## AGBCONSULTING

## Utah System of Higher Education

Kevin Reilly, Ph.D. AGB Senior Consultant

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**BUILD** A BETTER BOARD | AGB.ORG/CONSULTING

1. An effective board understands and respects the vital difference between governing and managing, and it nurtures and supports presidential leadership.



2. An effective public board always balances the institution's interests and welfare with the needs and priorities of the state.



3. An effective public board balances advocacy and oversight.



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4. An effective board observes and imposes the highest ethical standards and avoids even an appearance of conflict of interest.



5. An effective board, even when sharply divided, speaks with one voice.



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6. An effective board listens to and learns from the institution's constituencies without giving any of them a veto.



## 7. An effective board nurtures and enhances the legacy of the institution.



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8. An effective board recognizes its special responsibility to students for the quality and value of their educational experience.



9. An effective board represents and advocates for the institution in the larger community.



10. An effective board commits itself and the institution to due process and academic freedom for faculty and students.



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11. An effective board commits adequate time and energy not only to its basic tasks but also to the enjoyment of the board experience.



## Board Culture

#### HEALTHY

- Team players
- Distributed influence
- Collective wisdom
- Engaged listeners
- Constructive dissent
- Transparency
- Confidentiality
- Diligence

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• Mutual accountability

#### UNHEALTHY

- Huddle of quarterbacks
- Dominant inner circle
- Individual convictions
- Assertive speakers
- Back channel sabotage
- Obfuscation
- Leaks
- Disengagement
- Collective impunity

#### MANAGEMENT

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- What do we pay our faculty?
- Who got a raise this year?
- Will you hire my brother-inlaw?

#### GOVERNANCE

- Do we have a compensation philosophy and how is the resulting policy administered?
- Are you satisfied with our employee and turnover performance? Why?

Source: Texas State Technical College, 2016

#### MANAGEMENT

- How many gallons of gas do we use in our police cars:
- What is our kilowatt/hour rate?
- Do we have low-flush toilets?

#### GOVERNANCE

- Tell me about our emergency management policies? How do we know that they result in prudent use of energy?
- What obstacles should we address that prevent us from employing helpful conservation methods?
- What's the next time we refresh our master plan & should we consider green standards?

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Source: Texas State Technical College, 2016.

#### MANAGEMENT

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- What is enrollment in "Program x" this semester?
- How many recruiters do we have?
- How many dual-credit classes did we teach?

#### GOVERNANCE

- What are our growth markets in the future & how will we sell into those segments?
- Are you happy with out product mix? Why?
- How do we assess the viability of our programs? What role does dual credit play in program growth?
- How's our growth compared to the state rates & to the growth in our local high school graduation classes?

Source: Texas Technical College, 2016.



#### MANAGEMENT

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- Why is the grass so tall?
- Can we please paint the boardroom?
- How much will we raise our tuition rates?

#### GOVERNANCE

- How do we prioritize our capital?
- Are there functions we should consider outsourcing? Why?
- How does our revenue mix compare to our peer institutions?
- What is our long-term dependence on tuition & what are the alternatives we could consider?
- What is the students' sensitivity to tuition increases? How do we know?

#### MANAGEMENT

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- Why didn't we name Smith as our starting pitcher last night?
- What's the theme of the Awards Banquet this year?
- What's the gross margin of the Bookstore?

#### GOVERNANCE

- How do graduation and placement rates of our student athletes compare with the rest of the student body? Why?
- What could the Board do to improve the level of donations made to the college?
- Why do we operate these various auxiliary functions? What are the fiscal & non-fiscal benefits & cost? Are there alternatives?

Source: Texas State Technical College, 2016.

#### MANAGEMENT

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- When can we start the Anthropology Program?
- Some of my family members are into Yoga-could you start a course?
- What good is a course in x?

#### GOVERNANCE

- What are the major strategies contained in our academic plan & how is our progress going?
- How is our academic plan enabled or constrained in that by our facilities? By our staffing levels?
- How do we assess whether our programs are relevant to the career aspirations of our students? How often do we measure that?

Source: Texas State Technical College, 2016.



**Reclaiming the Public Trust** 

## The Guardians Initiative: Reclaiming the Public Trust™

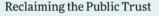


### The AGB Guardians Initiative

Now is the time for Regents and Trustees to see themselves both as *fiduciaries of their institutions* and *advocates for higher education's values and contributions*.

- 50,000 informed, objective, influential citizens
- Engage them to help turn the negative narrative







## Guardians in Action: Op-Eds

"Americans are losing faith in higher education. Here's

**<u>one way to restore it.</u>** – Dennis FitzSimons, trustee of Northwestern University, in the *Chicago Tribune* 

### "A degree is still a great investment, and the value of college just goes up from there" – Richard W. Riley, trustee of

Furman University, for the South Carolina State

#### "Higher ed vital in ever-changing economy" – Deborah P.

Majoras, trustee of Westminster College, in the Cincinnati Enquirer

#### "Regents to Legislature: Remove threat to higher

**education** – Robert W. Levy, Chair of the Louisiana Board of Regents, in the Daily Advertiser





# Guardians in Action: Events & Meetings

- UW Board of Regents Meeting
- Widener University & the Philadelphia Chamber of Commerce—Philadelphia as a "Guardians City"
- Oregon State University Foundation



Reclaiming the Public Trust



## GETTING INVOLVED WITH GUARDIANS



#### ENGAGE

Commit to being a Guardian www.agb.org/guardians



#### USE

Toolkit resources to inform your advocacy for higher education.

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#### FOLLOW

The Guardians Initiative Twitter @AGBGuardians



#### CONTACT

AGB, 1133 20th Street, N.W., Suite 300 Washington, D.C., 20036 202-296-8400



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