

# Trustee Onboarding & Orientation

Executive Audit and Governance Committee

June 1, 2023

# Goals

- Understand the role, responsibilities and culture of the board
- Build knowledge of OSU, its mission, values and strategic plan
- Understand individual responsibilities, fiduciary role and expectations of board service
- Build relationships and excitement

# Orientation and onboarding

- **Orientation** (late summer/ early fall)
  - Pre-recorded learning units
  - In-person: meetings with senior leadership and shared governance partners
  - AGB online orientation for new trustees
- **Onboarding** (year-long)
  - Mentor program
  - Continuing education
  - Check-ins

# Orientation content

- The Board
  - responsibilities of governing boards / delegation of authority
  - how the board conducts its business / committee structure
  - bylaws and policies
- The University
  - OSU overview
  - finance and administration
  - research enterprise
  - role general counsel
  - compliance and ethics program; enterprise risk; audit
- The Foundation
  - mission and structure

# Orientation content

- Good trusteeship
  - fiduciary duty
  - responsibilities of individual trustees
  - role of the board and committee chairs
  - delegation of authority / management vs governance
- Ethics and conflicts of interest
- Oregon public records and public meetings law

# AGB Online Orientation

Association of Governing Boards (AGB)

- ✓ trusted resource for best-practices
- ✓ 40,000 members from over 2,000 institutions
- ✓ comprehensive online orientation



# Onboarding

Research shows that adult learners learn best when:

- Learning is iterative
- What they learn has immediate application
- There are opportunities for interaction and discussion

# Trustee Mentor Program

- Provides support for all new board members during their first year of service by assigning experienced OSU trustees as mentor
- Established in 2019
- Reviewed in 2023 with changes proposed for new trustees joining the board in July 2023



# Mentors

- **Exemplify high standards of trusteeship**
  - Possess deep understanding of fiduciary role
  - Contribute to a strong relationship between the board and the president
  - Focus on policy and governance
  - Approach their work in a visionary, ethical, proactive, future-oriented and positive manner
  - Build awareness of the delegated authority to the president and university
- **Demonstrate excellent interpersonal skills**
  - listen thoughtfully
  - provide clear advice in a non-critical, direct manner
  - handle conflict with civility, respect, and confidence
  - contribute to working successfully in a group
- **Have time to make themselves available to new trustees**

# Discussion