MSCHE Expectations for Governance

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Middle States Commission on Higher Education Annual Conference
December 9, 2013
Standard 4: Leadership and Governance

“The institution’s system of governance clearly defines the roles of institutional constituencies in policy development and decision-making. The governance structure includes an active governing body with sufficient autonomy to ensure institutional integrity and to fulfill its responsibilities of policy and resource development, consistent with the mission of the institution.”
Recent trends regarding Standard 4

- 14 Institutions 08-09
- 33 Institutions 09-10
- 25 Institutions 10-11
- 14 Institutions 11-12
- 25 Institutions 12-13
Recent trends AY09-13

- 116 requested follow-up reports
- 15 Probation actions
- 14 Warning actions
- 1 Show Cause action
AY 2008-09 (14 institutions)

- Warning
- PRR
- SS
- MR
- PR

[Bar chart with categories and values]

- Actions: [fill color or pattern]
- Follow up: [fill color or pattern]

Values on the x-axis range from 0 to 8.
AY 2009-10 (33 institutions)
AY2011-12 (14 institutions)

- **Probation**
- **Warning**
- **PRR**
- **SS**
- **MR**
- **PR**

![Bar chart showing number of institutions for each category.]

- **Follow-Up**
- **Action**
AY2012-13
Requirement of Affiliation #9

“The institution’s governing body is responsible for the quality and integrity of the institution and for ensuring that the institution’s mission is being carried out. It is prepared to declare, in writing, that the institution will make freely available to the Commission accurate, fair, and complete information on all aspects of the institution and its operations.” (emphasis added)
Standard 1: Mission and Goals

“...The mission and goals are developed and recognized by the institution with the participation of its members and its governing body...”

“The mission, developed by broad representation from all sectors of the institution and formally ratified by its primary governing body...” (emphasis added)
Standard 4: Leadership and Governance

- “[W]ell defined system of governance including written policies outlining governance responsibilities of administration and faculty…”
- “documents…that delineate the governance structure and provide for collegial governance, and the structure’s composition, duties, and responsibilities…”
- “appropriate opportunity for student input regarding decisions that affect them”
Specifics regarding Boards

- A governing body capable of reflecting constituent and public interest
- With sufficient expertise to fulfill fiduciary responsibilities
- Not chaired by CEO
- That assists in generating revenues to sustain and improve the institution
- Subject to a conflict of interest policy
Standard 6: Integrity

“...[E]quitable and appropriately consistent treatment of constituencies, as evident in such areas as the application of academic requirements and policies, student discipline, student evaluation, grievance procedures, faculty promotion, tenure, retention and compensation, administrative review, curricular improvement, and institutional governance and management” (emphasis added)
Standard 10: Faculty

“Faculty participation in institutional planning, curriculum review, and other governance roles can be an appropriate recognition of their professional competence and commitment, where consistent with institutional governance structures. Such participation should complement the faculty’s primary responsibilities for teaching, research, and scholarship.” (emphasis added)
Governing Boards: Understanding the Expectations of the MSCHE

“Effective institutional governance structures that encompass the board, institutional leaders, faculty, and students, among others, ensure a healthy set of checks and balances on power and authority…”
Commission Requests and Requirements

- Periodic objective assessment of the Board in meeting goals and objectives
- Comprehensive system of collegial governance that clearly defines the roles of institutional constituencies in policy development and decision making
- Written governance documents that provide for Board member selection
Commission Requests and Requirements

- Clarification and ensurance of respective roles, responsibilities and authority of Board and President regarding oversight and management of institution

- Responsibility of Board to plan for transition in institutional leadership and ensure process in selecting CEO is established, published, and followed
Commission Requests and Requirements

- Board with sufficient autonomy to ensure the institution’s integrity and fulfill its responsibilities re policy and resource development

- Ensurance of a climate of shared collegial governance in which all constituencies, including faculty, can participate openly and appropriately
Commission Requests and Requirements

- Process for the periodic assessment of [agreements] enacted between the institution and the county of X and the manner in which they are implemented and

- Evidence that the Board and the executive management of the institution can sustain sufficient independence and ultimate accountability for the academic quality, fiscal and academic integrity, academic planning, assets and financial health of the institution and

- Organized process for orienting new Board members concerning the relationship between the institution and its sponsoring county
Commission Requests and Requirements

- Evidence that the governing body is fulfilling its responsibilities to
  - Approve degree programs
  - Participate in strategic planning
  - Provide for orientation of new members
  - Undertake periodic objective self-assessment in meeting objectives
  - Undertake periodic assessment of the effectiveness of institutional leadership and governance
“Institutional governance provides the means through which authority and responsibility are assigned, delegated, and shared in a climate of mutual support and respect.”

“The [Commission] expects a climate of shared collegial governance in which all constituencies...involved in carrying out the institution’s mission and goals participate in the governance function in a manner appropriate to that institution.” (Standard 4)
Relevant MSCHE publications

- Requirements of Affiliation, #9