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ESSENTIAL 1: EMBRACES THE VALUE PROPOSITION, MISSION, AND CULTURE

- ▶ The promise the institution makes to its constituency
- ▶ Institutional distinctives, brand, and value
- ▶ Institutional purpose, heritage, and ethos
- ▶ Guard against institutional drift



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THE PROMISE THE INSTITUTION MAKES

▶ Promise – A Commitment to be Honored

What **students and parents** expect & pay for

- a) **Safe and Healthy Environment** – physically, emotionally, socially, spiritually
- b) **Career Preparation** – personal & professional development
- c) **Quality Instruction** – qualified and engaged faculty
- d) **Reinforcement of Christian Values** – curricular and co-curricular

What your **broader constituency** expects

- a) **Church** – leaders with Christlike character and knowledge of God's Word
- b) **Culture** – individuals who will make a positive difference in the world

What **God** expects from your institution

- a) **For your students** – holy transformation, calling
- b) **For His Kingdom** – missional witness, obedience



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INSTITUTIONAL DISTINCTIVES, BRAND, AND VALUE

3,982 Colleges & Universities in the USA					
1,660 Privates				1,625 Publics	697 For-Profits
1,000 Religious			660 Non-Religious		
270 ATS	180 CCCU	157 ABHE	100 TRACS	543 OTHER	



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INSTITUTIONAL DISTINCTIVES, BRAND, AND VALUE

► Distinctives

- Mission – The WHY. Our missions are unique within higher education.
- Programs – The WHAT. Our academic majors stand out from the crowd.
- Culture – The HOW. Our campus culture is special.

► Brand

- Market Perception – image. If you surveyed your market, what words would be used to describe your college?
- Consistent Results – deliver on the promise.



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INSTITUTIONAL DISTINCTIVES, BRAND AND VALUE

► **Value** – As a **Business** Enterprise

- Supply - How many institutions provide what you offer?
- Demand - How many students want what you offer?
- Business Model - What does it cost to deliver the education?
- Cost - Based on above, what is the right price?



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INSTITUTIONAL DISTINCTIVES, BRAND AND VALUE

► **Value** – As a **Spiritual** Enterprise

- To the Student
- To the Parents
- To the Church
- The Community and the World



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Reflection Questions

1. Does your board have a reasonable grasp of the market value of what your institution offers to prospective students?
2. Are the programs you offer distinctive in your market? Do you have strong competitors that threaten your market appeal?
3. Is your tuition price point reasonable in relationship to your perceived market value?
4. Is your brand equity and value proposition growing or decreasing? Why/why not?



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AFFIRMING INSTITUTIONAL HERITAGE AND CULTURE

- ▶ **Heritage:** tangible property (such as buildings) or intangible characteristics (such as traditions) inherited from past generations.
- ▶ Historical Heritage – our roots
- ▶ Cultural Heritage – our identity
- ▶ <https://dallaspartners.org/>

Connect the past to the present and the future.



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SOURCES OF INSTITUTIONAL HERITAGE

- ▶ People
 - ▶ Founders
 - ▶ Presidents and Faculty Legends
 - ▶ Alumni
 - ▶ Donors Sacrificial Support
- ▶ Founding Circumstances
- ▶ Facilities, Architecture, and Artifacts



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STRATEGIES TO PRESERVE INSTITUTIONAL HERITAGE

- | | |
|---------------------------------|-----------------------------|
| ▶ Museum/Heritage Room | ▶ Published Books |
| ▶ Digital and Physical Archives | ▶ College Magazine Articles |
| ▶ Photo Gallery | ▶ Video Interview Archive |
| ▶ Timeline Wall | ▶ Admissions Campus Tours |
| ▶ Section on Web Site | ▶ Monuments and Plaques |
| ▶ New Student Orientation | ▶ Heritage Day/Homecoming |
| ▶ Employee Meetings | ▶ President's Tenure Paper |



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VISUAL REMINDERS OF INSTITUTIONAL HERITAGE



SEEDS
1938-1952



ROOTS
1952-2019



FRUIT
2019-2025

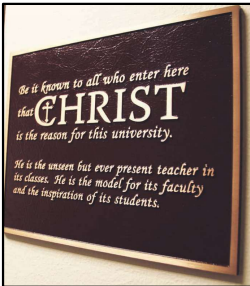
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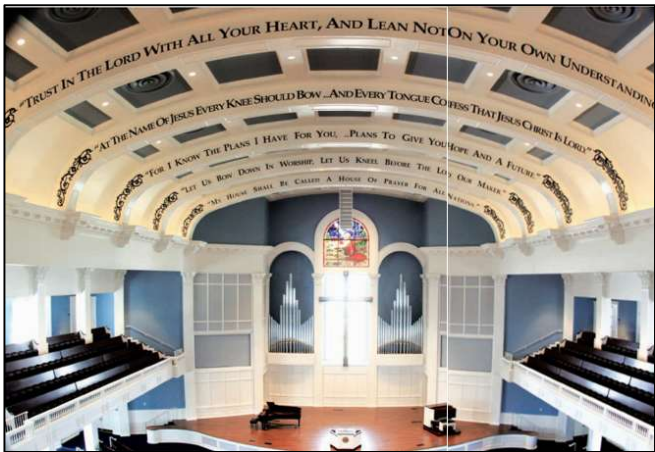




BIBLICAL IMAGERY AS REMINDERS OF MISSION







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Reflection Questions

Who on your campus is responsible for giving attention to preserving your heritage?

Is it obvious to visitors that your campus is a Christian college?



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GUARDING AGAINST MISSION DRIFT

Harvard College's Original Mission Statement

“Let every Student be plainly instructed, and earnestly pressed to consider well, the main end of his life and studies is, to know God and Jesus Christ which is eternal life (John 17:3)... and therefore to lay Christ in the bottom, as the only foundation of all sound knowledge and Learning.”



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GUARDING AGAINST MISSION DRIFT

"Without careful attention, faith-based organizations will inevitably drift from their founding mission."

Mission Drift: The Unspoken Crisis Facing Leaders, Charities, & Churches
Peter Greer, et.al.



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WARNING SIGNS OF POTENTIAL MISSION DRIFT

- ▶ When total alignment with founding purposes, core values & mission is not a NON-NEGOTIABLE in recruiting trustees.
- ▶ When the institution hires ANY employee who is not in total alignment with, and in support of founding purposes, core values, & mission.
 - (Character, Competence, Calling, Commitment)



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WARNING SIGNS OF POTENTIAL MISSION DRIFT

- ▶ When every employee and trustee does not receive orientation to the institution which underscores the institution's history, founding purpose(s), core values, and mission.
- ▶ When the institution fails to hold annual sessions for all employees & trustees in which the institution's history, founding purpose(s), core values, and mission are re-enforced



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WARNING SIGNS OF POTENTIAL MISSION DRIFT

- ▶ When students are not taught the institution's founding purposes, core values, and history.
- ▶ When donors are allowed to influence or tweak the institution's founding purposes, core values or mission by conditions placed on their gifts.
- ▶ When biblical principles are allowed to be marginalized by culture.
- ▶ When the institution accommodates to culture and the tensions between a Christ-centered institution and the culture begin to decrease.



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WARNING SIGNS OF POTENTIAL MISSION DRIFT

- ▶ When chapel services for students are no longer compulsory.
- ▶ When the words of the Mission Story start to feel embarrassing or even uncomfortable.
- ▶ When the mission statement is no longer the lens or filter through which the board makes its decisions.
- ▶ When the Board Chair, President and Board no longer insist upon systematic and comprehensive training & emphasis on the institution's founding purposes, core values & mission.



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PRESERVING AND STRENGTHENING CORE VALUES AND MISSION

- ▶ **LEADERSHIP:** At the core of preserving & strengthening the mission is leadership.
- ▶ **CLARITY:** Staying on mission begins with defining it, documenting it, and sharing it regularly with staff and leadership.
- ▶ **MESSAGING:** Mission True institutions boldly declare their Christ-centered identity.



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PRESERVING AND STRENGTHENING CORE VALUES AND MISSION

- ▶ **GOVERNANCE:** Board members must understand & embrace that their highest priority is to preserve & strengthen the institution's mission.
- ▶ **PEOPLE:** Mission True institutions build flourishing teams who are passionate about and dedicated to the Mission.
- ▶ **EXCELLENCE:** Mission focused institutions understand that faith compels excellence in the quality and effectiveness of programs and operations.



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Reflection Questions

YOUR'S IS A SACRED TRUST!

Will those who come behind you find you faithful?



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Discussion Questions and Assessment Exercise



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Assessment Statements:

Please evaluate your board on each of these items, using the scale below to assign a number according to the level of follow-up needed. 1 = This is a current board practice, no work needed. 2 = This is perhaps an area of need; further study might be warranted. 3 = This is a significant issue we need to address. 4 = This is an urgent issue that needs to be addressed soon. 5 = This is the most significant and urgent issue, and our board needs to follow up in a timely manner.

- 1. Our board is confident in our market distinctives and the ongoing demand for the programs we offer.
- 2. Our institution is held in high value by our employees and other key stakeholders.
- 3. All board members have a clear understanding of where we fit within the broader context of higher education and the focus of biblical higher education.
- 4. Our board believes the fundamental value proposition of the institution is as a spiritual enterprise.
- 5. Our board members personally include the school in their persistent prayers of faith and expectancy . . . and we regularly see God at work.



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Assessment Statements Continued:

- 6. Every board member can articulate the mission statement of our college
- 7. Our trustees have a working knowledge of the circumstances and individuals that surround the founding of our college.
- 8. I am confident we have taken the necessary steps to guard the mission of our college.
- 9. There is visual evidence on our campus that we value our historical heritage and culture.
- 10. The heritage and mission of our college are communicated to new students, faculty, staff, and trustees.



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