



President-Board Relations Workshop

January 7, 2024



The Council of
Independent Colleges

Under
the Big Tent



2024 Presidents Institute

Independent Higher Education in a Democratic Society

The Diplomat Beach Resort | January 4–7, 2024



Presenters

Roslyn Clark Artis, President and CEO, Benedict College

Herman Felton, President and CEO, Wiley University

Melanie Humphreys, President, The King's College

Paul Pribbenow, President, Augsburg University

Michael Sosulski, President, Washington College



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Key Components of By-Laws

- > **General (Name and location, mission, When established)**
- > **Clarifying responsibilities (President/Board, Faculty, et al.)**
- > **Board membership (Terms, Leadership, Emeritus/a status)**
- > **Board meetings (Number, timing, retreats)**
- > **Standing committees (Focus on Executive Committee)**
- > **Other (Conflict of interest, indemnification, by-law changes)**



Pitfalls and opportunities

- > **Less is more (Be careful with specific constituencies and causes)**
- > **Review regularly and share widely**
- > **Align board and president roles and responsibilities**
- > **Name board's commitment to self-evaluation**
- > **Be careful with the Executive Committee**



(Shared) Governance

- > From equal rights, rules of engagement, and consult before deciding, to *institutional thinking*, alignment on priorities (Bahls)
- > Critical for the Board to clearly define the roles of all constituencies and to describe how decisions are made – a board statement on shared governance
- > Transparency is key and communication is critical
- > Regular temperature taking on governance can avoid crises



Some best practices for governance

- > **Name shared governance as a priority – have a shared governance mindset**
- > **Build social capital between board, faculty, and administrators**
- > **Support programs to strengthen faculty self-governance**
- > **Respect traditional rules of faculty engagement**
- > **Make difficult decisions graciously and courageously**



Some sample situations

- > **What are the situations you face at your institution? Develop your own case studies.**
- > **The important role of board orientation and campus communication**
- > **Practice, practice, practice...**



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Thank you for attending this workshop!

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