

In this Issue

Board Professionals Leadership Group Update.....	1
Workshop for Board Professionals	2
From FileDrawers to FileNet.....	2
Musings on the Role of Secretary.....	5
Results of 2010 Survey of Board Professionals.....	7
Board Professionals 101	8
Are You Using NING?	10
AGB Workshops for Boards	12
Outstanding Board Professionals Award	13

Board Professionals Leadership Group Update



By Heather Fehn

The Board Professionals Leadership Group and its three committees are working diligently to provide support, professional development, and programming for board professionals across the

country and around the world. The Leadership Group coordinates committee work and helps to ensure that we are meeting the needs of our members through services such as this newsletter, the Network for Board Professionals on Ning, webinars, and the annual Workshop for Board Professionals.

The board professionals who volunteer to serve on these committees represent AGB’s member institutions from all sectors of higher education, from across the United States and beyond. There are 23 members from public institutions, 14 from private institutions, two from community colleges, and three from institutionally related foundations. Our members come from 24 different states, the District of Columbia, the Virgin Islands, and Canada. We are proud to bring the diversity of our membership together to serve our members and enhance our profession.

I encourage you to visit <http://www.agb.org/for/board-professionals> to learn more about the Board Professionals Leadership Group and its committees and to see a roster of its officers and members, with contact information. These colleagues would be happy to hear your ideas for future programs and to answer any questions you may have about how to get involved. You will also find information online about the 2011 Workshop for Board Professionals—the BPLG’s signature program—to be held April 1-3, 2011, in Los Angeles.

Heather Fehn is the executive assistant to the president and secretary to the board of trustees, The College of New Jersey, and chair, AGB’s Board Professionals Leadership Group.

Our Sponsor

NASDAQ OMX | Directors Desk

Workshop for Board Professionals

By Charlene Reed and Dusti Cermak

April 1-3, 2011, in Los Angeles

No fooling. The 2011 Workshop for Board Professionals promises to be the best yet!

The annual conference, which will be held in Los Angeles April 1-3, 2011, offers a unique opportunity for board professionals to grow our expertise, build networks, and enhance our understanding of governance and our special role in higher education. Plenary sessions will focus on two of today's most pressing issues: financial realities (including restructuring, cost, access, and affordability), and academic quality and shared governance. Concurrent session topics include assessing board performance, management skills, legal issues, financial oversight, board orientation, presidential transitions, cutting-edge technology, new to your job, and much more.

By popular demand, the workshop will offer twice as many networking opportunities and will again feature two veteran colleagues leading all participants in a frank discussion of how best to handle the opportunities and challenges we face in our role, including many that can put even the best among us on the "hot seat."

Activities on Friday, April 1, include a tour of the UCLA campus, a new "speed mentoring" session for newcomers to the field, and a welcome reception. Friday's events, breakfast and lunch on Saturday, and breakfast Sunday are included

in the workshop fee.

Please mark your calendars and join us in Los Angeles in 2011!

***Charlene Reed, Ph.D.**, is secretary to the board of trustees, Kent State University, and chair, Board Professionals Leadership Group program committee.*

***Dusti Cermak** is associate director, donor relations, The University of Iowa Foundation, and vice chair, Board Professionals Leadership Group program committee.*

From FileDrawers to FileNet

Behind the Digital Scenes in the Board Office

By Carol Felkel and Gay Faulkner

Takeaways

1. If you are loaded down with papers that need to be archived, FileNet or another electronic document management system may be your answer.
2. FileNet will **significantly** reduce staff time spent on research.
3. FileNet is easy to use both for storing and retrieving documents.

The eyes of Texas have never been so strongly focused on the 129-year history of The University of Texas System. Thousands of documents, including the Minute Order reaffirming "The Eyes of Texas" as the school song for The University of Texas at Austin, are now securely stored, readily retrievable, and easily searchable by board office

staff using IBM's FileNet document management system. Over the past several years, millions of pages of historical paper documents have been converted into electronic images.

Records Retention - The Road Map

As a public institution, the U. T. System is the depository for important state of Texas documents, and the board office has the ultimate responsibility for archiving historical documents.

For some time, we have been concerned about the proper preservation of the myriad of documents under our care. When we became aware of an option called FileNet, we were quickly sold. FileNet digitizes paper documents into PDF (portable document format) or TIFF (tagged image file format) images. Electronic documents such as PowerPoint presentations, emails, and PDF reports can be saved directly to FileNet. Paper documents need to be scanned and then committed to FileNet.

With a tried and tested file plan and an approved records retention schedule in hand, we jumped on the FileNet bandwagon and haven't looked back.

It took us about a year to plan our new filing strategy. With over 100 years of university history, we had file drawers upon file drawers of valuable documents that needed to be archived for safe storage. We also needed a plan to handle current and future documents in both paper and electronic formats.

First, we decided to electronically file inactive documents that might need to be retrieved,

primarily for research and open-records requests. Paper records dated prior to the year 2000 would be sent to the university archives off-site and become the official document. For documents dated 2000 or later, the electronic copy would be committed to FileNet and become the official document.

Our records retention schedule determines which documents are permanent, which are transitory, and which can be tossed. Permanent documents, including Minute Orders, agenda items, wills, appointment letters, legal documents, board correspondence, and regents' correspondence and speeches, are committed to FileNet.

Transitory documents, such as travel arrangements for regents, bill files, and working drafts of memos and speeches are not committed to FileNet; they are kept in paper or electronic files for one year, and then are destroyed.

The Procedure

Prior to scanning, documents need to be checked for anything unusual—e.g., pages that are double sided, in color, irregularly sized, on onion skin paper, or of poor quality—so they can be handled appropriately when scanning. Documents also must be organized according to one of five document classes (general, real estate, construction, gifts, and confidential) and scanned into the proper "doc" class.

After scanning, documents are indexed in Kofax Ascent Capture, which is an intermediary program that provides customized index fields and releases the scanned documents into

FileNet. Scanned documents need to be checked to be certain they have scanned correctly, are legible, are complete (all pages accounted for), and are correctly indexed. Once this step has been completed, paper documents can be archived or discarded according to the records retention schedule. Older, historical paper documents that are to be kept permanently and have been committed to FileNet are placed in acid-free files and acid-free boxes for permanent archival storage.

Documents in FileNet can be emailed to someone with a FileNet ID or sent as an email attachment to someone who does not have FileNet access. Documents in FileNet can also be annotated with sticky notes, stamps, and highlighted areas. In all cases, the original copy is never altered.

Advantages of FileNet

FileNet provides a centralized, easily accessible, secure electronic library for documents. Unlike paper storage systems, documents can be accessed by many individuals simultaneously; all you need is a computer with an Internet connection. Vital records are protected while access to public records is enhanced.

Digital filing also frees up physical space previously consumed with file cabinets. Centralizing and consolidating documents in one system eliminates filing bottlenecks and the inconvenience and frustration of searching for paper documents, and it significantly reduces the amount of time spent on research. Since FileNet is available via the Internet, documents can be retrieved at will, from on- and off-campus locations. [Searches](#) can be performed on a

specific index field or by a full-text search of entire documents. Confidential documents can be stored in a secure environment accessible only by authorized individuals.

From a risk-management perspective, FileNet also offers an easy means for properly and legally protecting and disposing of documents. This is an extremely attractive feature that provides an organized, logical means for record management and paper handling.

Costs

FileNet's "off the shelf" list price is moderate and depends on the number of licenses and modules purchased. As a state agency, the U. T. System received state contract discounts as well as an incentive discount to retire the previous FileNet system. The upgrade cost approximately \$300,000. Sixteen departments use FileNet, with a total of 1.9 million documents in the system.

Having a FileNet system has reduced operating costs for paper, physical files and file space, and staff time. Electronic storage is relatively inexpensive when compared to the cost of providing physical storage for millions of documents.

Security

Because all of our permanent historical documents are in FileNet, it is mission-critical to have redundancy in the system. Our FileNet system is regularly backed up as part of the larger back-up system for the university; thus, the cost of backing up FileNet is not a significant budget item.

In summary, the repository of documents in FileNet contains a treasure-trove of the university's history, just as "The Eyes of Texas" is a treasured tradition for the community of The University of Texas at Austin, linking together generations of students, faculty, staff, and alumni.



Gay Faulkner is the records and information management analyst in the Office of the Board of Regents at The University of Texas System. You may email her at

gfaulkner@utsystem.edu.



Carol Felkel is secretary to the board, The University of Texas System. You may email her at

cfelkel@utsystem.edu

Be sure to attend AGB's [Workshop for Board Professionals](#), April 1-3, 2011, in Los Angeles. The Workshop will include a FileNet demonstration.

Musings on the Role of Secretary

By Louis Charpentier

"And now, while the Great Ones depart to their dinner, The Secretary sits, growing thinner and thinner, Racking her brains to record and report, What she thinks that they think that they ought to have thought."



Maurice Hankey (1877-1963) was a prominent member of the British civil service during the first and second world wars, with a career that spanned some of the most transformative and turbulent times of the 19th and 20th centuries. As secretary to the cabinet, he was seen as invaluable to successive governments and prime ministers. In these few lines, the views he expressed on the role of secretary—probably a droll and irreverent musing on some of his own work—reflect an understanding and appreciation of the range of expectations that the job of secretary entails. That range includes elements of servant, historian, interpreter, and mind-reader, to specify only a few.

Our annual workshop, planned and executed by AGB's Board Professionals Leadership Group, focuses on issues we face as "board professionals." Rightly, we emphasize in this phrase that we are members of a profession. As well, we stress that our role is support of the

board—of the good governance of our various institutions of higher education. The description is also intentionally generic in light of the diverse titles used for governance professionals.

Within that diversity, however, “secretary” is prominent. In a recent [survey](#) of board professionals at AGB member institutions, one question asked respondents to provide their titles. A cursory review of the 401 responses indicates that 180 (roughly 45 percent) reported a title that included secretary to the board, college, or university. The remaining responses covered a spectrum of descriptors, many of which are versions of “executive assistant to the president” and which reflect dual responsibilities to the president and to the board. (Such dual positions often occur in smaller colleges and many independent institutions.)

Even though many of our titles include “secretary,” it is not a word we use to identify and promote our profession. Sadly, for a number of reasons, the word “secretary” has come to be equated in the popular imagination with a subservient—and not terribly important—role. It is often negatively preceded by “just a” (as in “so-and-so is just a secretary”). Most often, “secretary” conjures a stereotypically under-valued role, not something as influential or important as Secretary to Cabinet or Secretary of State. Or, for that matter, Secretary to the Board.

I would like to indulge in a bit of reflection on the history of the noble calling of secretary. Thousands of years ago, scribes or secretaries held relatively privileged positions in the courts of ancient Egypt and Rome. They were the individuals privy to the most confidential

information of the court, who recorded state secrets, who maintained the records. Often, they were confidants to those in power, advising and influencing them in their decision making—and protecting them from themselves.

In medieval Europe, the clerks or secretaries not only continued this tradition, they often acted on behalf of their monarchs and governments, exercising significant influence in matters of state. They held the detailed knowledge of intricate agreements, of royal decrees, and of the law and legal precedents. They could discretely guide the reigning monarchs in managing the often-sticky relationships with parliaments and other emerging forms of participatory government. In many cases, they were the only members of the court who could tell the truth to their rulers without losing their jobs (or heads).

In both ancient and medieval times, clerks and secretaries could also be the “keepers of the seal,” the official (usually royal) imprimatur that gave authority to letters, documents, and contracts. This was not and is not a responsibility to be taken lightly. Then, as now, secretaries were expected to behave with the utmost integrity in carrying out their duties and to never abuse the trust they held.

How different is our role today? We are expected to be deeply knowledgeable about due process, to guard its integrity, and to ensure that appropriate advice is given. A significant part of this role may be telling our chairs and presidents what they need to know, not what they might like to hear. We are responsible for recording history, for protecting those records, and for interpreting them.

We, too, are often guardians of the official seal, whether to be applied to diplomas (our institutions' legal currency, if you will) or to contracts or documents binding our institutions. While our tools have changed, and the structures and organizations in which we operate have been modified, the core of our role and the principles that guide us have stayed relatively constant. I believe that we should celebrate our heritage, recognizing that our work is rooted in a long and honorable history and that we are upholding the values and timeless skills of our profession in one of its most important manifestations.

As an aside, I would note that the politics and dynamics of the medieval university were probably not vastly different than those we navigate in our colleges and universities today. Perhaps our circumstances in the academic world have changed even less in several hundred years than we would like to admit!

How many of us plan, though, to become a board or university secretary? It is not usually a goal that is identified as part of a career plan! We come to the position over time, through assorted paths (perhaps even occasionally with sordid pasts!) and, frequently, by accident. The recent AGB survey also focused on questions of educational background and previous positions. The results show an interesting story about job requirements, paths, and longevity. It appears that about half of our colleagues hold master's, doctorate, or professional degrees and that about 60 percent were recruited from within their institutions. Those who were recruited from other areas come from an amazing cross-section of senior-corporate or public-sector

positions. There are identifiable and not unexpected themes in the combinations of experience and education (for example, success in complex decision-making environments and understanding of legislative and policy frameworks and processes). There are also those experiences that, at least on the surface, may seem less related to what we do but that prepare colleagues in extremely valuable ways (for example, marketing, journalism, or human resources).

Oddly, whatever our route, when we arrive at this destination, we stay. We enjoy. And, we come to appreciate in sometimes unexpected ways the unique and privileged role that is ours—the honorable role of secretary.

Louis R. Charpentier is secretary of the governing counsel of the University of Toronto and chair emeritus of AGB's Board Professionals Leadership Group.

Results of 2010 Survey of Board Professionals

by Nancy Asin

As pointed out by Louis Charpentier in his intriguing [essay](#), a recent survey of board professionals at AGB member institutions yielded some surprising, and some not-so-surprising results.

More than 1,200 board professionals were invited to participate in the survey, and a total of 406 completed surveys were submitted and analyzed, for a response rate of 33 percent.

Nearly two-thirds of the respondents were from private institutions, slightly fewer than one-third were from public institutions, and the remainder represented foundations related to public institutions. About one-quarter of the individuals had been in their jobs for three years or less, 38 percent between four and nine years, and another 38 percent have held their jobs for 10 years or more, lending credence to Charpentier's observation that "when we arrive at this destination, we stay."

Perhaps not surprisingly, the majority of board professionals who responded to the survey—84 percent—are women. And nearly 88 percent identified themselves as Caucasian. A significant majority (62 percent) are at least 50 years old, 26 percent are between 40 and 49, and only 12 percent are under 40.

In keeping with the broad array of titles and responsibilities, and the size, type, and location of institutions, salaries for board professionals vary greatly, from under \$40,000 (13 percent) to over \$200,000 (3 percent). Nearly half of the survey respondents earned between \$40,000 and \$80,000, while about one-quarter earned between \$80,000 and \$125,000. Complete details of the survey results can be found [online](#).

The Board Professionals Leadership Group intends to use the findings of the 2010 survey to inform its work and programming for the next several years. As always, we welcome your thoughts on this and any other topic.

Nancy J. Asin is assistant secretary, University of Michigan, a member of the BPLG Marketing and Membership Committee, and editor of News for Board Professionals.

Board Professionals 101

By Paula Ammerman, Louis Charpentier, and Beth Hilliard

So you've been named a board professional—congratulations! Now what? BPs typically arrange orientations for new trustees, but how does one go about orienting oneself? Certainly, an individual's competencies and skill sets opened the door to this new position, but learning from other board professionals can be a great place to start.

One of the sessions at AGB's March 2010 Workshop for Board Professionals helped newly appointed board professionals (BPs) learn the essentials via conversations with each other and with seasoned BPs who shared their knowledge, resources, and experiences. That session explored and discussed ways to get over the threshold and beyond and was based on feedback from BPs suggesting particular topics that would be most helpful, including:

- The board's governance responsibilities;
- The board's membership;
- The board's committee structure (how the board works/functions);
- Development of agendas;
- Importance and preparation of minutes;
- Parliamentary issues;
- Meeting and event planning;
- Record keeping and archiving;
- New board member orientation activities; and
- Other duties as assigned.

The presenters noted that "soft" skills such as "observation and absorption" and relationship building, as well as substantive knowledge, are

key to the future success of working with the board. Establishing and maintaining one's credibility in the role of BP rests on knowledge that, in many respects, is unique to the positions we hold and the interactions that we are privileged to have. Because of our ongoing interactions with some of the most senior individuals in our institutions, as well as with highly respected and successful individuals from outside who have made a commitment to serve on our boards, we can—and do—develop unique, broad-based perspectives on key issues.

To be a successful board professional, you will need to:

Know your institution – Its history, its evolution, its mission, its vision, its values, its culture, its unique features, its accomplishments, its areas of particular pride, and its weaknesses. All of these provide the context for governance decisions that the board is asked to make or issues it needs to understand. Board professionals should be able to provide that context accurately and confidently. A comprehensive knowledge of your institution will allow you as a BP to be the “go to” person—to respond to questions, to clarify confusion, and to facilitate communication or connection with the most appropriate people for the matter at hand. The BP ought to be the individual to whom board members turn first.

Know your board – It's also critical to understand how board members interact—what the “personality” of the collective is—at both the board and the committee level. This knowledge is invaluable in planning agendas and preparing for meetings, as well as in supporting the chair (and the president) during meetings.

Know your president – What are his/her strengths? What are his/her weaknesses? How does he/she perceive the board, the chair, and their responsibilities? What does the president need to execute his/her responsibilities with respect to governance? Often, the BP plays a critical role in facilitating communication between the chair and the president, as well as between the board and the president and his/her administration. No matter what the reporting relationship might be, the BP has a key responsibility in supporting the president in his/her interactions with governance. The BP's role is to provide unbiased advice to both the chair and president—speaking truth to power—to ensure that governance can operate as it must for the long-term well-being of your institution.

Finally—and perhaps, most importantly—**know yourself**. What are your strengths? What are your skill gaps and how can you fill them? Where can you make the most valuable contribution?

The presentation also explored the importance of building relationships with the institution's senior administrative team as an important component in a BP's “toolkit.” Senior administrators hold positions that are essential to the institution's operations and long-term success. Often, they are also responsible for preparing agenda items for consideration by the governing board. Typically, they hold officer positions responsible for academic affairs, student affairs, public relations, governmental affairs, advancement, finance/facilities/budget and planning, and enrollment management (there may be others as well).

Getting to know the senior administrators, how their offices work, and who makes things happen in their functional areas can facilitate the governance work of the board immensely. Ultimately, the BP and the senior administrative team members share the same goal—the advancement of the institution's mission. Understanding how each team member contributes to that goal and demonstrating a willingness to work together will also strengthen governance, with the added benefit of making the BP's job easier. In some cases, the BP needs to be an educator about the needs of the board (often an ongoing role that can be captured in meeting- and agenda-planning opportunities), while there will be other times when the BP will use his or her diplomatic skills to enable and facilitate appropriate communication between board members and specific officers.

As a BP new to the job, you may wish to consider asking these officers some specific questions:

1. What does the board need to know or understand about this functional area?
2. What are the strategic priorities for the area and how does it relate to the institution's strategic plan, mission, vision, and goals?
3. What are the challenges that would prevent or impede the accomplishment of these strategic priorities?
4. What is the organizational structure of the area? How are decisions made and by whom?

The Board Professionals 101 session also emphasized that, while the BP may be the only one at the institution with such a distinctive set of responsibilities, a BP is never alone! Advice is always available through AGB's Network for Board Professionals on Ning (<http://agbbps.ning.com/>), this and other BP

newsletters, the AGB Web site (www.agb.org), and, most importantly, through the ongoing relationships you will develop with colleagues you meet at the annual Workshop for Board Professionals and National Conference on Trusteeship.



Paula R. Ammerman is director of the board of trustees office, Pennsylvania State University, and chair of the professional development committee of AGB's Board Professionals Leadership Group.



Louis R. Charpentier is secretary of the governing council, University of Toronto, and chair emeritus of AGB's Board Professionals Leadership Group.



Beth Hilliard is senior executive assistant to president, Kentucky Community & Technical College System, and vice chair of AGB's Board Professionals Leadership Group.

Are You Using NING?

By Joan L. Benulis and Nancy Asin

Have you ever wondered how your peers approach challenges such as new trustee orientation, records retention, board spouse/guest programs, board policies, or preparing meeting minutes? These topics and a wide range of others have been addressed on the AGB Network for Board Professionals, a

social networking Web site on Ning.com, which allows you to reach out to your peers to get feedback fast.

If your institution is a member of AGB and you are a board professional, you are eligible and encouraged to use this informational tool. To join this network, send an e-mail to Philip Bakerman, philipb@agb.org, and he will send you an email invitation from invitations@agbbps.ning.com.

What might you find there? A [forum posting](#) earlier this year on new trustee orientation programs yielded 15 responses, while five individuals responded to a [posting](#) about travel expenses for board meetings. Other postings have addressed minutes, consent agendas, and other topics we deal with on a regular basis. More than 300 board professionals are members, and they have posted hundreds of searchable questions and replies.

Once you have your invitation, go to [http://agbbps.ning.com/](http://agbbps.ning.com) and log in. The home page contains tips for getting started and navigating the site, and posting a forum question to your colleagues is easy. Simply click on "Add Content" and then "Discussion" and you're in business. NING allows you to attach documents or include a Web link with your postings, making it easy to share files and other information.

To view previous forum postings and responses, simply click on "Forum" on the menu bar at the top of the home page and you will be taken to the "Forum Discussions" page. You can use key words to search forum discussions to see if a particular topic has already been addressed.

In addition to forums, the Network for Board

Professionals also contains links to previous issues of the BP Newsletter, job postings, and other useful information, including videos and step-by-step instructions on navigating the various features on the NING site. You can use the "My Page" feature to include your photo and the name of your institution in your membership profile; this helps members of the community get to know one another, but it isn't required.

The Network for Board Professionals is a valuable resource that provides the next best thing to the face-to-face networking opportunities available at our annual Workshop for Board Professionals. You owe it to yourself to check it out!

***Nancy J. Asin** is assistant secretary, University of Michigan, a member of the BPLG Marketing and Membership Committee, and editor of the News for Board Professionals.*

***Joan L. Benulis** is senior executive assistant to the president, St. John Fisher College, and a member of the BPLG Marketing and Membership Committee.*

AGB Workshops for Boards

Aligning Mission, Strategic Goals, and Financial Decisions

The Association of Governing Boards of Universities and Colleges (AGB) has begun working directly with governing boards and chief executives of public and independent colleges and universities to help them weather an increasingly difficult fiscal environment.

Facing a double whammy of revenue shortfalls and enrollment pressures, new institutional strategies are needed to sustain quality and effectiveness. With help from Lumina Foundation for Education, AGB is able to offer "Strategic Finance" workshops for governing boards and senior administrators with key goals in mind: keeping college affordable, increasing productivity, and increasing college completion rates. Each customized workshop will focus the attention of the board and key administrators on monitoring and controlling costs for both academic programs and administrative operations; prioritizing investments in strategic opportunities; and linking budgeting, strategic planning, and academic programming.

With [consultants](#) skilled not only in finance, but in governance and leadership, these workshops can help presidents and board chairs build capacity within the board to meet these new challenges. Governing boards have important, but different, roles to play in leading institutions. A major outcome of the workshop is an institutional action plan for the board and

president that can help differentiate roles, help find the "right" level of board engagement, and maximize the board's positive contributions. The action plan can also tie back to the state's agenda on student access and success, particularly for states participating in Lumina Foundation's Making Opportunity Affordable agenda; these include independent as well as public institutions as partners in fulfilling states' goals.

We offer half- and full-day facilitated workshops. Grant monies will cover the consultant's fee and AGB's administrative work, costing eligible institutions only travel-related expenses. Workshops will be tailored to each institution's unique challenges and rely on useful institutional, state, and national data to help inform the conversation.

In this difficult fiscal environment, strategies must be found for higher education to continue to thrive and serve its many public purposes. We want to help.

Please direct questions about a workshop for your board or other opportunities to the project coordinator, Patti Kunkle, at pattik@agb.org or 202.776.0817.

Also, please keep an eye out for our upcoming free webinar **Strategic Finance 201: Aligning Resources with the Mission and Strategic Plan** featuring higher education finance expert Rick Staisloff:

Thursday, November 11, 12:00-1:00pm EST--[register now](#)

Wednesday, November 17, 12:00-1:00pm EST--[register now](#)

You've heard it before: national trend lines of

revenue and expense at America's colleges and universities are unsustainable; institutions need to rethink how they utilize resources; campuses and systems need to do more with less. But how can you actually make the change your institution needs?

In this webinar higher education finance expert Rick Staisloff, will present new tools for the board, president, and senior administrators, which will allow institutions to more confidently reallocate existing resources and make investments in new revenue generating programs.

profession, such as professional development, leadership, and mentoring. Confidential nominations and supporting materials should be submitted by **December 1, 2010**, to Heather Fehn, chair of BPLG, at hfehn@tcnj.edu. Members of the BPLG Executive Committee are not eligible for nomination. Please see <http://www.agb.org/board-professionals-leadership-group> for information on the Board Professionals Leadership Group and for a current roster of members.

Outstanding Board Professionals Award

Nominations Being Sought

Nominations are being sought for board professionals who have made outstanding contributions to the profession over the course of their careers. Each year, the Executive Committee of the Board Professionals Leadership Group (BPLG) considers nominees for this award and, if a nominee is deemed exceptional, presents the award at the annual Workshop for Board Professionals. The next Workshop for Board Professionals will be held on April 1-3, 2011, in Los Angeles.

Nominations will be judged on the following criteria: long and exemplary service to the individual's institution and governing board, significant impact on the profession, extraordinary insight and knowledge about the profession, and contributions made to the