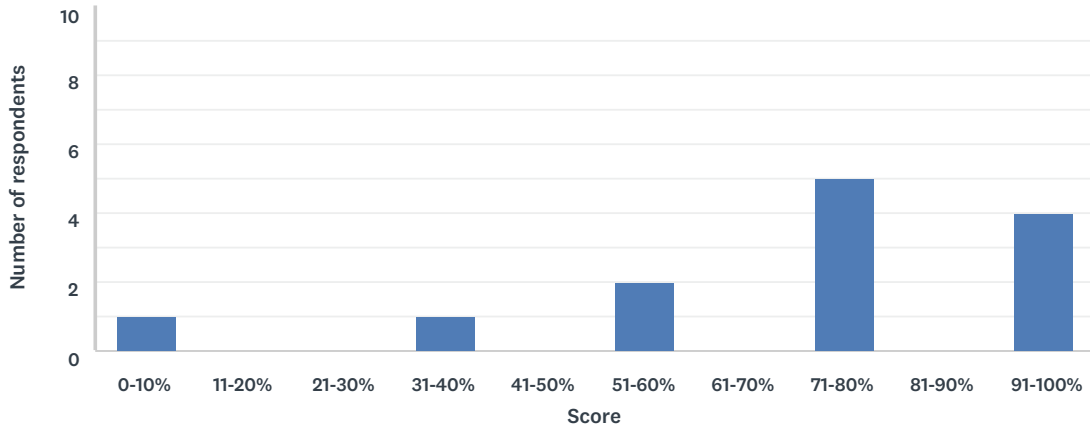


Quiz Summary

AVERAGE SCORE
80% • 4.0/5 PTS



STATISTICS

Lowest Score	Median	Highest Score
40%	80%	100%

Mean: 80%

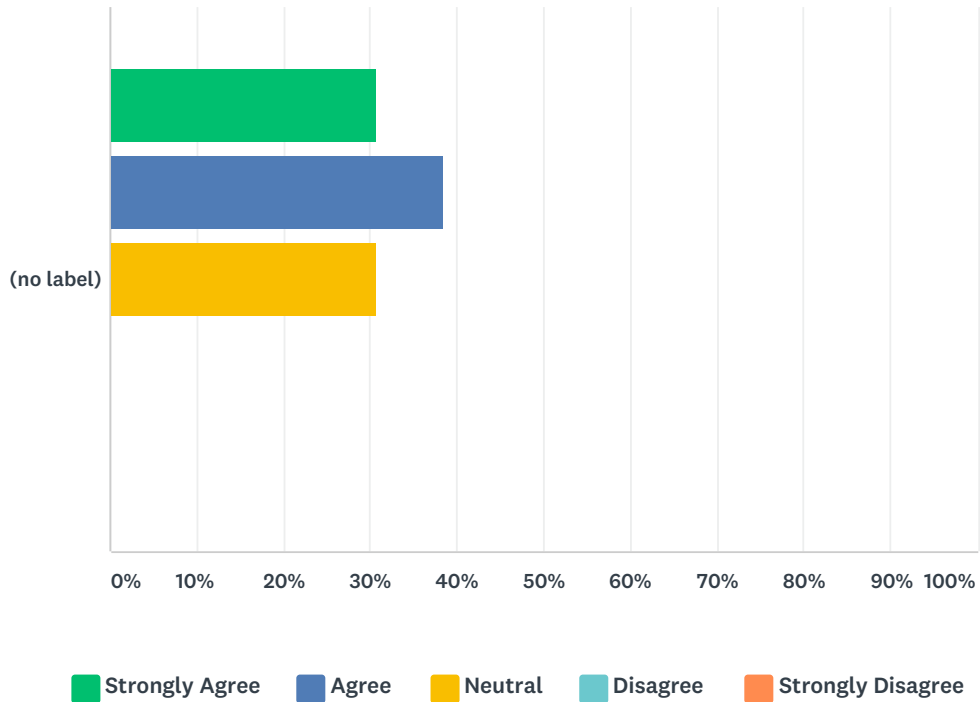
Standard Deviation: 19%

Question Ranking

QUESTIONS (1)	DIFFICULTY	AVERAGE SCORE
Q33 Overall, how would you rate your personal satisfaction and fulfillment from being a member of the board?	1	80%

Q1 The Board reviews UWC-USA’s mission in a timely manner and ensures it is appropriate.

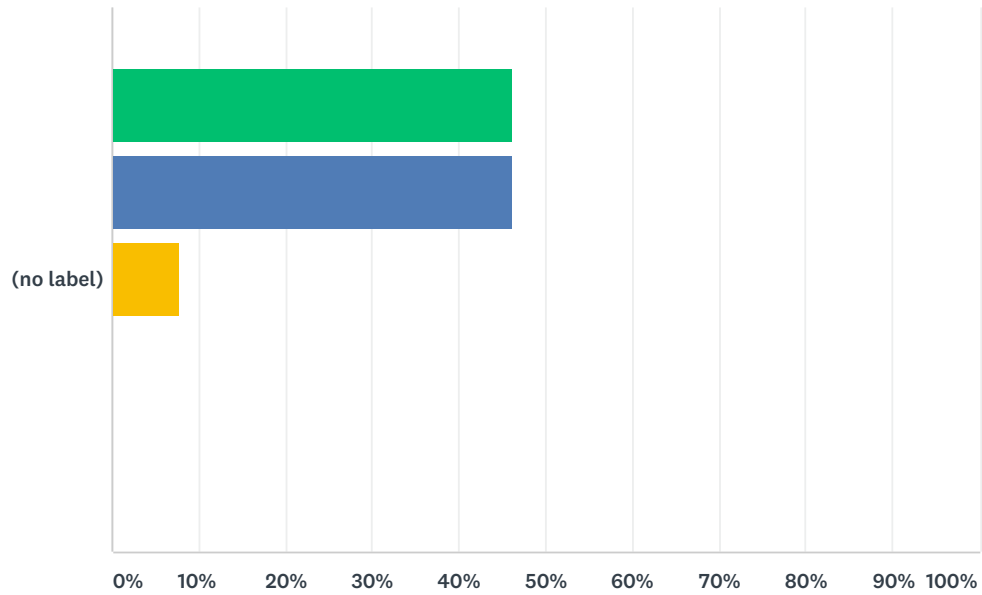
Answered: 13 Skipped: 0



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	30.77% 4	38.46% 5	30.77% 4	0.00% 0	0.00% 0	13	4.00

Q2 The Board uses UWC-USA’s mission and vision to drive decisions.

Answered: 13 Skipped: 0

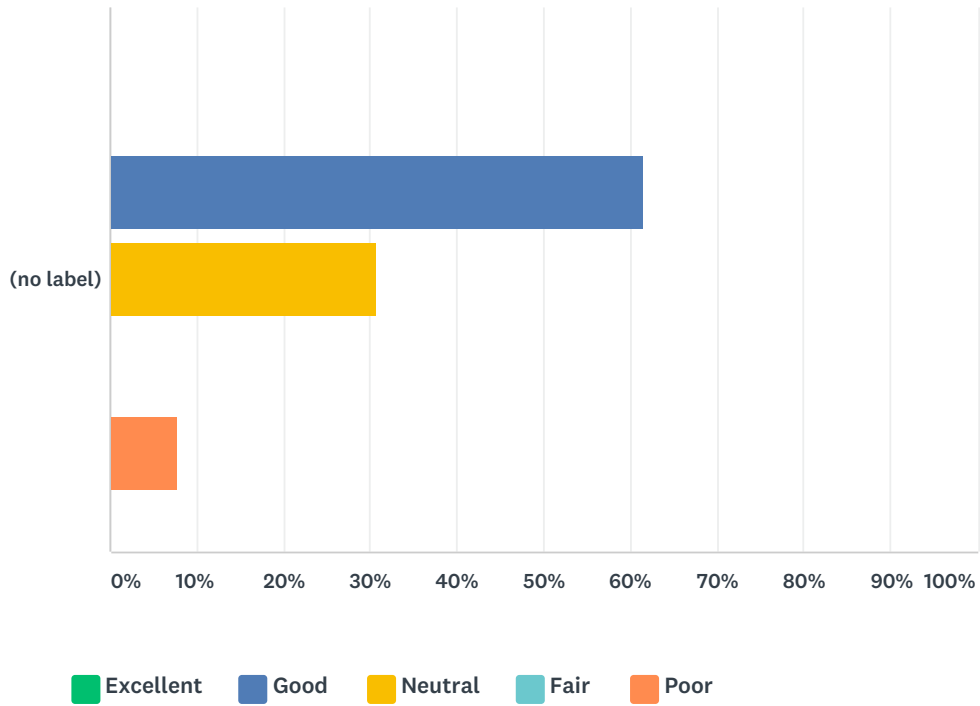


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	46.15% 6	46.15% 6	7.69% 1	0.00% 0	0.00% 0	13	4.38

Q3 Please rate the Board's performance in strategic planning.

Answered: 13 Skipped: 0

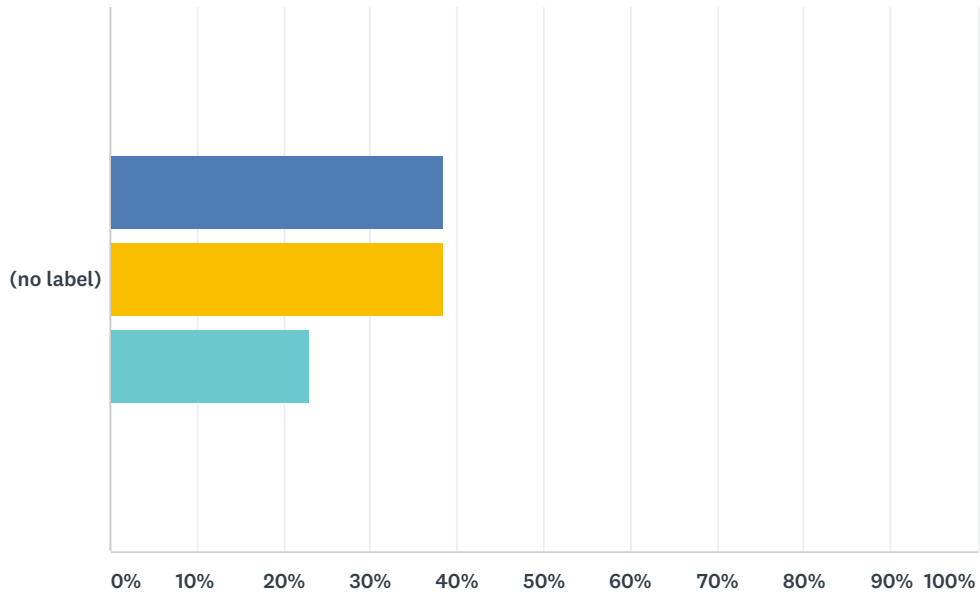


	EXCELLENT	GOOD	NEUTRAL	FAIR	POOR	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	61.54%	30.77%	0.00%	7.69%	13	3.46
	0	8	4	0	1		

#	PLEASE PROVIDE ANY OTHER COMMENTS YOU WOULD LIKE TO MAKE REGARDING THE BOARD'S PERFORMANCE IN PROVIDING DIRECTION TO UWC-USA.	DATE
1	The school head should work in tandem with the board and not lead the strategic planning.	10/3/2019 4:01 PM
2	Our ability to provide strategic direction has been limited because of the unanticipated leadership transitions that have occurred.	9/30/2019 4:17 AM
3	Still fair amount of "fuzziness" between board-level institutional strategy (clear diagnosis, real choices) and staff level tactical planning. They are generally aligned but challenging to communicate.	9/28/2019 4:32 AM
4	The strategy planning process was led mainly by Ben and Steve. Would have liked more involvement from the SLT.	9/27/2019 11:50 AM
5	Board so far fails at connecting funding to aspirations.	9/27/2019 4:32 AM

Q4 The Board is actively involved in soliciting donations from individuals, corporations/foundations, and alumni.

Answered: 13 Skipped: 0

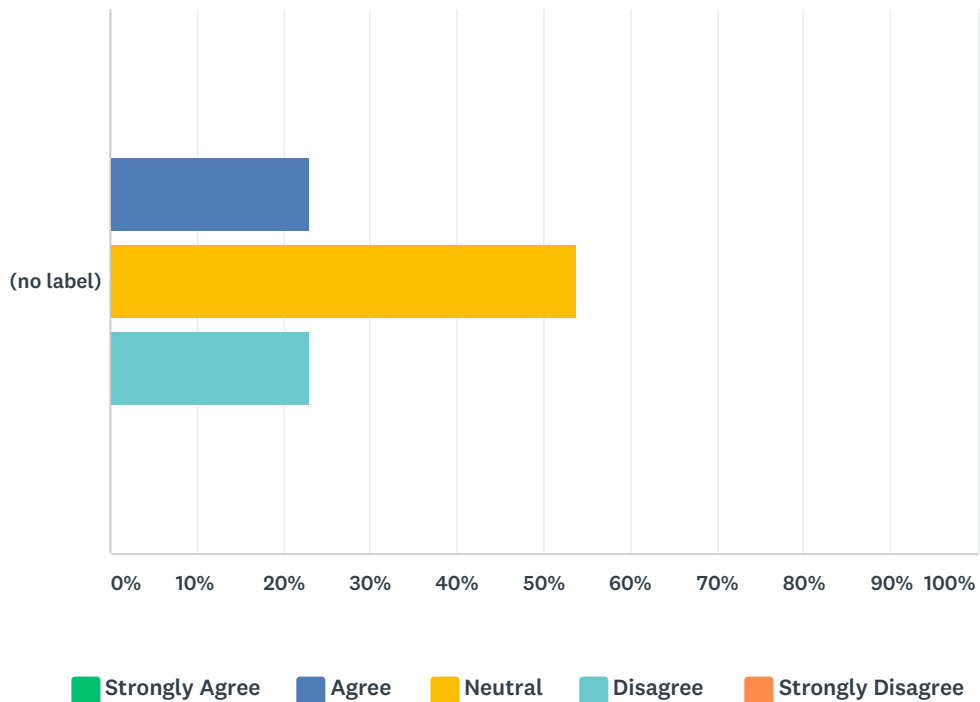


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	38.46% 5	38.46% 5	23.08% 3	0.00% 0	13	3.15

Q5 The Board is successful in seeking out new relationships with donors and stakeholders.

Answered: 13 Skipped: 0

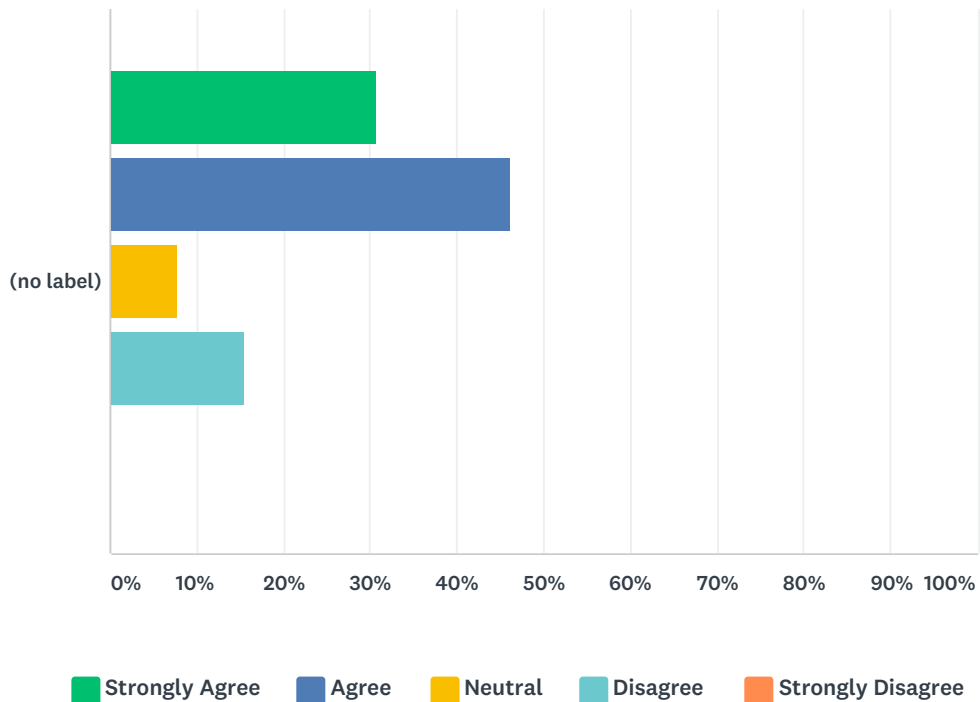


	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	23.08%	53.85%	23.08%	0.00%	13	3.00
	0	3	7	3	0		

#	PLEASE PROVIDE ANY OTHER COMMENTS YOU WOULD LIKE TO MAKE REGARDING THE BOARD'S PERFORMANCE IN HARNESSING RESOURCES.	DATE
1	Board needs stronger and more active advancement committee	10/3/2019 4:01 PM
2	The big challenge is that alums are really the only natural donor pool.	9/28/2019 4:33 AM
3	Board involvement is not uniform across the members; many have done very little. Since this is a volunteer board, it is very difficult to devote the type of attention/resources required to secure new relationships	9/27/2019 11:52 AM

Q6 The Board governs in a constructive partnership with the President of UWC-USA and focuses on strategic matters (not daily operations).

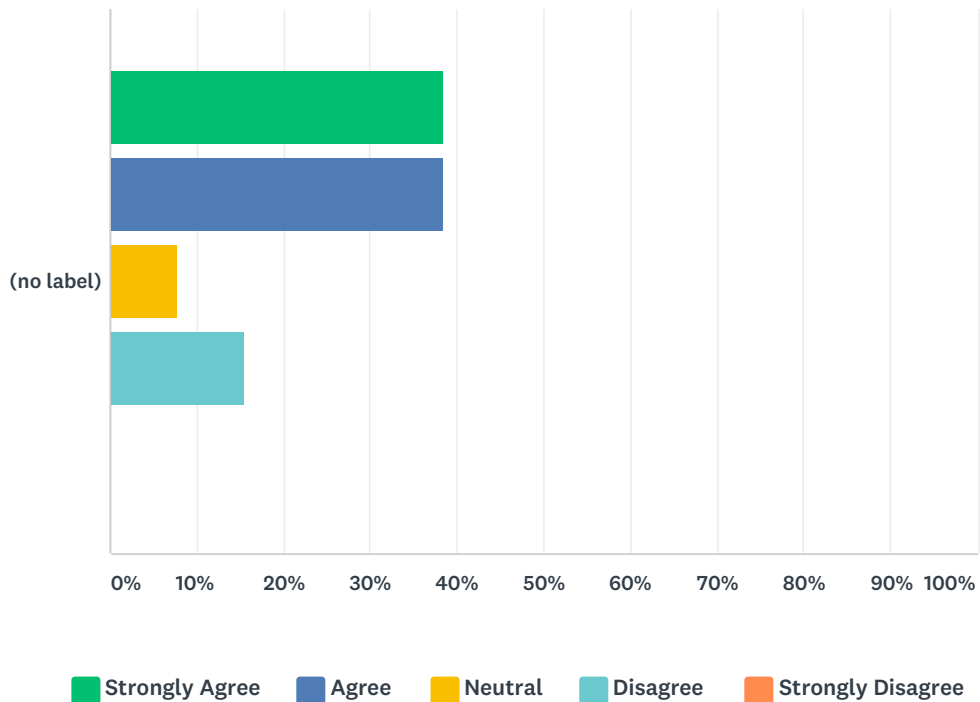
Answered: 13 Skipped: 0



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	30.77% 4	46.15% 6	7.69% 1	15.38% 2	0.00% 0	13	3.92

Q7 The Board ensures that resources are appropriately allocated to meet the school's mission.

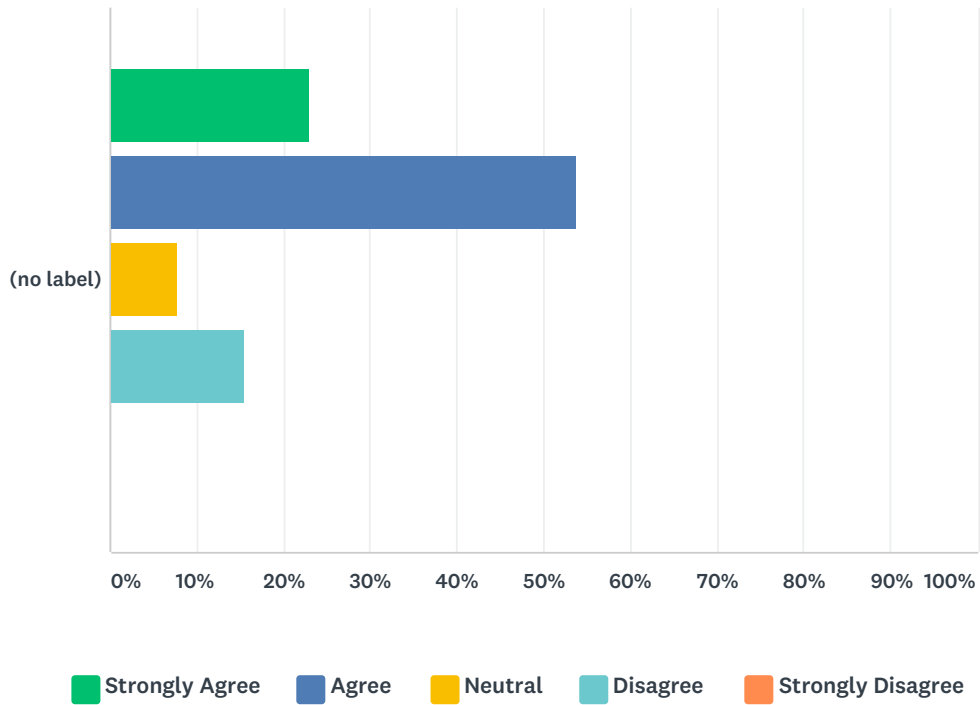
Answered: 13 Skipped: 0



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	38.46%	38.46%	7.69%	15.38%	0.00%	13	4.00
	5	5	1	2	0		

Q8 The Board has sufficient information on educational goals / academic and residential life / student composition / developments in the broader UWC movement.

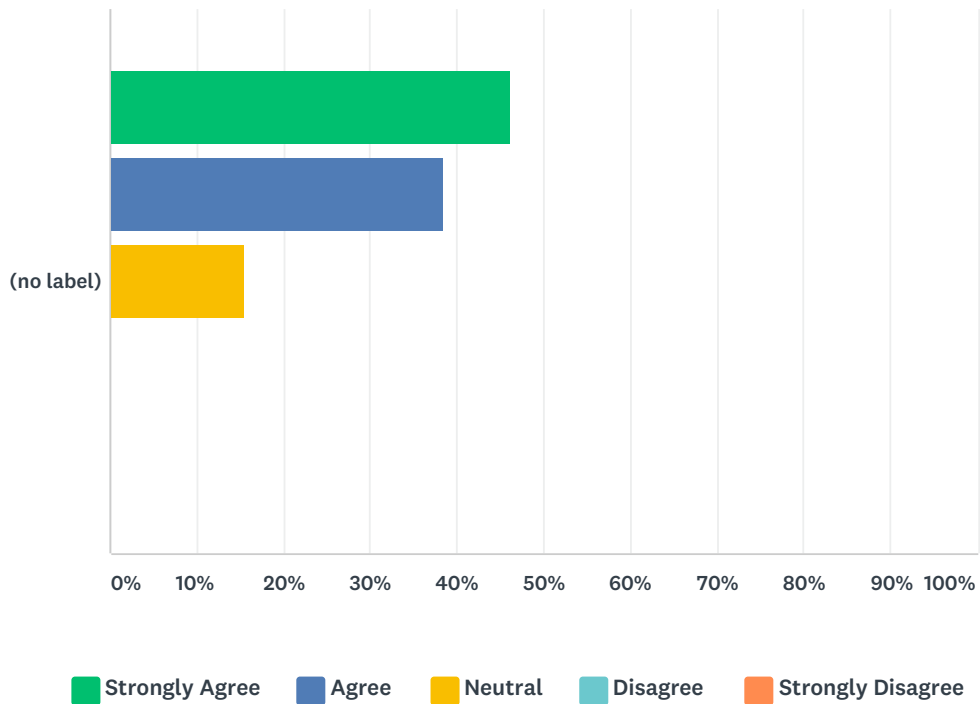
Answered: 13 Skipped: 0



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	23.08%	53.85%	7.69%	15.38%	0.00%	13	3.85
	3	7	1	2	0		

Q9 The Board monitors on-going risks that might prevent UWC-USA from achieving its mission.

Answered: 13 Skipped: 0

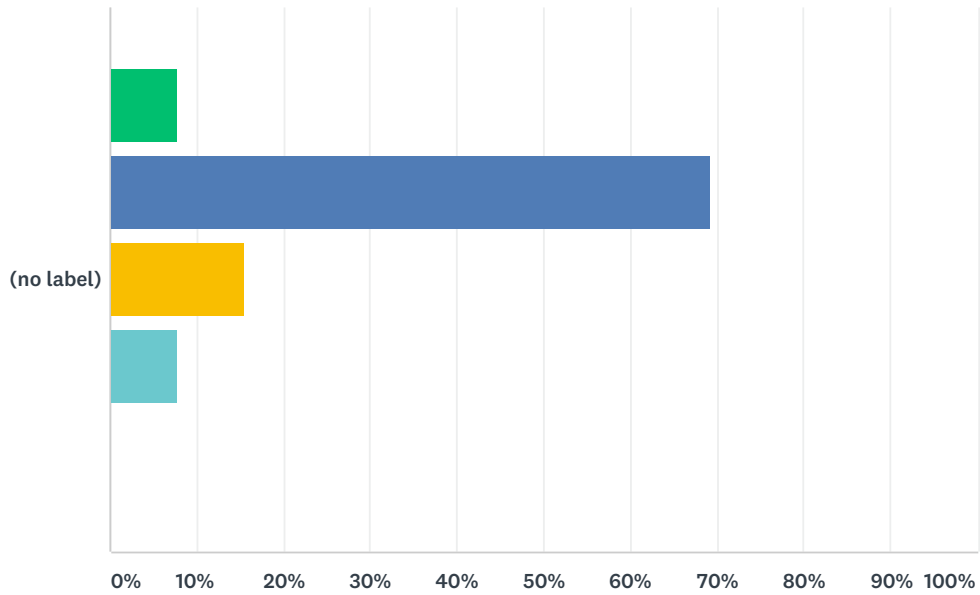


	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	46.15%	38.46%	15.38%	0.00%	0.00%	13	4.31
	6	5	2	0	0		

#	PLEASE PROVIDE ANY OTHER COMMENTS YOU WOULD LIKE TO MAKE REGARDING THE BOARD'S PERFORMANCE IN PROVIDING OVERSIGHT TO UWC-USA.	DATE
1	Board often gets pulled by head of school and staff into tactical reviews and tactical discussions	10/3/2019 4:02 PM
2	The board had to get involved in the operations given the past leadership change. The board continues to focus on the minutiae instead of the big picture. The board members know woefully little about the academic and residential life at UWC-USA and other UWCs	9/27/2019 11:55 AM

Q10 The Board committee structure is effective in providing oversight.

Answered: 13 Skipped: 0

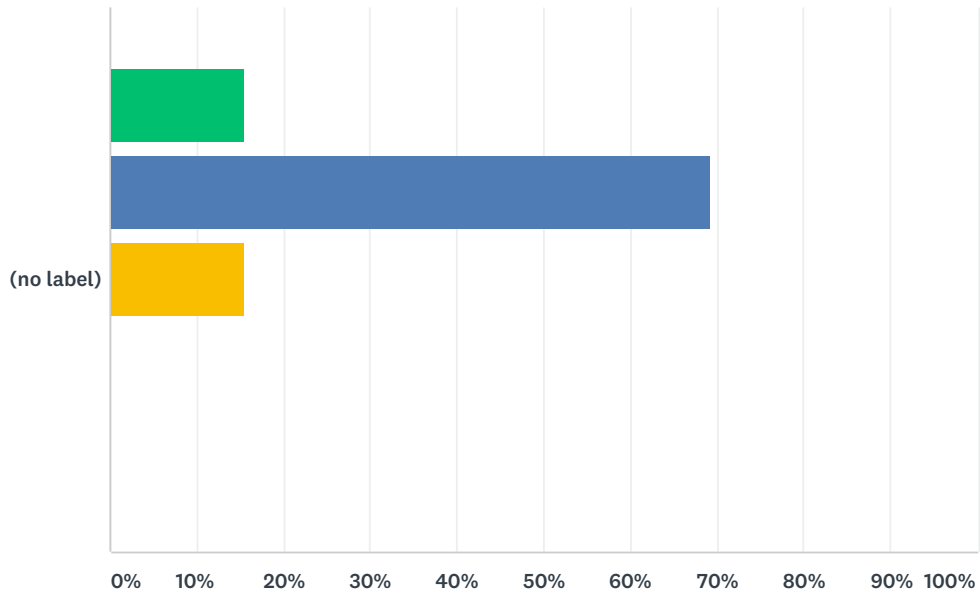


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	7.69%	69.23%	15.38%	7.69%	0.00%	13	3.77
	1	9	2	1	0		

Q11 The Board is successful in utilizing individual member's expertise.

Answered: 13 Skipped: 0

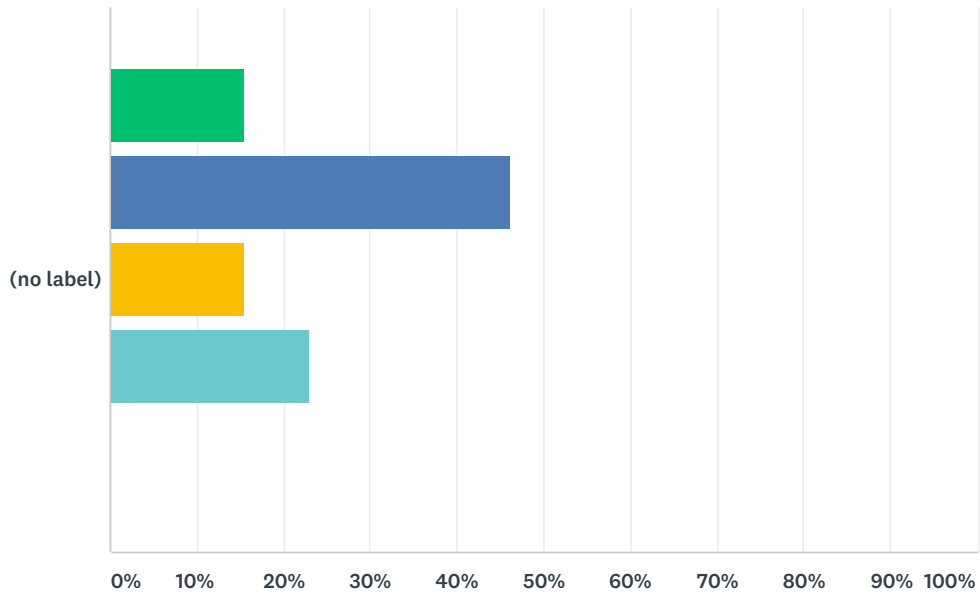


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	15.38%	69.23%	15.38%	0.00%	0.00%	13	4.00
	2	9	2	0	0		

Q12 The Board regularly reviews its governance practices.

Answered: 13 Skipped: 0

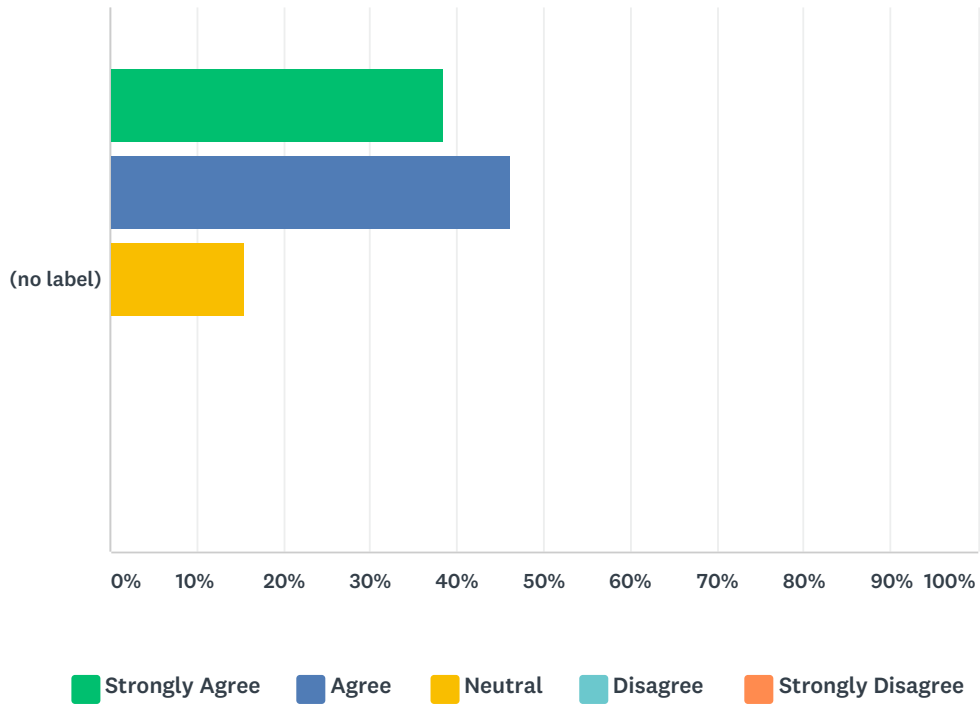


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	15.38%	46.15%	15.38%	23.08%	0.00%	13	3.54
	2	6	2	3	0		

Q13 The Board regularly examines its composition and identifies gaps.

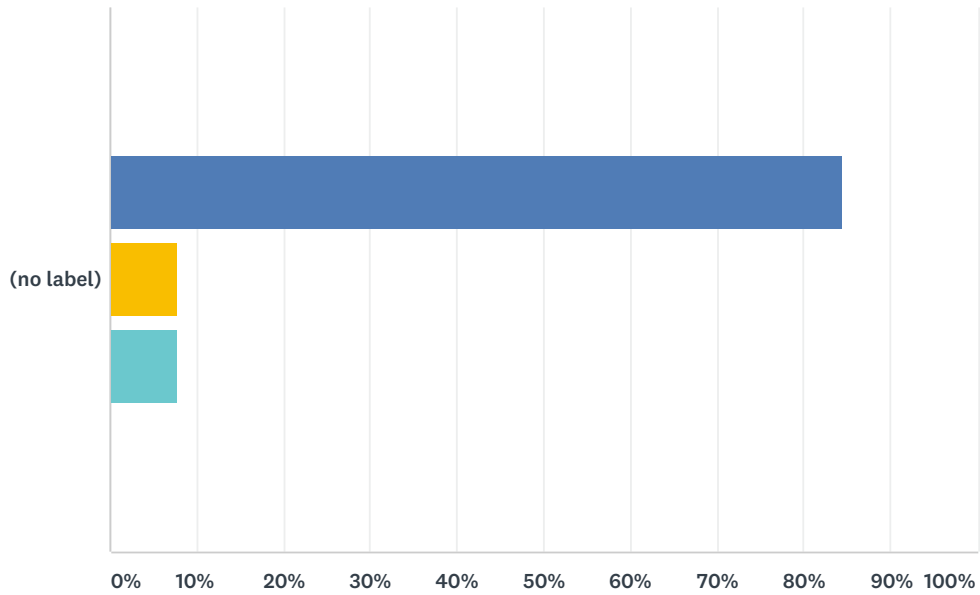
Answered: 13 Skipped: 0



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	38.46%	46.15%	15.38%	0.00%	0.00%	13	4.23
	5	6	2	0	0		

Q14 The Board is effective in identifying new/potential trustees.

Answered: 13 Skipped: 0

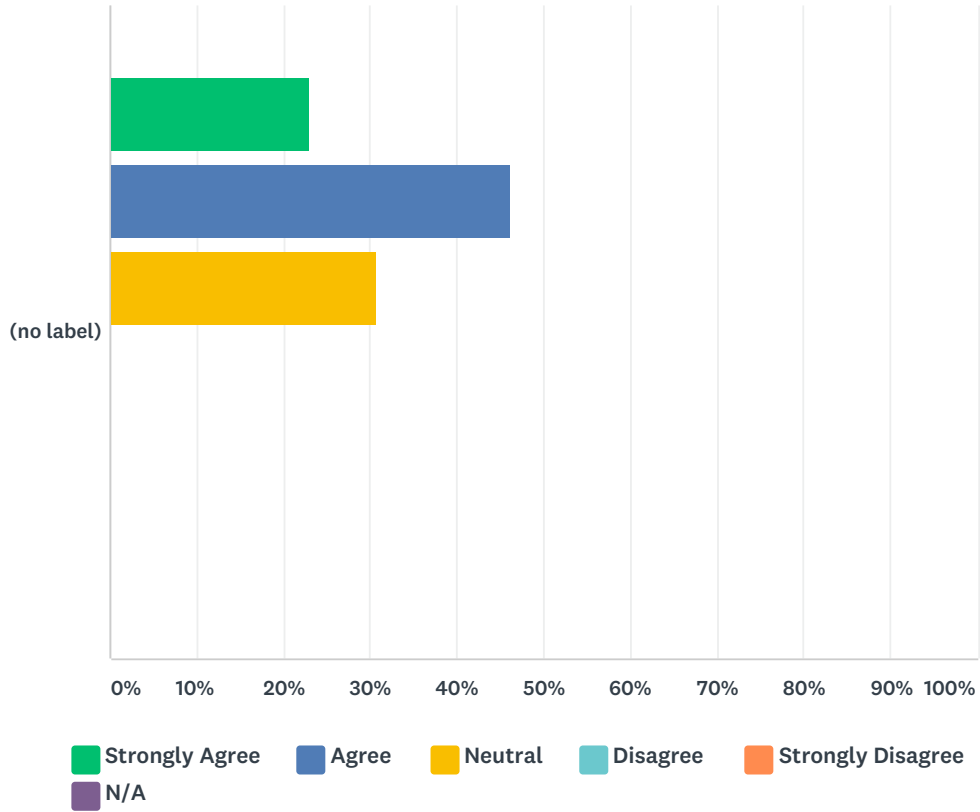


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	84.62% 11	7.69% 1	7.69% 1	0.00% 0	13	3.77

Q15 The Board is effective in orienting new board members.

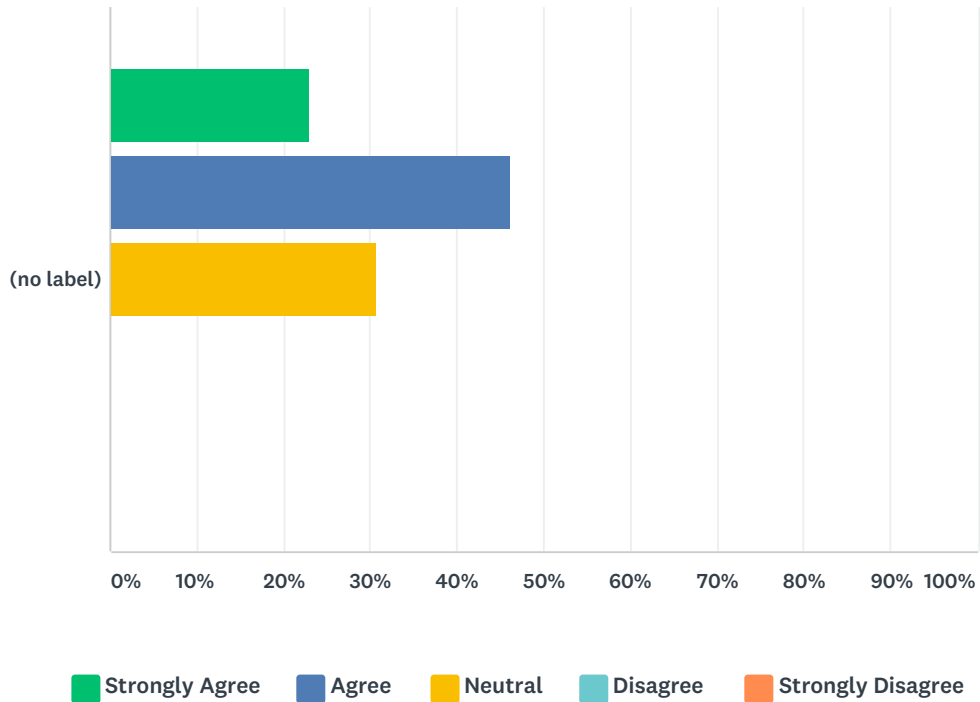
Answered: 13 Skipped: 0



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	23.08%	46.15%	30.77%	0.00%	0.00%	0.00%	13	3.92
	3	6	4	0	0	0		

Q16 Board members are well informed about their roles and responsibilities.

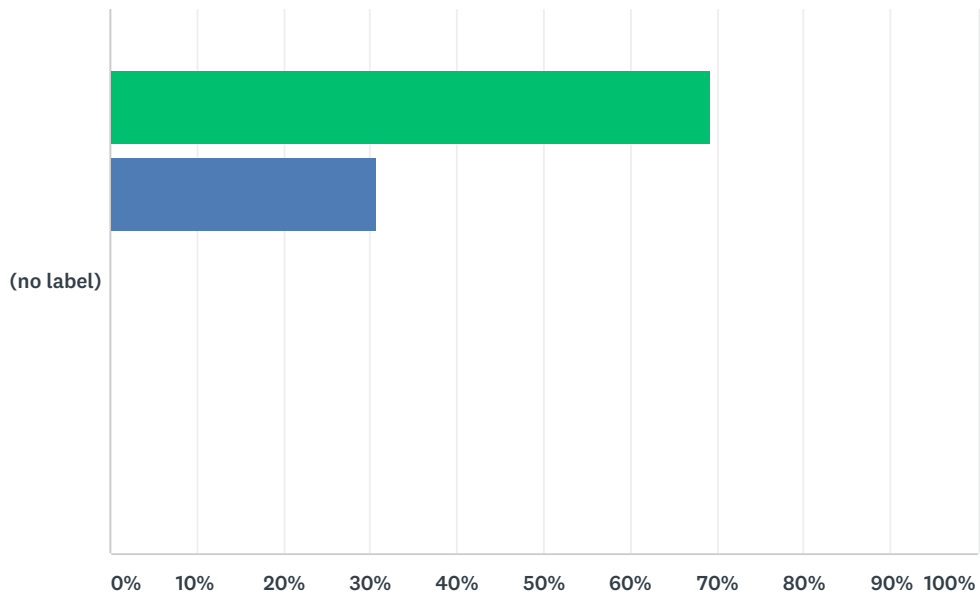
Answered: 13 Skipped: 0



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	23.08%	46.15%	30.77%	0.00%	0.00%	13	3.92
	3	6	4	0	0		

Q17 Board meetings take place in an environment of trust and mutual respect.

Answered: 13 Skipped: 0

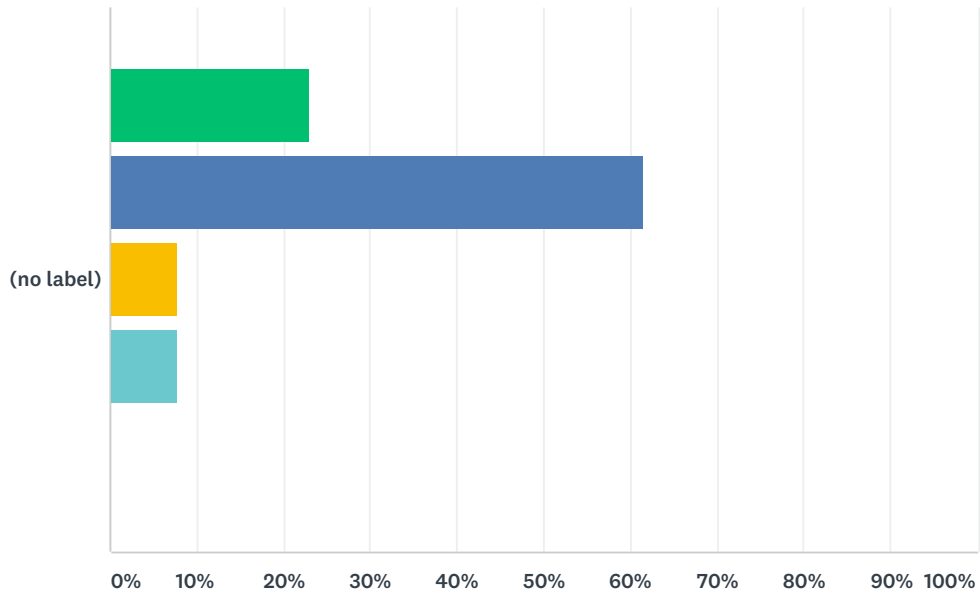


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	69.23% 9	30.77% 4	0.00% 0	0.00% 0	0.00% 0	13	4.69

Q18 Board meetings are of the right length.

Answered: 13 Skipped: 0

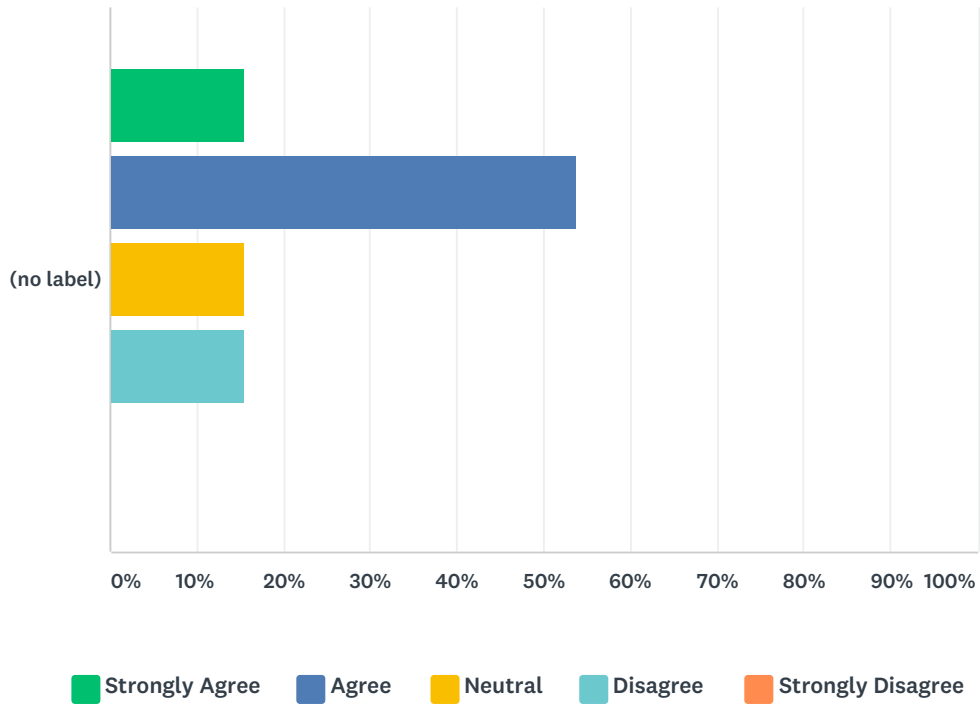


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	23.08%	61.54%	7.69%	7.69%	0.00%	13	4.00
	3	8	1	1	0		

Q19 The Board ensures sufficient engagement from all Board members.

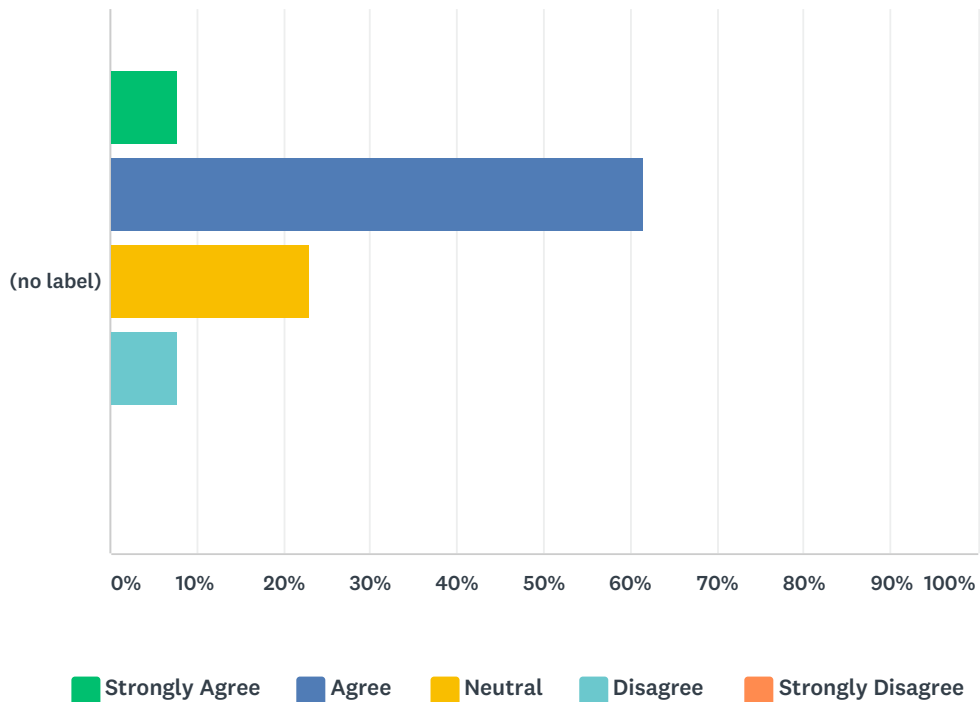
Answered: 13 Skipped: 0



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	15.38%	53.85%	15.38%	15.38%	0.00%	13	3.69
	2	7	2	2	0		

Q20 4. Board members are sufficiently prepared in advance of the meetings.

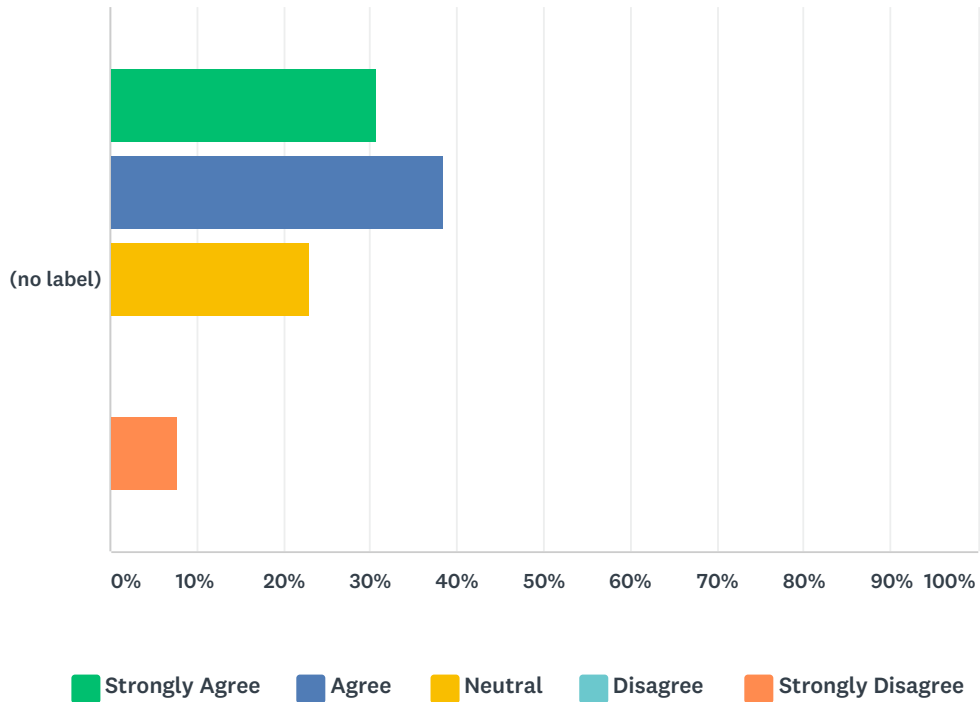
Answered: 13 Skipped: 0



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	7.69%	61.54%	23.08%	7.69%	0.00%	13	3.69
	1	8	3	1	0		

Q21 Board meetings are well structured, i.e. they have a clear agenda and are well facilitated.

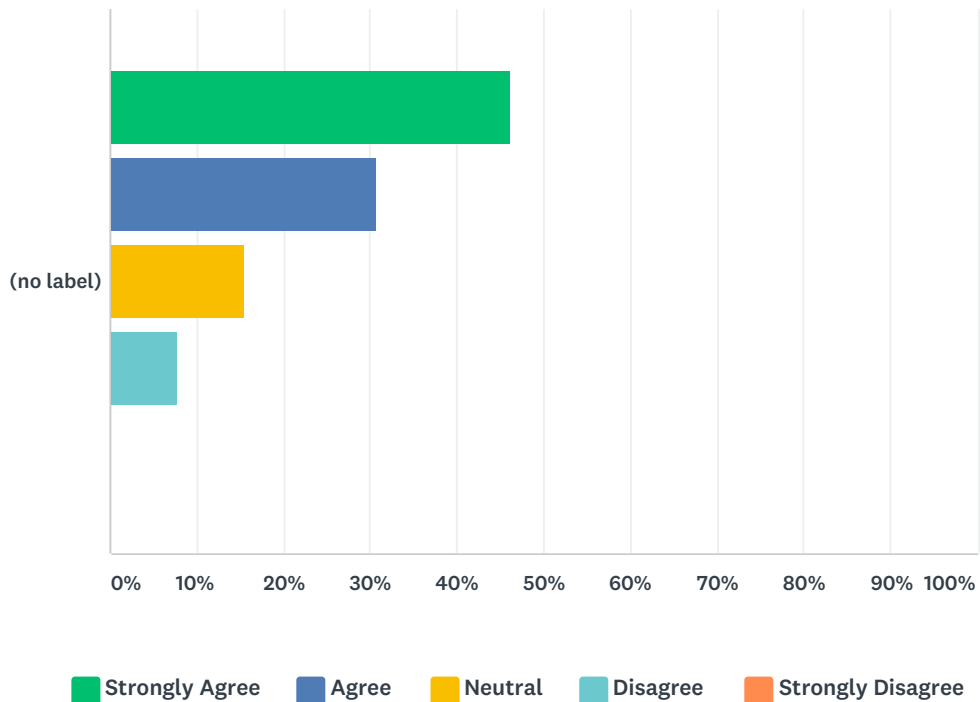
Answered: 13 Skipped: 0



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	30.77%	38.46%	23.08%	0.00%	7.69%	13	3.85
	4	5	3	0	1		

Q22 Board meetings allow adequate time for members to ask questions and explore issues.

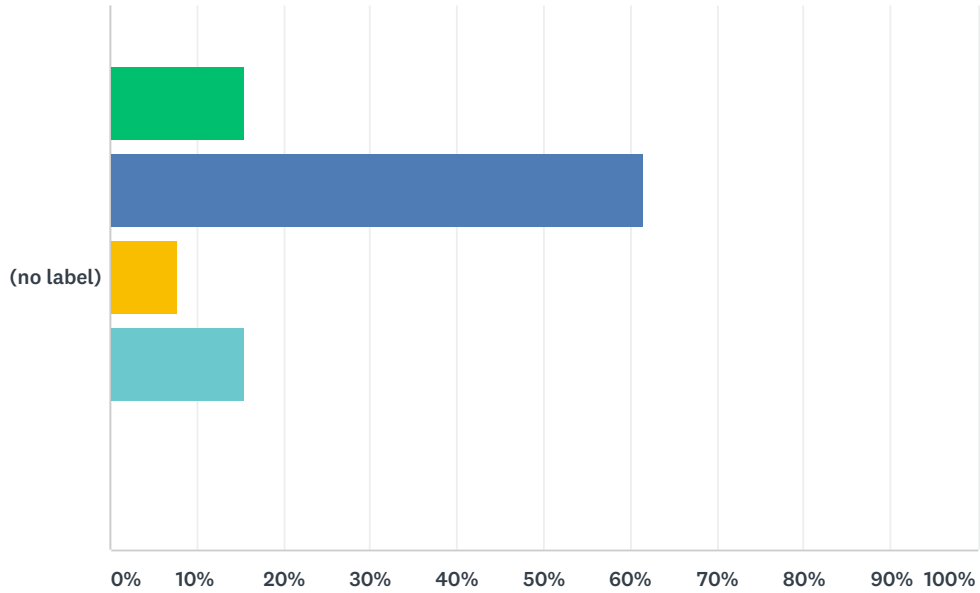
Answered: 13 Skipped: 0



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	46.15%	30.77%	15.38%	7.69%	0.00%	13	4.15
	6	4	2	1	0		

Q23 7. The Board allocates time and resources to what matters most.

Answered: 13 Skipped: 0

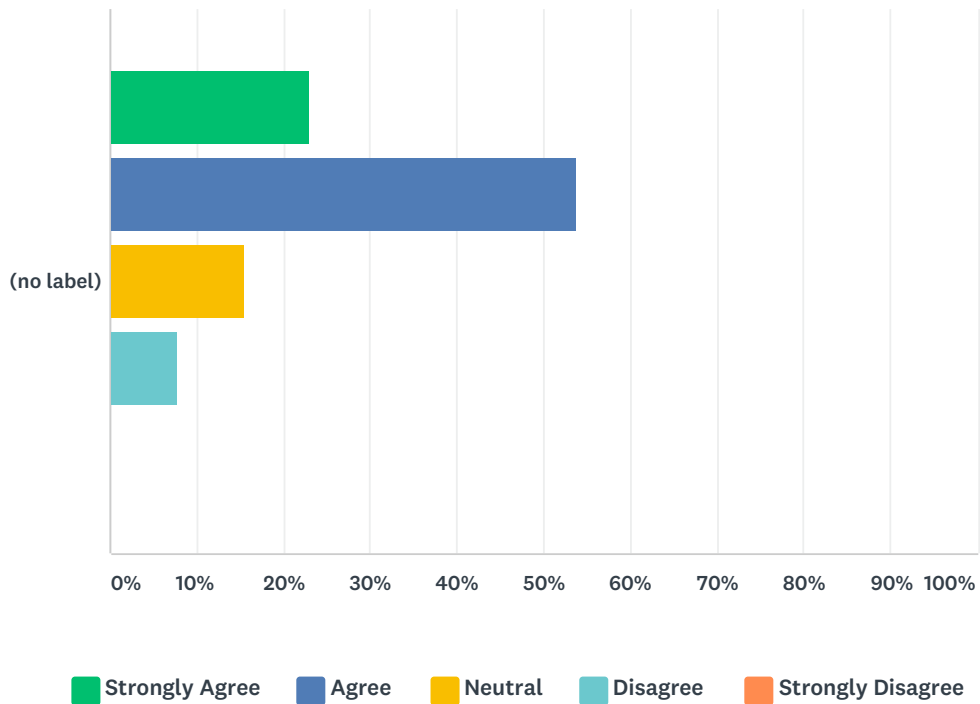


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	15.38%	61.54%	7.69%	15.38%	0.00%	13	3.77
	2	8	1	2	0		

Q24 The Board is effective in making decisions and taking action to fulfill the school's mission.

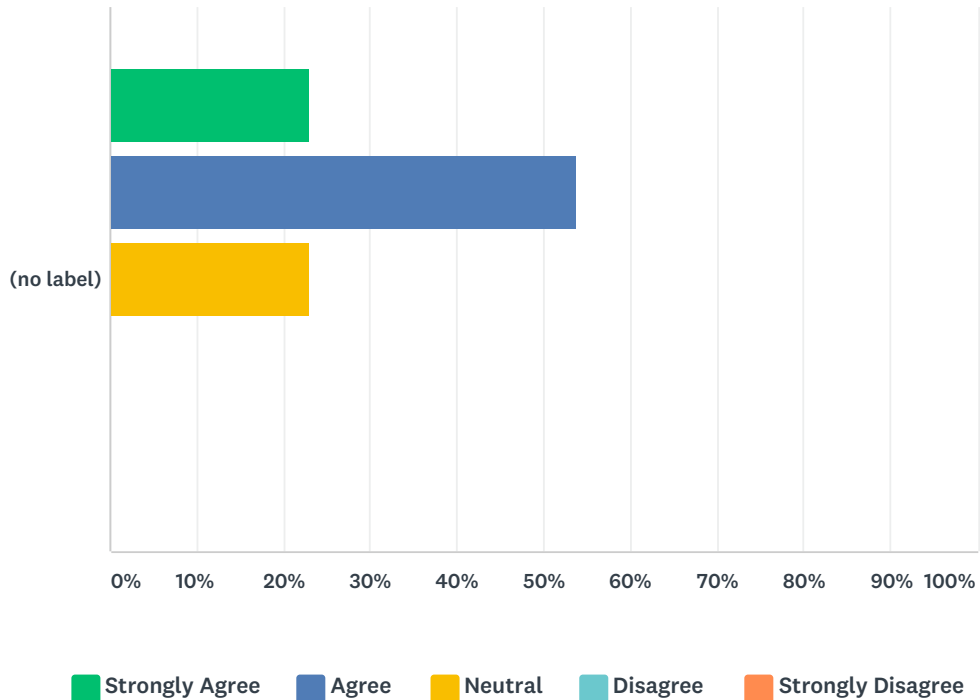
Answered: 13 Skipped: 0



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	23.08%	53.85%	15.38%	7.69%	0.00%	13	3.92
	3	7	2	1	0		

Q25 The Board ensures that its decisions are fully understood and supported by key stakeholders.

Answered: 13 Skipped: 0

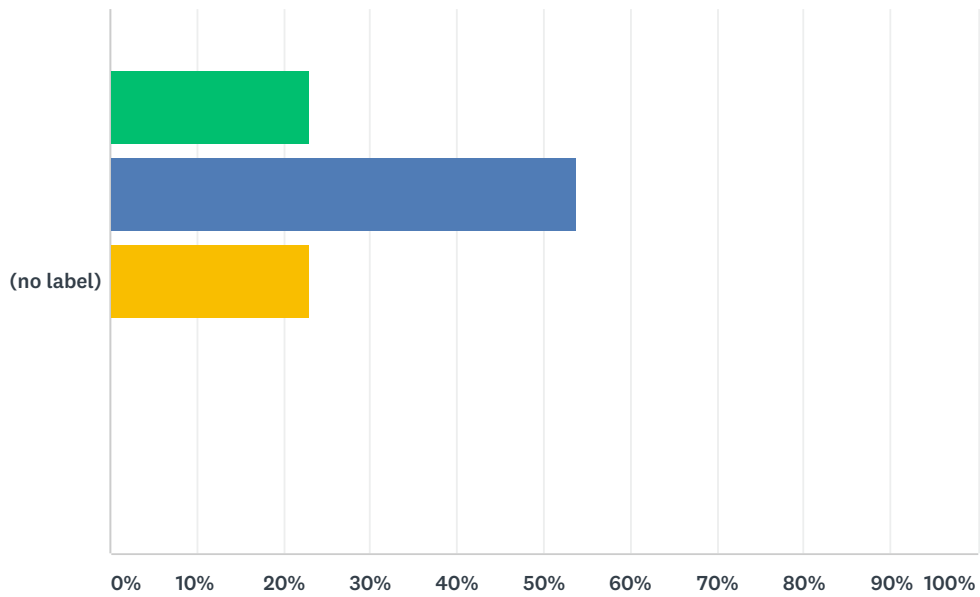


	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	23.08% 3	53.85% 7	23.08% 3	0.00% 0	0.00% 0	13	4.00

#	PLEASE PROVIDE ANY OTHER COMMENTS YOU WOULD LIKE TO MAKE REGARDING THE BOARD'S STRUCTURE AND OPERATIONS.	DATE
1	Not enough time to discuss the most critical issues. A further fundamental problem is the lack of follow-up in between board meetings; nothing much gets done and the board ends up discussing the same issues with no resolution	9/27/2019 11:58 AM

Q26 The Board ensures that its decisions are fully understood and supported by key stakeholders.

Answered: 13 Skipped: 0

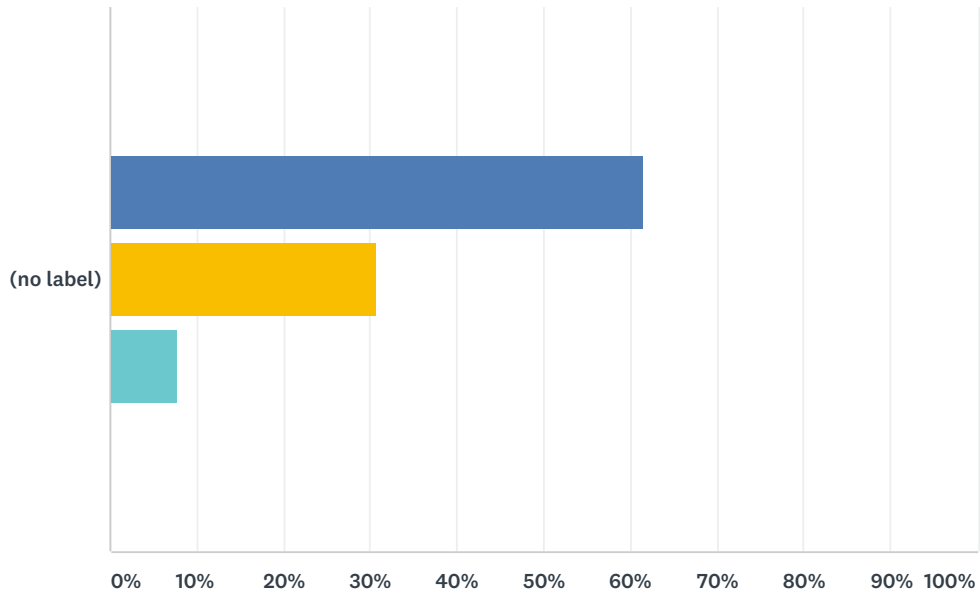


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	23.08% 3	53.85% 7	23.08% 3	0.00% 0	0.00% 0	13	4.00

Q27 The size, composition and structure of the Board is appropriate for the school's mission.

Answered: 13 Skipped: 0

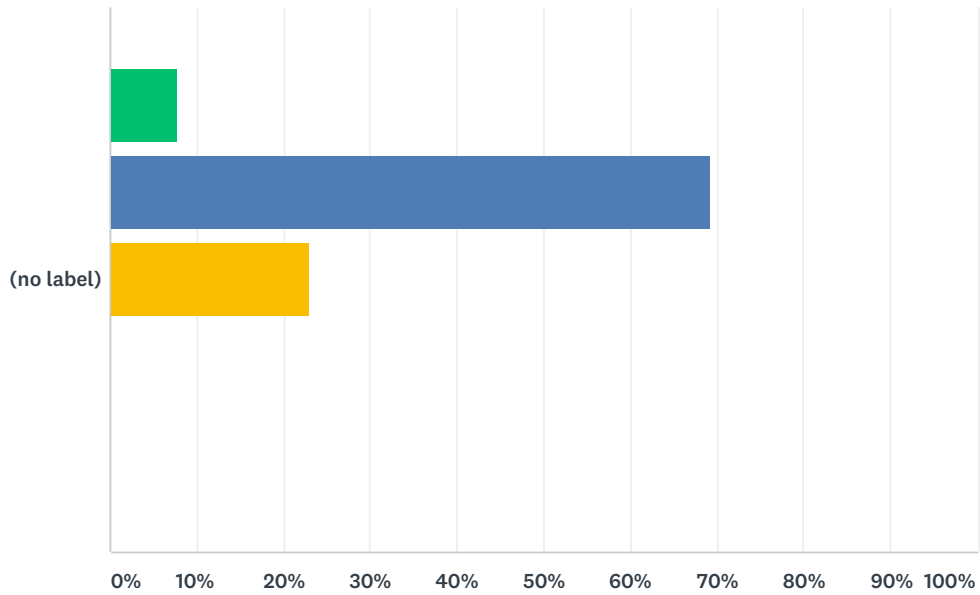


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	61.54% 8	30.77% 4	7.69% 1	0.00% 0	13	3.54

Q28 The board is effective in providing oversight and strategic guidance.

Answered: 13 Skipped: 0

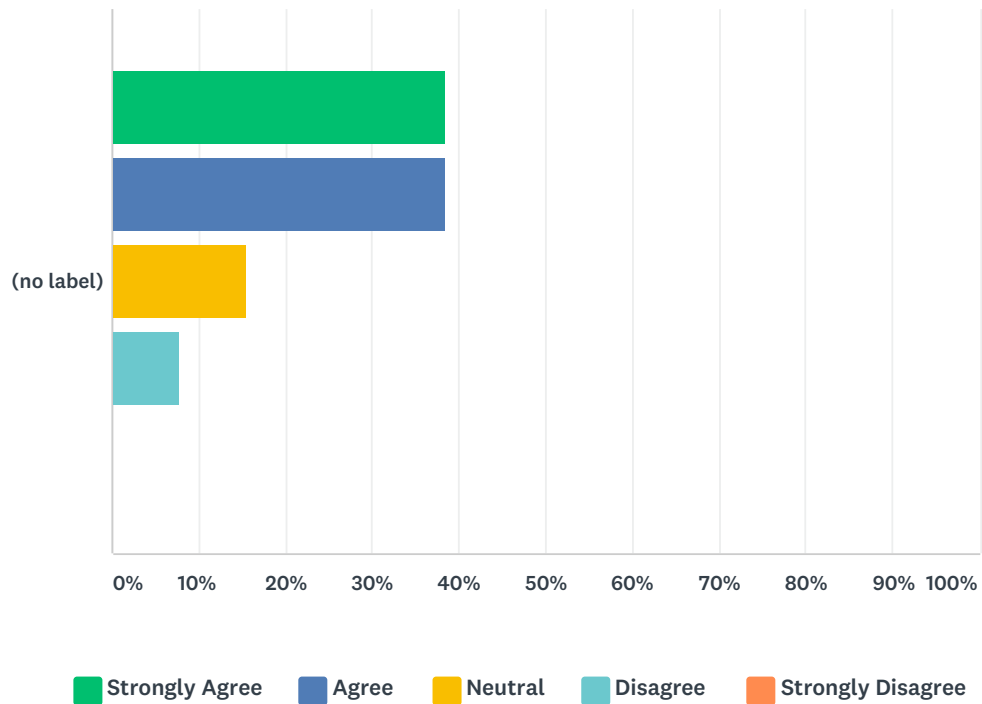


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	7.69% 1	69.23% 9	23.08% 3	0.00% 0	0.00% 0	13	3.85

Q29 Board members are highly committed and actively fulfill their responsibilities.

Answered: 13 Skipped: 0

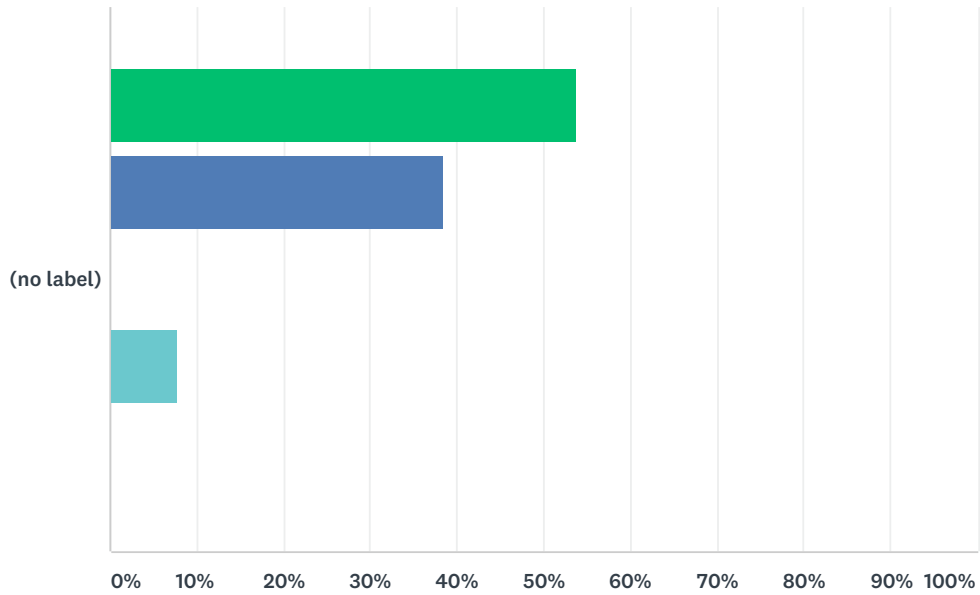


	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	38.46%	38.46%	15.38%	7.69%	0.00%	13	4.08
	5	5	2	1	0		

#	PLEASE PROVIDE ANY OTHER COMMENTS YOU WOULD LIKE TO MAKE REGARDING THE BOARD'S OVERALL EFFECTIVENESS.	DATE
1	Board could be larger to reflect geographic constraints and need for a more robust committee structure	9/27/2019 1:02 AM

Q30 UWC-USA is one of my top philanthropic priorities and I donate annually at the maximum amount I can.

Answered: 13 Skipped: 0

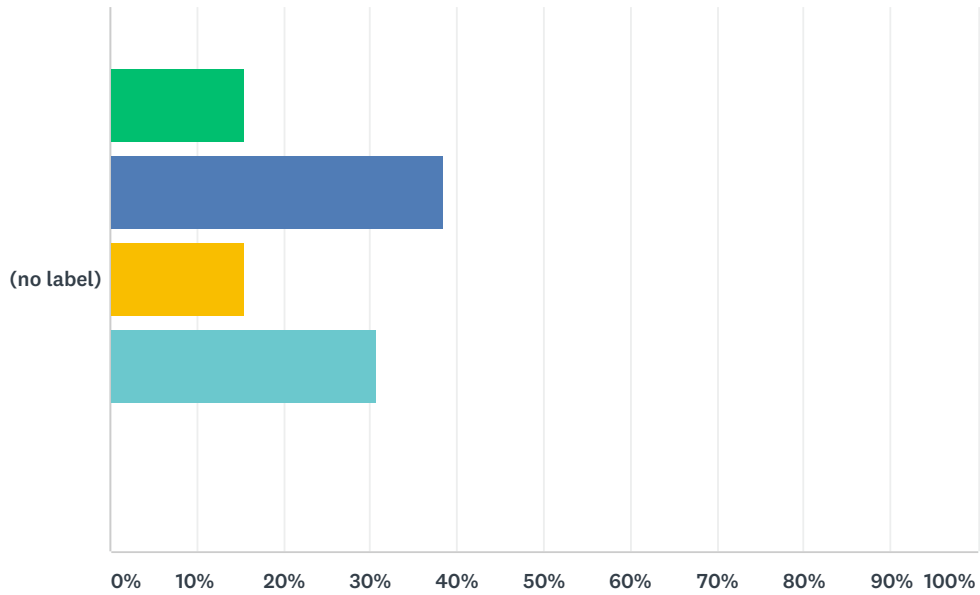


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	53.85% 7	38.46% 5	0.00% 0	7.69% 1	0.00% 0	13	4.38

Q31 I am actively involved in soliciting donations from individuals, corporations/foundations, and alumni.

Answered: 13 Skipped: 0

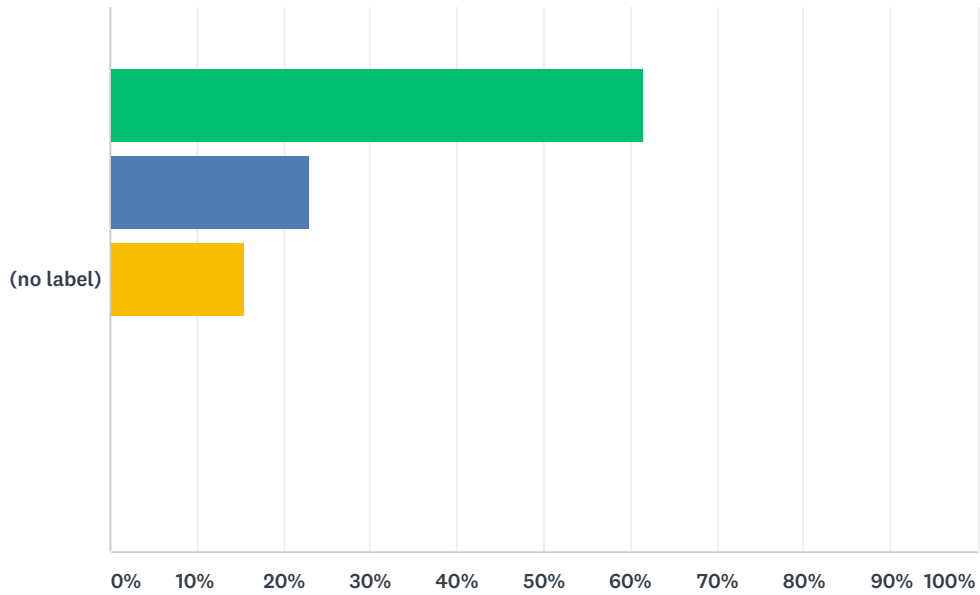


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	15.38%	38.46%	15.38%	30.77%	0.00%	13	3.38
	2	5	2	4	0		

Q32 I am actively involved in a UWC-USA Board Committee and give my time between board meetings.

Answered: 13 Skipped: 0

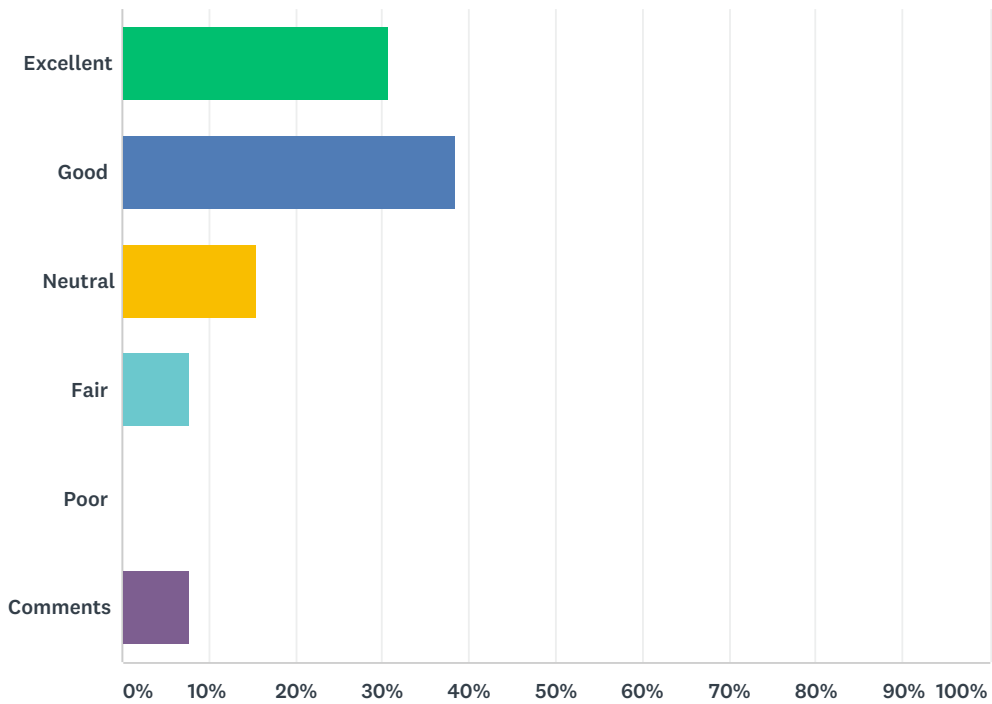


■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	61.54% 8	23.08% 3	15.38% 2	0.00% 0	0.00% 0	13	4.46

Q33 Overall, how would you rate your personal satisfaction and fulfillment from being a member of the board?

Answered: 13 Skipped: 0



QUIZ STATISTICS

Percent Correct 31%	Average Score 4.0/5.0 (80%)	Standard Deviation 0.95	Difficulty 1/1
------------------------	--------------------------------	----------------------------	-------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Excellent	5/5	30.77%	4
Good	4/5	38.46%	5
Neutral	3/5	15.38%	2
Fair	2/5	7.69%	1
Poor	1/5	0.00%	0
Comments	--	7.69%	1
TOTAL			13

#	COMMENTS	DATE
1	Love the collegiality but feeling a bit stale.	9/27/2019 1:12 AM

Q34 What are 2 key strengths of the board?

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Commitment of the trustees Alignment with the school's mission	10/4/2019 6:55 AM
2	Committed Chair and well positioned for future opportunities	10/3/2019 4:06 PM
3	coordination with the president of the school and effort at solving long term strategic problems	10/3/2019 8:42 AM
4	Everyone is mission driven. There is a diverse range of perspectives and good judgment.	10/3/2019 8:35 AM
5	alumni members diversity of expertise	10/3/2019 6:43 AM
6	school mission, commitment of fellow trustees	9/30/2019 4:23 AM
7	Honesty, collaboration and camaraderie amongst board members	9/29/2019 7:45 PM
8	Diverse talent Respect & commitment	9/28/2019 4:37 AM
9	Passion and dedication of the majority of the board members. Mutual trust and respect among the board members.	9/27/2019 12:02 PM
10	Alumni participation, diversity of background	9/27/2019 4:52 AM
11	caring about mission caring about relating to each other	9/27/2019 4:38 AM
12	1. the collegial atmosphere/good working relationships between board members 2. The commitment to UWC-USA and its mission that board members demonstrate	9/27/2019 2:52 AM
13	Personal chemistry Strategic thinking	9/27/2019 1:12 AM

Q35 What are 2 key areas for improvement?

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Committee effectiveness Greater focus in fund raising	10/4/2019 6:55 AM
2	More active board members, better structured board meetings	10/3/2019 4:06 PM
3	sense of urgency about the future location of the school	10/3/2019 8:42 AM
4	Further recruiting will continue to help, including board members who are near the school and can play active roles as needed between board meetings.	10/3/2019 8:35 AM
5	corporate governance overhaul better information on executive hires	10/3/2019 6:43 AM
6	capital campaign, capital campaign	9/30/2019 4:23 AM
7	We started to make our committee work more aligned with the strategic goals and more efficient- we need to continue in that path	9/29/2019 7:45 PM
8	Committee functioning Aligning board and staff-level planning	9/28/2019 4:37 AM
9	More attention on the key roles (step back from the operations). More follow-through during board meetings (whether through the committee structure or not)	9/27/2019 12:02 PM
10	stronger and more effective committee work, better connection to students and alumni	9/27/2019 4:52 AM
11	fund raising fund raising	9/27/2019 4:38 AM
12	Identifying and recruiting new board members Having committees use time between board meetings more effectively so that more is accomplished	9/27/2019 2:52 AM
13	Fundraising Networking	9/27/2019 1:12 AM

Q36 What are the issues/challenges do you believe will require strategic direction/guidance from the board?

Answered: 12 Skipped: 1

#	RESPONSES	DATE
1	Financial sustainability	10/4/2019 6:55 AM
2	the question of whether the school should stay at the current location	10/3/2019 8:42 AM
3	The location assessment and campus master plan. Helping the school's leadership find ways to improve culture on campus and make effective strategic and innovative choices.	10/3/2019 8:35 AM
4	campus facility ensuring adequate funds allocated to core mission: students and faculty	10/3/2019 6:43 AM
5	location, capital campaign planning	9/30/2019 4:23 AM
6	The stabilization of the leadership team, which is associated wit the campus location discussion-guide and support the President	9/29/2019 7:45 PM
7	Capital campaign - messaging, plan, etc. Facilities/master plan - incremental implementation	9/28/2019 4:37 AM
8	1. Getting the highest quality SLT 2. Fundraising 3. Fleshing out the strategic plan	9/27/2019 12:02 PM
9	Leadership structure at school - needs a better way to focus on Victoria's strength of outreaching and fundraising instead of having her to run the day to day business of the school.	9/27/2019 4:52 AM
10	fund raising location	9/27/2019 4:38 AM
11	1. The issue of possible relocation 2. The financial sustainability of the college 3. Achieving the level of academic excellence and student experience we aspire to	9/27/2019 2:52 AM
12	Effective resource allocation Campus planning/location Boosting Montezuma faculty & staff support	9/27/2019 1:12 AM