Ohio Department of Higher Education
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Best Practices for Fiduciary Effectiveness of Trustees

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Topics for Today

• What is Governance?

• Fiduciary Duties of Directors (Recap)

• Best Practices/Traits of High-Performing Boards

• Board Development Best Practices
What is Governance?

- Governance is the process by which we:
  - Lead
  - Serve
  - Communicate
  - Decide
Fiduciary Duties of Trustees

- What is a fiduciary?
- Duty of care
- Duty of loyalty
- Duty of obedience
Best Practices/Traits of High-Performing Boards

• Full board involvement/Sense of engagement and participation

• A respect for process and a focus on results that further the mission

• Boards as innovators

• Strategic focus vs. management overreach

• Effective partnership with the President
  – Strategic focus vs. management overreach
    • How do you know when you are micro-managing?
Best Practices/Traits of High-Performing Boards

**Strategy or Management?**
- Preparing strategic plan
- Oversight of budget
- Choosing vendors
- Setting staff salaries
- Choosing who staffs board committees
- Preparing amendments to the bylaws
- Preparing board-level policies
- Choosing the location for the Board retreat
- Beef or fish?
- Approving incurrence of debt
- Choosing online learning software
Best Practices/Traits of High-Performing Boards

Making the most of meeting time

• Are our meetings too long? Too short? Too frequent? Too few?
• Do we use a consent agenda?
• Do we meet in person often enough? Does our culture favor in-person interaction? Is attendance good?
• Is our remote meeting technology good enough?
• Are meetings devoted to strategy or receiving reports?
• Do we have the right balance between plenary and committee sessions?
• Do we include team building opportunities?
Board Development Best Practices

- Term limits
- Age limits
- Representation
- Competencies
  - The Board Matrix
- Full board involvement and engagement
- Onboarding and mentoring
- Committee work
- Round robins
Board Development Best Practices (continued)

• Advisory members
• Diversity and inclusion initiatives
• Board education
• Self-assessment
Common Factors in Governance Mishaps

- Lack of full board engagement
- Failure to understand and fulfill fiduciary duty
- Lack of a culture of inquiry
- Missing the signs
- Failure to do homework
- Failure to block and tackle
- Failure to act
The Effective Trustee

• Prepares for, attends, and participates in meetings
• Knows the organization
• Knows the environment
• Asks questions
• Challenges ideas and positions, not individuals
• Knows the difference between governance and management
• Is an ambassador for the organization
• Knows when to step up
• Knows when to step down
Being an Effective Ambassador for the College or University

- Perfecting your elevator speech
- Being ready with the basics
- Speaking with one voice through many
- Knowing how to make a referral
Case Study or Lightning Round
Questions?
Thank you

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