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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

• Deliver: Are we doing what we are supposed to do?

• SUSTAIN: Will we exist and succeed “forever?”

Ensure university fulfills its mission

Ensure long-term viability
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