Empowering presidents for effective board leadership

HOLLYWOOD, FLORIDA
JANUARY 3–4, 2018
www.cic.edu/2018GovernanceAcademy
WHO SHOULD PARTICIPATE?

CIC’s annual Presidents Governance Academy is a two-day program for college presidents who wish to strengthen and sustain a high-performing board of trustees. The Academy provides the opportunity to learn about both time-tested and new approaches to ensure supportive relations with the board and its leaders and to improve board composition, organization, and effectiveness. The Academy is open to experienced CIC member presidents and will be especially helpful to those who are at least a few years into their presidencies.

“The program far exceeded my expectations. In particular, I appreciated the variety of viewpoints reflected in the advance readings along with consideration of board assessment practices and procedures during the Academy.”

—LAURIE M. HAMEN, PRESIDENT  
Mount Mercy University
A program for CIC member presidents to strengthen president-board relations, align board bylaws with principles of good governance, make bylaws more effective, and sustain a high-performing board of trustees.

The Council of Independent Colleges is grateful to the Henry Luce Foundation for its support of this program.
WHAT ARE THE PROGRAM’S THEMES?

In recent years, the circumstances under which private colleges and universities operate have caused unusual pressures on both presidents and trustees as they seek to balance short-term needs with long-term strategic judgments. The strains on presidents and governing boards sometimes have been severe, often resulting in adverse consequences for the colleges they serve—and presidential tenures. The roots of those problems are sometimes attributed to conflicting personalities or personal styles but are more often traceable to board culture, norms, and structure—that is, misalignment with the best governance principles, policies, and practices.

The Presidents Governance Academy is unique in its exclusive focus on the perspective of the independent college president. While it respects the distinction between the president’s and the board’s authority, the Academy starts with the premise that the president must have the tools and the mandate to advance efforts, with board leaders, to develop an effective governing board.

The Academy’s approach is based on these principles:

• An effective governing board is necessary for both the institution and the president to be successful. The performance of each is dependent on the effectiveness of the other two.

• Presidential leadership is essential to strengthening board effectiveness. Presidents who desire a truly high-performing governing board understand that they must take the lead in the education of trustees and on board development initiatives.

• The performance of individual trustees and of boards of trustees as a whole will excel only if the formal policies, desired practices, and performance standards are articulated in bylaws and other key governance documents.

• How the board is led and organized to accomplish its work is at least as important as the credentials and experience of individual trustees if the board is to be “more than the sum of its parts.”

• Best practices in the governance of nonprofit institutions, although better understood today, remain more art than science. Experience has shown that presidents must be both knowledgeable and skillful in order to improve performance.

• Efforts to strengthen board commitment and performance, when and where needed, is an ongoing presidential responsibility.
Richard T. (Tom) Ingram is CIC senior advisor for president-board relations and former president of the Association of Governing Boards of Universities and Colleges (AGB). He served AGB as president for 13 years and as executive vice president for 18 years. When he retired from AGB, the board of directors recognized his achievements by designating him president emeritus. Ingram has served on the boards of trustees of the Council for the Advancement and Support of Education as well as three private colleges (Dickinson College, Allegheny College, and the University of Charleston). He also has served on the boards of directors of Concorde Career Schools, an independent secondary school for girls; a multiple-employer health insurance company; and a mutual liability insurance company, United Educators, where he was a founding director. He is the author of several books, including *Ten Basic Responsibilities of Nonprofit Boards* (2008), *Governing Independent Colleges and Universities* (1993), and numerous articles in *Currents*, *Educational Record*, *Chronicle of Higher Education*, and *Trusteeship*.

Richard J. Cook is president emeritus of Allegheny College where he served for 12 years. Previously, he was provost of Kalamazoo College following 16 years of service as a chemistry professor, division chair, and faculty leader there. Cook has held leadership roles in the Great Lakes Colleges Association, Annapolis Group, North Coast Athletic Conference, Bonner Foundation, and CIC. Earlier, he held gubernatorial appointments to the Michigan Toxic Substance Control Commission and the Environmental Science Advisory Board of the State of Michigan. He is active in educational and environmental consulting and is immediate past chair of the board of directors of Second Nature, the founding and umbrella organization of the American College and University Presidents’ Climate Commitment.

“The facilitators were a strong pairing, and the exchange between the two encouraged robust engagement among all participants.”

—ROCK JONES, PRESIDENT
Ohio Wesleyan University
HOW WILL I BENEFIT?

The Academy is an intensive and highly participatory program. To provide for candid exchange, participation is limited to 20 presidents. To jumpstart thinking about the ideas discussed in the Academy, participants are provided in advance with a binder of resources including articles, book chapters, checklists, and other materials. Over two days, presidents will learn from the experienced Academy leaders about best practices in board governance, discuss case examples of governance challenges and conundrums with other presidents, and engage in meaningful dialogue about practical solutions.

One feature of the program that has proven especially valuable is an individualized critique of the board bylaws for each participant, who will receive a detailed assessment of this important document by one of the program leaders and will have an opportunity for in-depth discussion with another president. In addition, presidents will begin to draft a trustee education and board development plan for their own institution. Finally, participants will have the opportunity to consult privately by phone with the Academy’s leaders throughout the year.

DISCUSSION TOPICS

- Desirable and undesirable bylaws provisions
- Board committee structures
- Committee on trusteeship and executive committee roles and responsibilities
- Board membership issues and recruitment
- Term limits for trustees and officers
- Performance reviews of both the president and the governing board
- Strategies for trustee education and board development
- Effective board meetings and board retreats
- Shared governance with the faculty

“The two critiques of my board’s bylaws—one by a program facilitator and one by a colleague president—were helpful, timely, and relevant and will be a great resource to share with appropriate trustees.”

—STEVEN E. TITUS, PRESIDENT
Iowa Wesleyan College
HOW DO I REGISTER?

The Presidents Governance Academy will be offered January 3–4, 2018, immediately preceding the 2018 Presidents Institute, and is limited to 20 presidents. To provide for candid exchange among participants and because of space limitations, additional institutional officers, trustees, spouses, and others are not eligible to participate. Thanks to the support of the Henry Luce Foundation, the registration fee is only $400, which includes the program, all meals and refreshments, resource materials, and telephone consultations with the Academy’s leaders throughout the year.

The costs of lodging and transportation to the site of the Academy are additional. Lodging is at The Diplomat Hotel in Hollywood, Florida, site of the 2018 Presidents Institute. Participants will receive a discount code for the special CIC rate of $239 per night, single or double occupancy, after they register for the Academy.

Additional information, including about hotel reservation procedures and online registration, is available at www.cic.edu/2018GovernanceAcademy. The registration deadline is December 1, 2017, but participants are encouraged to register early, as space is limited.

Questions? Please contact Harold V. Hartley III, CIC senior vice president, at (202) 466-7230 or hhartley@cic.nche.edu.

“The Academy’s focus on individual bylaws was essential, and the work on board and presidential assessment was vital.”

—PAMELA J. GUNThER-SMiTH, PRESIDENT
York College of Pennsylvania
“I strongly recommend the Presidents Governance Academy to other presidents. The discussion about the increasing importance of the committee on trustees was particularly helpful.”

—MARY EILEEN O’BRIEN, OP, PRESIDENT
Dominican College (NY)

“I found the readings extremely helpful. They put the workshop in context.”

—LESTER C. NEWMAN, PRESIDENT
Jarvis Christian College

“The Presidents Governance Academy was a very worthwhile investment, with a great group of presidential colleagues facilitated so well by Tom Ingram and Richard Cook.”

—FREDERIK OHLES, PRESIDENT
Nebraska Wesleyan University