NURTURANCE

STEP 2

GOOD ATTITUDES AND HABITS

NURTURANCE

PRUDENCE
GOOD ATTITUDES AND HABITS

- Homework in advance of meeting
- Conflicts of interest avoided
- A focus on what is most important
- A strong board value of mutual respect
- Candor
• Caring
• Confidentiality
• Honesty
• Trust
• Focus on policy
Board Expectations of Presidents

1. Provide relevant, understandable information in right amounts
2. Reveal warts and blemishes – suggest solutions
3. Accept the occasional reversal – and differences within the Board
4. Make good use of Board time
5. Help in educating and leading the Board
6. No surprises
President Expectations of Boards

1. Openness and forthrightness
2. No surprises
3. Understand – CEO works for Board – not individuals
4. Avoid posturing to media
5. Maintain confidentiality
6. Give (time, financial resources) until it hurts
Board No No’s

1. Asking big favors of administrators such as hiring, admissions favors

2. Conflicts of interest

3. Prejudging situation based on comments outside loop

4. Special interest pleader

5. Forming coalitions to achieve interests
Board No No’s

6. Believing individual Board member is the Board

7. Revealing confidences

8. Speaking for the Board (unless chairman or president)

9. Micro-managing
President No No’s

1. Not communicating about issues, possible public embarrassments

2. Providing too much information (or not enough)

3. Not respecting the Board’s need to conduct its fiduciary duties
President No No’s

4. Not speaking up when a member or the full Board overreaches its authority

5. Surprises

6. Revealing confidences
ENSURING BOARD/PRESIDENT TEAMWORK

• CONSTRUCTIVE ANNUAL REVIEWS OF PRESIDENT (HOW CAN WE BETTER WORK TOGETHER – WHAT CAN I IMPROVE?)

• OVERALL AND INDIVIDUAL BOARD MEMBER EVALUATION

• CONSTRUCTIVE, UNAFRAID PLAIN TALK
• TWO-WAY COMMUNICATION

• ENCOURAGE PROFESSIONAL DEVELOPMENT OF BOARD AND PRESIDENT

• KEEP MISSION IN MIND AT ALL TIMES

• WORK FOR COMMON GOOD
WHAT IF POLICIES ARE NOT BEING IMPLEMENTED?

- DON’T ASSUME RESPONSIBILITY
- IMPROVE COMMUNICATION PROTOCOLS
- INSIST ON ACCOUNTABILITY
- MAKE SURE TIME-LINES, ETC., ARE CLEAR
- IF NO IMPROVEMENT, PERSONNEL CHANGES ARE NEEDED
DIFFICULT INDIVIDUAL AND GROUP BOARD MEMBERS

- Trampling over ideas and cautions of the president, the trustee chair, and other members
- Putting personal interest over interests of university
- Violating written and unwritten codes of conduct
- Making alliances with faculty, staff, other trustees
- Consuming an inordinate amount of staff time and board meeting time
• POISONING THE CULTURE INSTEAD OF CREATING A SENSE OF COMMUNITY, COLLABORATION, INNOVATION, AND COMMON VALUES

• MANIPULATING OTHERS AND SITUATIONS TO THEIR ADVANTAGE

“IN SHORT, ENORMOUS DAMAGE IS CAUSED CREATING AN EVER-WIDENING CIRCLE OF FRUSTRATION AND DESTRUCTION OF ANYTHING IN ITS PATH.”

TERRY O’BANION
TRUSTEE EXTREMES

- THE ABSENT TRUSTEE
- WEARING THE RELATIVE HAT
- THE OVERZEALOUS TRUSTEE
- THE PERSONAL AGENDA
- THE “SLEUTH”

- FROM LITTLEFIELD AND ASSOCIATES
STRATEGIES TO IMPROVE BEHAVIOR

- GOVERNANCE OR TRUSTEE COMMITTEE
- TIME LIMITS ON SPEAKERS
- STRICT ADHERENCE TO RULES
- PROHIBITING BOARD MEMBERS FROM MAKING DIRECT REQUESTS OF STAFF
- A CODE OF UNDERSTANDING
AND IF THAT DOESN’T WORK.....

• EXPECT RESIGNATIONS OF KEY STAFF AND BOARD MEMBERS

• EXPECT EVENTUAL CAMPUS UPHEAVAL

• EXPECT EVENTUAL ACCREDITATION CONCERNS

“All that is necessary for the triumph of evil is that good men (and women) do nothing.”

Sir Edmund Burke
We, the Board Members of [Outstanding University], are committed to the welfare of our institution. We recognize that to effectively do our job, we must establish and maintain a culture of mutual respect. We will adhere to the following values: candor, confidentiality, honesty, trust, focus on policy, and caring for one another.

We will do our homework, focus on what is most important, avoid conflicts of interest and personal agendas, and respect the President’s responsibility to manage the institution.
We recognize that [Outstanding University]’s continual progress depends on our working together and doing what is best for the university.

This we pledge to do.

Signed__________________________________________

Prepared by Kenneth A. Shaw, August 2013