

PRESIDENTS GOVERNANCE ACADEMY

*Empowering presidents for effective
board leadership in a time of change*



Marco Island, Florida • January 3-4, 2022

www.cic.edu/2022GovernanceAcademy



The Council of
Independent Colleges

The Council of Independent Colleges is grateful
to the Arthur Vining Davis Foundations
for its support of this program.



“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”

— LAURIE M. HAMEN
TRANSITIONAL PRESIDENT, COLLEGE OF SAINT BENEDICT

WHY PARTICIPATE?

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 in a time of change**. Learn about both time-tested and innovative approaches to ensure supportive relations with the board and its leaders and to strengthen board composition, organization, and effectiveness. The program is intended for experienced presidents and will be especially helpful to those who are at least a few years into their presidencies.

PROGRAM PRINCIPLES

Recent circumstances have created unusual pressures on both presidents and trustees as they seek to balance short-term needs with long-term strategic priorities in the face of intense external challenges. These strains have sometimes resulted in adverse consequences for institutions—and for presidential tenures. The roots of those problems are 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 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)

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, especially in times of strategic change. 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 is enhanced if 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.”
- A mutual understanding of shared governance among the board, the faculty, and the president is necessary for effective leadership.
- 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.



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

— LESTER C. NEWMAN
PRESIDENT, JARVIS CHRISTIAN COLLEGE

ACADEMY LEADERSHIP



Thomas L. Hellie is CIC senior advisor and co-director of the Presidents Governance Academy. He is president emeritus of Linfield University in Oregon, where he served for 12 years. He previously served as executive director and president of the James S. Kemper Foundation. Earlier, Hellie was vice president, program officer, and secretary of the board for the Associated Colleges of the Midwest and was a faculty member in the theatre and English departments at Hiram College. He received Palacky University's highest honor, the Pametni medal, for his contributions to Czech higher education. Hellie has been a trustee of four academic institutions for a combined 26 years. In addition, he has served on the boards of the National Association of Independent Colleges and Universities, the Foundation for Independent Higher Education, the American Academic Leadership Institute, and the Oregon Alliance of Independent Colleges. He is past chair of the Oregon Association of Independent Colleges and Universities and the CIC Board of Directors. Hellie received his BA in speech and theatre from Luther College and earned his MA and PhD in theatre history from the University of Missouri-Columbus.



Michele Perkins is CIC senior advisor and co-director of the Presidents Governance Academy. She became the 15th president of New England College in 2007 after serving as senior vice president and vice president for enrollment. Since her appointment, the institution has quadrupled its enrollment, successfully launched innovative online and graduate programs, completed its first-ever capital campaign, significantly increased endowment, and successfully completed a merger with the New Hampshire Institute of Art. Earlier, she held positions in enrollment management at New York Law School and Emerson College. Perkins currently chairs the New Hampshire College and University Council, is immediate past chair of the New Hampshire Higher Education Commission, and is a board member of the New England Board of Higher Education and Project Pericles. She previously served on the CIC Board of Directors and was a faculty member for CIC's New Presidents Program. Perkins received a BA in theatre from Northwestern University, an MA in performance studies from Emerson College, and an EdD from the University of Pennsylvania.



“The Academy was one of the finest professional development occasions, perhaps the finest, in which I have participated.”

– KURT DYKSTRA
PRESIDENT, TRINITY CHRISTIAN COLLEGE

THE ACADEMY EXPERIENCE

The Academy is **intensive and highly participatory**. To allow for candid exchange, participation is limited to 20 presidents. To jump-start their thinking, participants receive a set of advance readings and checklists related to institutional governance. Over two days, participants learn from Academy leaders about best practices in board governance, consider case studies of governance challenges, discuss examples of board by-laws, and discuss practical solutions for governance problems. Finally, participants have the opportunity to consult privately by phone with the Academy’s leaders throughout the year.

Discussion Topics

- The board’s role in leading institutional change
- Board committee structures
- Committee on trusteeship and executive committee roles and responsibilities
- Board membership 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
- Desirable and undesirable bylaws provisions
- Alignment of faculty governance with board governance
- Trustee philanthropy
- Effective board meetings and board retreats

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

The Presidents Governance Academy is a program to help CIC member presidents strengthen president-board relationships by aligning board practices and policies to effect strategic change.



“For presidents planning for an uncertain future, investing in effective governance practices will be time and energy well spent. As CIC president, I want to be sure all member presidents have the tools they need to strengthen and sustain a high-performing board of trustees. Michele Perkins and Tom Hellie, experienced college presidents, are engaged and thoughtful leaders who will be sure participants are both grounded in time-tested best practices and also conversant with the changes needed today to ensure the success of their institutions and their presidencies.”

— MARJORIE HASS
PRESIDENT, COUNCIL OF INDEPENDENT COLLEGES

REGISTER NOW

The Presidents Governance Academy will take place January 3–4, 2022, immediately preceding CIC’s 2022 Presidents Institute, and is limited to 20 participants. Only CIC member presidents are eligible for the Academy. Spouses and partners of participating presidents are invited to join in an Academy dinner on Monday, January 3, 2022; guest dinner tickets can be purchased after registration is complete.

Thanks to the support of the Arthur Vining Davis Foundations, the registration fee is only \$575, which includes the program, all meals and refreshments, resource materials, and telephone consultations with the Academy’s leaders throughout the year. Participants are responsible for the costs of lodging and transportation. Lodging is at the JW Marriott Marco Island hotel in Marco Island, Florida, the site of the 2022 Presidents Institute. Participants will receive a discount code for the special CIC rate of \$299 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/2022GovernanceAcademy. The registration deadline is **December 1, 2021**, but participants are encouraged to register early to secure a space. For assistance with registration or hotel reservations, please contact Sherita C. Ashmon, CIC conference manager, at (202) 466-7230 or sashmon@cic.nche.edu.



The JW Marriott Marco Island hotel is situated on a private white sand beach along the Gulf of Mexico. The registration and hotel reservation deadline is **December 1, 2021**. Hotel reservations can be made only after registering for the Academy.