

Governor's Commission on the Governance of Public Universities in North Carolina

Foundational Aspects of Trusteeship

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AGB Principles of Trusteeship: How to Become a Highly Effective Board Member

- The important work of board governance is critical and complex, requiring all board members to be knowledgeable and well-prepared for today's challenges and opportunities.
- Principles of Trusteeship describes three fundamental functions and three principles within each function that are essential for every board member.



Principles of Trusteeship

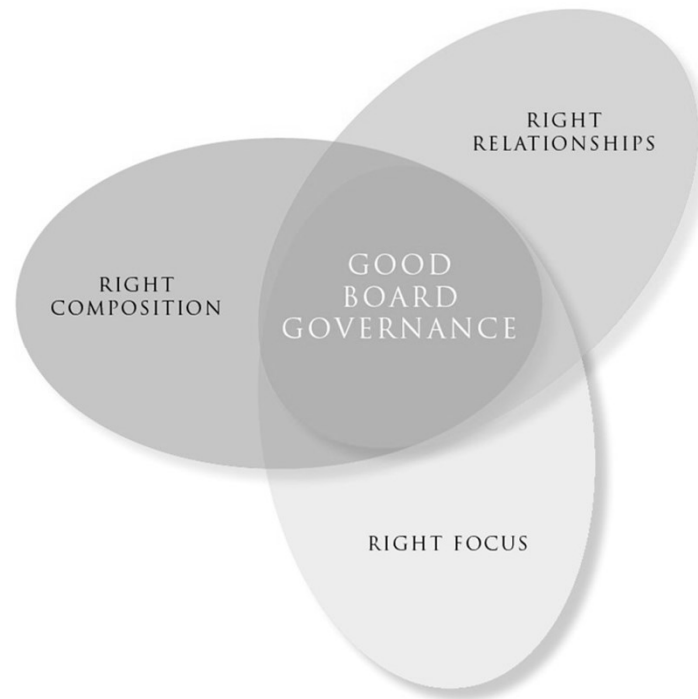
Three key themes:

- **Understand Governance...**by embracing all of your responsibilities in a structure of shared leadership.
- **Lead by Example...**by upholding the highest standards of integrity.
- **Think Strategically...**by focusing on what matters most to the long-term success of the whole enterprise.

Principles of Trusteeship

- Understand Governance
 - Embrace the full scope of your responsibilities.
 - Respect the differences between the board's role and the administration's role.
 - Be an ambassador for your institution and higher education.
- Lead by Example
 - Conduct yourself with impeccable integrity.
 - Think independently and act collectively.
 - Champion justice, equity, and inclusion.
- Think Strategically
 - Learn about the mission, constituents, culture, and context.
 - Focus on what matters most to the long-term sustainability.
 - Ask insightful questions and listen with an open mind.

Good Board Governance



An Anatomy of Good Board Governance in Higher Education, AGB Press (2018)

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Good Board Governance is Simple

- What's needed:
 - The right people are on the board,
 - The board addresses the right issues, and
 - Board Members engage in the right way, among themselves and with others.
- Taken together, these are the enabling conditions of good governance. Yet each can be difficult to achieve and sustain. Simple, but not easy.

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Summary

- Governing boards act as a body, however, fiduciary duties fall on individual board members.
- Board members **MUST** be more than names on stationery.
- Board members **MUST** be fully engaged.
- They must attend meetings, read, and evaluate materials.
- They must ask questions and get answers.
- They must honor confidentiality, avoid conflicts of interest, demonstrate loyalty, and uphold mission.
- And they must ensure legal and ethical compliance.

The Big Questions

- How well do you think you follow these principles – as an individual and as a Board?
- Where are your strengths, and where are the areas you think you need improvement?
- What do you need to do to make those improvements – as an individual and as a Board?

Questions

