

# Strategic Leadership in Higher Education

## 2024 Regents Education Program

Oklahoma State Regents for Higher Education

Presented by Ellen Chaffee, PhD

Senior Fellow, Senior Consultant

October 9, 2024



# About AGB

## Mission

- AGB advances higher education as a public good by preparing college, university, and foundation governing boards to fulfill their fiduciary duties and exemplify the highest ideals of trusteeship.

We help our members:

- understand governance
- work collaboratively to oversee the institution
- lead through strategic challenges and opportunities

Membership: 2,000 higher education institutions, systems, and foundations; 40,000 individuals

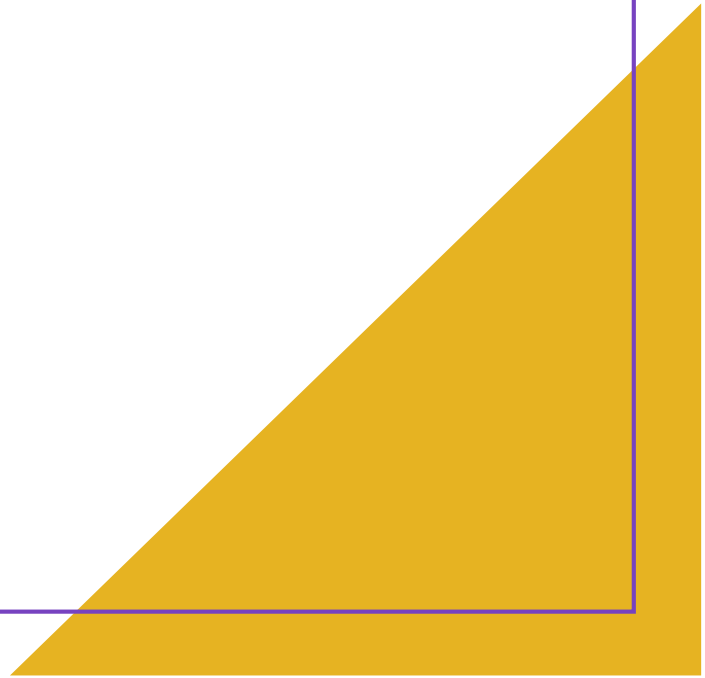
# 11:45 Agenda

Strategic Leadership:

Navigating Challenges and Opportunities

Basic Readiness

Strategic Questions



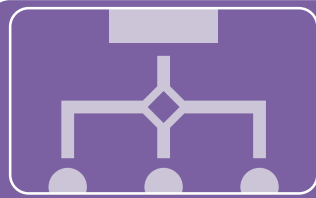
What's the ship's destination?  
What course of action will get it there?  
How does the helicopter help?  
What is the ship's mission?  
What could threaten or secure its future?



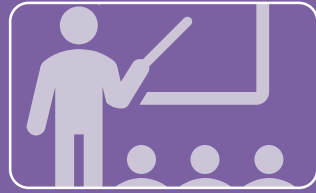
**The Ship is in Motion**

# Some Current Challenges and Opportunities

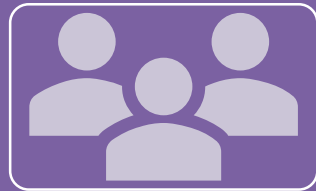
## 2024-25 Top Strategic Issues for Higher Education



Board Independence and Leadership



Student Success, the Student Experience, and Inclusion on Campus



Leadership Succession and Support



Business Model Innovation and Digital Transformation

# Readiness for Challenge and Opportunity

Create the institution's future together on a base of -

- Strategic planning and thinking, equity lens
- Shared governance, faculty engagement
- Leadership development, partnership
- Data and analysis
- Financial sustainability
- Commitment to implementation
  - sustained effort
  - Accountability
  - Trust and good will

BETTER EVERY DAY

# The “Ready” Board

- Understands the business model of the institution
- Has developed a healthy board culture and effective partnership with the president
- Effectively fulfills its roles and responsibilities
- Asks good questions

# Board Culture

## HEALTHY

- Team players
- Distributed influence
- Collective wisdom
- Engaged listeners
- Constructive dissent
- Transparency
- Confidentiality
- Diligence
- Mutual accountability

## UNHEALTHY

- Huddle of quarterbacks
- Dominant inner circle
- Individual convictions
- Assertive speakers
- Back-channel sabotage
- Obfuscation
- Leaks
- Disengagement
- Collective impunity

Source: Chait, Richard, "The Bedrock of Board Culture", *Trusteeship*, May-June 2016.



# Understanding the Business Model

## Questions from the Helicopter

Who do we serve?

What is our value proposition?

What channels do we use to access our students?

What is our relationship with our students?

Where do revenues come from?

What are our key program offerings?

What are our key resources – competitive advantage?

Who do we partner with?

What is our cost structure?

# Strategic Questions Relate to (e.g.):

- Vision
- Strategy
- Resources
- Future
- Capacity
- Readiness
- Productivity
- Results
- Long term
- Evidence
- Quality
- Human capital
- Retention
- Enrollment

# Good Regent Questions

- What are we missing?
- What would be the 5- to 10-year impact?
- How does this advance our strategy?
- What are the key national trends?
- Is there anything on your mind that we can help you think through?

# Questions and Wrap Up

# Some Online AGB Resources

- [Statement on Board Responsibility for Institutional Governance](#)
- [For Community College Leaders](#)
- [Higher Education Governing Boards: An Introductory Guide for Members of College, University, and System Boards](#)
- [AGB Statement on Board Accountability](#)
- [The Board's Role in Financial Oversight](#)
- [The Role of the Board Professional](#)
- [AGB Knowledge Center \('index'\)](#)
- [AGB Board Bot](#)

Just call us! 202.296.8400

Write to the AGB Concierge – lower right corner of any page at AGB.org

Email me at [echaffee@AGB.org](mailto:echaffee@AGB.org)

# AGB.org “Index”

## Knowledge Center

## Programs & Events

## Consulting

## Executive Search

## Advocacy & Public Policy

## Membership

## About AGB

### Trending Topics

Academic Freedom and Freedom of Speech  
 Admissions  
 Affordability  
 Athletics  
 Crisis Leadership  
 Finance and Business Models  
 Innovation  
 Mergers and Affiliations  
 Risk Management  
 Strategy  
 Student Success  
 Student Well-Being  
 Technology  
 Title IX and Sexual Misconduct

### Board Fundamentals

Academic Affairs  
 Board Assessment  
 Board Roles and Responsibilities  
 Board Structure and Culture  
 Fiduciary Duties  
 Justice, Diversity, Equity, and Inclusion  
 Orientation  
 Presidential Assessment  
 The Presidency  
 Principles of Trusteeship  
 Public Policy  
 Shared Governance  
 State Profiles

### Institution Type

Community Colleges  
 HBCUs  
 Independent  
 Institutionally Related Foundations  
 Public  
 Public Systems

### Roles & Responsibilities

Board Chair  
 Board Member  
 Board Professional  
 President/CEO

### Key Committees

Effective Committees  
 Academic  
 Audit  
 Compensation  
 Development  
 Executive  
 Facilities/Real Estate  
 Finance  
 Governance  
 Investment  
 Student Affairs

### Resources by Format

Trusteeship Magazine  
 AGB OnBoard—Board Meeting Management Portal  
 Blog Posts  
 Board Professional Certificate Program  
 Books  
 FAQs  
 Board Member Orientation  
 Podcasts  
 Reports & Statements  
 State Profiles  
 Tools and Toolkits  
 Upcoming Webinars  
 Webinars On Demand

