

## Case Studies

### Frequent Sources of Tension

1. The Board annually reviews the president's performance in private session. Also, every five years it plans to do a more inclusive review involving selected people from the campus community, alumni leaders, and the larger community. The results will be kept confidential. The president strongly objects stating that such reviews weaken his leadership position. Who is the problem here?
2. A Board member suggests at a public meeting that the college should strongly consider developing a new undergraduate program in nursing. He *asks* the college to conduct a feasibility study and report its findings back to the Board in six months. Any problem here?
3. The Board reviews the salary increase recommendations for all faculty and staff. They often make changes in the amount given out to certain individuals-some get more than recommended, some less. Some who were recommended for raises got no raise. Any problem here?
4. The Governor tells key Board members that he wants the President fired and replaced by one of his campaign leaders. He also wants the new president to be a member of his cabinet. Any problem here?
5. A highly popular, entrepreneurial president leases a portion of the institution's land to a high tech firm that promises many jobs and close relations with the school. The Board reads about it in the paper. The President argues that she needs to move quietly and quickly in order for this to happen. Any problem here?

6. The President is upset because his office account is going to be audited this year as a part of the annual audit program. She tells the Board that this has greatly angered her as this action suggests that they do not trust her. Any problem here?

7. The Board, unhappy with the way admissions decisions are made, places three of its members on the campus Admissions Committee. Any problem here?

8. The Board, against the vehement opposition of the president, makes the football coach, athletic director. He keeps his position as coach. Any problem here?

9. The Board requires that the President report annually on the college's compliance with Title IX of the Civil Rights Act. It tells the president that if there are any problems, he should report them to the board along with plans and cost figures. Any problem here?

10. A well meaning board member is a self-styled expert on building matters. He begins to meet with the Buildings and Grounds head and her staff. Soon he is directing a new project. Any problem here?