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The Complexity of Leadership: Enhancing and Empowering Governing Boards and Presidents

Jonathan Peri, President, Manor College and Commissioner, MSCHE

Michael Mittelman, President, Salus University

Mary Papazian, Executive Vice President, Association of Governing Boards of Universities and Colleges (AGB)

MSCHE Facilitator: Idna Corbett, Senior Vice President for Accreditation Relations and Services

MSCHE Facilitator

Idna Corbett
Senior Vice President
for Accreditation
Relations and Services

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ON HIGHER EDUCATION

Presenters

Michael Mittelman
President,
Salus University

Mary Papazian
Executive Vice President,
AGB

Jonathan Peri
President,
Manor College & Commissioner,
MSCHE

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Learning Outcomes

- Increase awareness of the Commission's expectations for the governing board's role within the institution's governance structure.
- Identify strategies for fostering productive relationships with board members, ensuring transparent communication, and aligning your university's mission with board objectives.

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Learning Outcomes

- Formulate how governing boards can actively engage in the strategic planning process to set the university's long-term vision and goals.
- Discuss financial stewardship and the board's role in ensuring the institution's financial health and sustainability.

Learning Outcomes

- Explore the importance of diversity, equity, and inclusion in governance and leadership, and how boards can support these principles.

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Submitting Questions

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Standards for Accreditation (Fourteenth Edition)

Standard I – Mission and Goals

Standard II – Ethics and Integrity

Standard III – Design and Delivery of the Student Learning Experience

Standard IV – Support of the Student Experience

Standard V – Educational Effectiveness Assessment

Standard VI – Planning, Resources, and Institutional Improvement

Standard VII – Governance, Leadership, and Administration

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Standard VII: Governance Leadership and Administration

A clearly articulated and transparent governance structure that outlines roles, responsibilities, and accountability for inclusive decision making by each constituency, including the institution's legally constituted governing body, administration, faculty, staff, and students, as well as any related entities.

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Expectations for Governing Bodies

- A clearly articulated and transparent governance structure that outlines
  - roles
  - responsibilities
  - accountability for inclusive decision making by each constituency

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Expectations for Governing Bodies

- Serves the public interest
- Ensures that the institution clearly states and fulfills its mission and goals
- Has fiduciary responsibility for the institution
- Is accountable for the academic quality, integrity, planning, and fiscal wellbeing of the institution

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Expectations for Governing Bodies

- Ensures that neither the governing body nor its individual members interfere in the day-to-day operations
- Oversees at the policy level
  - quality of teaching and learning
  - approval of degree programs and the awarding of degrees
  - establishment of personnel policies and procedures
  - approval of policies and by-laws
  - assurance of strong fiscal management

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Expectations for Governing Bodies

- Has sufficient diversity, independence, and expertise
- Ensures the integrity of the institution
- Plays a basic policy-making role in financial affairs
- Is informed in all its operations by principles of good practice in board governance

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Introduction to Manor College

- Nonprofit independent Catholic two- and four-year, small, suburban Philadelphia:
  - 20 Member Board
  - 30+ Associates, Bachelor's, Certificate, and Micro-Credential programs
  - Known for Allied Health and Business Programs

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Introduction to Manor College

- Maintain a 15:1 or better student teacher ratio
- Ranked the among safest colleges in the Nation
  by StateUniversity.com
- We are the “Best priced private college in PA.”
  - (15 credit full time residential students/institutions).
- Recognized by New York Times (top 6%) for best economic mobility of students.

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Non-profit, private graduate only university located in Elkins Park, PA
Founding College: Pennsylvania College of Optometry – 1919

Today – Three Colleges:
Pennsylvania College of Optometry
Osborne College of Audiology
College of Health Sciences, Education and Rehabilitation

Three clinical sites:
The Eye Institute
The Pennsylvania Ear Institute
The Speech and Language Institute

SALUS UNIVERSITY

18 member Board of Trustees

1200 students to include international

Active Grants FY22: $2,544,295

Student outcomes:
98% have jobs upon graduation
With one exception 95% - 100% national exam pass rates

SALUS UNIVERSITY

19 Degree and certificate programs:

Optometry both 4-year traditional and 3-year accelerated programs

Audiology

Blindness and Low Vision Studies

Occupational Therapy – MS and OTD

Physician Assistant Studies

Speech, Language Pathology

Orthotics and Prosthetics

Post-baccalaureate

PhD and MS in Biomedicine

SALUS UNIVERSITY

Preparing to merge with Drexel University
2-step process

30 June 2024 – CIO upon MSCHE approval

~1 July 2025 – Merger fully approved by USDE

SALUS UNIVERSITY

Introduction to AGB

AGB ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES

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About AGB

- Based in Washington, D.C.
- Founded in 1921
- Membership: 2,000 institutions; 40,000 individuals
- We help governing boards:
  - Understand and implement leading practices of board governance
  - Work together to effectively steer their institutions, systems, or foundations
  - Govern through strategic challenges and opportunities

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About AGB

Vision	Achieve excellence in all board governance and responsible trusteeship to empower vibrant higher education, inclusive democracy, and a flourishing society.
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.

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About AGB

Organizations served	Roles served
2-year and 4-year Public and private Institutions, systems, and institutionally related foundations	Presidents Board chairs Board members Board professionals Senior administrators

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Effective Communication and Board Education

MSCHE
MIDDLE STATES COMMISSION ON HIGHER EDUCATION

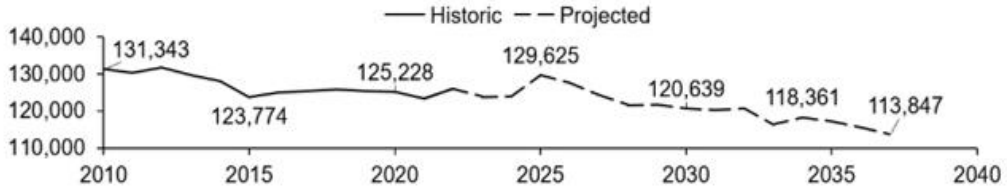
Demographic Cliff

Enrollment: Demographic Trends

Enrollment challenges will increase due to expected declines in number of high school graduates and Pennsylvanians aged 25-64

Historic and forecast public high school graduates[1]

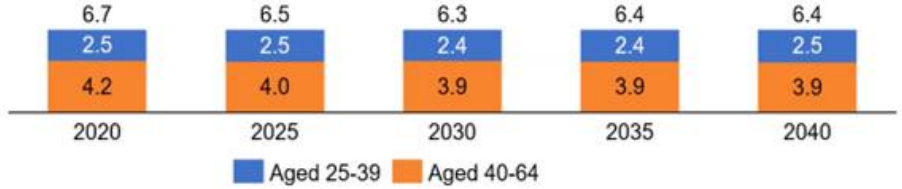
in #



- Public high school graduates are projected to decline 12% from 2025 to 2037.

Historic and forecast adult population

in millions



- Adult population projected to decline 5.3% from 2020-2040, due to aging.

1 High school graduation year is the end of the academic year.

Source: Pennsylvania Department of Health "Pennsylvania Vital Statistics 1997-2020." Methods based on Western Interstate Commission for Higher Education (WICHE) "Knocking at the College Door: Projections of High School Graduates." Issued December 2012. Updated by the office of Advanced Data Analytics July 1, 2022.; Center for Rural PA – Population Projections

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Strategic Planning and Fiscal Stewardship

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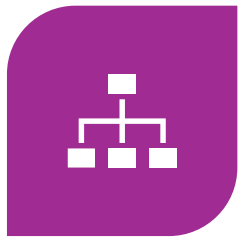
Tools for Maximizing Performance

SCENARIO PLANNING

BUILDING BOARD CAPACITY

CONTINUOUS ASSESSMENT



STRUCTURING WORK

REPORTING AND ACCOUNTABILITY

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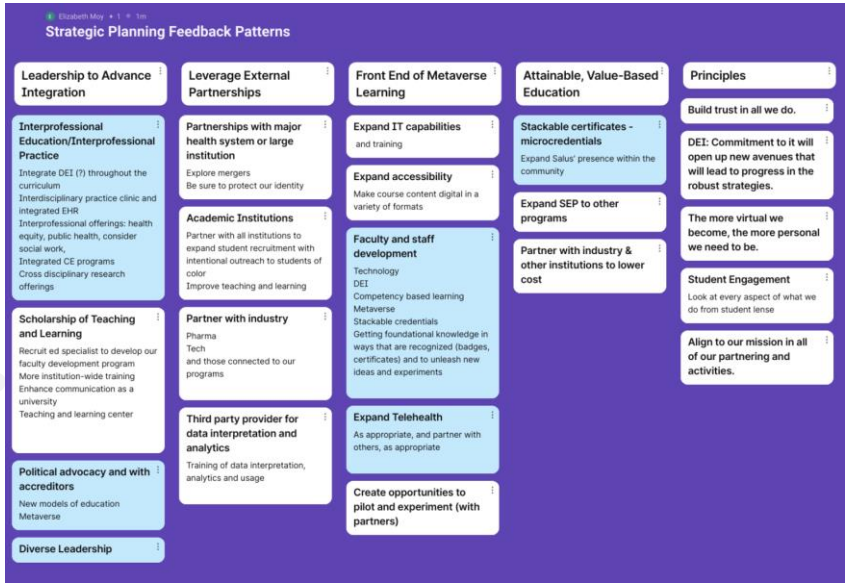
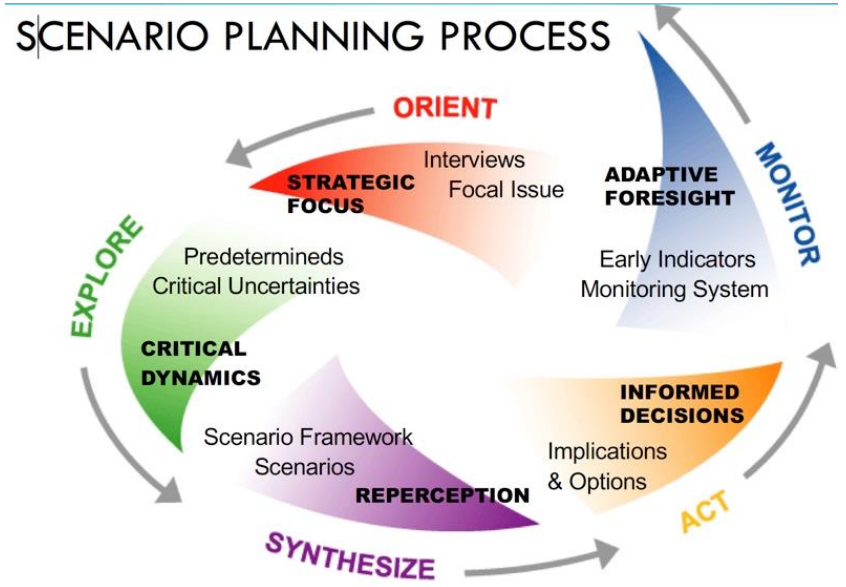
Tools for Maximizing Performance

- Scenario planning
- Building board capacity
  - Skills Inventory
  - Professional Development
    - Ethics
    - Fundraising





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Tools for Maximizing Performance

Assessment for continuous improvement	• Post-meeting evaluation • Committee evaluation
Structuring work	• Board charters and onboarding process • Investment committee • Ad Hoc Strategic Initiatives Committee
Reporting and Accountability	• Term Limits • Fundraising Expectations

SALUS UNIVERSITY

Salus Merger Process

Scenario Planning to Strategic Planning

Strategic Initiatives Board Committee

- Potential partner rubric: what we seek, what we bring
- Questionnaire
- Scorecard

Strategic Communications Plan

Overarching Goals Included:

- Enhance the student experience
- Advocate for expansion of scopes of practice
- Secure qualified and diversified student enrollment

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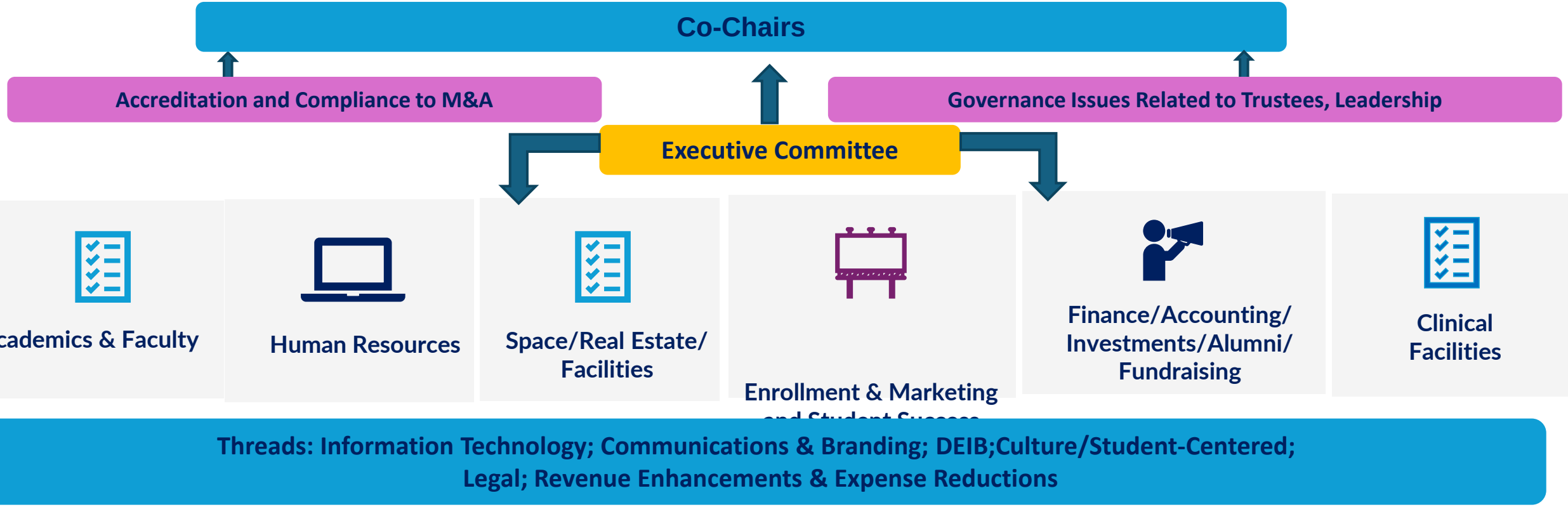
Strategic Communications

- Constituent Lists
- Board Updates
- Salus-Drexel Integration Council
- University Wide Meetings
- Small Group Meetings
- Relationship Building: Tours, Meetings, Events

SALUS UNIVERSITY

Integration Council



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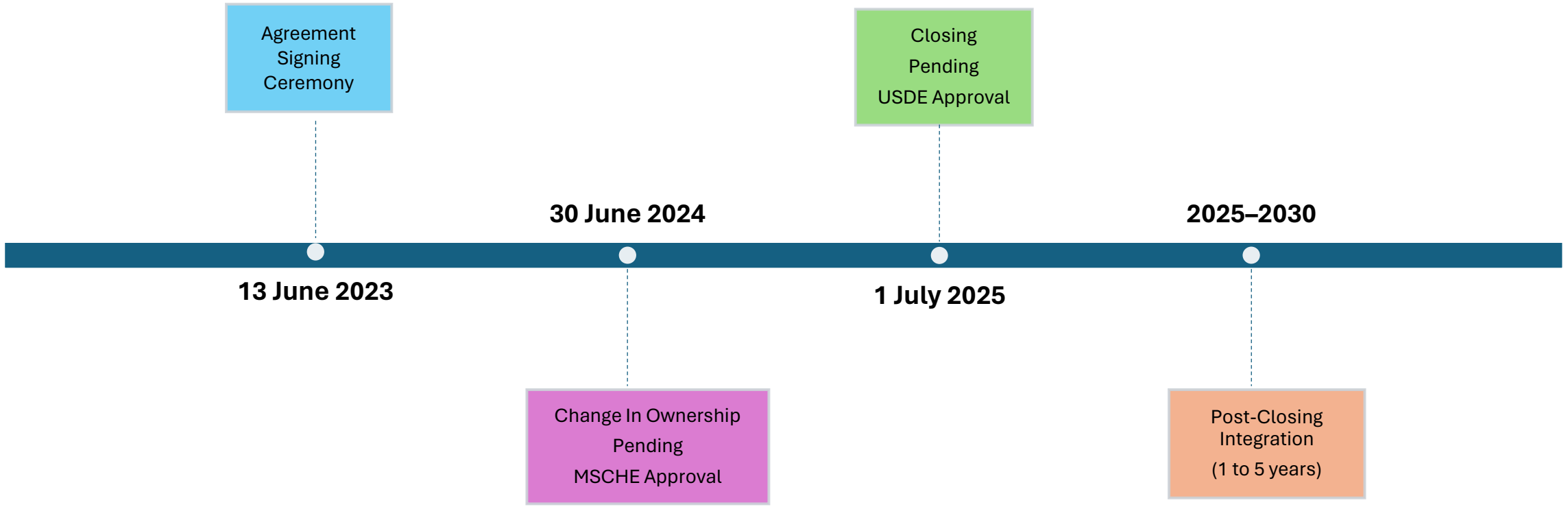
Proposed Timeline



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AGB Top Strategic Issues

1. Board Independence and Leadership
2. Student Success, the Student Experience, and Campus Inclusion
3. Leadership Succession and Support
4. Business Model Innovation and Digital Transformation

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Diversity and Inclusion

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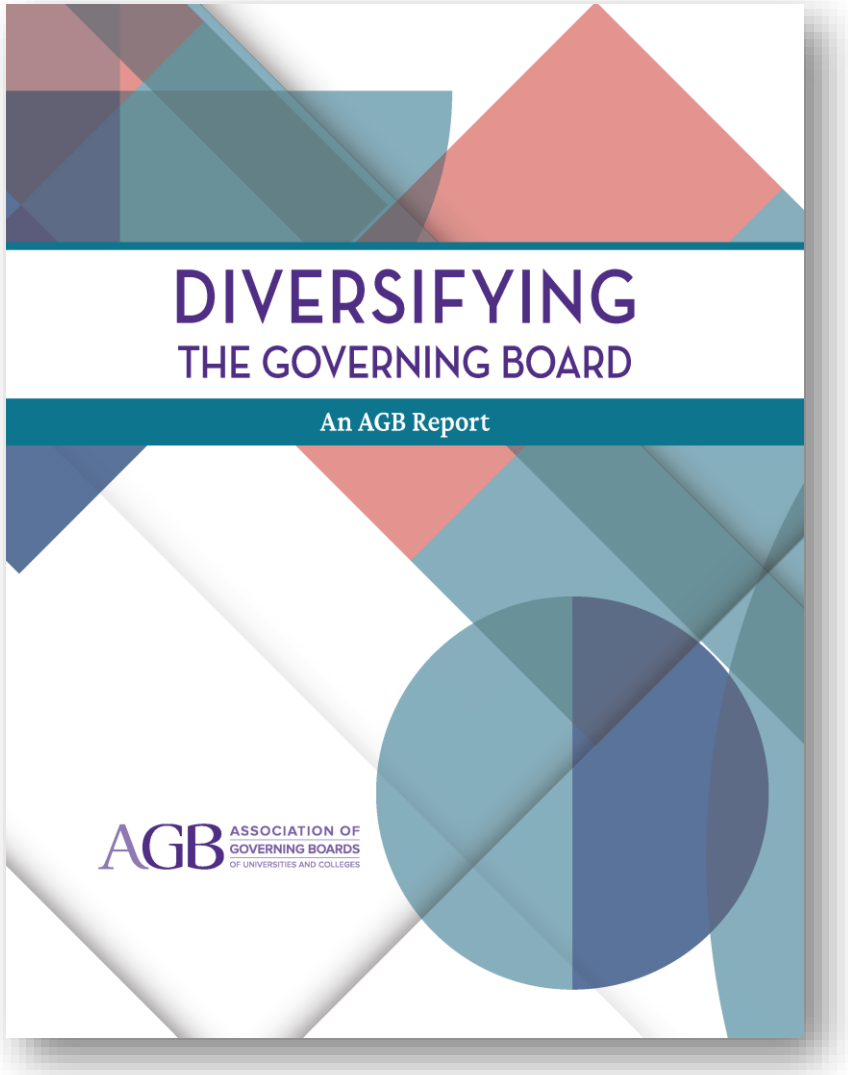
Diversifying the Governing Board: An AGB Report

- Survey report based on qualitative interviews regarding board diversification efforts

- Anticipated publish date: March 12



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Manor College Board Matrix

(Pg 1 of 3)

Manor College Board Composition and Recruitment Matrix																	Prospective Members					
Bylaws require X min to XX max members																						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	1	2	3	4	5	6
Skills/Competencies																						
Higher/public/private education administration																						
Financial management																						
Analytics (data, metrics)																						
Strategy, resource/business development																						
Nonprofit Governance																						
Mar/Comm./PR/(design, strategy & creativity)																						
Fundraising/Grant procurement																						
Technology																						
Human Resources																						
Legal																						
Intellectual Capital																						
Nonprofit program design/evaluation																						
Educator/Academic																						
Research development																						
Business development																						
Leadership development																						
Social/Relationship Capital																						
Fundraising/Access to resources																						
National field/industry network																						
Greater Philadelphia																						
Political/Reputational Capital																						
Corporate sector																						
Nonprofit sector																						
Government sector																						
Philanthropist																						
Respected community leader																						

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Manor College Board Matrix

(Pg 2 of 3)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	Prospective Members 1	2	3	4	5	6
Qualities																						
Availability/capacity to work																						
Facilitation																						
Team Building/bridger																						
Strategic with follow-through																						
Mission passion/connection																						
Financial contributor/Donor																						
Visionary/big picture thinker																						
Strong communicator																						
Personal Demographics																						
Alumnus/a																						
Male																						
Female																						
People of Color																						
Age 18-49																						
Age 50-64																						
Age 65+																						
Catholic																						
Catholic Leadership (i.e. OSBM, Archeparchy, etc.)																						
Ukrainian																						
Sub-Committee Memberships (*chair)																						
Academic Affairs																						
Academic Division Advisory Council																						
Alumni Association																						
Development & Alumni Relations																						
Executive																						
Finance & Facilities																						
Governance																						
Institutional Planning																						
Investment																						
Nominating																						
Student Affairs																						
Ukrainian Advisory Board																						

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Manor College Board Matrix

(Pg 3 of 3)

																	Prospective Members					
77		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	1	2	3	4	5	6
78																							
79	**Performance**																						
80	Acting as promoter of College																						
81	Attend Board Meetings																						
82	Attend Campus/College Events																						
83	Follows Policies																						
84	Meeting Annual Donation Requirement																						
85	Volunteers Time and Resources																						
87	Year Joined	Oct 2017	Jan-93	Oct 2019	Jan 2022	Jan 2018	Oct 201	Jan 2021	Jan 2021	May 2019	Oct 2000	Jan 2021		Apr 2018	Jan 2022	Oct 2015	Jan 2022						
88	Term Expires	Jun-23	Emeritus	Jun-25	Oct-24	Oct-23	Oct-24	Oct-23	Oct-23	Jan-25	Emeritus	Oct-23		Jan-24	Oct-24	Jun-24	Oct-24						

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Submitting Questions

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THANK YOU

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