

# 1. Exceptional university leadership

*The optimal chancellor/president would exhibit the following leadership characteristics:*

1. Visionary
2. Inclusive – builds relationships – consensus builder
3. Focused – sense of urgency
4. Inspiring – communicator
5. Commitment to excellence – high standards

## Parking Lot

- Humble
- Sense of humor
- Patience
- Dynamic
- Embracing
- Long-term view
- Belief in partnerships

## 2. Passionate, committed volunteers

*The optimal foundation board member would:*

1. Provide philanthropic leadership
2. Enthusiastically support the mission & vision
3. Ensure ethical integrity
4. Support the chancellor/president
5. Enhance the organization's public standing

### Parking Lot

- Engaged
- Willing to learn
- Understand their role

### 3. Clear sense of responsibilities

*The optimal foundation board would ...*

1. Set and clarify mission and purpose of the board
2. Support the chancellor/president
3. Provide input on programs
4. Ensure good management
5. Relate campus to community and community to campus

Parking Lot

# 4. Enterprising, effective professional staff

*The optimal professional staff member would be:*

1. Invested in the institution
2. Value-based and principle-centered
3. Performance-driven
4. Comfortable both leading teams and being a team member
5. Inspirational

## Parking Lot

- Focused
- Seasoned
- Positive

# 5. In touch with academic enterprise

*The optimal foundation board would ...*

1. Be aware of educational, research and service programs and ensure that priorities are being met
2. Engage with the university's major constituencies (in concert with chancellor/president)
3. Preserve university independence to protect the pursuit of truth, the generation of new knowledge and intellectual inquiry
4. Remain informed about university issues and challenges
5. Participate in the university strategic planning process (as needed)

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## 6. Commitment to diversity

*The optimal foundation board would ...*

1. Have leadership, membership, and professional staff that reflect the diversity of the campus and the community
2. Produce an annual report that highlights diversity
3. Feature board presentations and events that strategically incorporate diversity
4. Offer diversity training for managers and staff
5. Create programs and awards that recognize and celebrate diversity

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# 7. Inspired case for private support

*The ideal case for private support would be ...*

1. Visionary and bold
2. Unique and distinctive
3. Inspirational
4. Impactful
5. Believable

## Parking Lot

- Compelling
- Action-oriented
- Specific
- Embracing

# 8. Rich, deep culture of philanthropy

*The optimal foundation board would have...*

1. Philanthropy as core part of mission
2. Board members providing philanthropic leadership
3. Consecutive years of philanthropic success (long history)
4. Full range of giving programs (students → legacy)
5. Broad base constituent giving

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# 9. Rigorous performance culture

*The optimal foundation board would ...*

1. Focus on continuous improvement and metrics
2. Commit to fact-based analysis and decision-making
3. Challenge existing ideas
4. Be willing to learn from peers (best practices)
5. Have a vital sense of urgency

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# 10. Commitment to strategic planning

*The optimal foundation board would ...*

1. Approve and embrace the planning process
2. Ensure that all constituencies are involved and fairly heard
3. Ensure a balance among scale and scope, innovation and constraints
4. Give permission to eliminate, cut back or say no
5. Contribute to envisioning and prioritizing as well as succession planning

## Parking Lot

- Shape and monitor for success
- Connect to mission and values
- Align budgeting and fundraising with specific priorities