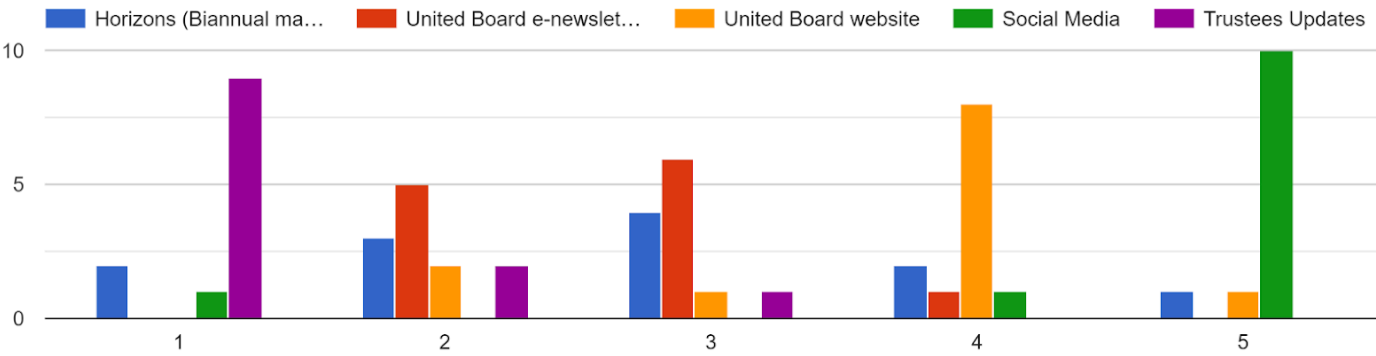


# Responses from Trustee Survey regarding Communications and Board Materials

1. What are the channels through which you usually receive news and information from or about the United Board? Please rank them from 1 to 5 with 1 being the most usual channel.



Others (please specify; if any)

Regarding Q1

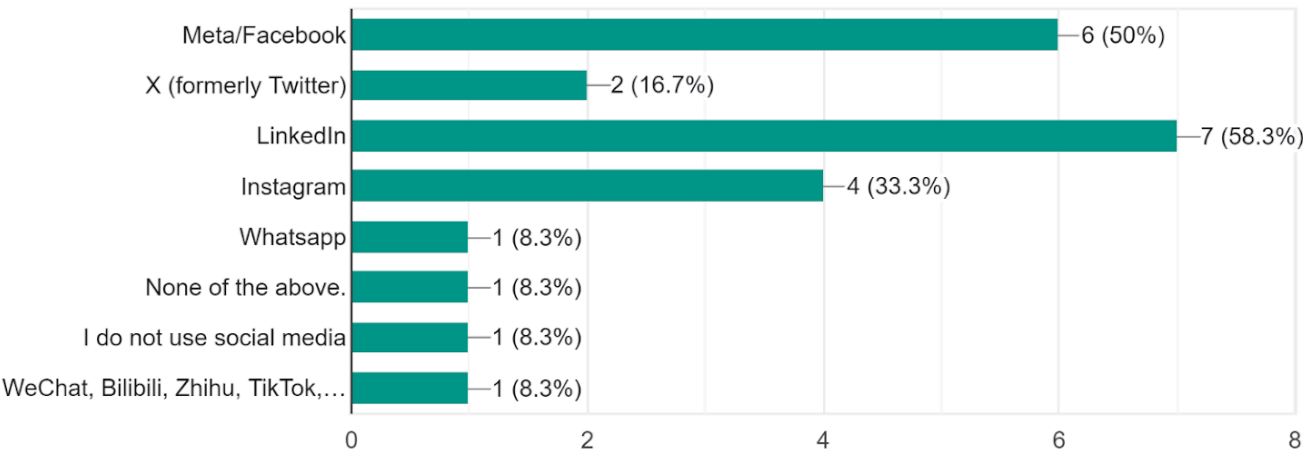
2 responses

Also receive information from individual UB staff.

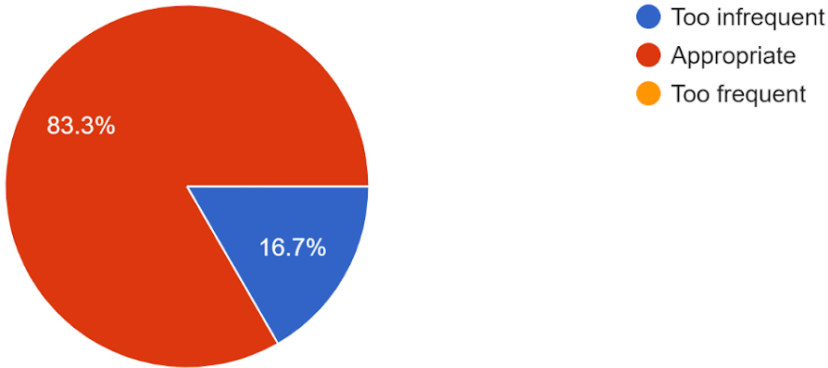
personal communication

2. Do you use any social media platforms? (You can check more than one below.)

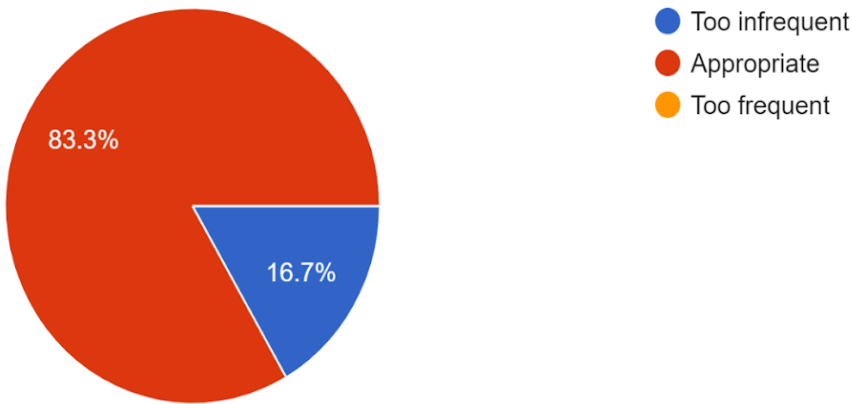
12 responses



3a. How would you rate the frequency of communication through Horizons (bi-annually magazine) in terms of providing sufficient information about the operation of the United Board?  
12 responses

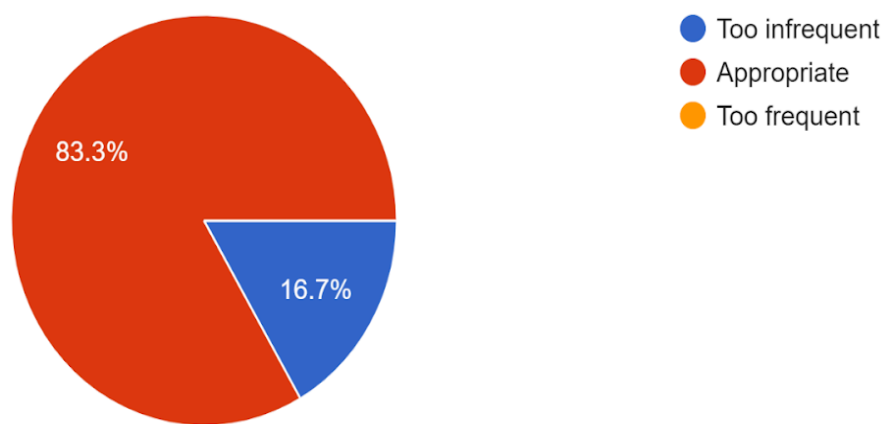


3b. How would you rate the frequency of communication through United Board e-newsletter (between two issues of Horizons) in terms of providing sufficient information about the operation of the United Board?  
12 responses



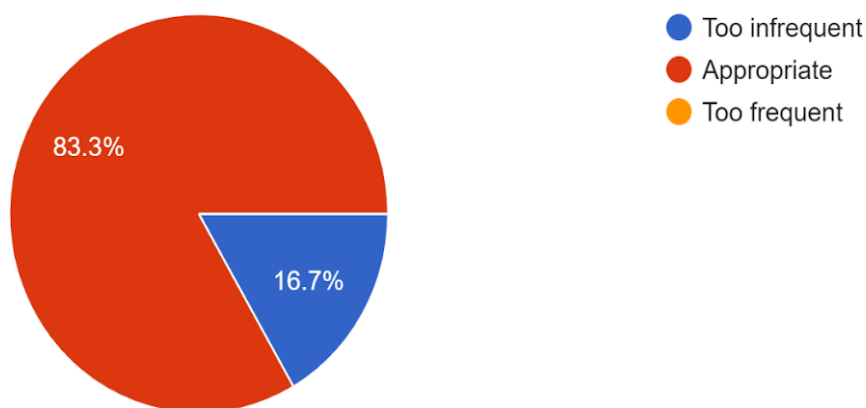
3c. How would you rate the frequency of communication through United Board website in terms of providing sufficient information about the operation of the United Board?

12 responses



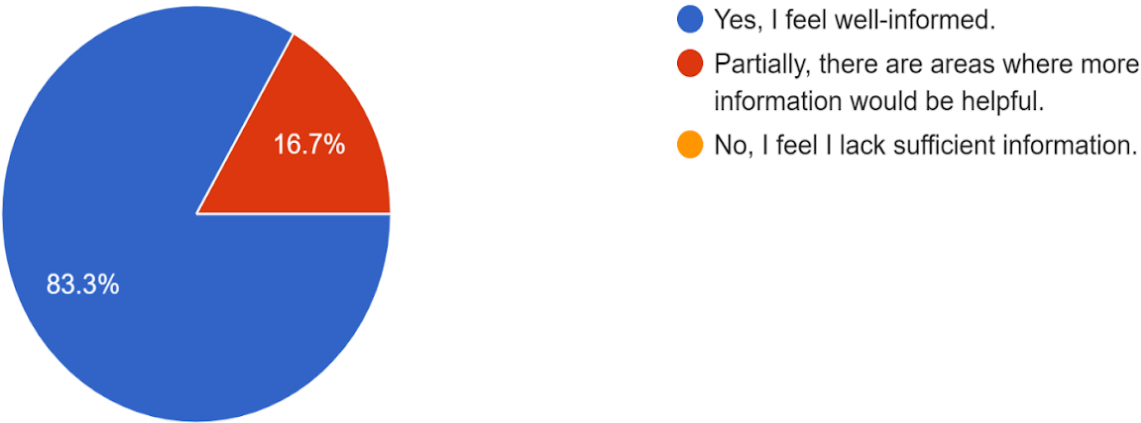
3d. How would you rate the frequency of communication through Trustees Updates in terms of providing sufficient information about the operation of the United Board?

12 responses



4a. Do you feel adequately informed about the operation of the United Board through the current communication channels?

12 responses



4b. Referring to the question above, please specify what areas where more information would be helpful, if any.

Please specific what areas:

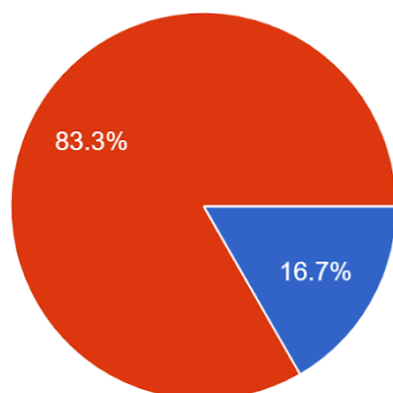
2 responses

Program Activities & Relevant information about our network institutions

I found Pareena's monthly Board Briefs to be especially informative and timely.

## 5. How would you rate the frequency of the committee meetings?

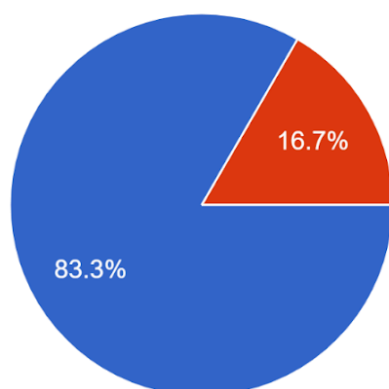
12 responses



- Too infrequent, more frequent meetings are needed.
- Appropriate, the current frequency is sufficient.
- Too frequent, fewer meetings would be preferable.

## 6a. Do you feel the committee reports and papers have helped you understand the current work being done and give you enough information to provide guidance for future work?

12 responses



- Yes, I feel well-informed.
- Partially, more information would be helpful in certain areas.
- No, I lack sufficient information.

## 6b. Referring to the question above, please specify what more information would be helpful, if any.

Please specify what areas:

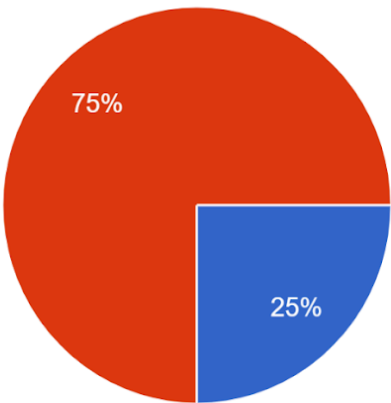
2 responses

More information about future issues/challenges/opportunities, strategic considerations/choices, and other non-operational matters.

More information about program proposals, approvals and results

7. How would you rate the current volume of Board materials (over 300 pages in the November 2023 Board Meeting)?

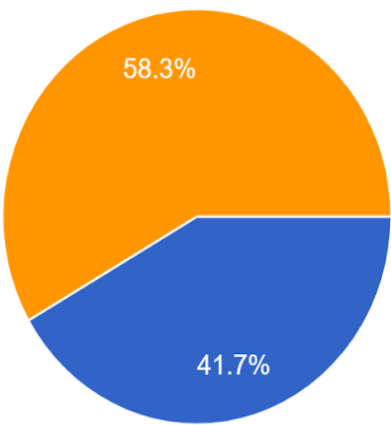
12 responses



- Too much, it is difficult to review and digest.
- Appropriate, it allows for comprehensive understanding.
- Insufficient, more information is needed.

8. Would you prefer Board materials to be:

12 responses



- More concise, focusing on key information.
- More comprehensive, covering a wider range of topics.
- Balanced, providing sufficient details without being overwhelming.

### Qualitative Feedback

Some trustees have provided qualitative feedback which can be categorized as in the table below. Our comments to the feedback are given in red below.

	<i>General communication</i>	<i>Committee/Board meetings</i>	<i>Board interaction</i>
<i>Frequency</i>	<ul style="list-style-type: none"> <li>• More frequent updates</li> <li>• Brief quarterly updates</li> </ul>	<ul style="list-style-type: none"> <li>• At least one more meeting for committees to reduce amount of info and discussion per meeting</li> </ul>	
<i>Our Comment</i>	<i>Board Briefs should have addressed this.</i>	<i>Some committees (investment, trustees) are already doing this. A matter for the committees themselves.</i>	
<i>Subject matter</i>	<ul style="list-style-type: none"> <li>• key issues and development</li> </ul>	<ul style="list-style-type: none"> <li>• matters of future importance and strategic relevance and given time to deliberate at meetings</li> </ul>	
<i>Our Comment</i>	<i>Board Briefs should have addressed this.</i>	<i>This is already being done to some extent and due attention will be paid to keep doing it.</i>	
<i>Format</i>		<ul style="list-style-type: none"> <li>• more concise minutes</li> <li>• executive summary highlighting action items</li> <li>• Board package better organized</li> </ul>	<ul style="list-style-type: none"> <li>• Use WhatsApp for quick exchanges</li> <li>• more in-person interactions, e.g., two-day retreat</li> <li>• regular meetings for committee chairs</li> </ul>
<i>Our Comment</i>		<ul style="list-style-type: none"> <li>• minutes already given a new format, introducing paragraphing and a margin for actions</li> <li>• executive summaries usually reserved for long reports</li> <li>• Board package has room to be streamlined and better organized</li> </ul>	<ul style="list-style-type: none"> <li>• WhatsApp not available in every country our trustees are hailed from</li> <li>• More and longer gatherings, social or otherwise, may be arranged</li> <li>• All committee chairs are members of Executive Committee, which transacts its business through meetings and electronic means</li> </ul>
<i>Logistics</i>		<ul style="list-style-type: none"> <li>• Zoom invite ASAP and papers sent with invite</li> </ul>	<ul style="list-style-type: none"> <li>• Details of in-person meetings well in advance for travel planning</li> </ul>
<i>Our Comment</i>		<i>Continue to consult and lock down trustees' calendars as early as possible; explore technical solution of sending papers at time of invite.</i>	<i>Being done as far as is practicable.</i>