

# Board of Trustees Survey 2019

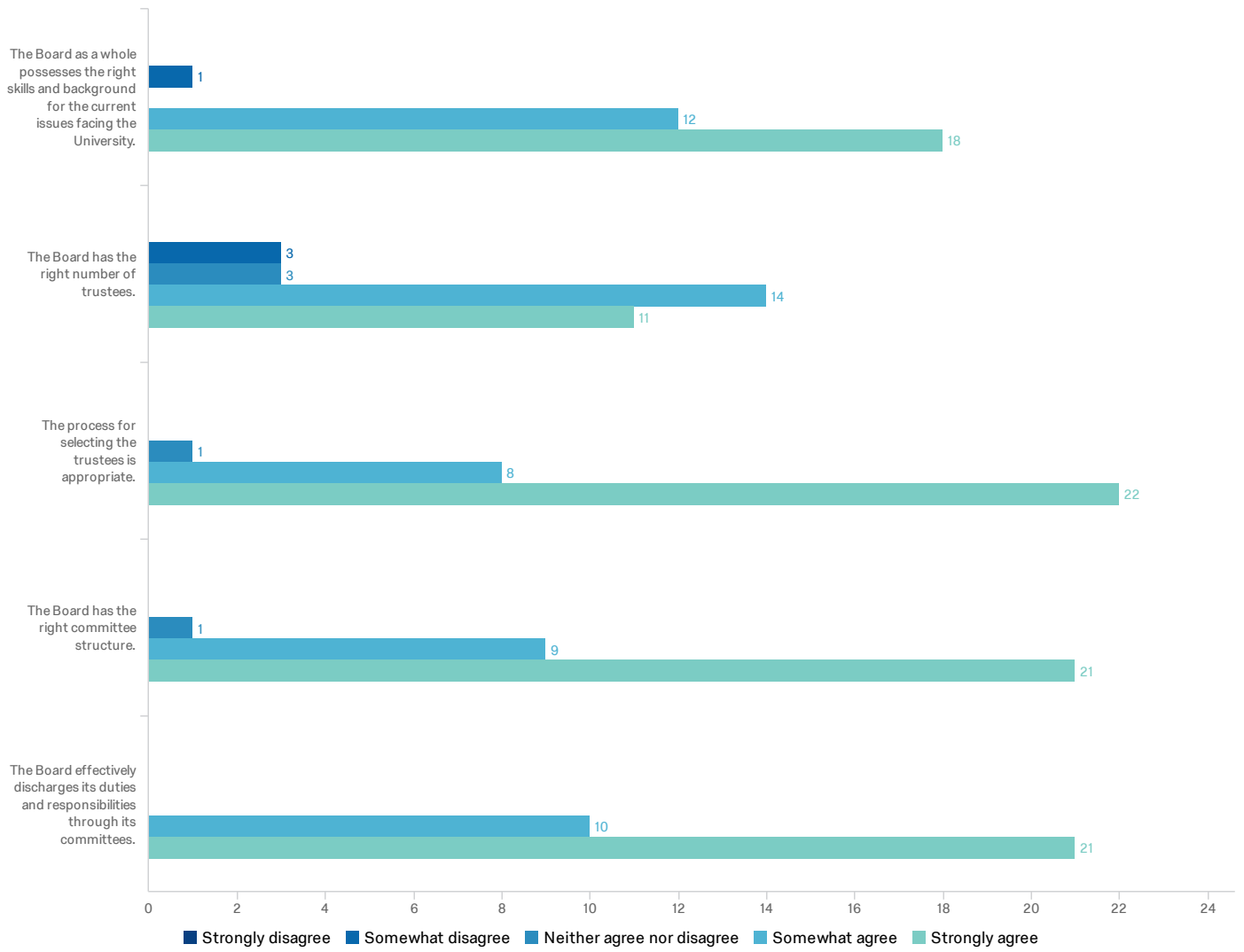
Board Self Assessment 2019

March 11, 2019 12:37 PM MDT

## Q2 - I. Board Organization and Structure

#	Field	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total
1	The Board as a whole possesses the right skills and background for the current issues facing the University.	0% 0	3% 1	0% 0	39% 12	58% 18	31
2	The Board has the right number of trustees.	0% 0	10% 3	10% 3	45% 14	35% 11	31
3	The process for selecting the trustees is appropriate.	0% 0	0% 0	3% 1	26% 8	71% 22	31
4	The Board has the right committee structure.	0% 0	0% 0	3% 1	29% 9	68% 21	31
5	The Board effectively discharges its duties and responsibilities through its committees.	0% 0	0% 0	0% 0	32% 10	68% 21	31

Showing rows 1 - 5 of 5



### Q3 - What skill set(s) are currently lacking on our Board?

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We can continue to focus on diversity of experience and culture.

## Q4 - What is the optimal number of trustees and why?

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14 Provides better efficiency without losing the number of members necessary to make a well thought out decision.

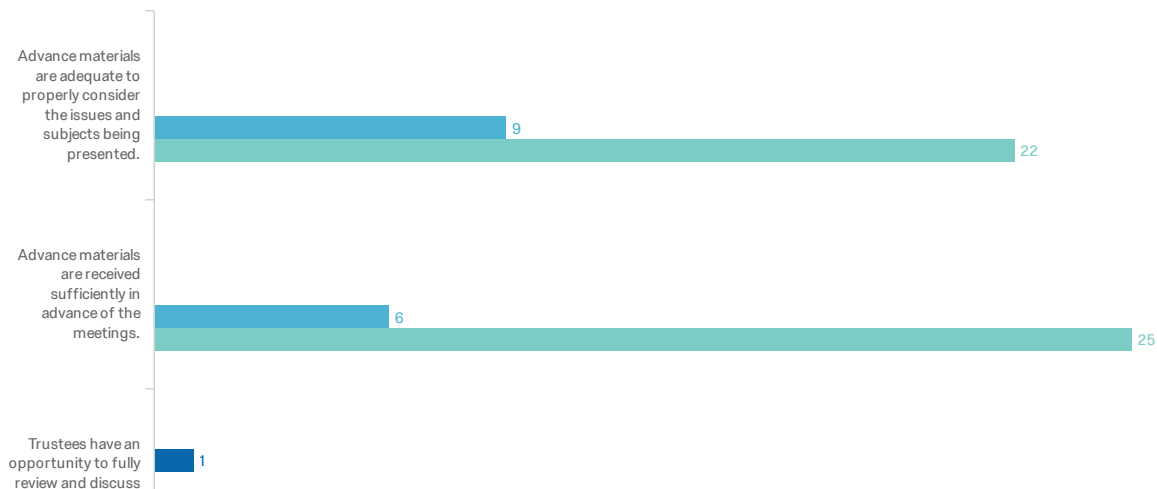
20 to 25 Board members. The current Board is too many which slows the decision process and does not allow for closer interactions.

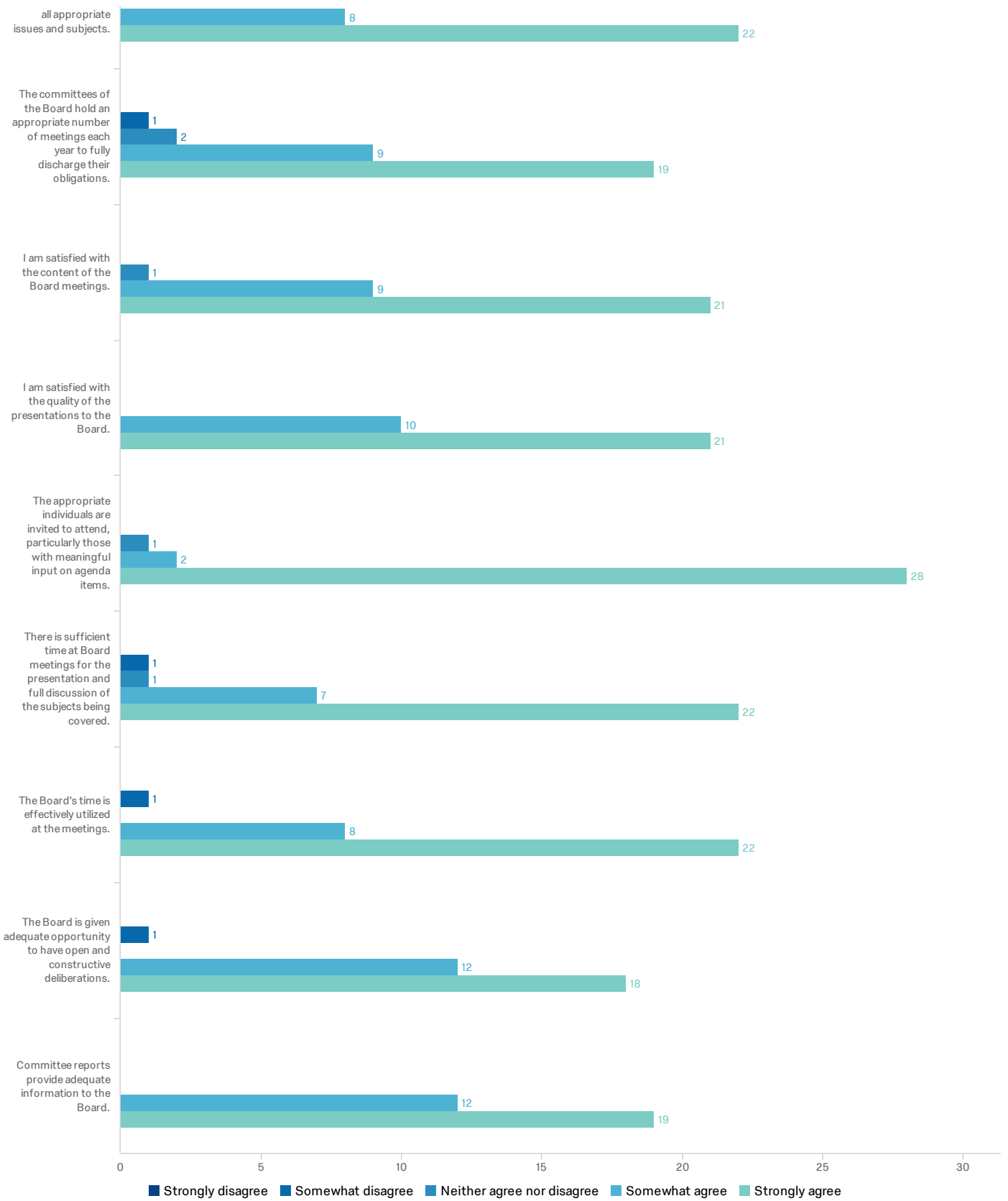
Perhaps 20. Would allow Board to deliberate more efficiently and to discuss business more thoroughly. Would allow for more in depth discussion and oversight.

## Q7 - II. Board Meetings

#	Field	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total
1	Advance materials are adequate to properly consider the issues and subjects being presented.	0% 0	0% 0	0% 0	29% 9	71% 22	31
2	Advance materials are received sufficiently in advance of the meetings.	0% 0	0% 0	0% 0	19% 6	81% 25	31
3	Trustees have an opportunity to fully review and discuss all appropriate issues and subjects.	0% 0	3% 1	0% 0	26% 8	71% 22	31
4	The committees of the Board hold an appropriate number of meetings each year to fully discharge their obligations.	0% 0	3% 1	6% 2	29% 9	61% 19	31
5	I am satisfied with the content of the Board meetings.	0% 0	0% 0	3% 1	29% 9	68% 21	31
6	I am satisfied with the quality of the presentations to the Board.	0% 0	0% 0	0% 0	32% 10	68% 21	31
7	The appropriate individuals are invited to attend, particularly those with meaningful input on agenda items.	0% 0	0% 0	3% 1	6% 2	90% 28	31
8	There is sufficient time at Board meetings for the presentation and full discussion of the subjects being covered.	0% 0	3% 1	3% 1	23% 7	71% 22	31
9	The Board's time is effectively utilized at the meetings.	0% 0	3% 1	0% 0	26% 8	71% 22	31
10	The Board is given adequate opportunity to have open and constructive deliberations.	0% 0	3% 1	0% 0	39% 12	58% 18	31
11	Committee reports provide adequate information to the Board.	0% 0	0% 0	0% 0	39% 12	61% 19	31

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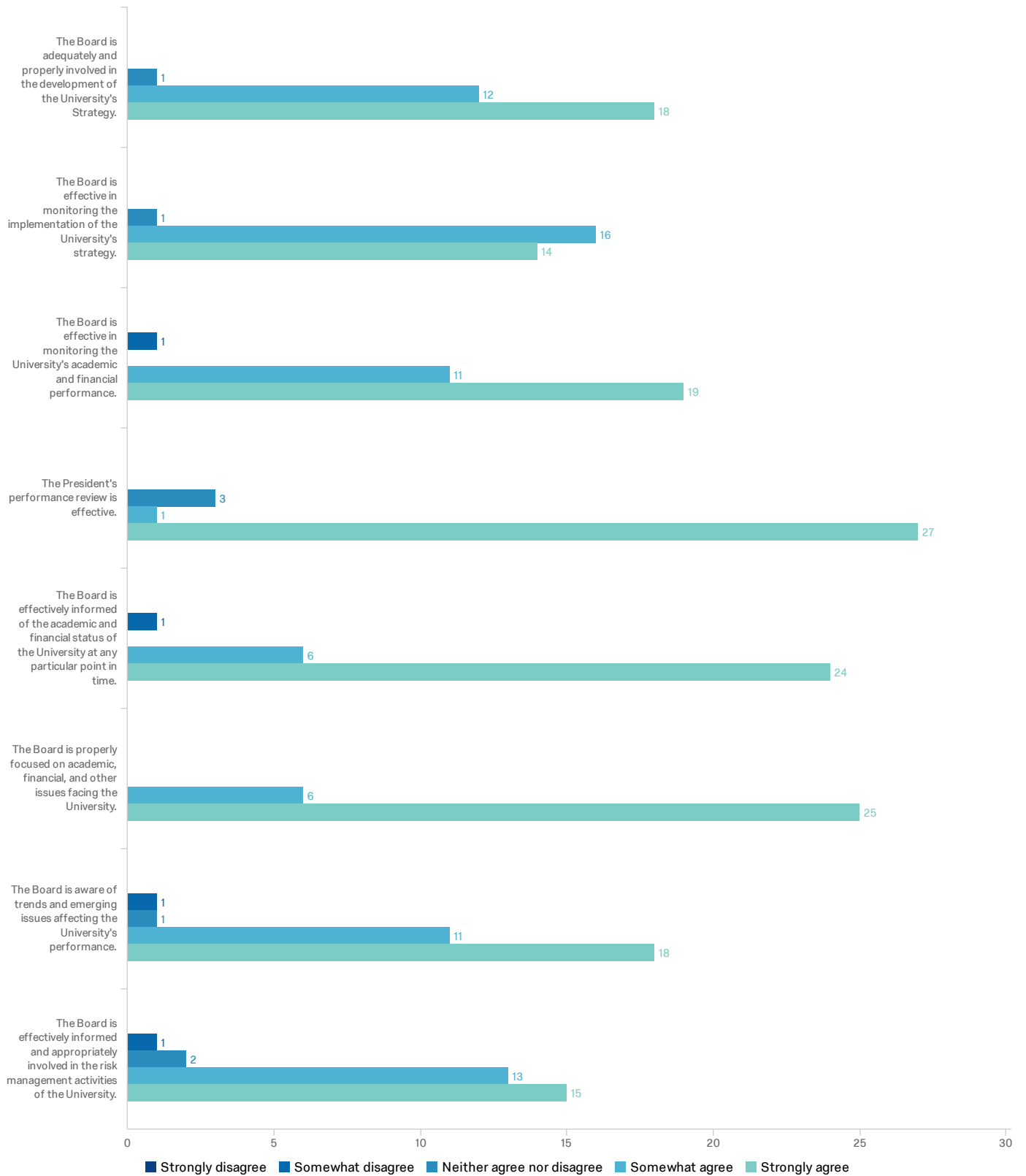




## Q11 - III. Performance and Responsibilities

#	Field	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total
1	The Board is adequately and properly involved in the development of the University's Strategy.	0% 0	0% 0	3% 1	39% 12	58% 18	31
2	The Board is effective in monitoring the implementation of the University's strategy.	0% 0	0% 0	3% 1	52% 16	45% 14	31
3	The Board is effective in monitoring the University's academic and financial performance.	0% 0	3% 1	0% 0	35% 11	61% 19	31
4	The President's performance review is effective.	0% 0	0% 0	10% 3	3% 1	87% 27	31
5	The Board is effectively informed of the academic and financial status of the University at any particular point in time.	0% 0	3% 1	0% 0	19% 6	77% 24	31
6	The Board is properly focused on academic, financial, and other issues facing the University.	0% 0	0% 0	0% 0	19% 6	81% 25	31
7	The Board is aware of trends and emerging issues affecting the University's performance.	0% 0	3% 1	3% 1	35% 11	58% 18	31
8	The Board is effectively informed and appropriately involved in the risk management activities of the University.	0% 0	3% 1	6% 2	42% 13	48% 15	31

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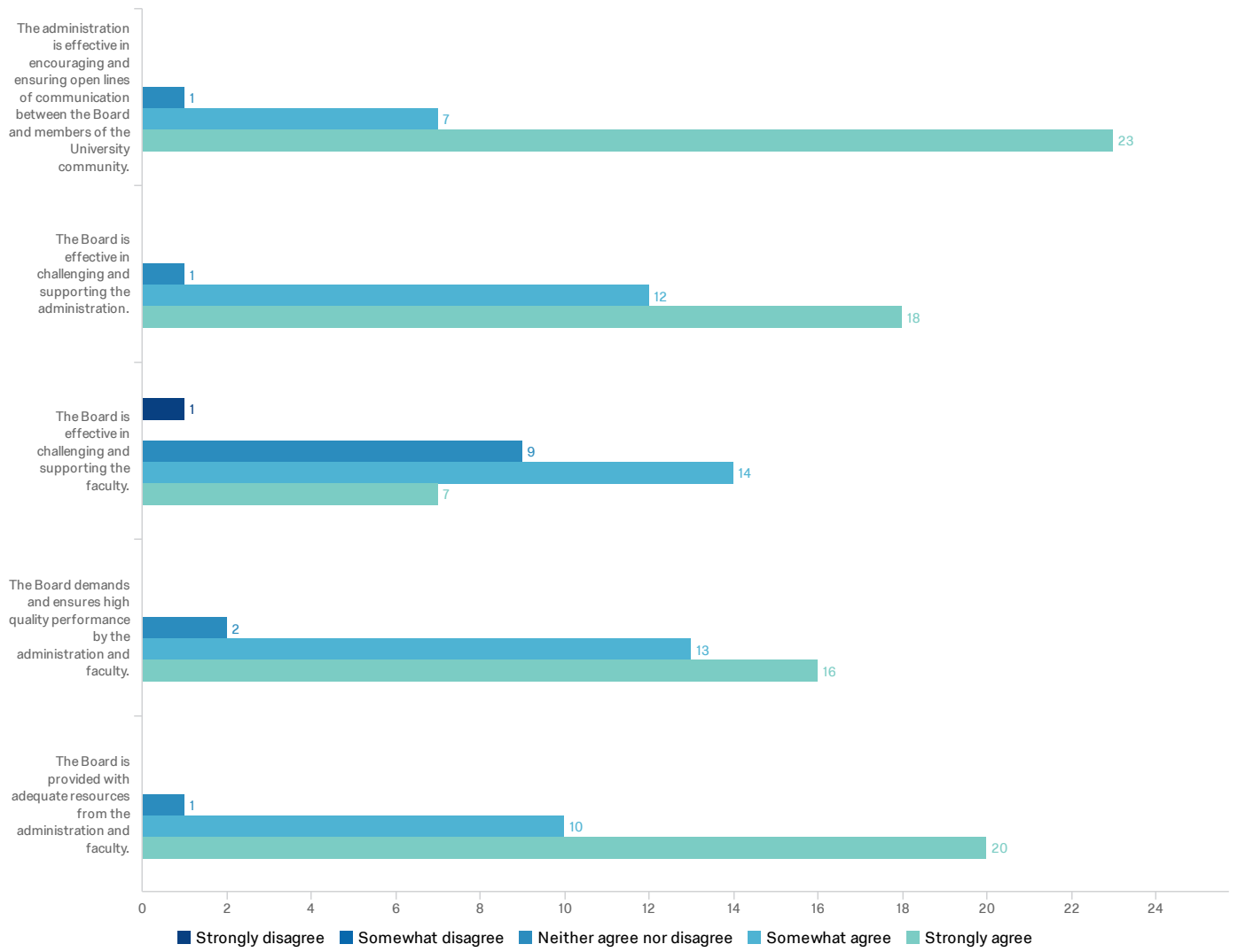




## Q13 - IV. Board and University

#	Field	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total
1	The administration is effective in encouraging and ensuring open lines of communication between the Board and members of the University community.	0% 0	0% 0	3% 1	23% 7	74% 23	31
2	The Board is effective in challenging and supporting the administration.	0% 0	0% 0	3% 1	39% 12	58% 18	31
3	The Board is effective in challenging and supporting the faculty.	3% 1	0% 0	29% 9	45% 14	23% 7	31
4	The Board demands and ensures high quality performance by the administration and faculty.	0% 0	0% 0	6% 2	42% 13	52% 16	31
5	The Board is provided with adequate resources from the administration and faculty.	0% 0	0% 0	3% 1	32% 10	65% 20	31

Showing rows 1 - 5 of 5



## Q15 - What changes would promote Board effectiveness in challenging and supporting the faculty?

What changes would promote Board effectiveness in challenging and supportin...

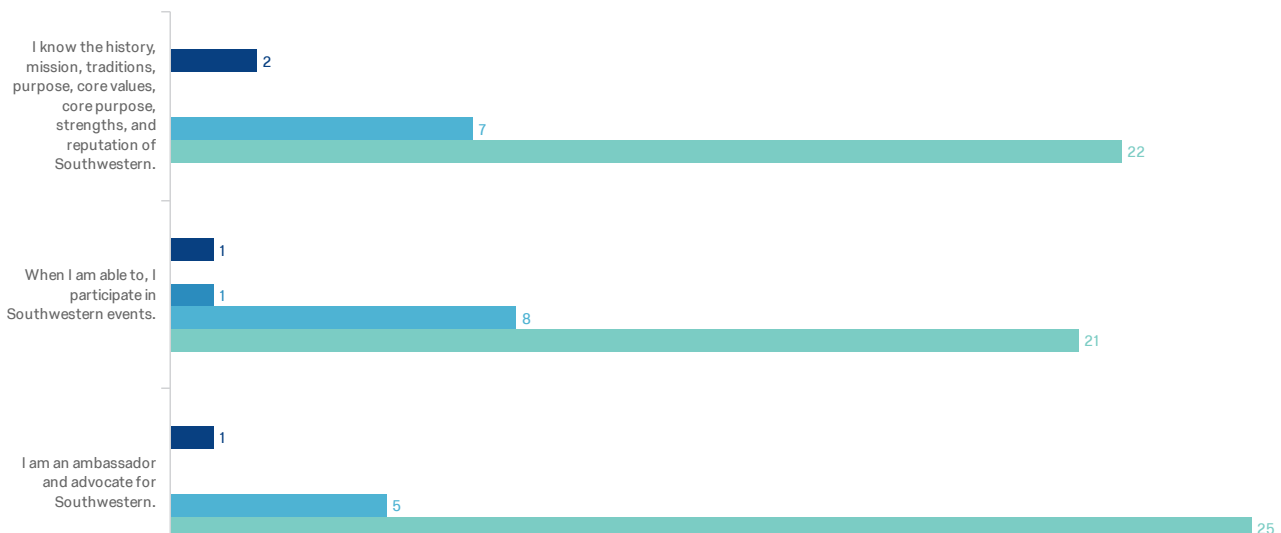
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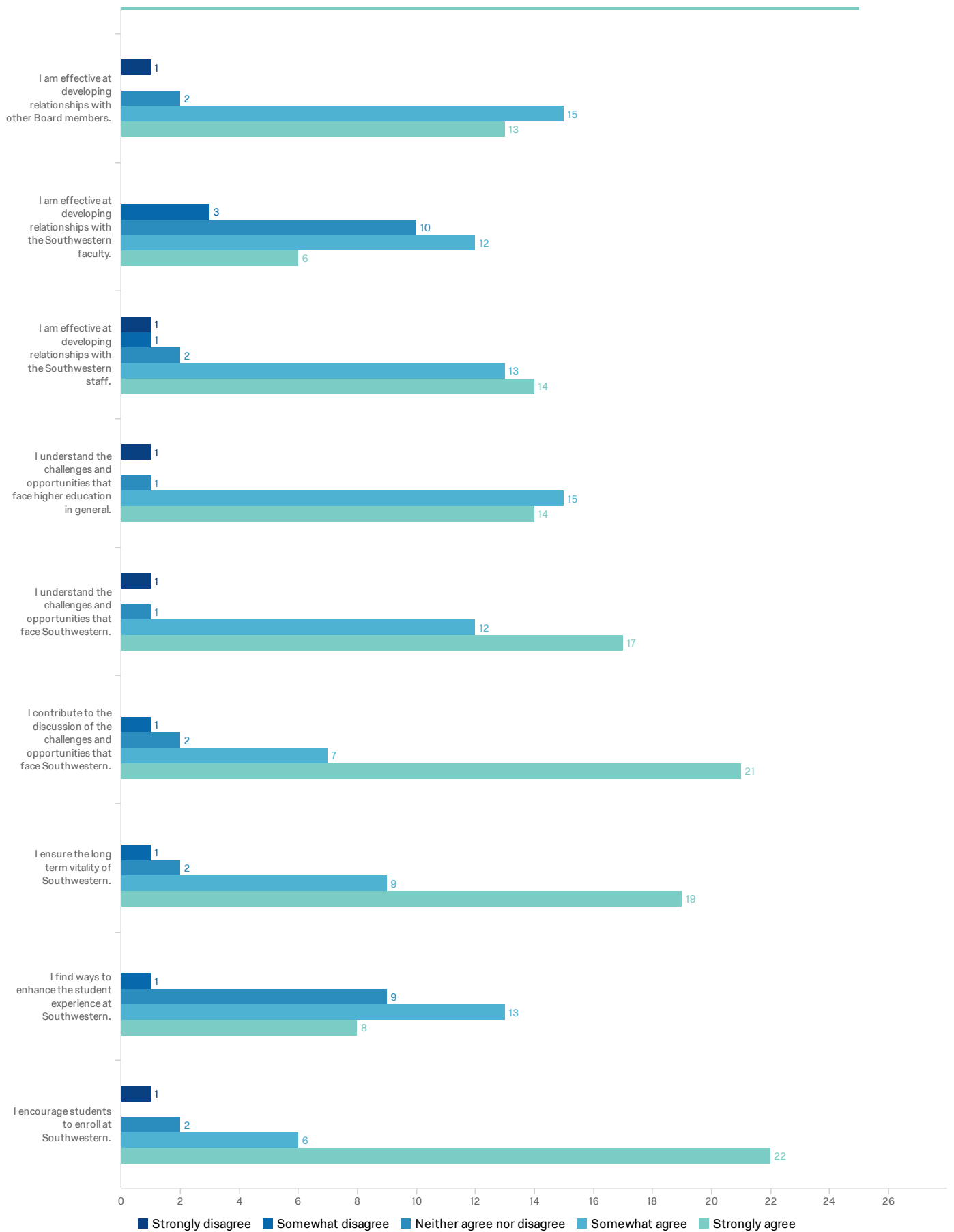
I don't know of a Board process to challenge the faculty, rather the Board is informed of faculty performance by the academic dean, most exclusively for tenure discussion. I don't know of the Board "formally" commenting on Senior Staff performance. The hiring of a quality Admissions Vice President took several years to be realized, while the admissions program foundered. I continue to think the endowment performance is too infrequently reported and lacks "competitive comparison" to better performance funds or advisors. Our endowment is measured against pre-determined "benchmarks" rather than best, better or average classes of performance for pension and/or endowment. Having worked for the Texas A&M Foundation, I've seen what a more progressive performance model has delivered. Ultimately the "cultural struggle" is for academic institutions to make an ongoing effort to perform more like a professional service business.

## Q17 - V. Self-Evaluation of Your Performance as a Trustee - Part 1

#	Field	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total
12	I encourage students to enroll at Southwestern.	3% 1	0% 0	6% 2	19% 6	71% 22	31
11	I find ways to enhance the student experience at Southwestern.	0% 0	3% 1	29% 9	42% 13	26% 8	31
10	I ensure the long term vitality of Southwestern.	0% 0	3% 1	6% 2	29% 9	61% 19	31
9	I contribute to the discussion of the challenges and opportunities that face Southwestern.	0% 0	3% 1	6% 2	23% 7	68% 21	31
8	I understand the challenges and opportunities that face Southwestern.	3% 1	0% 0	3% 1	39% 12	55% 17	31
7	I understand the challenges and opportunities that face higher education in general.	3% 1	0% 0	3% 1	48% 15	45% 14	31
6	I am effective at developing relationships with the Southwestern staff.	3% 1	3% 1	6% 2	42% 13	45% 14	31
5	I am effective at developing relationships with the Southwestern faculty.	0% 0	10% 3	32% 10	39% 12	19% 6	31
4	I am effective at developing relationships with other Board members.	3% 1	0% 0	6% 2	48% 15	42% 13	31
3	I am an ambassador and advocate for Southwestern.	3% 1	0% 0	0% 0	16% 5	81% 25	31
2	When I am able to, I participate in Southwestern events.	3% 1	0% 0	3% 1	26% 8	68% 21	31
1	I know the history, mission, traditions, purpose, core values, core purpose, strengths, and reputation of Southwestern.	6% 2	0% 0	0% 0	23% 7	71% 22	31

Showing rows 1 - 12 of 12





Q18 - What materials and opportunities would assist you in gaining more knowledge about Southwestern?

What materials and opportunities would assist you in gaining more knowledge...

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No recommendations, as I have access to all resources that I require to be knowledgeable about Southwestern.

Q19 - Through what means can the Board leadership or University assist you in gaining an understanding of the challenges and opportunities facing Southwestern?

Through what means can the Board leadership or University assist you in gai...

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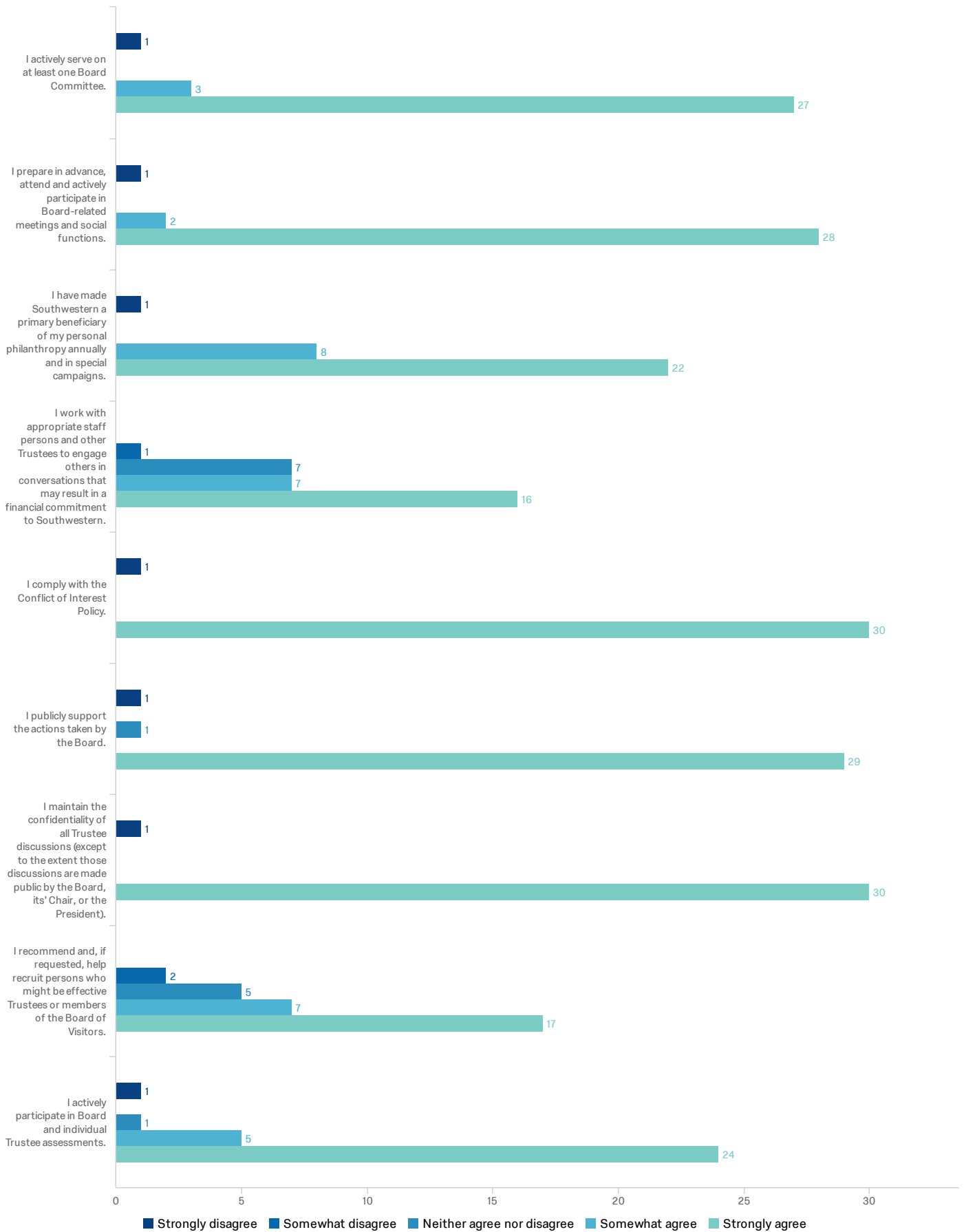
The Board leadership has done an excellent job of providing information about the challenges and opportunities facing Southwestern.

## Q20 - V. Self-Evaluation of Your Performance as a Trustee - Part 2

#	Field	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Total
9	I actively participate in Board and individual Trustee assessments.	3% 1	0% 0	3% 1	16% 5	77% 24	31
8	I recommend and, if requested, help recruit persons who might be effective Trustees or members of the Board of Visitors.	0% 0	6% 2	16% 5	23% 7	55% 17	31
7	I maintain the confidentiality of all Trustee discussions (except to the extent those discussions are made public by the Board, its' Chair, or the President).	3% 1	0% 0	0% 0	0% 0	97% 30	31
6	I publicly support the actions taken by the Board.	3% 1	0% 0	3% 1	0% 0	94% 29	31
5	I comply with the Conflict of Interest Policy.	3% 1	0% 0	0% 0	0% 0	97% 30	31
4	I work with appropriate staff persons and other Trustees to engage others in conversations that may result in a financial commitment to Southwestern.	0% 0	3% 1	23% 7	23% 7	52% 16	31
3	I have made Southwestern a primary beneficiary of my personal philanthropy annually and in special campaigns.	3% 1	0% 0	0% 0	26% 8	71% 22	31
2	I prepare in advance, attend and actively participate in Board-related meetings and social functions.	3% 1	0% 0	0% 0	6% 2	90% 28	31
1	I actively serve on at least one Board Committee.	3% 1	0% 0	0% 0	10% 3	87% 27	31

Showing rows 1 - 9 of 9





Q21 - What is your reason for your lack of engagement in conversations that may result in a financial commitment (i.e. lack of opportunities or other reluctance or hesitation)?

What is your reason for your lack of engagement in conversations that may r...

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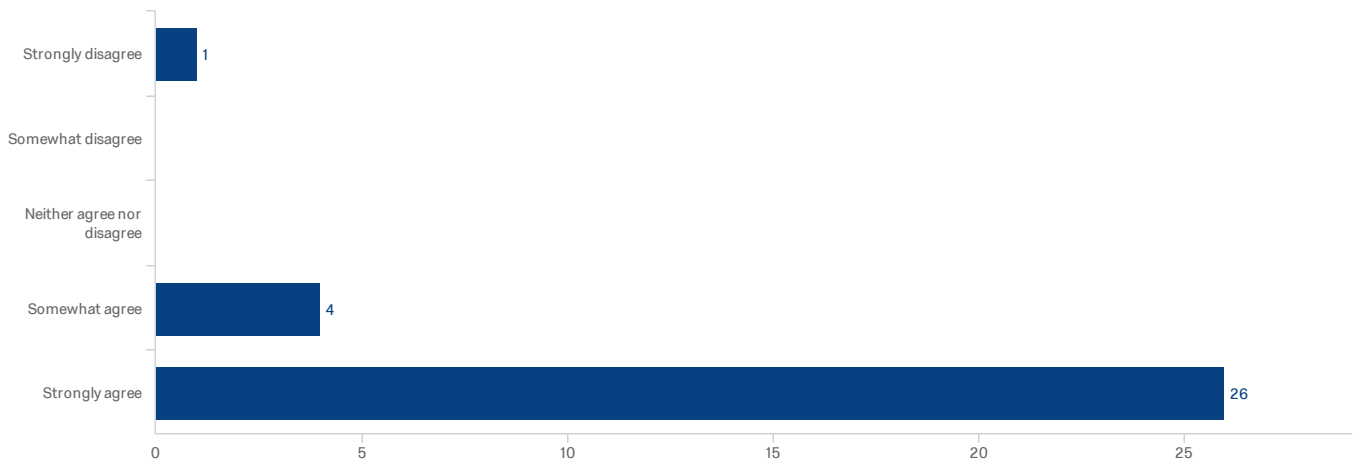
Having been retired almost 9 years, I'm not as active in the marketplace and therefore farther removed from opportunities to engage with prospective Southwestern donors.

## Q23 - The staff and related support for the Board and committee meetings and functions

is adequate.

#	Field	Choice Count
1	Strongly disagree	3% 1
2	Somewhat disagree	0% 0
3	Neither agree nor disagree	0% 0
4	Somewhat agree	13% 4
5	Strongly agree	84% 26
		31

Showing rows 1 - 6 of 6



## Q24 - Are there any changes you would suggest to improve the Board's effectiveness?

Are there any changes you would suggest to improve the Board's effectiveness...

Continued focus on diversity of trustees, faculty and students. Create a more transparent succession process for board leadership positions.

An outside review of the president. It is good governance to get an independent review every 3-4 years. Keep it up. We can always do better meeting and supporting faculty and staff. More is better

More respectful challenging of administration's perspectives and assumptions.

The Board should continue to focus on the financial viability of the University, both through the investment of the current principal of the endowment, along with the efforts of the comprehensive campaign to grow the endowment. This is critical to our success.

Consider having trustees from a region (DFW as an example) organize a social gathering once a year to maintain and strengthen ties to each other and Southwestern.

Continue to work on creating more diversity on the board, especially regarding Hispanic and African-American representation

If not already accomplished at the Executive Committee level; suggest one or two committees be charged to confidentially offer counsel, assessment advice to the President or Senior Staff Members about the performance and/or effectiveness of their staff, with the objective to bring a more business-like, "for professional service performance" defining benchmarks against which staff performance appraisal can be more robust.

I would encourage more student - board and faculty - board interactions.

While the staff, faculty, and student interaction opportunities during board meetings are useful, it might be helpful to cut them back a bit and build in additional unstructured discussion time focused on specific topics to allow the board to better share ideas and suggestions.

No changes

Provide more consistent updates on the endowment's performance to the Investment Committee members and select trustees with investment management experience.

On perceived major issues, if time permits have the appropriate committee investigate and issue a report with recommendations prior to any Board meeting. At the very least issue a framework to resolve the issue. ( I realize that this is already done to some extent. )

We always can use more time together. However, given the demands on everyone's time and calendar, we do well at covering what is important.

Better metrics on the SU strategy. The existing metrics are too high-level and not precise enough to allow for yearly analysis.

Continued Opportunity to engage with faculty and current students where appropriate.

I believe that the Board would be more effective if somewhat smaller

I often feel like our business meetings are rushed, especially on Friday afternoons when the desire to get home ahead of rush hour or at a decent time is strong. This is just an observation as I am not sure if there's an effective way to adjust the agenda to allow for more time during the business meeting without impacting other important business items. I would prefer meetings to start at the same time each morning. I enjoyed the earlier dinners in January and the longer lunch break.

Q25 - Do you have any comments on specific survey questions? Please note the survey question in your response.

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I have responded to several questions as neither agreeing or disagreeing. That is due to my short tenure as a Trustee, having just joined in July 2018, and my not having had sufficient time to really evaluate or contribute to the specific issue.

No additional comments

Consider adding the following questions: The Board has assigned me to the committee(s) that best matches my background and expertise to ensure the University's success. Committee heads actively seek my input and advice.

I am not effective at identifying and recommending members for the Board of Trustees and Board of Visitors, primarily because I live and work outside of Texas. I happily would help with a specific candidate in my area.

**End of Report**