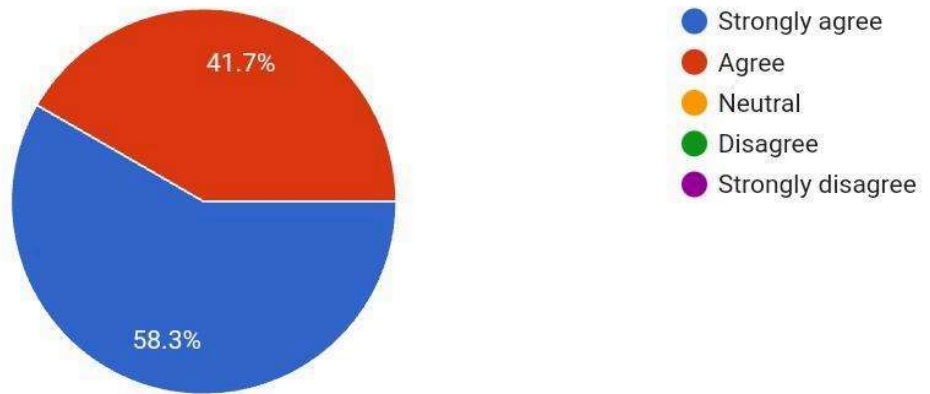


## Board Meeting June 2024 Survey

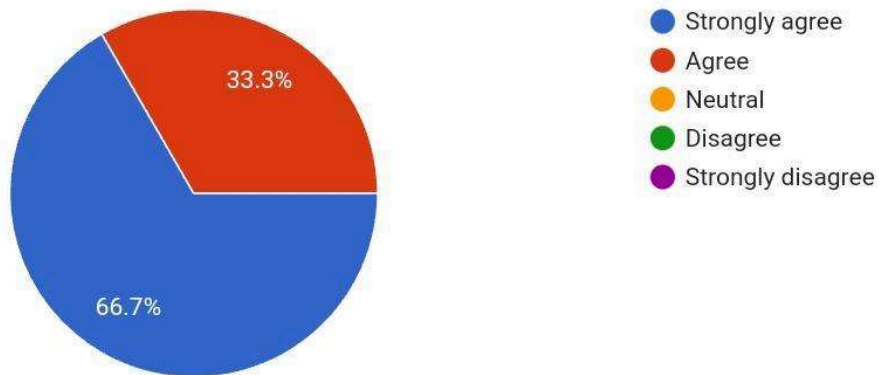
Q1: Overall, I was satisfied with the study trip and the board meeting.

12 responses



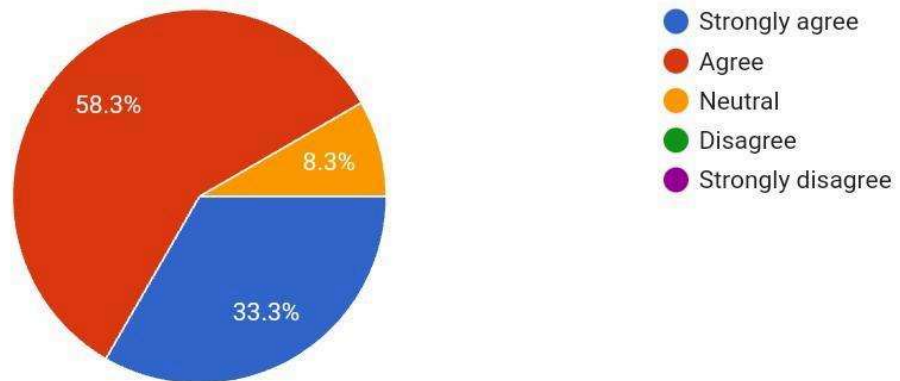
Q2: The advance materials prepared me well for the board meeting and discussions.

12 responses



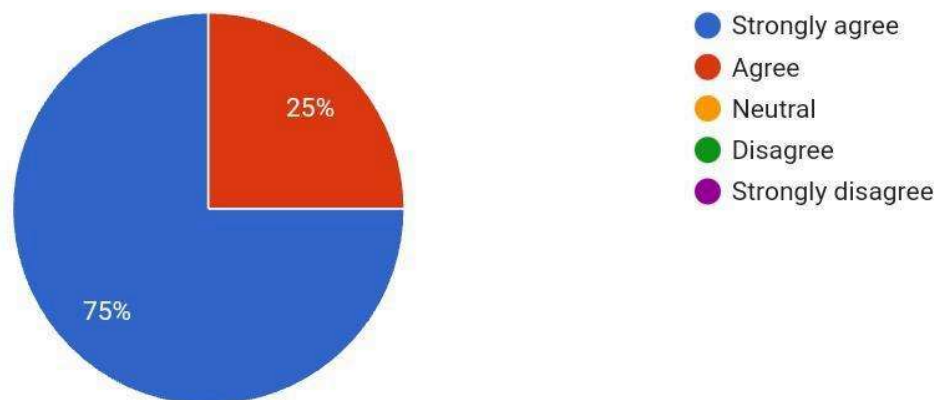
Q3: The meeting agenda adequately reflects the priorities of the United Board.

12 responses



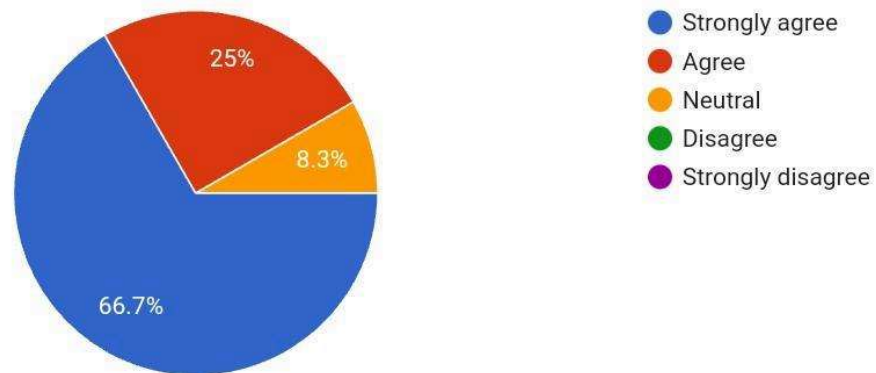
Q4: I was satisfied with the opportunity to participate in the discussions.

12 responses



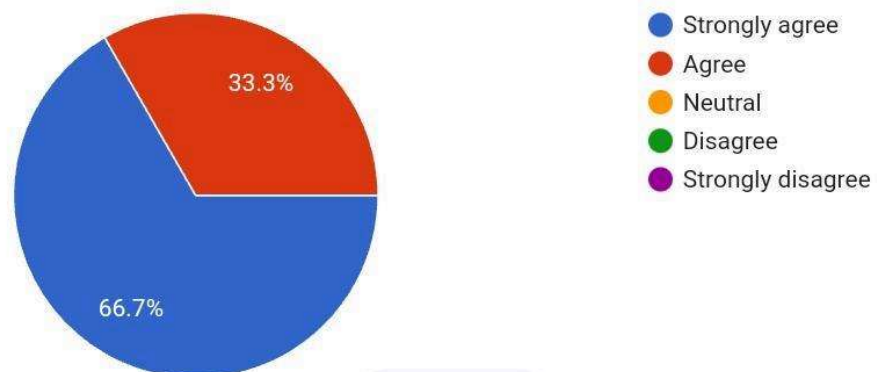
Q5: I was satisfied with the manner in which other board members contributed to the discussions.

12 responses



Q6: Overall, we discussed important topics in critical areas, that we should focus on as trustees of the organization.

12 responses



Q7. Were the board study activities helpful to you as trustee? Is there anything you would like us to modify related to the study trip.

- a meeting session for each committee can be arranged for more communication and discussion which may be helpful for new trustees
- The visit to the institutions and the symposiums were very helpful. It was good to hear the voices of the faculty and the students.
- One page briefings on the universities visited would have been useful
- The board development retreat was helpful. However, some of the information was very basic. In terms of the study trip to the universities, I would have liked to have opportunities to get to know the institutions better and engage the leadership in dialogue.
- Would have liked more time to consider UB's strategic priorities and the board's future role in helping to achieve them.
- Yes. It was wonderful. Observing students and faculty beyond the university leaders was great. Can we include some cultural immersive experiences beyond visiting partners and participating in their events? I do not mean going to tourist sites by cultural immersion. Rather, I mean some immersive learning experiences to understand the history and cultures of the location we are in.
- Very helpful.
- In general, yes. I thought some of the cases and discussion on board effectiveness were irrelevant and alien to higher education institutions in Asia and even to the United Board.
- Absolutely. It was very helpful to meet some of the UB scholars and get a better sense of where and how UB can help them. Meeting and listening to many of the students was an eye opener - very smart, articulate and speaking their minds. Their tech abilities in terms of using AI etc was also impressive - particularly, given their general lack of resources - including travel. Many of the students and scholars had never been outside of Java - except on a UB scholarship.
- Tighten the trip, site visits are valuable, wonder if the group could split up to compress the schedule and allow for more meaningful discussion with partners?
- I was not able to participate in the study visits
- I would welcome more opportunities to interact with university leaders, administrators, faculty, and students at each institution. I understand there were time constraints we had to work with. Perhaps there will be more time in 2025 if we do not have board retreat sessions.

Q8. What can be done to make future board meetings more effective?

- Overview of trustees' roles and responsibilities, board structure, decision making processes... can be briefly introduced. More time for discussion on strategic planning and priorities together with staff members
- It looks like we need to have more discussions on our identity and our core values. Without clarity and common understanding on our identity, our meetings and programs will be a smorgasbord of too many things.
- No suggestions
- I am always concerned about board members leaving early. We have a couple of board members who were not able to participate in the board business meeting. We may want to prioritize business meeting over other activities to maximize board participation.
- While I genuinely appreciate Pareena's efforts to make board sessions less presentation-centric and more interactive/discussion oriented, I think we still need to consider more significant changes to the overall structure and design of full board meetings.
- Since some board members left early before the actual annual board meeting, we may schedule a board meeting in the earlier part of the study tour?
- small group discussions between trustees and local higher education leaders.
- Perhaps choose resource persons who work with Asian institutions
- Spend more time meeting UB's "end customers- the students ". More open- ended discussion.
- Continue board governance work, trustees have vastly different experience as trustees.
- Maybe the Asian Trustees can meet briefly in November. Or link it to some program activity Def
- With strategic planning being an important initiative for UB in the coming year, I would like to suggest that the effort to solicit and engage input and interactive feedback from various constituents be better coordinated.

Q9: What topics would you like to discuss at future board meetings?

- Best practices of integrating WPE, Christian values in HE curriculum, teaching & learning, learning assessment
- In order to discuss our Christian identity and core values, it will be helpful to have those who are well experienced in Christian values and theology to lead us in discussions.
- Strategic plan
- I would like to see the board more fully engaged in conversation about identity and its impact on mission and programs.
- UB's contemporary mission, vision, and values; strategic planning/strategic priorities for the next 5-10 years; optimal board meeting design and structure; mechanisms for periodic and ongoing assessment of the board's effectiveness in achieving its stated goals and priorities.
- UB's Christian identity. Honestly, I am still shocked by the staff presentation of the vision, mission, and tagline. Even though it was no one's intention, it came across as if you tried to erase UB's history and important work informed by critical Christian values reinterpreted in Asian contexts. I cannot help but think about whether the current leadership makeup can have an in-depth understanding of what UB is about and sophisticated knowledge about Christianity's complicated history in Asia and UB's leadership in it.
- The future for humanities.
- The meaning and importance of the Christian identity of the United Board and our partner institutions
- A broader discussion on where and how UB can be most effective - return-on-investment. For example, in my subsequent travels across the islands of Kalimantan, Flores and Nusa Penida , I came across many Catholics who told me that because of costs, many students leave education after junior high school as they have to help their parents with their mostly agricultural activities. Yet, they were trying very hard to learn English to improve their economic circumstances. As a product of Jesuit and Anglican secondary education, I strongly believe that critical thinking skills should be taught to students while they are going through their secondary education. How do we do that ?
- Priorities, ways to measure impact.
- Definitely future plans and strategies
- 1. Continued discussion and practice of board effectiveness moving forward, including rethinking orientation for new trustees and continued refresher opportunities for existing trustees.
- 2. Sharing of post-UB trustee meeting survey and engaging trustee to take part in a collective effort to learn and improve.

Q10: Recommendations for our next study trip:

- Detailed Agenda can be sent earlier
- Our UB networks in India, or our potential office in Manila or Bangkok.
- Thailand, Taiwan, South Korea
- I would suggest India, although I know about the challenges of staff in Hong Kong in getting a visa to India. Nevertheless, we need to explore the feasibility. The work we do in India continues to expand. If India is not an option, I would suggest Thailand or the Philippines.
- Hard for me to provide thoughtful recommendations (I was a virtual attendee).
- India, where our important partners are doing transformative work; Or Thailand, that is, if we are serious about expanding our office there.
- Include some interaction between trustees and policymakers at national or municipal level.
- India, Thailand, Vietnam
- Allow for more discussion with staff. Also don't pack back-to-back meetings when meeting students and scholars.
- Thailand, Taiwan, Philippines
- Maybe it can be shorter
- Thailand

Q11: Please share any other comments, questions, or concerns.

- Yogyakarta was a great place to be, for we do not often come down to be with our network in Indonesia. Thank you so much for all the work that has been put into in preparation for this Trustees' meeting. Hyatt Hotel was also a great place to be. The schedule felt a little too tight, for we were rushing from one thing to the next.
- I am concerned about protocol in terms of the role of the Board in the visits to the universities. This is a visit of the Board, not staff. When the Board Chair is made invisible, there is a problem. In the context of Asia, status and role are important. They are signs of respect to the institutions when the Chair of the Board and the President play their roles well. It should not be a matter of either/or. We need to know when the Chair needs to speak and when the President needs to speak. I'm sorry to point out that the banquet for the network ended up being a "Ricky-show." The President should have been asked to say words of thanks and not being completely invisible. Also, at the lunch gathering at Sanata Dharma University, the president was not there with the representatives of the university. I understand that it may have been the president's decision to have lunch with the staff. However, this is about protocol and where the president was needed to be.
- I think the "retreat" portion of the study tour agenda generated several interesting potential projects, initiatives, and next steps. It's now up to us to ensure thorough and thoughtful follow up on the most promising ideas.
- The UB staff was superb, and you are rock stars! The discussion on UB's expansion work needs to be more focused on our mission and identity. I know that it was from a consultant who seemed to be driven by a trend analysis, which can be detrimental to an organization's health when it is not founded on its core mission and identity. Please spend critical time on understanding UB's Christian identity and mission work. This requires an in-depth understanding of UB's history, Christianity's complicated presence as both colonial and decolonial power, and UB's role in it. Please make our president more visible at UB's external events. During this trip, there were a few cases where "proper Asian" protocol was not followed. A couple of times, our board chair was completely invisible.
- I specially appreciated the visits to partner institutions; the interaction among the trustees and with UB staff; the accommodations and service. And Indonesia/Yogyakarta was a great place to visit (re-visit)!
- Nothing in particular