

Governance Study

Introduction

In its publication on Consequential Board Governance in Public Higher Education Systems (p.7), the Association of Governing Boards of Colleges and Universities recommends that a chancellor leverage presidents by:

- Working with the state board of higher education to recruit, hire, charge, and develop talented presidents. A president must not only be adept at serving as chief executive of a single institution, she or he also needs to assert leadership within the system on system issues and on her or his institution's responsibility for the system's strategic agenda.
- Overseeing the work of the presidents and ensuring they interact with the governing board as a part of the system's administrative team. The chancellor has central responsibility for developing administrative talent and ensuring the system builds leadership within. The chancellor should also ensure the talent of the presidents contributes to board effectiveness by establishing meaningful roles for campus presidents and system senior staff vis-a-vis the board.

Further, The Roles and Responsibilities Task Force Report (Approved by the SBHE January 29, 2015), includes the following:

- The chancellor is the chief executive officer of the University System and is empowered by the Board to provide the leadership necessary and to act on behalf of the Board working with the institution presidents to achieve the vision, mission, and long-range goals for the University System adopted by the Board (II.2.d.);
- There is partnering, collaboration, and joint ventures involving the various colleges and universities within the University System aimed at achieving the vision and mission in the NDUS Strategic Plan (II.2.f.);
- There is a balance between providing the flexibility to the colleges and universities to be entrepreneurial and innovative while having the institutions also cooperate in meeting statewide needs and opportunities. It is the expectation of the Board, and thereby the responsibility of the chancellor, to assure the balance is developed and sustained (II.2.g.); and
- A special effort is underway, based on recommendations solicited from the Chancellor's Cabinet, to make cabinet meetings as meaningful, relevant, and productive as possible (IV.7.).

Toward this end, the Chancellor's study group on governance will work to ensure the effectiveness of Chancellor's Cabinet through thoughtful, focused attention placed on strategic governance and improved performance of the Cabinet.

Membership

- Chair: Dr. Tisa Mason, President, Valley City State University
- Member: Dr. Mark Hagerott, Chancellor
- Member: Dr. Larry Skogen, President, Bismarck State College
- Member: Dr. Mark Kennedy, President, University of North Dakota

Scope of Study

The study group shall be responsible for leading ongoing assessment and improvement of Cabinet performance by actively engaging in activities such as:

- a. Assisting the Chancellor in developing and implementing meaningful onboarding processes at the system level for new presidents;
- b. Developing goals for Cabinet performance and benchmarks for measuring cabinet effectiveness that would then be considered by the full cabinet;
- c. Assisting the Chancellor in developing a self-assessment process and in conducting Cabinet self-assessments, the results of which the Chancellor will report to the full cabinet;
- d. Creating opportunities for continuing professional development; and
- e. Assisting the Chancellor in selecting study topics, developing study task forces, and otherwise determining the optimal role of the Cabinet in enterprise activities.