

BOARD MEMBER ROLES AND RESPONSIBILITIES: SUSTAINING INSTITUTIONAL AUTONOMY AND BOARD INDEPENDENCE

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Essential Responsibilities of Boards

1. Boards have ultimate fiduciary responsibility for their institutions.
2. Boards are responsible for the recruitment, compensation, and performance review of the President of the institution.
3. The board broadly defines the educational mission of the institution, determines generally the academic programs the institution shall offer to students, and is ultimately accountable for the quality of the learning experience.

Essential Responsibilities of Boards

4. Public and nonprofit boards are overseers of the public trust they hold, and need to be accountable for meeting the public trust in ways appropriate to the mission of their institution.
5. Boards are responsible for ensuring the independence of the institution and for safeguarding academic freedom.
6. Boards define the terms of shared governance within their institutions, through respect for traditions of shared governance including delegation of recommendations for academic policy to faculty.

Essential Responsibilities of Boards

7. Boards make decisions about finance, including the approval of the budget, establishment of guidelines for the allocation of resources, and strategic financial planning as an element of their role in strategic planning.
8. Boards are responsible for reaching out to multiple constituencies, internal and external, to maintain a respectful and open flow of communication between relevant stakeholder groups.

Essential Responsibilities of Boards

9. Boards need to understand the legal and regulatory environment within which their institution operates, and ensure compliance with fiscal, academic, licensing and other standards.
10. Conduct the board's business in an exemplary fashion and with appropriate transparency, adhering to the highest ethical standards and complying with applicable open-meeting and public-records laws; ensure the currency of board governance policies and practices; and periodically assess the performance of the board, its committees, and its members.

The Partnership: Board And President

Board of
the
President

1. Clear Expectations;
2. Common sense of purpose;
3. Shared vision;
4. Mutually agreed upon plan;
5. Commitment to inclusion
by all stake holders.

President
of the
Board

PERFORMING BOARDS*

- Get the work done/Do things right
- “Good enough”
- Strategic plans

HIGH PERFORMING BOARDS*

- Decide which work is most important/Do the right things
- High Realistic expectations
 - “Best of Kind”
 - “Run your own race”
- Strategies and Alignment
 - Worked somewhere
 - Scale
 - Buy-in

PERFORMING BOARDS*

- Incremental improvement
- Reacting to challenges
- Adequate Finances

HIGH PERFORMING BOARDS*

- Substantial improvement
 - Quality
 - Educational effectiveness
- Focusing on change
- Financial Strength & Productivity
 - Growing net assets
 - Productive use of assets
 - Entrepreneurial enterprises
 - Aligned with vision

PERFORMING BOARDS*

- Positive recognition
- Anecdotes
- Attendance

HIGH PERFORMING BOARDS*

- Reputation or Brand
 - National and world
 - Distinctive
 - Socially important
- Measures of what matters
 - Balanced scorecards
 - Transparency
- Engagement
 - Full commitment to mission
 - Attention to top priorities

PERFORMING BOARDS*

- Defer to President
- Cordial

HIGH PERFORMING BOARDS*

- Integral Leadership
 - Shared goals
 - Separate emphases
 - Quality President and quality Board working as one
- “Magic of Dialogue”
 - Constructive
 - Informed
 - Unafraid, plain talk

PERFORMING BOARDS*

- Open to change
- 100% Giving

High Performing Boards*

- Embracing Change
 - Rigorous self-evaluation both group and individual
 - Multi-year comparisons
- High percentage of Transformational Gifts

*Adapted from colleague Terrence MacTaggart