



THE COUNCIL OF  
INDEPENDENT COLLEGES

# PRESIDENTS GOVERNANCE ACADEMY



*Empowering presidents for  
effective board leadership*

MARCO ISLAND, FLORIDA  
JANUARY 3-4, 2020

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[www.cic.edu/2020GovernanceAcademy](http://www.cic.edu/2020GovernanceAcademy)

# WHO SHOULD PARTICIPATE?

Now in its seventh year, CIC's annual Presidents Governance Academy is a two-day program for *college presidents who wish to strengthen and sustain a high-performing board of trustees.*

The Academy provides the opportunity to learn about both time-tested and new approaches to ensure supportive relations with the board and its leaders and to improve board composition, organization, and effectiveness. The Academy is open to experienced CIC member presidents and will be especially helpful to those who are at least a few years into their presidencies.

*“The program far exceeded my expectations. In particular, I appreciated the variety of viewpoints reflected in the advance readings along with consideration of board assessment practices and procedures during the Academy”*

—LAURIE M. HAMEN, PRESIDENT  
Mount Mercy University

*A program for CIC member presidents to strengthen president-board relations by aligning board bylaws, policies, and practices with principles of good governance that are characteristic of high-performing boards of trustees*

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The Council of Independent Colleges is grateful to the Henry Luce Foundation for its support of this program.



# WHAT ARE THE PROGRAM'S THEMES?

In recent years, the circumstances under which private colleges and universities operate have caused unusual pressures on both presidents and trustees as they seek to balance short-term needs with long-term strategic judgments. The strains on presidents and governing boards sometimes have been severe, often resulting in adverse consequences for the colleges they serve—and presidential tenures. The roots of those problems are sometimes attributed to conflicting personalities or personal styles but are more often traceable to board culture, norms, and structure—that is, misalignment with the best governance principles, policies, and practices.

The Presidents Governance Academy is unique in its *exclusive focus on the perspective of the independent college president*. While it respects the distinction between the president's and the board's authority, the Academy starts with the premise that the president must have the tools and the mandate to advance efforts, with board leaders, to develop an effective governing board.

The Academy's approach is based on these principles:

- An effective governing board is necessary for both the institution and the president to be successful. The performance of each is dependent on the effectiveness of the other two.
- Presidential leadership is essential to strengthening board effectiveness. Presidents who desire a truly high-performing governing board understand that they must take the lead in the education of trustees and on board development initiatives.
- The performance of individual trustees and of boards of trustees as a whole are enhanced if the formal policies, desired practices, and performance standards are articulated and institutionalized in bylaws and other key governance documents.
- How the board is led and organized to accomplish its work is at least as important as the credentials and experience of individual trustees if the board is to be “more than the sum of its parts.”
- Best practices in the governance of nonprofit institutions, although better understood today, remain more art than science. Experience has shown that presidents must be knowledgeable, skillful, and assertive to guide the effective performance of their boards.

# WHO LEADS THE ACADEMY?



**Richard T. (Tom) Ingram** is CIC senior advisor for president-board relations and president emeritus of the Association of Governing Boards of Universities and Colleges (AGB). Before retiring in 2005, he led AGB as president for 13 years and as executive vice president for 18 years. Ingram has served on the boards of trustees of the Council for the Advancement and Support of Education as well as three private colleges: Dickinson College, Allegheny College, and the University of Charleston. He also has served on the boards of directors of Concorde Career Schools, an independent secondary school for girls; a multiple-employer health insurance company; and a mutual liability insurance company, United Educators, where he was a founding director. Ingram is the author of several books, including *Ten Basic Responsibilities of Nonprofit Boards* (2008), *Governing Independent Colleges and Universities* (1993), and numerous articles in *Currents*, *Educational Record*, *Chronicle of Higher Education*, and *Trusteeship*.



**Richard J. Cook** is president emeritus of Allegheny College where he served for 12 years. Previously, he was provost of Kalamazoo College following 16 years of service as a chemistry professor, division chair, and faculty leader there. He consults internationally on university board structure and effectiveness. Cook is past chair of the board of directors of Second Nature, the founding and umbrella organization of the American College and University Presidents' Climate Commitment, and has held leadership roles in the Great Lakes Colleges Association, Annapolis Group, North Coast Athletic Conference, Bonner Foundation, and CIC. Earlier, he held gubernatorial appointments to the Michigan Toxic Substance Control Commission and the Environmental Science Advisory Board of the State of Michigan. In recognition of his achievements, Allegheny College awarded Cook honorary alumni status, the Alumni Medal, and an honorary degree Doctor of Humane Letters.

*“The facilitators were a strong pairing, and the exchange between the two encouraged robust engagement.”*

—ROCK JONES, PRESIDENT  
Ohio Wesleyan University

“The Academy was a perfect crash course on governance at independent colleges and helped me transfer my knowledge of public higher education into a new culture.”

—DANNY J. ANDERSON, PRESIDENT  
Trinity University (TX)

## HOW WILL I BENEFIT?

The Academy is an *intensive and highly participatory program*. To provide for candid exchange, participation is limited to 20 presidents. To jump-start thinking about the ideas discussed in the Academy, participants are provided in advance with a binder of resources including articles, book chapters, checklists, and other materials. Over two days, presidents will learn from the experienced Academy leaders about best practices in board governance, discuss with other presidents case examples of governance challenges, and engage in meaningful dialogue about practical solutions for these issues.

One feature of the program that has proven especially valuable is an individualized critique of board bylaws. Each participant will receive a detailed assessment of this important document by one of the program leaders and will have an opportunity for in-depth discussion with one other president. In addition, presidents will begin to draft a trustee education and board development plan for their own institution. Finally, participants will have the opportunity to consult privately by phone with the Academy’s leaders throughout the year.

### DISCUSSION TOPICS

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- Desirable and undesirable bylaws provisions
- Board committee structures
- Committee on trusteeship and executive committee roles and responsibilities
- Board membership issues and recruitment
- Term limits for trustees and officers
- Performance reviews of both the president and the governing board
- Strategies for trustee education and board development
- Effective board meetings and board retreats
- Shared governance with the faculty
- Trustee philanthropy

# HOW DO I REGISTER?

The Presidents Governance Academy will be offered January 3–4, 2020, immediately preceding CIC's 2020 Presidents Institute, and is limited to 20 presidents. To provide for candid exchange among participants and because of space limitations, additional institutional officers, trustees, spouses, and others are not eligible to participate in the Academy sessions. Spouses and partners of presidents are invited to participate in dinner on Friday, January 3, 2020; participants will have the opportunity to purchase dinner tickets for their guest after they register for the Academy.

Thanks to the support of the Henry Luce Foundation, the registration fee is only \$550, which includes the program, all meals and refreshments, resource materials, and telephone consultations with the Academy's leaders throughout the year. The costs of lodging and transportation to the site of the Academy are additional. Lodging is at the JW Marriott Marco Island hotel in Marco Island, Florida, site of the 2020 Presidents Institute. Participants will receive a discount code for the special CIC rate of \$246 per night, single or double occupancy, after they register for the Academy.

Additional information, including about online registration and hotel reservation procedures, is available at [www.cic.edu/2020GovernanceAcademy](http://www.cic.edu/2020GovernanceAcademy). **The registration deadline is December 2, 2019**, but participants are encouraged to register early, as space is limited.

**Questions?** Please contact Harold V. Hartley III, CIC senior vice president, at (202) 466-7230 or [hhartley@cic.nche.edu](mailto:hhartley@cic.nche.edu).

*“The Academy’s focus on individual bylaws was essential, and the work on board and presidential assessment was vital.”*

—PAMELA J. GUNTHER-SMITH, PRESIDENT  
York College of Pennsylvania



*CIC's Presidents Governance Academy will take place at the JW Marriott Marco Island hotel in Marco Island, Florida, site of the 2020 Presidents Institute. The hotel, which was recently renovated and expanded, is situated on a private white sand beach along the Gulf of Mexico. The JW Marriott Marco Island hotel features guest rooms with private balconies, ten restaurants offering everything from poolside snacks to elegant dining, two private 18-hole championship golf courses, and three swimming pools. The reservation deadline is **December 2, 2019**. Hotel reservations can be made only after registering for the Academy.*

*“The President’s Governance Academy was exceedingly valuable to me particularly because of the diverse discussions among presidential colleagues. This along with the wisdom of our facilitators and the materials presented before and during the program were well worth the investment.”*

—LILLIAN SCHUMACHER, PRESIDENT  
Tiffin University

*“I found the readings extremely helpful. They put the workshop in context.”*

—LESTER C. NEWMAN, PRESIDENT  
Jarvis Christian College

*“I found the Presidents Governance Academy to be a wonderful development opportunity. I enjoyed Ingram’s and Cook’s knowledge and facilitation and deeply appreciated learning with my fellow presidents. Most importantly, I left with a plan to improve my work with our board of trustees.”*

—MARY ANN GAWELEK, PRESIDENT  
Lourdes University



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