



# EAB's New Presidents Intensive 2023

Constructive Board Relations and Engagement

July 18, 2023

# Update Your Name

The screenshot displays a Zoom meeting interface. The main window shows a slide with the EAB logo and the text "EAB Virtual Meetings 2020". The bottom toolbar includes icons for Mute, Stop Video, Invite, Participants (with a '2' indicator), Share, Chat, and Record. A callout box with an orange border points to the 'Participants' icon, containing the text "Open Participants menu".

On the right side, the 'Participants (2)' panel is open, showing two participants: "Test Participant (Me)" and "Meeting Host (Host)". The "Test Participant (Me)" entry has "Mute" and "Rename" buttons. A callout box with an orange border points to the "Rename" button, containing the text "Update your name and add your institution".

A "Rename" dialog box is open, showing the "Rename" checkbox checked and the "Enter a new screen name:" field containing "Jane Doe - Institution". The dialog has "OK" and "Cancel" buttons.

Open Participants menu

Update your name and add your institution

# A Preview of the (Virtual) Curriculum



**July 18, 2023**

1:00–3:00 pm ET

Constructive Board  
Relations and Engagement

**July 25, 2023**

3:00–5:00 pm ET

The President as  
Fundraiser-In-Chief

**August 1, 2023**

1:00–3:00 pm ET

Critical Insights About  
Undergraduate Enrollment

**August 8, 2023**

1:00–3:00 pm ET

Student Success, Mental  
Health and Wellbeing

**August 15, 2023**

1:00–3:00 pm ET

The Realities of Higher Ed's  
DEIJ Mandate

# Highlights from Our June In-Person Session



## The Changing Landscape of Higher Ed and Implications for Presidential Leadership

### Dynamic Strategy and Principled Differentiation



### Special Presidential Guests



**Dr. Constance  
"Connie" Book**  
Elon University  
*President*



**Dr. Paul LeBlanc**  
Southern New  
Hampshire University  
*President*

# Rules of Engagement

## What you need to know...

- This is a safe space to discuss all topics, ideas, and insights
- Brag-free zone
- Sessions will be recorded and shared in follow-up with all cohort participants
- Breakouts will NOT be recorded but we will have notetakers join to take notes for our staff internally
- PowerPoint slides will be shared in follow-up



# Your Facilitators

## Starfleet Academy



**Sally Amoruso**

*Chief Partner Officer*

[Samoruso@eab.com](mailto:Samoruso@eab.com)

## Hill Valley College



**Hersh Steinberg**

*Managing Principal, Office of the President*

[Hsteinberg@eab.com](mailto:Hsteinberg@eab.com)

## Monsters University



**Dr. Jennifer Latino**

*Senior Director, Research Advisory Services*

[Jlatino@eab.com](mailto:Jlatino@eab.com)

## Xavier School for Gifted Youngsters



**Graham Spencer**

*Senior Director and Principal, Partner Development*

[Gspencer@eab.com](mailto:Gspencer@eab.com)

## Faber College



**Mark Shreve**

*Senior Director, Partner Development*

[Mshreve@eab.com](mailto:Mshreve@eab.com)

## Hogwarts School of Witchcraft and Wizardry



**Dr. Christina Hubbard**

*Senior Director, Research Advisory Services*

[Chubbard@eab.com](mailto:Chubbard@eab.com)

# Introducing Our Special Guest



**Dr. Keith Whitfield**

University of Nevada Las Vegas

President



# Breakouts

## Introductions

1. Introduce yourselves to your cohort.
2. What do you hope to gain from the Intensive?





# Constructive Board Relations & Engagement



# 1



“School governance is not a traditional hierarchy but looks more like a mountain range: different peaks represent students, alumni, faculty, president, the board, etc. Each institution has its own unique mountain range and therefore each has its own unique power structure.”

- McKinsey & Co.

# Core Functions of a Board



## Strategy

- Set strategy (ongoing and 3–5 year plans) in collaboration with university leadership
- Monitor strategy execution on an ongoing basis



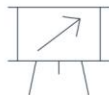
## Governance

- Recruit and hire president, conduct performance assessments, and determine succession and transition
- Conduct governance performance assessments and monitor against agreed objectives



## Financial

- Review and approve annual operating budgets and major capital expenditures
- Conduct oversight over university financial management
- Ensure that the university is conducting effective fundraising and investment activities



## Performance

- Establish key performance indicators (KPIs) to which university leaders will be held accountable
- Provide oversight over university performance on key success factors (eg, teaching, research, medical-center success, student life)



## Risk

- Ensure that the university is in full compliance with all of its legal obligations
- Review audit and investigation plans, monitor outcomes, and provide guidance on course of action
- Develop strategy to respond to crisis situation, set risk-mitigation strategies, communicate risk tolerance, and proactively monitor through risk registry (reputational, financial, legal, operational)



## External relations

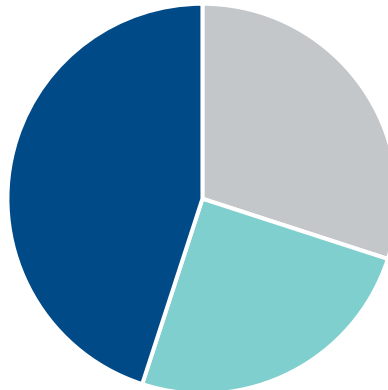
- Promote and guide partnerships and external engagement (eg, with local community, other higher education stakeholders)
- Serve as a representative of the university in the community and represent the university's interests with integrity and distinction

# A Lesson from Successful Corporate Boards



*How Is Your Board Spending Its Time?*

## Board Time Spent



- Strategy
- Performance Management
- Other: Organization, Culture, Talent, Investments and Governance

# A Checklist for Effectiveness



According to Dr. Peter Eckel



## **Attributes of an Effective Board**

- Smaller (<20-25 members)
- Engaged
- Generationally diverse
- Clear term limits and lengths
- Represent a varied set of capabilities

Peter Eckel, PhD

Senior Fellow

Policy, Organizations, Leadership, and Systems

Division

Director of Leadership Programs, [Penn AHEAD](#)

Co-Director, [Penn Project on University Governance](#)

# How Big is Too Big?



## Average Size of Governing Boards by Control

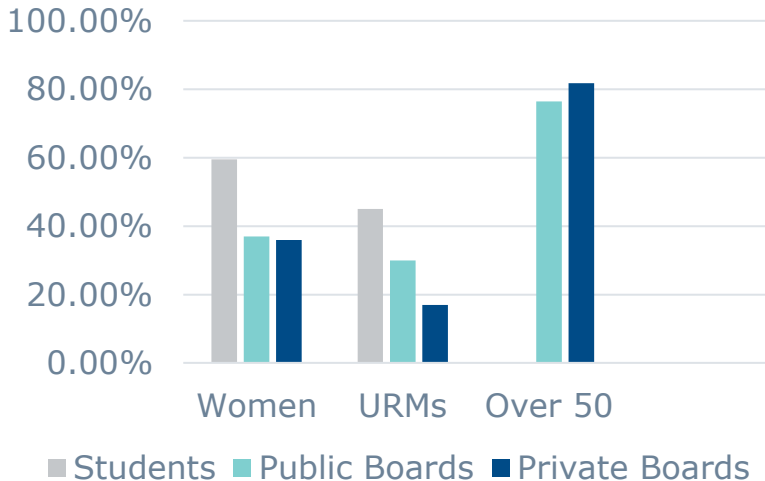
*(From 'An International Visitor's Guide to Understanding University Governing Boards in the United States of America' by Dr. Peter Eckel)*

	Public	Private, Nonprofit
Research/Doctoral	13	40
Master's	12	30
Baccalaureate	12	30
2-Year	8	21
Special Focus	12	20
State Systems	14	NA
Average	12	29

# Predominantly White, Older Men



## Diversity/Age for Students vs Board Members



“Boards demonstrating **greater diversity** are much more likely to make decisions that financially outperform the national median than less diverse, all-male boards”

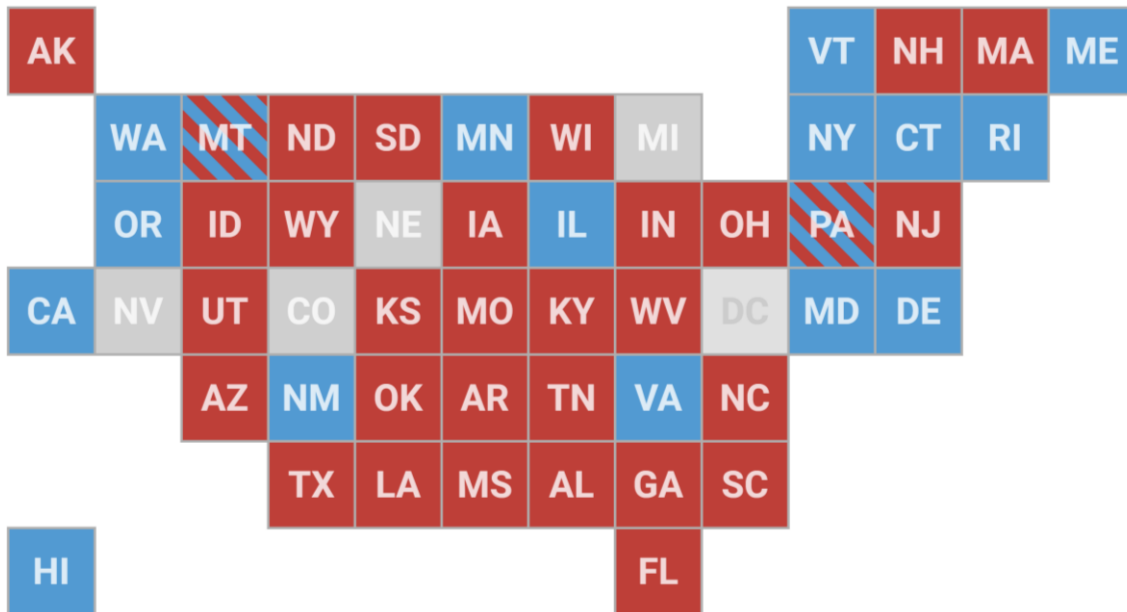
– *McKinsey Report*

# Party Control of Political Appointments



## *A Country and Campus Divided?*

■ Republican ■ Democratic ■ Bipartisan ■ Elected





# Zoom Poll #1

## DEI and the Board

I believe my board

- Fully understands and supports the importance of diversity, equity and inclusion efforts on campus
- Knows this is an important issue, but some members may not be fully on-board
- Is divided about the importance and appropriateness of DEI efforts
- Is opposed to equity conversations on campus and in the curriculum
- Other

# Moving Fast in the Slow Lane

## *Is Agility Possible?*

“If you are coming from a sector where you are expecting the president to move very quickly and to make certain kinds of strategic decisions on their own, and you [transfer that expectation to] an environment where there is an academic senate, where there are unions, where there are other structures that are intentionally designed to kind of limit the authority of the president in certain areas – that just means that **the president is in a no-win situation.**”

## Zoom Poll #2

### Pace of Change and the Board

I believe my board

- And I are aligned as to the appropriate pace of change for the institution
- Wants me to make change faster than may be prudent
- Wants me to be slower paced in making necessary changes than I think is ideal
- Is unclear as to the right pace of change
- Other

## Even Dwight....



“There is no more complicated business in the world than that of picking a new dean within the university.”

Dwight D. Eisenhower, 34<sup>th</sup> President of the United States, 5-Star General in the US Army, President of Columbia University from 1948-53

## Zoom Poll #3

### Academics and the Board

Take a guess -- What percentage of college and university Board members have academic experience?

- Less than 10%
- 10%
- 20%
- 30%

## Characteristics of the Modern Strategic Board



### Macro-Level Visionaries

Bringing the big picture to the table and making decisions in the best interest of students and of the public



### Generative

Not as activist or intrusive, but reflective; asking the right question framed in the right way



### Stewards of the University

Holding to mission and ensuring university is financially and operationally sound



### Exceptional

More than nominal responsibility and lawful mediocrity; address the future, exemplify values, align coherent strategy



### Mediators to the Public

Agent between the interests of the institution and the needs of the surrounding society



# Conversation with Dr. Keith Whitfield

President of the University of Nevada Las Vegas

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# See You Next Time!

Tuesday, July 25<sup>th</sup>, 2023 | 3:00 pm – 5:00 pm ET



**Mark Shreve**

EAB

Senior Director, Partner Development



**Dr. Gordon Gee**

West Virginia University

President

## Topic

- The President as Fundraiser-In-Chief

## EAB Host

- Mark Shreve

## Special Guest

- Dr. Gordon Gee | West Virginia University