



# **COLLEGE GOVERNANCE**

Africa Institute for  
Evangelical Leaders

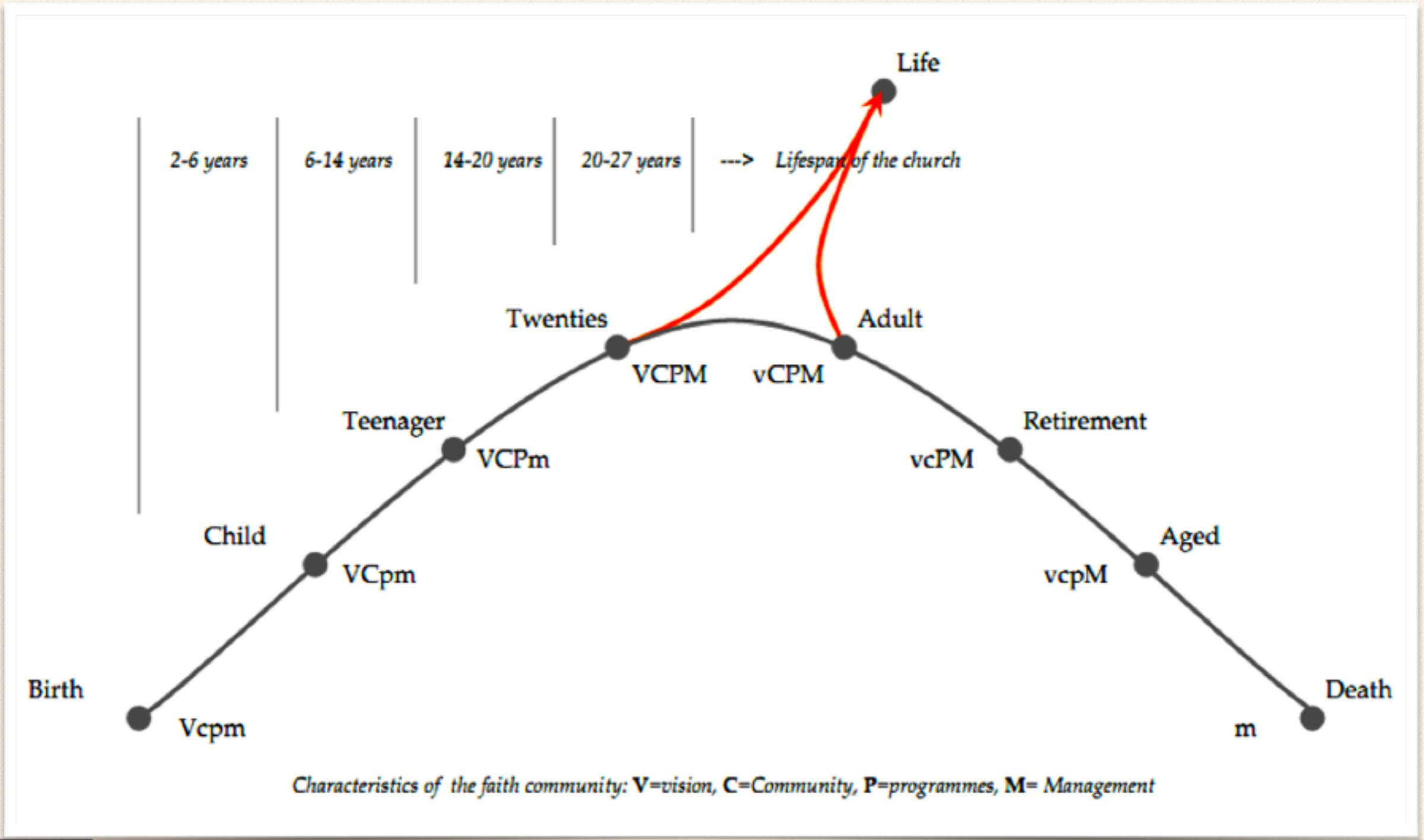
Effective Boards **empower**  
missional and visionary  
school leaders.

Effective school leaders  
**embrace** engaged and  
passionate boards.



Where is your school  
on the “lifespan and  
stages” graph?

# Lifespan and Stages of a Faith Community





What is a “governing”  
board?

**A governing board is...**

*...an elected body that **oversees** the ministry and mission of an organization (school) and makes decisions on behalf of others.*

*It holds the future and mission of the College, or Seminary  
IN TRUST.*





# BEST PRACTICES FOR EFFECTIVE BOARDS



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# 1

**They understand their role,  
purpose, and function;  
including structure**

*“Heads in; fingers out.”*



# Effective Governing Boards

focus on policy formulation and mission strategy; not on policy implementation and daily operations.



# Four Modes of Thinking about Governance

1. Fiduciary Mode. A legal term. Insures legal and financial integrity. Steward of tangible assets.
2. Strategic Mode. Planning partner with school leader. Proactive and intentional in strategic planning for school.
3. Representative Mode. Represents the legal and moral owners. Appreciates the heritage. Guardian of values. Remembers why organization was founded.
4. Reframing Mode. Reframes or restates the presenting problem; seeks to “makes sense” of the issues by connecting the dots. Tries to identify the “big” picture issue.



# 2

***They ask the  
right questions.***

*“They think value defining and  
forward thinking questions.”*



## **Who are we?**

(What is our mission, vision, values?)

## **Where are we?**

(Not geographically but in the life of the school?)

## **Where are we going**

(if we continue to do as we have done?)



**Where could we go...**

(with a Spirit-inspired vision and a unified board?)

**Why are we going "there?"**

(What is our motivation for growth?)

**How long will it take to get there?**

(Spiritual, human, financial resources needed?)

**How will we know when we get there?**





What **one thing**,  
if we do not attend to this  
issue soon,  
**could create serious  
problems** for  
us in the near future?



What is the number one question your school board is presently facing?

# 3

**They embrace  
a board policy manual  
(or handbook).**

*“Write down and keep organized” the Board approved policies for effective and efficient governance of the school.*



# 4

**They communicate with each other in conflict situations as Christians.**

Board members “watch their words.” They communicate with each other compassionately, respectfully, directly and supportively.



Boards and board members  
**relate** to the school leader(s) and  
the constituency with ***one voice***.



They **vigorously** discuss policy options and **make decisions** *within* the board meetings.

Then **communicate** board action outside the board meetings with **unified support!**

They **keep** confidential conversations, **confidential!**



# **Character Counts with these Boards, Really Counts!**



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- 1. Speak Gracefully.** They watch the words they use.
- 2. Live Gratefully.** They don't complain. They are grateful.
- 3. Listen Intently.** They seek first to understand.



4. **Forgive Freely.** They are proactive in extending forgiveness.
5. **Plan Decisively.** They combine missional vision with deep humility and intense perception.
6. **Care deeply.** They focus on people, not power or position.
7. **Pray Earnestly.** They believe God can change them even as He changes others.





On which **leadership value** (above)  
is your board the **strongest**?

Which one needs some attention?

If addressed, how would school  
governance be **improved**?

5

**They intentionally engage in systematic board development, assessment, and evaluation.**

*Integrity matters to healthy boards!*



- **Vigorously** discuss policy issues in board meetings, **not outside...!**
- **Keep confidential** board discussions, confidential!
- **Take time** for decision making... **NO** intentional surprises.
- **Intentional Board Development.**

Keep it **relevant.**



# Board Development and Assessment Tools

1. Legal Documentation Checklist
2. Mission/Vision/Values/Strategic Planning
3. Board Development
4. Financial Accountability
5. Fund Development
6. Human Resources
7. Program Development
8. Organizational Capacity/Priorities for Capacity Building



**THE HIGH PERFORMANCE BOARD:**

Moving from Vision to Action to Results



What are the **Top TWO**  
**Priorities** for **Capacity**  
**Building** at the school  
where you serve?

# 6

**They develop new leaders for increased responsibilities and commitment to the school.**

*They “pass on” their passion for the school to a younger generation of leaders.*



**They reproduce themselves as  
passionate advocates for the  
college or seminary!**



Committees are used as a way to  
**provide opportunities** for  
emerging leaders to take on **more**  
**responsibility** for the school.



**Mentoring of the next generation of school leadership is intentional.**



# Pause and Reflections

*Dr. John Connor*



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# Summary and Discussions

*Dr. Bob Bagley*



Which **two** of the six "Best Practices" are **most** needed to be addressed by your school Board?



- 1.
- 2.

Why these **two**, and what governance benefits will **addressing** these issues bring to your board?



*Identify the top **three** critical issues facing the school board in the next **three** years as the board strategically plan for the future?*

- 1.
- 2.
- 3.



In **Affinity** groups, please discuss the following questions based on this session on governance:

1. *What school **processes** need to be clarified for governance to be more effective?*
2. *What governance **policies** need to be shaped, developed and approved for increased effectiveness?*
3. *What two "big" **questions** regarding school governance need to be asked by the board and school administration?*
4. *Where should board strategic thinking and **planning** be focused?*
5. *Identify two specific board development **projects** or programs the board could initiate to improve their effectiveness?*

*Please identify one key "takeaway" from this session you want the school board to discuss in its next meeting?*



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