A Plan for Integral Leadership
The 2006 AGB Annual Report may be viewed at www.agb.org
More than at any previous time, higher education today faces a serious erosion of public trust. There is pressure for greater board accountability on a range of governance issues, including presidential compensation, cost and price, quality, and fiduciary oversight. These pressures mean boards will need to engage in a new level of work, with more diligence, independence, and greater understanding of and attention to their duties. These changing expectations for boards require AGB to respond.

—From the AGB Strategic Plan, August 2006
Webster's defines “accountable” as “obliged to account for one's acts; responsible.” In the last year or so, the higher education community has been swamped with appeals to be more accountable. Though the calls have been fervent, they have not been entirely explicit, in that none outlines specific benchmarks of accountability. Perhaps we’re just being asked to continue doing what we have done well all along—only better.

Several national reports—most prominently the Secretary of Education’s Commission on the Future of Higher Education, the State Higher Education Executive Officers’ National Commission on Accountability in Higher Education, and AGB’s own Task Force on the State of the Presidency in American Higher Education—have enumerated the factors driving the calls for accountability.

- Many countries continue to make great strides in meeting the standards set by American colleges and universities, reinforcing the stakes of global competition.
- Taxpayer support for higher education is likely to remain tentative, as institutional leaders are challenged to control costs and better explain them to the public.
- Unflattering news accounts relating to the governance practices of some higher education institutions negatively affect the perceptions of policymakers and the public.
- A new population of students, many from lower socioeconomic backgrounds, requires higher education leaders to consider how to keep their campuses accessible to diverse individuals.

To respond to the calls for accountability and to bring clarity to the public conversation, the AGB Task Force recommended in September that the association’s board of directors provide trustees and chief executives with some specific guidance. The result will be a “Statement on Board Accountability,” set to be published early in 2007, that will offer our nation’s governing boards first principles of accountability to apply to their work.

As work on the statement has progressed, AGB has been involved in various related efforts. For example, during the well-publicized congressional inquiry last spring into institutional governance failures, most notably regarding presidential compensation practices, AGB offered a recommendation and an assurance to the leadership of the Senate Finance Committee. First, AGB suggested that rather than being asked to comply with new regulations or laws, the higher education community should be encouraged to recommit itself to existing best practices. And second, AGB assured the committee that this association will be a forceful advocate in behalf of board accountability and transparency. Our board’s formal statement is envisioned as the best source of effective policies and practices in this endeavor and will be a model worthy of emulation in the broader nonprofit community as well.

To be accountable to the public, a large segment of the higher education community also needs to come to grips with the athletics arms race. AGB has agreed to work in support of the NCAA’s new initiatives concerning fiscal oversight and student-athlete welfare. The success of these reform efforts hinges to a great extent on the acceptance by boards and chief executives of the AGB board’s 2004 “Statement on Board Responsibilities for Intercollegiate Athletics.” That document states that boards should clearly
delegate operational authority of athletics to institution chief executives, while recognizing that they hold the ultimate fiduciary authority.

As we look ahead and consider areas that will require greater board engagement and collaborative leadership, several are coming into focus. For example, the secretary of education's national commission called for a reconsideration of the voluntary accreditation process. Our long-standing system of self-regulation inevitably will evolve and can always be improved—but it must be protected. It is important for trustees to become better informed about the accrediting process, which relates directly to institutional accountability.

Finally, as Congress convenes with a new majority party in control, it is uncertain whether lawmakers will continue to focus attention on nonprofit governance. Regardless, boards and chief executives should consider the forthcoming AGB statement on accountability and consider how best to apply its principles within their boardrooms. Our institutions need to help bring the loose definition of accountability into sharper focus before others tell us where the lines are drawn.

As talented and accomplished individuals consider invitations to join governing boards, the intensifying challenges and risks associated with voluntary service are likely to affect their decisions. Attracting a diverse and committed group of citizens to trusteeship will remain possible only if boards maintain high standards of performance.

In the end, trustees and chief executives must acknowledge that if higher education is to sustain the public’s trust, governing boards must continue to perform effectively. Our sector, strong because of its diversity and innovation, again must demonstrate its resolve to our supporters and critics alike. We are being asked to be accountable. AGB is committed to doing its part to help inform those conversations. That is very much a part of the association’s mission.

In the meantime, your association is stronger than ever, having completed a year-long strategic planning process that refined the association’s mission and clarified its priorities. Our seminars and workshops are well attended; our publications attract national attention; and our members increasingly call on us for advice in addressing governance challenges on their campuses.

The 2007 National Conference on Trusteeship is just around the corner. We look forward to seeing you March 3-6 in Phoenix.

L. Thomas Melly
Board Chair

Richard D. Legon
President
True leadership ventures beyond the exercise of one's own powers; it also encompasses the ability to recognize the leadership skills of others. For governing boards, this is central. In these times of heightened accountability pressures, global competition, and uncertain public trust, it becomes all the more vital for the nation’s 50,000 college and university trustees to both exercise and recognize strong campus leadership.

With that in mind, AGB devoted much of the past year to formalizing the concept of “integral leadership”—and the promising applications we envision for it in higher education governance.

The phrase appears in “The Leadership Imperative,” the report of the AGB Task Force on the State of the Presidency in American Higher Education. This document is the fruit of year-long conversations and research conducted by a 17-member blue-ribbon panel of presidents, trustees, and business leaders chaired by former Virginia Gov. Gerald L. Baliles. Task Force members included Rita Bornstein, president emerita of Rollins College; John J. DeGioia, president of Georgetown University; James J. Duderstadt, president emeritus of the University of Michigan; Elson S. Floyd, president of the University of Missouri; Richard T. Ingram, AGB president emeritus; Jack B. Jewett, former Arizona University System regent and an AGB director; Charles B. Knapp, president emeritus of the University of Georgia; Harold W. Pote, trustee of Drexel University; Frank H. T. Rhodes, president emeritus of Cornell University; Piedad Robertson, former president of the Education Commission of the States; John A. Roush, president of Centre College; Barry F. Schwartz, trustee of Kenyon College and an AGB director; Timothy J. Sullivan, president emeritus of the College of William and Mary; David Ward, president of the American Council on Education; Dorothy Cowser Yancy, president of Johnson C. Smith University; and Richard D. Legon, AGB’s president, who served ex-officio.

The Task Force defined integral leadership as an approach to academic governance in which a president or chancellor exerts a “presence that is purposeful and consultative, deliberative yet decisive, and capable of course corrections as new challenges emerge.” Integral leadership, said the Task Force report, links the president, the faculty, and the board together in a “well-functioning partnership purposefully devoted to a well-defined, broadly affirmed institutional vision.”

“Leadership and learning are indispensable to each other.” —John F. Kennedy

“Leadership and learning are indispensable to each other.” —John F. Kennedy

“The Leadership Imperative” examines board-president relationships and responsibilities, touching on such topics as board accountability, appropriate selection and training of trustees, the board’s duties in evaluating and compensating presidents, and the president’s responsibilities for unifying the board, faculty, and others in meeting the strategic challenges facing the institution. Its recommendations address presidents, boards, state policymakers, and AGB.

“The Leadership Imperative” appears on www.agb.org/leadership and was distributed widely among the 35,000 board members, presidents, and senior administrators who are members of AGB. For the foreseeable future, it will constitute a strategic focus of the association’s work with governors, legislators, state policymakers, presidents, and most important to the AGB mission, the nation’s volunteer college and university trustees.
A Strategic Plan for AGB

The AGB Board of Directors answered the association's own leadership challenge in 2006. Richard D. Legon became the association's fourth president and immediately launched a far-reaching strategic planning process. The result of the year's work—which involved commissioning advisory papers, conducting member surveys, and speaking directly with more than 800 AGB members, allies, and staff—was a landmark plan adopted by the AGB Board of Directors in August. In approving the plan, the board adopted a revised mission statement for the organization:

The Association of Governing Boards of Universities and Colleges strengthens and protects this country's unique form of institutional governance through its research, services, and advocacy. AGB is committed to citizen trusteeship of American higher education.

The plan also commits the association to three priorities:

- Developing and implementing a robust research agenda that will inform the association's member services and position the organization as the primary source of information on higher education governance.
- Creating new programs and services and strengthening existing ones so that AGB membership will be highly valued and essential to the work of college and university boards and presidents.
- Becoming the national advocate for citizen trusteeship and the leading voice on issues related to higher education governance with state and federal policymakers.

Crucial to the success of these priorities is enhanced communications, most prominently in the form of the new AGB Web site. Launched in August, the site is attractive, easy to navigate, and stocked with valuable information about trusteeship and governance. Most important, it is perfectly suited to the strategic task of helping more AGB members become active participants in the lives of their colleges and universities.

For example, the enhancement of our Web presence allows us to e-mail “AGB Alerts” that link members with important, time-sensitive public-policy information. In July, board investment committee chairs and the executives of foundations affiliated with public universities and systems received a timely analysis of new audit guidelines for assigning fair-market value to alternative investments. And in September, when the Secretary of Education’s Commission on the Future of Higher Education released its report, AGB members and Web-site visitors received an instant analysis examining the impact of the commission's six recommendations on governing boards.

An Initiative on College Costs

Costs and productivity are not new issues in higher education. AGB and its member boards have long recognized the importance of responsible stewardship of institutional resources as central to the work of effective boards. But public concern over the rising price of tuition and a rapidly changing higher education environment have brought a new urgency to the topic. Consequently, AGB has launched The Cost Project, led by Executive Vice President Susan Whealler Johnston with the aid of lead consultant Jane V. Wellman. Funded by a generous grant from the Robert W. Woodruff Foundation, the effort is designed to build governing board capacity to monitor institutional costs effectively and strategically.

AGB is mindful that containing costs and promoting quality require active partnerships among institutional leaders and others in the higher education and public-policy communities. Encouraging and enriching this process are goals of The Cost Project, which already
has produced two papers: “Strengthening Board Capacity for Overseeing College Costs,” by higher education policy analyst Wellman, and “Engaging the Board in Conversations About College Costs,” by former Mercy College President Lucie Lapovsky.

In December, the project convened a luncheon discussion for trustees on college costs in San Francisco, and plans for a groundbreaking survey of board involvement in campus cost efficiencies are underway. Details about The Cost Project and its work are available at www.agb.org/cost.

Programs and Services for Boards

In 2006, AGB launched an expanded Board Education and Consulting Service, offering an array of custom-designed programs. These include traditional board development programs, a speaker service, customized workshops that address advanced issues, and a consulting service for presidents and boards to assist with handling larger problems over longer periods of time.

AGB facilitators and consultants all have participated in rigorous training. They are drawn from a stable of highly skilled former and current trustees, presidents, and senior leaders with firsthand knowledge of the complexities of academic trusteeship and governance. Among them are Douglas Orr, former president of Warren Wilson College; Terrence J. MacTaggart, chancellor of the University of Maine System; E.B. Wilson, former board chair of St. Lawrence University; Alvin J. Schexnider, executive vice president of Norfolk State University; David W. Bahlmann, president of the Ball State University Foundation; and Jill Derby, former Nevada regent.

Member boards have scheduled programs to coincide with the planning for a major campaign, an accreditation study, or strategic planning; during presidential transitions, contract negotiations, or campus restructuring; at the start of the academic year, as part of a board retreat, to enhance a board or committee meeting, or to address a specific governance challenge. The workshops and specialized programs are designed to empower boards to deal effectively with issues relating to accountability, assessment, governance, and the strategic work of the board.

One of AGB’s most effective programs for college and university leadership continues to be the annual Institute for Board Chairs and Presidents of Independent Institutions. The program attracted 17 teams of board chairs and chief executives to Aspen Meadows, Colo., in June and offered them an opportunity to enhance their working relationship and create a plan for board development in a highly personalized forum.

Discussions of leadership also figured prominently at the annual National Conference on Trusteeship, which drew 700 trustees, presidents, and senior administrators to Orlando, Fla., in April. Keynote speakers included Atlantic Monthly correspondent James Fallows, Aspen Institute President Walter Isaacson, and Yale University management expert Jeffrey Sonnenfeld.

The 2007 National Conference on Trusteeship will be held March 3-6 in Phoenix. The program features a discussion of “The Leadership Imperative,” moderated by PBS correspondent Gwen Ifill and an address by Arizona Governor Janet Napolitano. There also will be plenary sessions on expanding opportunity while maintaining quality, with University of Texas at Brownsville President Juliet V. Garcia, and college access strategies, with United Negro College Fund President Michael Lomax and California State University System Chancellor Charles B. Reed.

Participants in the annual fall workshop for independent institutions, meeting in Pittsburgh in October, heard insights on effective financial management from
several speakers, including Stephen Joel Trachtenberg, president of George Washington University, and Rita Bornstein, president emerita of Rollins College. Other presenters included William G. Durden, president of Dickinson College; Jerry Nunnally, senior philanthropic adviser, Dartmouth College; and William E. Trueheart, president and CEO of the Pittsburgh Foundation.

Two other AGB research and information services demonstrated progress and acceptance among members in 2006. The AGB Benchmarking Service, an online subscription offering that allows institutions to present dashboard indicators and performance data for easy comparison against those of peers, grew from 126 to 142 institutional subscribers. And queries to the Zwingle Resource Center, AGB’s information clearinghouse and research center, approached one thousand, a 26 percent increase over the previous year’s total.

The Ingram Center

The Richard T. Ingram Center for Public Trusteeship and Governance was named in honor of AGB’s recently designated president emeritus. In 2006, the Center’s agenda included collaborating with the State Higher Education Executive Officers in matters related to accountability and states’ public agenda. The partnership will take the form of several workshops addressing the board’s responsibility to press for improvements in their institution’s overall efforts in academics, research, and cost-efficiencies.

The Center also developed a new project to promote merit selection of public university trustees and has focused its efforts on five states in which governorships changed party hands as a result of the 2006 elections.

The Center’s various consulting assignments saw AGB representatives traveling to places as diverse as the Marshall Islands (where the governing board of the College of the Marshall Islands sought help with planning, benchmarking, and presidential assessment), Connecticut (where the state Board of Governors and Higher Education Department worked through a strategic planning process), and Egypt (where the Ministry of Education, adapting to deregulation and privatization in the economy, was looking to reorient and reform its oversight of colleges and universities).

The Center also worked with the Louisiana State University System to produce a report describing the traits needed among top candidates to fill a vacant presidency. Written by Vice President for Public Sector Programs Richard Novak and consultant William A. Weary, the report discussed confidentiality options in the presidential search process, contained a statement of desired characteristics for the new president, and suggested a restructuring of the LSU System Office.

And thanks to a grant from the Lumina Foundation and the Houston Endowment, AGB has joined the national dialogue about how to widen access to higher education for low-income and minority Americans. As part of a project called “Closing the Gaps,” the Ingram Center partnered with the Texas Higher Education Coordinating Board on a series of regional meetings aimed at developing such strategies.

The fastest growing group of AGB members continues to be the foundations affiliated with public institutions and systems. Ingram Center staff commissioned a survey by Quatt and Associates and PeerFocus, which reported on national standards for salaries and benefits of the top five officers of affiliated foundations. Finally, AGB contributed significantly to drafting of the Uniform Prudent Management of Institutional Funds Act, which updates investment liability guidelines in its model state law on investing. Ball State University Foundation President David W. Bahlmann and University of Wisconsin Foundation President Sandy Wilcox led AGB’s efforts.
Popular Publications

Sales of AGB publications, under the leadership of Vice President Daniel J. Levin, have reached record levels. Our popular and expanding series of Board Basics booklets continued to reach significant portions of the membership. Noteworthy additions to the set of nearly four dozen publications include "A Guide to Updating the Board's Conflict of Interest Policy," by Alexander E. Dreier and Martin Michaelson; "The Board's Role in Strategic Planning," by Lawrence Butler; and "The Role of the President in Board Development," by Rita Bornstein.

In 2006, AGB also published two highly successful books on issues central to the work of boards: Strategic Finance: Planning and Budgeting for Boards, Chief Executives and Finance Officers, by Kent John Chabotar; and Making the Grade: How Boards Can Ensure Academic Quality, by Peter T. Ewell.

Books in development for release in 2007 include Understanding Financial Statements, Strategic Decision Making in Higher Education, and Advisory Boards and Councils in Higher Education. AGB also will publish the 2007-08 edition of the popular "Top Public Policy Issues in Higher Education," the ninth such publication.

With the launch of the Web site in August, many AGB members have signed up to receive Digital Trusteeship, a digital version of the association's flagship magazine that contains links to relevant material on the AGB Web site and elsewhere as well as archived features from the magazine. Members can gain access to three issues of Digital Trusteeship right from their desktops.

A Well-Planned Future

AGB's prospects look promising as the association sustains a balanced budget of some $6 million; approximately 60 percent of the operating budget is funded by members' dues. In addition, a healthy quasi-endowment augments the organization's work. Membership has surpassed 1,200 boards, and 96 percent renew their memberships from one year to the next. AGB attracted almost $350,000 in corporate sponsorships this year; 11 companies provided funding to supplement the Foundation Leadership Forums, and 15 sponsored the National Conference on Trusteeship.

As AGB refines its communications, marketing, and development efforts, plans are in the works for a new electronic newsletter for members, which will contain short items about academic governance and trusteeship as well as information on AGB initiatives and links to resources on our Web site.

Equally important to AGB's capacity to respond rapidly to public-policy developments is the cultivation of a national Trustee Advocacy Network composed of trustees who could be called upon to discuss matters pertaining to higher education governance with key members of Congress, state legislators and policymakers, and sister education associations. All such work, of course, is to be conducted in consultation and partnership with academic presidents, whose strengthened leadership is integral to the continuing success of American higher education.
Given the challenges facing the association’s members and the imperative for higher education to succeed in addressing the needs of the nation, it is essential for AGB to respond with new work, a renewed commitment to serving members, and a reaffirmation of the belief that our system of citizen trusteeship is still the best guarantee of institutional vitality and strength in service to our nation.

—From the AGB Strategic Plan, August 2006
For the fiscal year ending June 30, 2006, general operating revenues (including transfer from the Quasi-Endowment Fund and net assets released from grant restrictions of $730,026) totaled $6,537,338. Dues from member boards provided approximately 60 percent of AGB's general operating revenues prior to the release of assets from grant restrictions. Dues accounted for 45 percent of revenues from all sources, which included new grant revenues of $1,295,450 in support of special programs.

As of June 30, 2006, net assets were $7,737,802, compared with $7,044,226 on June 30, 2005. Total assets were $11,052,130 (including reserves of $5,697,893 at fair market value), compared with total assets of $9,885,952 on June 30, 2005.

### ASSOCIATION OF GOVERNING BOARDS

**STATEMENT OF ACTIVITIES FOR THE YEAR ENDING JUNE 30, 2006**

<table>
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<th>OPERATING FUND</th>
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<th>TEMPORARILY RESTRICTED</th>
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College of Wooster

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Centenary College
University of Louisiana System
LSU Shreveport Foundation

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AGB is proud of its consistently high membership-renewal rate. Nearly 97 percent of current member boards retain their AGB memberships from one year to the next. The following profile of the membership shows the types of boards and individuals among our members.

**MEMBERSHIP PROFILE**

AGB is proud of its consistently high membership-renewal rate. Nearly 97 percent of current member boards retain their AGB memberships from one year to the next. The following profile of the membership shows the types of boards and individuals among our members.

**MEMBER BOARDS BY TYPE OF INSTITUTION**

<table>
<thead>
<tr>
<th>Type of Institution</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governing Boards of Public Colleges and Universities</td>
<td>281</td>
</tr>
<tr>
<td>Governing Boards of Independent Colleges and Universities</td>
<td>737</td>
</tr>
<tr>
<td>Boards of Foundations Affiliated With Public Institutions</td>
<td>179</td>
</tr>
<tr>
<td>Statewide Coordinating Boards</td>
<td>6</td>
</tr>
<tr>
<td>Other Private Boards (K-12)</td>
<td>7</td>
</tr>
<tr>
<td>Total Membership</td>
<td>1,210</td>
</tr>
</tbody>
</table>

**MEMBERSHIP BY TYPE OF INDIVIDUAL**

<table>
<thead>
<tr>
<th>Type of Individual</th>
<th>Public</th>
<th>Independent</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presidents and Chancellors</td>
<td>373</td>
<td>722</td>
<td>1,095</td>
</tr>
<tr>
<td>Board Chairs</td>
<td>448</td>
<td>721</td>
<td>1,169</td>
</tr>
<tr>
<td>Trustees and Regents</td>
<td>7,870</td>
<td>20,390</td>
<td>28,260</td>
</tr>
<tr>
<td>Directors of Affiliated Foundations</td>
<td>169</td>
<td></td>
<td>169</td>
</tr>
<tr>
<td>Senior Administrators</td>
<td>1,037</td>
<td>2,407</td>
<td>3,444</td>
</tr>
<tr>
<td>Board Professional Staff</td>
<td>434</td>
<td>706</td>
<td>1,140</td>
</tr>
<tr>
<td>Total</td>
<td>10,331</td>
<td>24,946</td>
<td>35,277</td>
</tr>
</tbody>
</table>
ALABAMA • Alabama A&M University • Alabama State University • Auburn University • Auburn University Foundation • Birmingham Southern College • Huntington College • Samford University • Spring Hill College • University of Alabama System Office • University of Montevallo • University of South Alabama • University of South Alabama Foundation • University of West Alabama • ALASKA • Alaska Pacific University • University of Alaska Foundation • University of Alaska System • ARIZONA • Arizona Board of Regents • Arizona State University Foundation • Central Arizona College Foundation • Garvin School of International Management • Maricopa County Community College District • Northern Arizona University Foundation • Prescott College • University of Arizona Foundation • ARKANSAS • Arkansas Department of Higher Education • Arkansas State University • Arkansas State University Foundation • Arkansas Tech University • Harding University • Henderson State University • Hendrix College • Lyon College • University of Arkansas at Fort Smith • University of Arkansas Foundation • University of Arkansas System • University of Central Arkansas • CALIFORNIA • Alliant International University • Azusa Pacific University • Barstow Community College District • Biola University • Cal Poly Corporation • Cal Poly Philanthropic Foundation • California Institute of Technology • California Lutheran University • California State University - Fresno • Fresno Pacific University • Fullerton College • California State University - Northridge Foundation • California State University System • California Western School of Law • Campanile Foundation • CETSY University • Chapman University • Charles R. 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Lafayette Foundation • University of New Orleans Foundation • Xavier University of Louisiana • MAINE • Bates College • Bowdoin College • Colby College • College of the Atlantic • Maine College of Art • Maine Maritime Academy • Saint Joseph's College • Unity College • University of Maine Foundation • University of Maine System • University of New England • MARYLAND • Anne Arundel Community College • Baltimore City Community College • Capitol College • College of Notre Dame of Maryland • Columbia University College • Goucher College • Hood College • Loyola College in Maryland • Maryland Higher Education Commission • Maryland Institute College of Art • McDaniel College • Montgomery College Foundation • Montgomery College-Central Administration • Morgan State
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