

# **Board Competency and Governance Responsibilities of Selected Higher Education Institutions: Basis for Board Development Program**

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## **Abstract**

The purpose of this correlational study was to investigate the board competency and governance responsibilities practices of selected higher education institutions in Southern Asia-Pacific territory and to determine their relationship to governance responsibility performance. The study used purposive sampling with questionnaire and a supplementary interview to gather the data from 115 respondents composed of board officers, board members, and school representatives. The empirical evidence has shown the positive relationship of six competency factors, namely: strategic, contextual, analytical, political, educational, and interpersonal to governance responsibilities such as: fiduciary, strategic, and generative. The board competency factors were appropriate variables to measure governance responsibility performance. Two consistent variables of educational and strategic competencies emerged as strong predictors to influence governance responsibilities. It was implied that the school and board leadership should commit to a strategy to educate the board and to consciously create opportunities for trustee education. Seven relevant themes emerged from the interview that served as guidelines to enhance board competency and governance responsibilities namely, orientation, competency qualification requirement, strategic planning, board education, evaluation of the president, generative leadership, and board evaluation. The diversity of gender and position of members in the board revealed a significant difference towards board function where male and female board members played an important role in governance responsibility. The intervention of the demographic variables showed a significant challenge to SDA board of trustees to improve the representation of gender in the trusteeship and to empower those members in key positions for the advantage of the school. Consequently, a recommended guideline for the development program was proposed to enhance board competency and governance responsibility performance.

**Keywords:** *board competency, governance responsibilities, board development program*