

Leadership Session--Governance Discussion
Board of Visitors Meeting
September 15, 2023
Dr. Clayton Rose, Harvard Business School--Presenter

Role of Trustees and the Board in High Functioning Organizations

- A. Perspective of:
 - 1. College president reporting to board
 - 2. Chair of board
 - 3. Director/trustee on a number of boards
 - 4. Study/teach board

- B. The role of a college/university president is among the hardest leadership roles in the country/world right now (Adm. McRaven)

- C. Best organizations have leaders who are supported by boards that are clear on the two distinct roles.

- D. Boards
 - 1. Are a single unit
 - 2. Serve the university's interests

- E. Essential trustee responsibilities include:
 - 1. Select president
 - 2. Oversight, advice, questions
 - 3. Strategic priorities
 - 4. Financial Oversight
 - 5. Advice and engagement in a crisis
 - 6. Reputation of the university
 - 7. Advise on issues and opportunities presented by the president

- F. High-functioning boards:
 - 1. Do not manage
 - 2. Stay connected consistently over time on key strategic priorities
 - 3. Have open, honest, respectful discussions within the board and with president on key issues
 - 4. Trustees listen well to colleagues and acknowledge the differing points of view
 - 5. Speak with one voice and from one voice
 - 6. Once a decision has been made, support it

- G. Examples

- H. Discussion

