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High Performing Boards

Big Issues Facing Higher Education

1. **Business Model**
2. **Attainment, Retention, and Completion**
3. **Strategic Plan**
4. Affordability/Value Proposition
5. Educational Delivery/Quality Assurance
6. Academic Workforce
7. Technology
8. Globalization
9. Institutional Risk
10. Public Policy Issues—HEA, CASA, Tax Reform, Student Aid, External Influences

Continuum of Board Effectiveness



High
Performing
Board



Hold
Accountable;
Verify



Confuse
Governance
with
Administration



Interrupt
(and
Disrupt)



Eat and
Tour



Board Duties: Deliver and Sustain the Mission

Ensure university fulfills its mission

- **Deliver:** Are we doing what we are supposed to do?

Ensure long-term viability

- **SUSTAIN:** Will we exist and succeed “forever?”

Fiduciary Duty



Duty of CARE

- Decide and act in good faith
- Prudent person level of care



Duty of LOYALTY

- Decide and act in the best interest of the organization, protect and support



Duty of OBEDIENCE

- Faithful to founding documents
- Obey the law

Above All: The Best Interest of the University

Governance or Management?

1. Is it **big**?
2. Is it about the **future**?
3. Is it **core** to the mission?
4. Is a high-level **policy** decision needed to resolve a situation?
5. Is a **red flag** flying?
6. Is a **watchdog** watching?
7. Does the **CEO want and need** the board's support?

Barry Bader, "Distinguishing Governance from Management," Great Boards, Fall 2008

High Performing Boards

1. Change adept
2. Thought partners
3. Engaged and informed
4. Forward/critical thinking
5. Opportunity for meaningful deliberation (and appropriately skeptical)
6. Creative and inquiring
7. Apply risk assessment
8. Collaborative partner with CEO
9. Focus on strategy

Strategic Role of the Board

