

## AGB BOARD SELF STUDY SURVEY FOR COLLEGE AND UNIVERSITY BOARDS

We commend you for working to strengthen board governance by making a focused effort to assess your board's performance. Strong and effective boards make for strong and effective colleges and universities. For close to four decades, AGB has been working one-on-one with boards to develop their capacity to govern effectively. The self-study you are undertaking provides important information regarding board behavior and effectiveness that is critical to understand how well your board is functioning.

This self-study is intended to highlight areas of strength and to identify issues that the board can address to improve its performance. The results can help educate the board on responsibilities that are unclear or areas where it is under-performing. In so doing it provides a framework for a working session or retreat for the board to explore ways to enhance its work and to develop the commitment and plans for continued board development.

This survey focuses on six major areas of board responsibility and activity, concluding with a section composed of broad summary questions: Mission and Strategy, Leadership and Shared Governance, Institutional Sustainability, Quality of Educational Programs, Board Performance, and Board Culture.

### Guidelines for Taking the Board Self-Study Survey

The survey is intended to assess the collective performance of the board. Here are a few things to keep in mind as you take the survey.

1. This is designed to be a self-study of the board's **COLLECTIVE** performance.
2. If **SOME BUT NOT ALL** board members fulfill the responsibility or the responsibility is only **PARTIALLY FULFILLED**, use a lower rating, for example "Satisfactory" rather than "Very Good."
3. If you are relatively **NEW TO THE BOARD** use "Don't Know" for things you have not had enough time to assess.
4. Some board responsibilities have several components; please read the **ENTIRE QUESTION** before selecting your answer.
5. Responses are **CONFIDENTIAL** and will be reported in aggregate. Please answer with openness and candor.
6. Answers to open-ended questions will be reported **VERBATIM**. Please avoid identifying yourself or others.

This instrument does not provide an exhaustive assessment. Rather, it constitutes a diagnostic tool to identify areas of strength or concern, which boards can then address as they work to govern more effectively and add value for their institutions.

## Participant Profile

What is your role on this board? Please check one.

- Chief executive of this institution
- Chair of board
- Other board officer
- Board member
- Administrative officer
- Staff
- Other, please describe your role \_\_\_\_\_

How long have you served on this board?

- Less than 1 year
- 1 to 3 years
- 4 to 6 years
- 7 to 9 years
- 10 to 12 years
- 13 years or more
- NA

Do you have a vote on the board?

- Yes
- No

## Section 1: Mission and Strategy

The institution's mission is the standard by which key decisions are made and strategic directions are set. Board members are charged with ensuring the appropriateness of their institution's mission and ensuring that it guides both their work and the strategic priorities of the institution.

Please assess the board's performance in this area of responsibility.

### The board . . .

	Poor	Fair	Satisfactory	Very Good	Excellent	Don't Know
1.4 Ensures the institution operates under a strategic plan that defines the institution's strengths, challenges, and priorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.8 Is actively involved in shaping and supporting institutional strategy and direction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide comments or suggestions related to the board's performance in the area of Mission and Strategy:

## Section 2: Leadership and Shared Governance

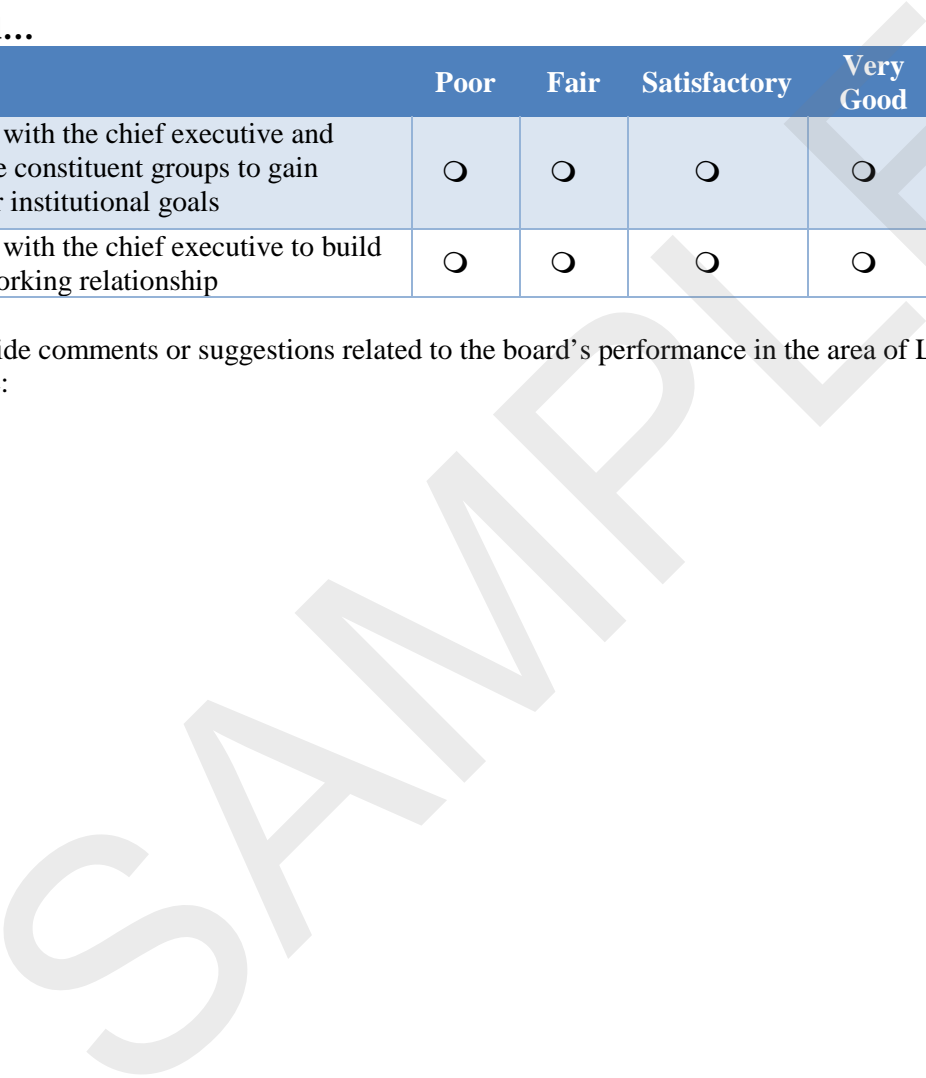
The board’s authority for policy development and strategic decision-making is a multi-stakeholder process. The board shares governance duties with the chief executive, administration, and faculty, and solicits input from a broader campus constituency. To govern effectively, the board works to establish a strong partnership with the chief executive of their institution.

Please assess the board’s performance in this area of responsibility.

**The board...**

	Poor	Fair	Satisfactory	Very Good	Excellent	Don't Know
2.1 Works with the chief executive and appropriate constituent groups to gain support for institutional goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.7 Works with the chief executive to build a strong working relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide comments or suggestions related to the board’s performance in the area of Leadership and Shared Governance:



### Section 3: Institutional Sustainability

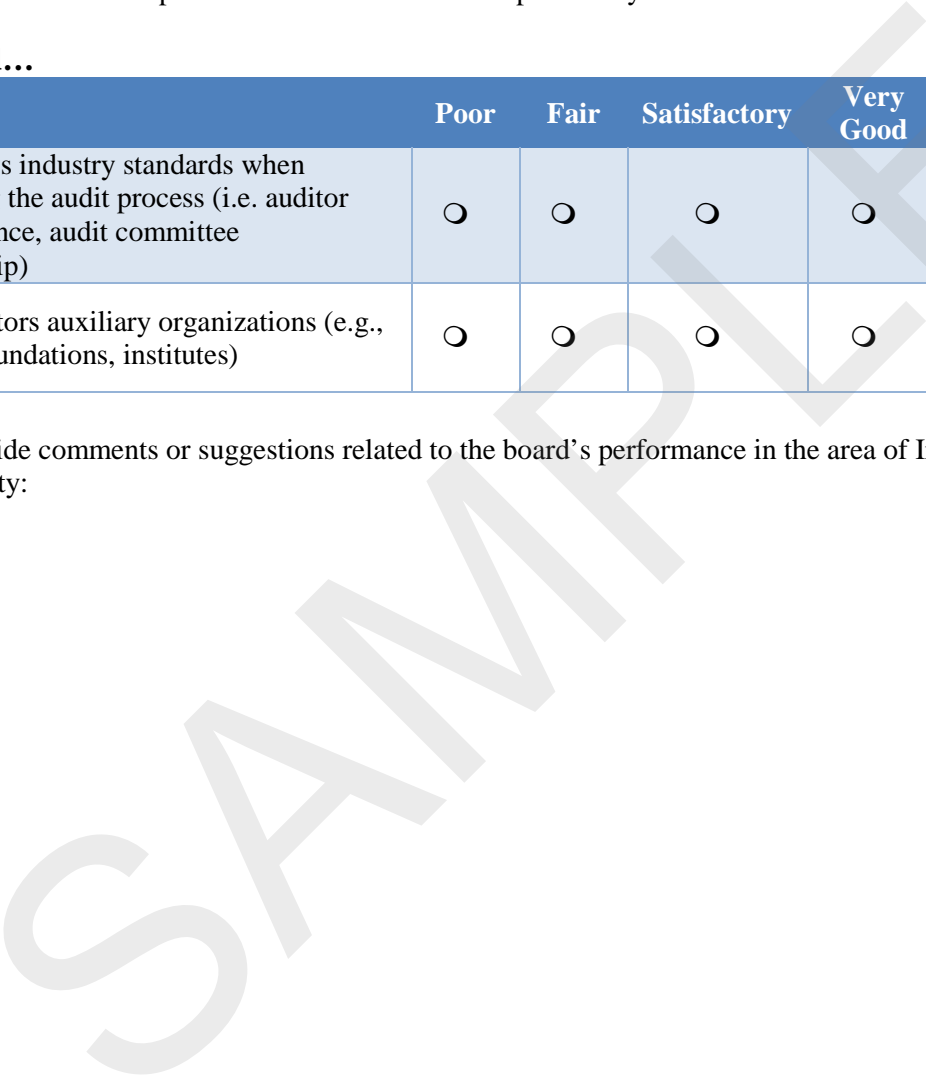
The board is accountable for the success or failure of the institution, and preservation of its assets for future generations. In order to make informed decisions and fulfill their fiduciary responsibility, board members must focus their attention on the institution’s finances and educational effectiveness, the changing trends in the higher education landscape, and potential significant risks to the institution.

Please assess the board’s performance in this area of responsibility.

**The board...**

	Poor	Fair	Satisfactory	Very Good	Excellent	Don't Know
3.5 Follows industry standards when overseeing the audit process (i.e. auditor independence, audit committee membership)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.11 Monitors auxiliary organizations (e.g., alumni, foundations, institutes)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide comments or suggestions related to the board’s performance in the area of Institutional Sustainability:



## Section 4: Quality of Educational Experience

The board has a fiduciary responsibility for educational quality and value. In order to fulfill their responsibility, board members must understand and monitor the institution's academic programs and policies. An effective board acts in concert with the administration and faculty and recognizes their respective roles.

Please assess the board's performance in this area of responsibility.

### The board...

	Poor	Fair	Satisfactory	Very Good	Excellent	Don't Know
4.5 Reviews the institution's accreditation reports including responses to identified concerns or deficiencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.9 Ensures the institution plays a positive social and economic role in the communities it serves	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide comments or suggestions related to the board's performance in the area of Quality of Educational Experience:

## Section 5: Board Performance

The board monitors its own overall performance, ensuring that institutional policies about board member responsibilities, development, ethical behavior, and conflicts of interest are current, understood, and followed. The board uses its meetings and members effectively to accomplish its work.

Please assess the board’s performance in this area of responsibility.

### The board...

	Poor	Fair	Satisfactory	Very Good	Excellent	Don't Know
5.4 Implements steps for board development (e.g., continuing education, retreats, regular board assessments)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.9 Adheres to a comprehensive conflict-of-interest policy and addresses conflicts appropriately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide comments or suggestions related to the area of Board Performance:

SAMPLE

## Section 6: Board Culture

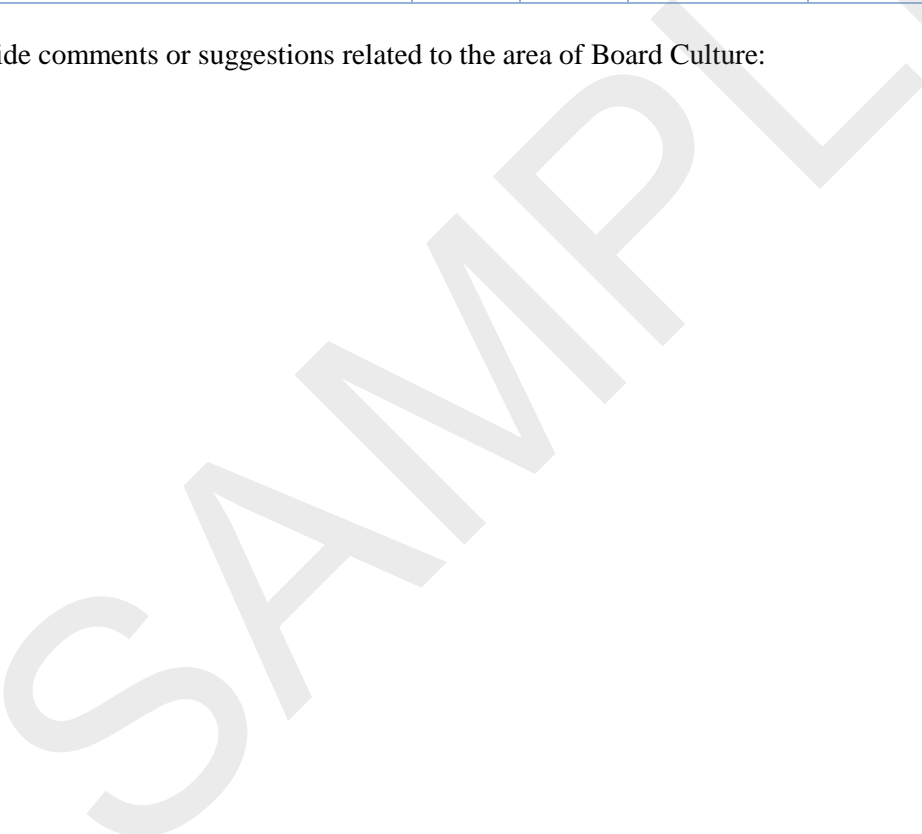
The board establishes a culture of engagement built upon trust, respect, and a commitment to inquiry and inclusion. It conducts itself in an exemplary manner and acts with transparency.

Please assess the board’s performance in this area of responsibility.

**The board...**

	Poor	Fair	Satisfactory	Very Good	Excellent	Don't Know
6.3 Productively explores ideas by engaging in robust discussions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.9 Respects the confidentiality of board and committee materials and discussions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide comments or suggestions related to the area of Board Culture:





# Summary Questions

I feel satisfied that:

	Not at all satisfied	Slightly satisfied	Moderately satisfied	Very satisfied	Extremely satisfied
S.1 My time, energy and expertise are put to good use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
S.4 The board retains its independence from external and internal stakeholders and acts in the best interests of the institution (Duty of loyalty)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SAMPLE

# Strengthening Board Performance

How important do you think it is for the board to?

	Not a priority	Low priority	Medium priority	High priority
P.3 Improve its own capacity and functionality through increased attention to qualifications and recruitment of board members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
P.11 Increase understanding of board roles and responsibilities and scope of authority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**P.14 What is the board's most significant accomplishment over the last two years?**

**P.15 What change or action would most improve the board's performance?**

## Policies and Practices

This section should be completed by only one person, designated by the institution to respond on behalf of the board. The questions will not be visible to other respondents.

Please respond to the following questions related to board policies or practices.

	Yes	No	Don't Know	Not Applicable
P.1 Did the full board formally approve the institution's strategic plan?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
P.11 Do board members receive a written statement of responsibilities and expectations related to board service?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Thank you for your participation.**

Association of Governing Boards of Universities and Colleges

1133 20<sup>th</sup> Street, NW, Suite 300, Washington, DC 20036

Fax: 202-223-7053