Board Chairs Boot Camp

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Boot Camp Agenda

- Setting the Stage
- So You Are the New Chair?
- Highly Effective Chairs Focus on Results
- Building and Growing a Board of Champions
- Running Energized Meetings
Boot Camp Agenda, Cont.

- Relationships and Issues
- The University of Central Florida Case
- A Chair’s Reflections
- The View from Across the Street
  - A President’s Perspective
- Leaders Panel – Tying It All Together
So, You Are the New Board Chair ???
"New Chair Leads Board to Another Average Year"
"Chair Raised Member Engagement and Satisfaction to All-Time High"
The Why Questions?

» Why Are You So Passionately Connected to Your Institution ??

» Why Do You Like Being Chair ???
Highly Effective
Chairs Focus On
Results !!!
Describe the Characteristics of an Ideal Chair
General Foundation Functions

- Gift Repository
- Asset Management
- Fund-Raising
- Stewardship
- Real Estate and Entrepreneurial Ventures
- Advisory and Consultative Roles
- Advocacy
- 50 Ways to Run Foundations
Building Champion Board Members

1. Personal Passion Story
2. Where’s the money?
3. Mission Moments
4. Engaging Meetings
5. Understand What They Want
6. Social Time Together
7. Clear Expectations and Assignments
1. *Share Your Passion*

- Why Do I Give Time, Energy and Money?
- Have Your Elevator Speech Ready
2. How Is the Money Used?

- Why Are Our Expenses So High?
- What Are the Priorities for the Quarter and the Year? Why?
- How Do We Change Lives?
- Try Interviews – Be More Interactive
3. Mission Moments

- Write on Top of Agenda
- One Every Meeting
- Move Around, Let Members See, Hear and Feel Results
- Results Builds Trust
4. Engaging Meetings

- “Old School” – Robert’s Rules
- Member’s Success Story
- Plan Discussion – Think and Talk
- Panels, Small Groups, Q&A
- Listen-up
- Clear Priorities
- Assignments
- Assessment
5. **Understand What They Want**

- To Feel and See Results
- To Work With People Who Share Their Passion
- Use Their Time Wisely
- Spend Time with Other Members
6. Social Time Together

- Non-Formal Time Together Is Critical to Build A Team
7. **Clear Expectations and Assignments**

- Expectations
- Assignments for the Next Quarter
- Assessment of Meeting
8. Results -
Clarity and Enthusiasm for Members
Making Meetings Meaningful

1. Avoid Boring Members to Death
Making Meetings Meaningful

2. Consent Agenda

3. Each Meeting Should Inform, Engage, Inspire and Assure Adherence to Board Responsibilities

4. Add Fun and Significance
   a. Leadership Styles – Boman and Deal
   b. Tell Stories of the Impact and Meaning of F-R

5. Build Time for Dialog and Engagement
6. High Functioning Committees
7. Clearly Define the Role of the Board
8. Develop Specific Objectives for Each Meeting
   * Let Board Select Annual Priorities for Meetings
   * Consider Annual Theme Meeting
9. Compose a Specific, Timed Agenda for Each Meeting and Distribute it with Related Materials Well in Advance
Making Meetings Meaningful, Cont.

10. Stick to the Agenda

11. Establish and Adhere to Meeting Start and Stop Times

12. Assess the Effectiveness of Each Meeting and Identify Future Agenda Items at the End of Each Meeting

13. Executive Session
Structure

Process

Behavior
Sample Meeting Agenda

(Consent Agenda - Shared Two Weeks in Advance)

Mission or Vision Statement: (Written at Top)

1. **Chair** Welcome and Outlines Goals
2. **Donor Story** – (“Keep the Main Thing the Main Thing”) (5 to 10 min)
3. **Institutional President’s Report/Conversation** (20 min)
4. **Celebrate a Campus “Impact” Story** (5 – 10 min)
Sample Meeting Agenda, Cont.
(Consent Agenda - Shared Two Weeks in Advance)

5. Official Business - Votes and Discussion – (10 to 30 min)
6. Strategic Issue Discussion – (15 to 30 min)
7. Consent Items – Minutes, Committee Reports (10 -15 min)
8. Meeting Assessment, New agenda topics
High Performing Boards
1. Bold Aspirations Replace Being “Good Enough.”
3. Financial Strength and Productivity, Openness and Donor Stewardship Are “Really Big Deals.”
4. Transparency and Collaboration Between the Institution and the Foundation are Non-Negotiable.
5. Metrics and Modeling Replace Anecdotes for the “Best ROI” from Staff and Projects.

Source: Adapted with permission from – Terry MacTaggart, Trusteeship
Features of High-Performing Foundation Boards, Cont.

5. Metrics and Modeling Replace Anecdotes for the “Best ROI” from Staff and Projects.
11. Transformative Gifts Supplant 100 % Giving.

Source: Adapted with permission from -Terry MacTaggart, Trusteeship Magazine
Committee on Directors or Governance Com.

- Board Composition
- Criteria for Membership
- The Watch List
- New Members and Orientation
- Assessment
- Future Leadership and Secession
- Motivation and Recognition
Working with CEO

- What have You Found that Works?
- Assessment
  - Independent Foundation
  - Interdependent Foundation
Supporting a Strong Institutional - Foundation Partnership

- MOU Process Maps and Defines Respective Roles and Responsibilities
- Collaboratively Developed Business Practices and Policies
- Orientation for New Institution and Foundation Board Members (Common Elements)
- Overlapping Board Memberships and Joint Gatherings
Supporting a Strong Institutional/Foundation Partnership, cont.

- Alignment of Institution and Foundation Planning
- Periodic Meetings: Board Chair and Institutional President, and Foundation Chair and CEO
- Regular Reciprocal Reporting
- Accountability to Constituents
- Rule of No Surprises
Common Challenges for Chairs

- Lack of Formal Preparation or Orientation
- Lack of Clarity About the Chair’s Role and Responsibilities (No Benchmarks)
- Lack of Transition Planning
- Lack of Time or Commitment
- Controlling CEO
Common Challenges for Chairs

- Personal or Political Conflicts Within the Board or Institution
- Rogue or Distracting Individuals
- Social Risk
- Lack of Assessment
Issues for Institutions and Foundations Going Forward

• Heightened Standards of Accountability for all Governing Boards
• Budgetary Challenges
• Shifting Compact Between States and Institutions
• Who Owns the Money ???
• Open Records and Meetings
• Challenges Posed by Entrepreneurial Donors
• Leadership Transitions
Common Perceptual Issues and Challenges for Foundations

- Perception of Secrecy
- Internal Controls and Transparency
- Use of Unrestricted Funds
- Compensation of and Expenditures by Institution President
- Real Estate and Entrepreneurial Ventures
- Compliance with Donor Intent
- Donor Clearance and Control
Board Chair Expectations

Written expectations form the basis for the chair’s orientation and for periodic assessments of performance.

- *Acting as a Liaison Between the Foundation CEO and the Board (Interdependent)
- *Supporting and Advising the CEO, and Leading the Performance Assessment and Compensation Process for the CEO (as Applicable Within Each Institution)
- *Serving as a Liaison with Institutional Leaders Other Leadership Groups

* Critical Roles for Chairs
Board Chair Expectations, cont.

- *Planning Meeting Agendas with the CEO and Executive Committee*
- Appointing Committee Chairs and Members
- *Making Sure the Work of the Committees Flow From and Support the Goals, Objectives and Priorities Defined by the Board (On Time and Reports Shared)*
- Communicating Expectations and Responsibilities to Board Members, Committee Chairs, and Other Leadership Groups
Board Chair’s Expectations, cont.

- *Working with the Governance Committee and Leading the Orientation Process*
- Working With the CEO to Plan Retreats and Board Education Programs
- Attending Other Meetings and Events Representing the Foundation
- *Leading the Foundation's Fund-Raising Programs Through Personal Philanthropy and Advocacy*
- Advocating on Behalf of the Foundation’s Mission and the Institution’s Vision
Private Support for Public Higher Education

- Morrill Act of 1862: Provision of Annual Appropriations to Land-Grant Institutions Diminished the Need for Them to Seek Private Support
- Prior to the 1980s Public Advancement Efforts Were Inconsistent and Poorly Coordinated
- Since the 1980s State Appropriations Have Failed to Keep Pace with Escalating Costs
  (Core Story -- Margin of Excellence)
- Institutions Are Increasingly Relying on Tuition, Research Overhead, Sales and Services (Auxiliaries), and Fund-Raising
- Today’s Policy Question -- Public Good or Private Good
Beyond “Margin of Excellence”

- **As a Result of:**
  - Continued Decline in State Appropriations
  - Tuition Caps and Concerns About Student Access and Debt
  - Increasingly Competitive Nature of Higher Education

- **Institutions Are Placing:**
  - Increasing Reliance on Foundations for Fund-Raising, Real Property and Entrepreneurial Activities; and
  - More Requests for Operating and Capital Projects