela were helpful to trustees this year.
- The Fall Retreat at Colby (2023). I feel it brought us together in thoughts and actions. Thus, the change to a positive attitude which we are now experiencing and appreciating.
- Given this is my first year on the Board I continue to learn about the organization. It has clearly been quite the year for Mt. Merici with far more challenges than I was first aware. I believe the small, but dedicated new Board truly understands the challenges facing us and are prepared to meet the challenges head-on! It has already begun, and the momentum should push us forward. Board Leadership is strong (right people/right time) and interest in growing for the growth of the Board. Some might consider so many challenges tough, but others of us love problem/challenge solving.
- Our strategic planning session. Organizing the work of the Board and having more productive meetings.
- Each item, emails, newsletter and visits are helpful.
- Continued support and guidance from Karen. We are very fortunate to have her expertise and guidance and enthusiasm for what MMA does and the Ursuline Tradition.

16. Please share any governance or mission formation you feel could be helpful to the board in the coming year.

- I hope certain areas that the BOT currently has a larger role in but really belong to the administrative purview can start moving over to the administration. We need to plan how and if it is time to back off. I am happy to help in any way but see this as critical to sustainable success for the school's leader and team.
- I will continue to do anything to help in mission formation.
- Going over our by-laws to see if they are current and apply to our situation.
- Continued communication and understanding of their purpose.
- Choosing board members who are good fits for the MMA culture and establishing a Board leadership succession plan.
- Get the Board Committees up and running with clear goals, objectives and levels of authority and decision making.

17. Comments about your answers above or any other commendations, concerns, or challenges you would like to express...

- I feel positively about the school and its future. It is amazing the changes that have already happened and it also a testament to the Board Chair's vision and tenacity. The Head of School is a true example of Serviam and understanding the Ursuline vision/traditions. It is sustainability of the school. It is almost like there was a very tall fence but with new leadership a gate was built and pushed open to all the community back in. And they are ready to roll up their sleeves. May seem overly optimistic, but that is how I feel.
- Thank you, Dan for your leadership and guidance. We truly would not be where we are today, nor would we be opening the doors in September without you and the leadership you bring to the trustees and administration. Thank you!
- We have come a long way in a positive way but have to continue to get better.
- Need a few more Board Members!
- Hiring Stacy Shoulta as Head of School is the best decision we have made this year.

