

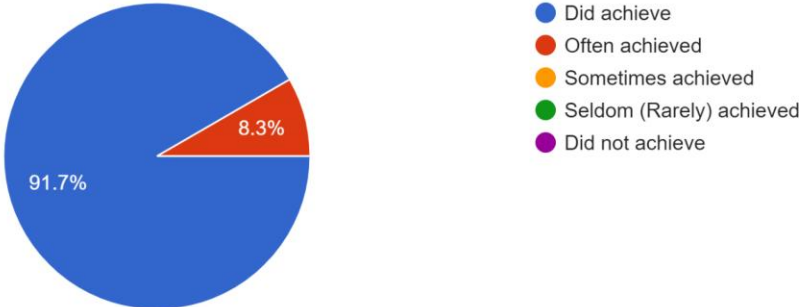
2023/2024 BOT Self-Assessment

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.

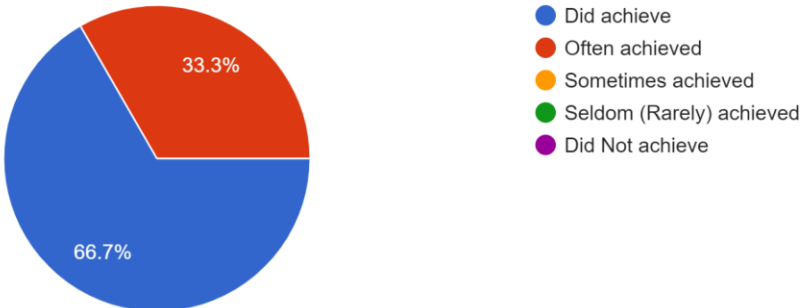
- 12 of 13 Trustees responded. (Kate Levesque did not participate in the Survey)
- Results were overwhelmingly positive and very few “neutral” with no results in the “seldom achieved” or “did not achieve” categories.
- There were a few comments on the frequency and amount of time spent on more nuanced 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

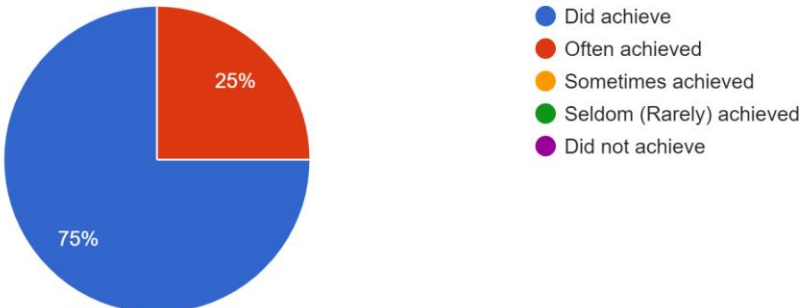
To deepen all Trustees' understanding of Ursuline's mission, finances, and trustee best practices.
12 responses



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



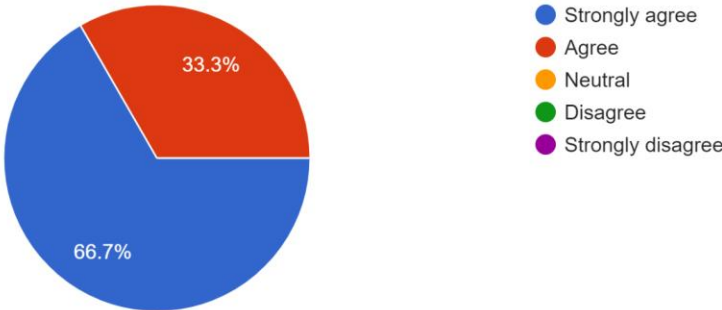
To enhance the cohesiveness of the board as a whole.
12 responses



2. Board Meetings

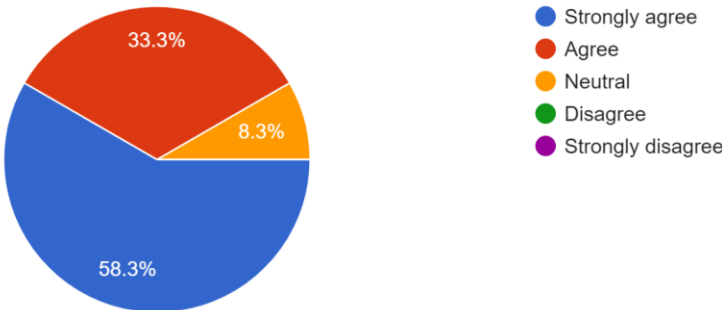
Board communication and materials were distributed in a timely manner.

12 responses



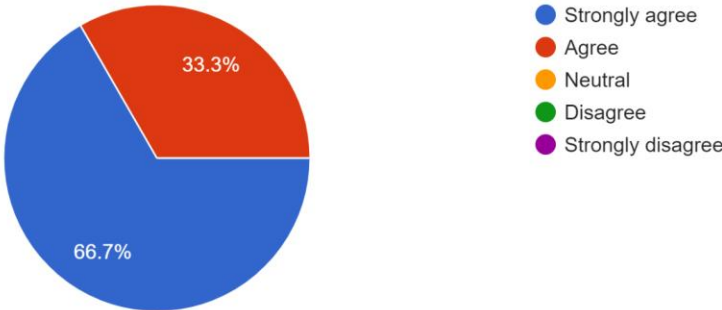
Board Meetings followed the proposed agenda and business was conducted on appropriate, board-related matters.

12 responses



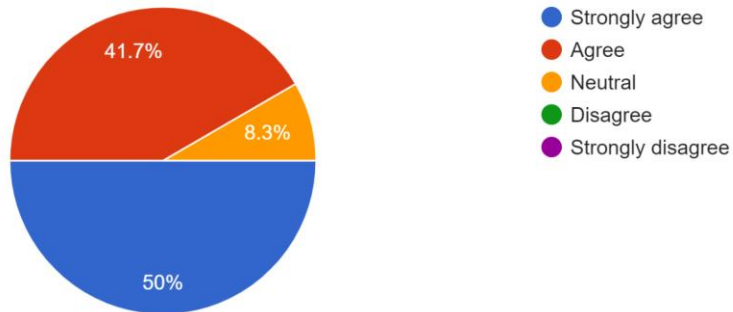
The Board functions as an effective decision-making body.

12 responses



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

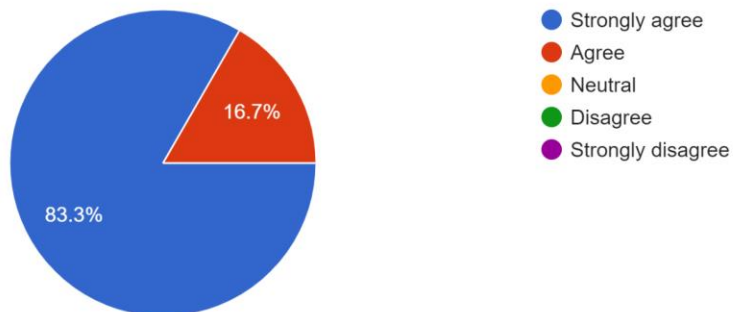
12 responses



3. Self Evaluation

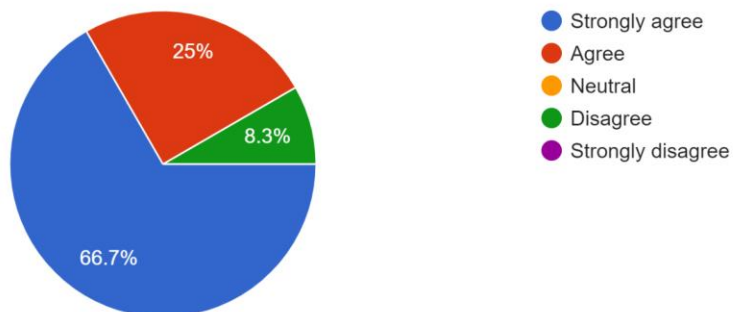
I have a clear understanding of what is expected of me as a Trustee.

12 responses



My attendance at Board and committee meetings has been satisfactory.

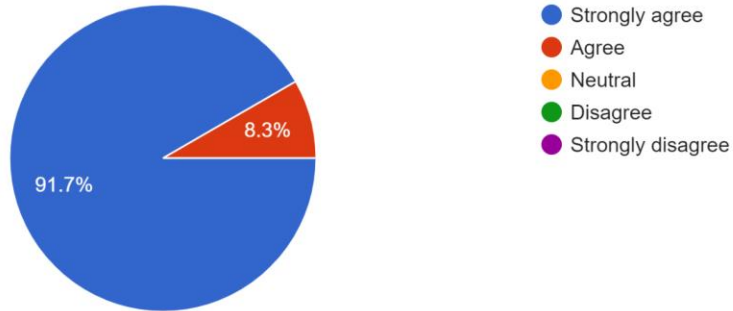
12 responses



4. Overall Board Operations

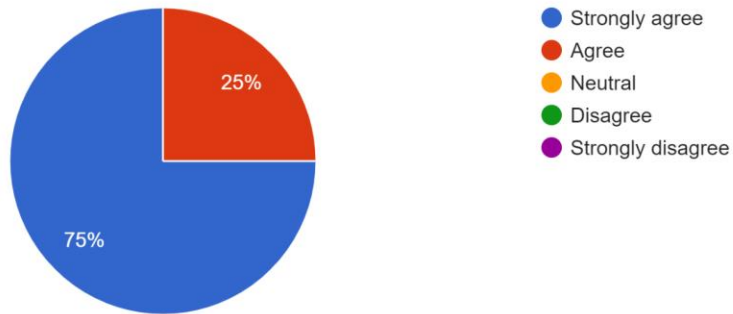
The Trustees' decisions are in concert with and support the mission of the Academy.

12 responses



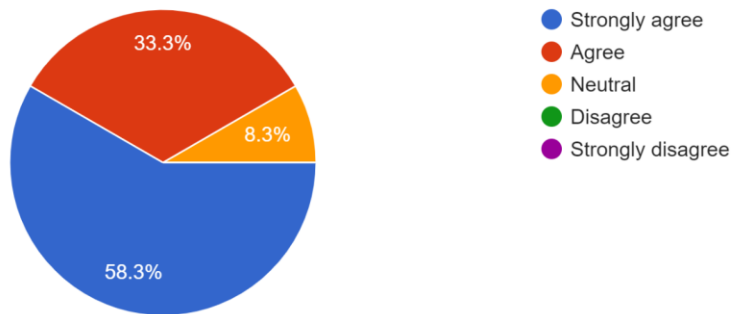
The Trustees effectively exercise their fiscal oversight and fiduciary responsibilities.

12 responses



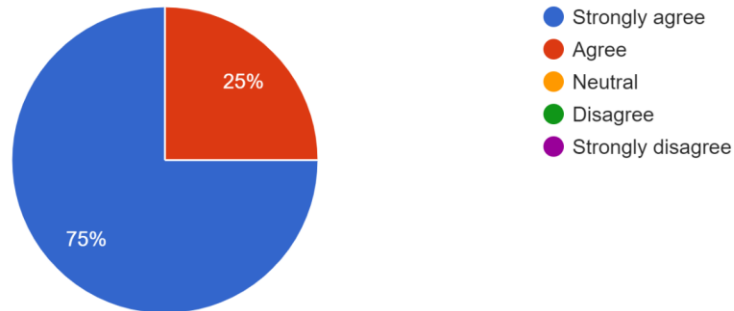
The Board regularly taps the expertise of non-trustees for committees and other responsibilities so as to develop future membership and leadership on the Board.

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.

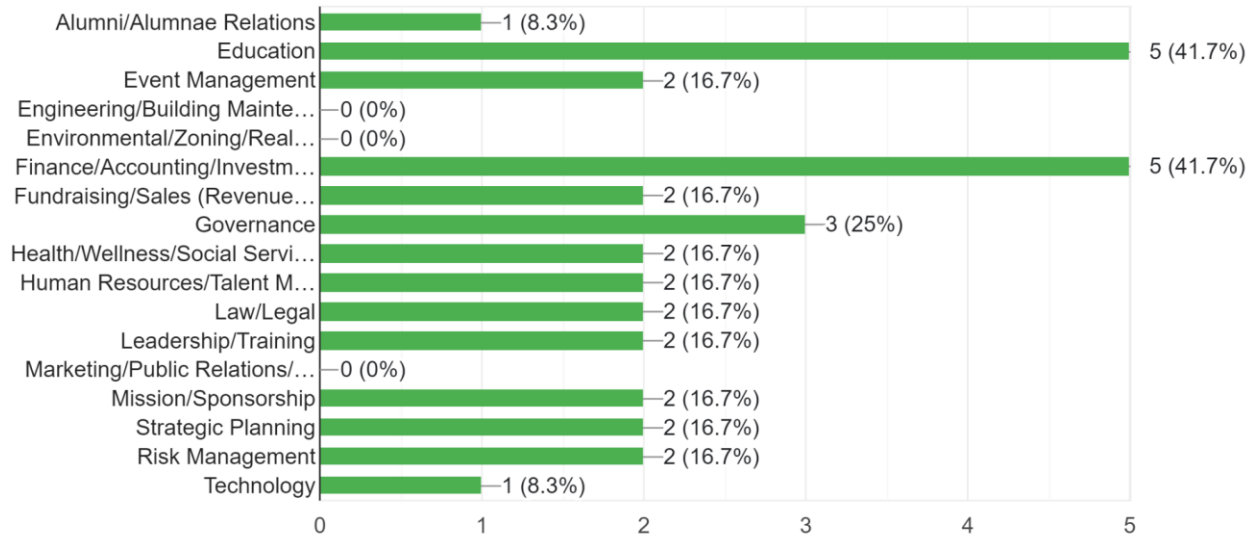
The Code of Conduct is the biggest from last year.

The anti discrimination policy enhancement.

Planning another Board Retreat for 2024-25.

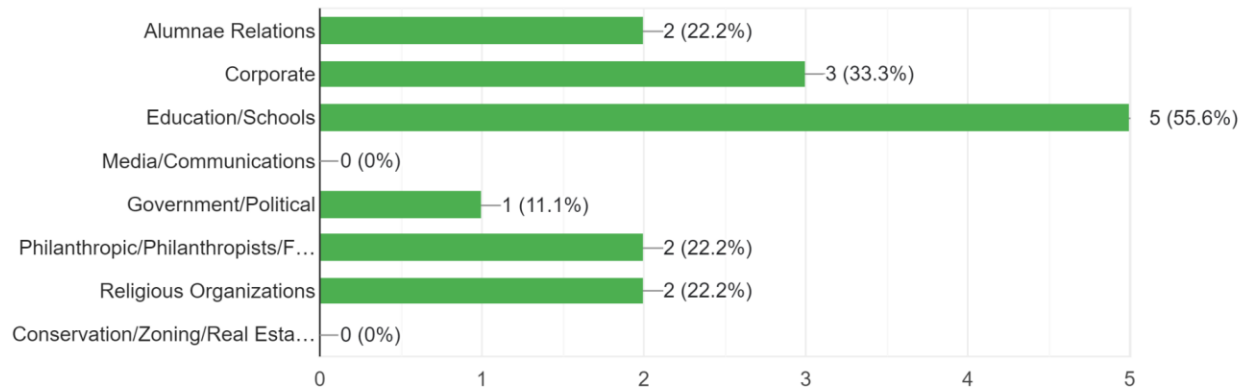
Please indicate your foremost area(s) of Professional Experience/Industry Expertise (check all that apply)

12 responses



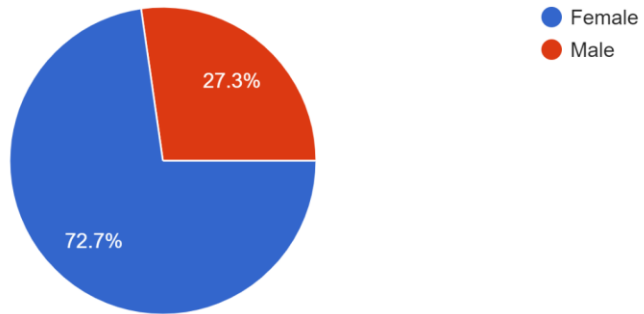
Please indicate which of the following types of community or professional connections you have that you would describe as strong (check all that apply).

9 responses



Gender

11 responses



Ethnicity

12 responses

