Notice of Meeting
UNIVERSITY OF HAWAI'I
BOARD OF REGENTS COMMITTEE ON GOVERNANCE
Members: Regents Loo (Chair), Wilson (Vice-Chair), Haning, Higaki, and Lee

Date: Thursday, October 5, 2023
Time: 10:45 a.m.
Place: University of Hawai‘i at Mānoa
Information Technology Building
1st Floor Conference Room 105A/B
2520 Correa Road
Honolulu, Hawai‘i 96822

See the Board of Regents website to access the live broadcast of the meeting and related updates: www.hawaii.edu/bor

AGENDA

I. Call Meeting to Order

II. Approval of Minutes of the August 3, 2023 Meeting

III. Public Comment Period for Agenda Items:

Individuals who are unable to provide testimony at this time will be allowed an opportunity to testify when specific agenda items are called.

All written testimony on agenda items received after posting of this agenda and up to 24 hours in advance of the meeting will be distributed to the board. Late testimony on agenda items will be distributed to the board within 24 hours of receipt. Written testimony may be submitted via the board’s website through the testimony link provided on the Meeting Agendas, Minutes and Materials page. Testimony may also be submitted via email at bor.testimony@hawaii.edu, U.S. mail at 2444 Dole Street, Bachman 209, Honolulu, HI 96822, or facsimile at (808) 956-5156.

Those wishing to provide oral testimony virtually may register here. Given the constraints with the format of hybrid meetings, individuals wishing to orally testify virtually must register no later than 7:30 a.m. on the day of the meeting in order to be accommodated. Registration for in-person oral testimony on agenda items will also be provided at the meeting location 15 minutes prior to the meeting and closed at the posted meeting time. It is highly recommended that written testimony be submitted in addition to registering to provide oral testimony. Oral testimony will be limited to three (3) minutes per testifier.

Although remote oral testimony is being permitted, this is a regular meeting and not a remote meeting by interactive conference technology under Section 92-3.7,
Hawai’i Revised Statutes (HRS). Therefore, the meeting will continue notwithstanding loss of audiovisual communication with remote testifiers or loss of the public broadcast of the meeting.

All written testimony submitted are public documents. Therefore, any testimony that is submitted orally or in writing, electronically or in person, for use in the public meeting process is public information and will be posted on the board’s website.

IV. Agenda Items

A. Discussion of Board Self-Assessment Results for 2022-2023
   1. Regional System Presentation Format
   2. Restructuring Neighbor Island Board of Regent Meetings

B. Board Member Education and Development
   1. Association of Governing Boards of Universities and Colleges National Conference

C. Discussion on the University of Hawai’i’s Strategic Plan 2023-2029

D. Discussion on the Presidential Selection Process

V. Adjournment
Chair Laurel Loo called the meeting to order at 9:02 a.m. on Thursday, August 3, 2023, at the University of Hawai‘i (UH) at Mānoa, Information Technology Building, 1st Floor Conference Room 105A/B, 2520 Correa Road, Honolulu, Hawai‘i 96822, with regents participating from various locations.

Committee members in attendance: Chair Laurel Loo, Vice-Chair Ernest Wilson, Regent William Haning, Regent Wayne Higaki, and Regent Gabriel Lee.

Others in attendance: Board Chair Alapaki Nahale-a; Regent Neil Abercrombie; Regent Lauren Akitake; Regent Abigail Mawae; Regent Diane Paloma; Regent Laurie Tochiki (ex officio committee members); President David Lassner; Vice President (VP) for Legal Affairs/University General Counsel Carrie Okinaga; VP for Research and Innovation Vassilis Syrmos; VP for Budget and Finance/Chief Financial Officer Kalbert Young; UH-Mānoa Provost Michael Bruno; UH-Hilo Chancellor Bonnie Irwin; Executive Administrator and Secretary of the Board of Regents (Board Secretary) Yvonne Lau; and others as noted.

Chair Loo inquired if there were any corrections to the June 1, 2023, meeting minutes for the committee formerly known as the Committee on Personal Affairs and Board Governance which had been distributed. Hearing none, the minutes were approved.

Chair Loo inquired if there were any corrections to the June 1, 2023, meeting minutes for the committee formerly known as the Committee on Personal Affairs and Board Governance which had been distributed. Hearing none, the minutes were approved.

Board Secretary Lau announced that the Board Office received late written comments from Dr. Greg Chun, Executive Director of the Center for Maunakea Stewardship, on behalf of Roberta Chu, Chair of the Maunakea Management Board (MKMB), expressing MKMB’s concerns about the transition of management responsibilities from the university to the Maunakea Stewardship and Oversight Authority (MKSOA) created through Act 255. She also stated that no individuals signed up to provide oral testimony.

Written testimony may be viewed at the of the Board of Regents website as follows:

Late Written Testimony Received

IV. AGENDA ITEMS
A. **Discussion and Potential Action of Board of Regents Resolution Regarding Maunakea**

1. **23-01 Resolution to Further Act on Items Related to Maunakea Management and Repeal Resolutions 19-03 and 21-02**

2. **Center for Maunakea Stewardship Overview August 3, 2023**

3. **May 30, 2022 Center for Maunakea Stewardship Letter to BLNR Chair Suzanne Case**

Chair Loo noted that Resolution 23-01 was referred back to the Committee on Governance (Governance Committee) for further review and discussion in light of the testimony submitted on this matter and extensive dialogue that occurred at the board meeting held on July 20, 2023. She also stated that the Governance Committee was charged with determining whether Resolution 23-01 should be amended for greater clarity and introduced Regent Emeritus Benjamin Kudo, who has been appointed as Chair Nahale-a’s designee on MKSOA, who would be sharing his thoughts on this issue.

Regent Abercrombie arrived at 9:08 a.m.

Regent Emeritus Kudo offered his perspectives on the transition of Maunakea management and stewardship responsibilities from UH to MKSOA. He stressed the importance of determining interim responsibilities for the operational aspects of Maunakea management and stewardship during the five-year transition period which he thought would be best addressed on a case-by-case basis; spoke about several issues with respect to the transition itself that he believes must be taken into account, including the various assets, interests, liabilities, and obligations currently held by the university; and suggested the creation of a transfer working group comprised of representatives from the university, MKSOA, and the Department of Land and Natural Resources (DLNR), an entity that also has management and oversight authority over Maunakea lands, to conduct an analysis of these matters and develop a transfer plan.

Regent Abercrombie advocated for the creation of a comprehensive, detailed plan to accomplish the successful transfer of all Maunakea management and stewardship responsibilities to MKSOA. He highlighted the complex nature of the issues being faced by the university and DLNR, including institutional obligations and legal liabilities; emphasized the importance of addressing these matters and taking them into consideration when developing a transition plan; and opined that the establishment of such a plan would help to provide a clear path forward for all parties involved. Regent Emeritus Kudo concurred with Regent Abercrombie’s observations stating that the working group he envisioned would be charged with the task of developing such a plan for review and approval by the university, MKSOA, and DLNR.

Chair Loo went over proposed amendments to Resolution 23-01 that had been submitted by regents including the insertion of language to express the extent of the university’s commitment to resolving issues related to the management and stewardship of Maunakea, as well as to assign Board Chair Nahale-a and Regent Higaki with the task of engaging MKSOA to craft an agreement that would provide clarity and a
common understanding on how to “jointly manage” Maunakea lands and presenting regular updates on the development of this agreement to the board via the Governance Committee.

Although Regent Abercrombie was in accord with the amendments as presented by Chair Loo, he suggested that language expressing the board’s desire for the university, in consultation with MKSOA, to complete ongoing responsibilities in an accelerated and expeditious manner be further amended to include consultation with the Board of Land and Natural Resources (BLNR). Vice-Chair Wilson added that Chair Nahale-a and Regent Higaki should also be directed to engage with BLNR when crafting the agreement between the university and MKSOA to provide clarity and a common understanding on how to “jointly manage” Maunakea lands.

Regent Lee moved to accept the proposed amendments to Resolution 23-01 inclusive of the changes put forward by Vice-Chair Wilson and Regent Abercrombie, seconded by Vice-Chair Wilson, and the motion carried with all members present voting in the affirmative.

Regent Abercrombie questioned when Resolution 23-01, as amended, would be brought before the full board. Chair Loo replied that this issue should be addressed expeditiously and verbalized her desire to bring Resolution 23-01 before the full board for approval as soon as practical. Board Secretary Lau stated that, if Resolution 23-01 is recommended for approval by the committee at this meeting, it will be placed on the agenda of the board meeting scheduled for August 17, 2023.

Board Chair Nahale-a suggested that the Governance Committee consider an additional amendment to Resolution 23-01 to clarify that, while the university will seek MKSOA input when implementing the university’s obligations under existing management plans and university entitlements to the extent they are still allowable under Act 255, the university would make the final decisions on any matters that require the university to act to fulfil its legal obligations until such time that the university’s entitlements are transferred and assigned to MKSOA on or before July 1, 2028, whichever occurs sooner.

Brief discussions ensued on Board Chair Nahale-a’s proposed amendment with respect to the directive this may provide to any working group established to develop a transition plan.

Citing the need for a member of the committee to make a motion, Regent Higaki moved to further amend Resolution 23-01 to include language as stated by Board Chair Nahale-a, seconded by Vice-Chair Wilson, and the motion carried with all members present voting in the affirmative.

Vice-Chair Wilson moved to recommend board approval of Resolution 23-01, as amended, seconded by Regent Higaki, and the motion carried with all members present voting in the affirmative.

B. Discussion of New Committee Structure, Duties, and Functions

1. Board Self-Assessment Results for 2022-2023
2. **Annual Review of Table of Duties for the 2023-2024 Academic Year (Annual Review Table)**

Chair Loo referenced the Annual Review of Table which was contained within the materials packet noting that it lists the committee’s duties and functions as stated in the recently amended Bylaws of the Board of Regents (Board Bylaws) and would be used as a tool to guide the committee’s work during the coming academic year. She asked committee members if they had any questions or comments about the new committee structure, duties, or functions, or the Annual Review Table. None were raised.

C. **Discussion and Possible Action on Amending Board Bylaws to Account for Updated Committee Responsibilities Under the New Committee Structure Approved at the July 20, 2023, Board of Regent’s meeting and Relating to Nominations for Board Leadership Positions**

Since Resolution 23-01, as amended, stipulates that regular updates on the progress being made in formulating an agreement with MKSOA regarding the joint management of Maunakea lands be provided to the Governance Committee, Chair Loo indicated that there might be a need to amend the Board Bylaws to reflect this additional duty.

Board Chair Nahale-a stated that issues connected to Maunakea were multifaceted and involved numerous stakeholders. As such, he submitted that the Governance Committee, with its broad scope of duties as noted in the Board Bylaws, would be better suited for overseeing these matters as opposed to the Committee on Kuleana (Kuleana Committee), whose scope of duties was more narrowly focused.

Regent Paloma concurred with Board Chair Nahale-a but also opined that providing responsibility over Maunakea related matters to the Governance Committee did not preclude the Kuleana Committee from discussing issues related to Maunakea.

Regent Abercrombie requested clarification as to whether Board Chair Nahale-a’s proposition would involve the transfer of duties associated with Maunakea stewardship and the receipt of MKMB liaison reports, which currently fall under the jurisdiction of the Kuleana Committee, to the Governance Committee. Board Chair Nahale-a replied in the affirmative.

Given Board Chair Nahale-a’s line of reasoning, Regent Higaki moved to recommend approval of amendments to the Board Bylaws that would place oversight of Maunakea stewardship activities, along with the responsibility of receiving MKSOA and MKMB affiliate reports, under the auspices of the Governance Committee. Vice-Chair Wilson seconded the motion and the motion carried with all members present voting in the affirmative.

D. **Discussion of Committee Goals for 2023-2024**

Deliberations took place on the Governance Committee’s goals for the 2023-2024 academic year with committee members recommending that development of a succession plan for all executive officers of the university, an analysis of the university’s future personnel challenges and the steps being undertaken to address these needs,
and an examination of the board’s relationship with the Regents Candidate Advisory Council (RCAC) be added to the goals for the year.

Regent Lee asked if regents have previously interacted with the RCAC. President Lassner replied that, although not a formal practice, the Board Chair has had conversations with the RCAC on occasion.

Board Chair Nahale-a suggested that regent recruitment and onboarding be included in the examination of the board’s relationship with the RCAC. He also recommended that an end-of-the-year analysis of the new board committee structure be included in the committee goals.

Chair Loo thanked regents for their suggestions noting that they will be added to the Governance Committee’s work plan for the year.

V. ADJOURNMENT

There being no further business, Chair Loo adjourned the meeting at 9:55 a.m.

Respectfully Submitted,

Yvonne Lau
Executive Administrator and Secretary of the Board of Regents
MEMORANDUM

TO: Laurel Loo
   Chair, Committee on Governance

FROM: Alapaki Nahale-a
       Chair, University of Hawai‘i Board of Regents

SUBJECT: Regional System Presentation Guidelines

BACKGROUND:

Based on the results of our 2022-2023 Board Self-Assessment, as well as the recent adoption of the University of Hawai‘i’s Strategic Plan 2023-2029 (Strategic Plan) by the Board of Regents (Board), I offer the attached Regional System Presentation Guidelines for the Committee on Governance to consider.

Our ten campuses statewide work as part of an integrated University System. Each campus also resides within a community that UH has kuleana to. We need to improve our practice of assessing and articulating how each campus contributes to both our integrated system and the community that hosts us. Campus presentations should contribute to a deeper understanding of their system connections and regional contributions. Although campus centric information is not discouraged, it should be shared within this broader framework.

The attached draft guidelines are a suggested approach for the University System to use when making presentations to the Board with respect to Strategic Plan aligned progress updates. I believe that these recommendations will allow for these presentations to be made in an effective, efficient, and systemic manner and will afford regents with opportunities to gain a better understanding of the University system and increase engagement with all of our University stakeholders.

I am asking that the Committee consider, discuss, and improve upon these draft guidelines for the full Board to consider.

Attachment: Regional System Presentation Guidelines
Regional System Presentation Guidelines to the Board of Regents

Pursuant to the Bylaws of the Board of Regents, Article IV, the Board is committed to meeting in each of the counties of Honolulu, Hawai‘i, Maui, and Kaua‘i throughout the year. As the Board of Regents is statutorily charged with the general management and control of the University as a whole, the focus of the Board is a systemic one.

Tied to that systemic oversight, is the Strategic Plan of the University of Hawaii System. For that reason, the Board is committed to hearing from the University by region—for some of the campuses, they are best organized by their respective counties (Kauai, Hawaii, Maui). Administration should decide how best to organize the campuses/locations/programs.

The Board has set aside time during the following meetings to receive regional system reports:

- October 19, 2023 - Kauai County (Kauai Community College)
- November 16, 2023 - Honolulu County Regional Reports (Windward CC, Honolulu CC)
- January 18, 2024 - West and Central Oahu Regional Reports (Leeward CC and UH-WO)
- February 15, 2024 - Hawaii County Regional Reports (Hawaii CC and UH-Hilo)
- March 21, 2024 - Honolulu County Regional Reports (UHM and Kapiolani CC)
- May 16, 2024 - Maui County Regional Reports (UHMC, Molokai and Lanai)

Presentations should be cohesive and combined (not campus reports, but regional reports).

Presentations should provide the following COLLECTIVELY:

- Begin with acknowledging place—whether it be the ahupua‘a or county OR what you have shared stewardship of or responsibility for, claim it.
  - Provide a map—here’s where we are and how we take care of the ahupua‘a or the ecosystem of this area—or we are helping to do that …
- State who you serve and how you serve them
  - Responsibility for the geographic area(s) and the learning in this area…
  - Provide DATA on the people you serve—what are their demographics and where are they from?
  - Are they from your geographic area or from other locations?
    - Tell us the story about your data—why are they from your area or why are they coming to your campus/program from other areas?
    - Be mindful to explain your data within the context of the university SYSTEM
  - Are you serving your geographic area well? Why or why not?
    - Explain this with DATA on your students—are your students from this geographic area or not, and why are they enrolling in your program/campus?

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1 For Honolulu County campuses, this is a suggested combination of campuses, however, Administration should decide how best to group and present these campuses together.
Regional System Presentation Guidelines to the Board of Regents

■ How does this relate to the system?
  ○ How does the DATA align with your campus/program’s budget?
  ○ Tell us about any geographic/industry/community partnerships that you work from/with to meet the needs of your community.
  ○ Do you work with/from government/industry/state/county workforce development plans?
  ○ How many people do you employ in your region/campus/program/locations?

● FACULTY—what is the demographics of the faculty in your region/campus/programs/locations?
  ○ What does your DATA show?
  ○ Based on your DATA, what are your plans for growing and maintaining your faculty (succession planning as the population of faculty grows older / # of retirements increase)?
  ○ Are we growing enough future faculty? The number of students going into 4 year institutions decline so where are our future faculty coming from?
  ○ How is the faculty working to address the DATA?

● LEADERSHIP:
  ○ In what ways are you the CATALYST for your Campus(es)?
  ○ How do you MATTER?
  ○ What are you LEADING?

Regents are also committed to hearing from and engaging faculty and students from the regions. As such, Administration should arrange to have opportunities for Regents to meet with or visit or talk with FACULTY, STAFF and STUDENT REPRESENTATIVE organizations (such as was done in the past with student breakfasts or faculty lunches) rather than having them provide a presentation to the regents during the BOR meetings.

Broadly, Regents want to hear from

● STUDENTS (our customers):
  ○ Is your campus/program meeting YOUR needs?
  ○ Why do students enroll at this campus/program?
  ○ What are some examples of how YOUR campus/program works to meet your needs?
  ○ How easy has the transition to the University/Community College/Program been for you?
  ○ What is the greatest challenge that students at your campus face in attending/completing their degree/program?

● FACULTY and STAFF (the people who make the University work)
  ○ How does your work contribute to the strategic plan imperatives?
  ○ What can the system do better?
  ○ What is the greatest challenge to your campus/program in meeting the needs of our customers, the students?
2023 National Conference on Trusteeship: Schedule

April 2–4, 2023
Manchester Grand Hyatt San Diego
San Diego, CA

Schedule

To print this schedule, select “File” and “Print.” If you are having trouble, please try printing to a PDF. For assistance, please contact membership@AGB.org.

Saturday, April 1
Saturday, April 1

7:00 AM – 6:00 PM PT | Registration and Help Desk Open

7:00 AM – 6:00 PM PT | AGB Experience

AGB’s mission is to help boards govern with knowledge and confidence. Visit the AGB Experience to learn about all that is available to you by virtue of membership. Get to know the AGB staff members responsible for the publications, consulting services, online tools, and other member services you rely on, and find out what’s new and what’s coming next. Meet our corporate partners and sponsors to explore the solutions-focused resources they offer.

Sunday, April 2

7:00 AM – 7:00 PM PT | Registration and Help Desk Open

7:00 AM – 7:00 PM PT | AGB Experience

AGB’s mission is to help boards govern with knowledge and confidence. Visit the AGB Experience to learn about all that is available to you by virtue of membership. Get to know the AGB staff members responsible for the publications, consulting services, online tools,
and other member services you rely on, and find out what’s new and what’s coming next. Meet our corporate partners and sponsors to explore the solutions-focused resources they offer.

8:30 – 11:45 AM PT | Strategy Summit

It is time to do strategy differently. Changes in the higher education landscape are outpacing traditional planning processes. What needs to change about the way your board operates if it is to enable transformational change for the institution itself? The AGB Strategy Summit will equip trustees and presidents to identify key strategies rapidly, engage stakeholders effectively, and respond to new challenges nimbly. Stop adopting yesterday’s plans and start authoring tomorrow’s strategies. All participants will also receive complimentary benchmarking reports following the event, courtesy of AGB Consulting.

Speakers:
Lisa Helmin Foss, former vice president for planning & engagement and chief strategy officer, St. Cloud State University; ambassador, AGB Council for Student Success
Paul N. Friga, former trustee, Saint Francis University; public higher education practice area leader, AGB Consulting
David Rowe, former president, Centenary College of Louisiana; former interim president, Lancaster Theological Seminary; private higher education practice leader, AGB

12:30 – 3:30 PM PT | Bootcamp for New Trustees and Orientation Leaders

The scope of institutional challenges, the volume of transition on boards and within senior management, and changes in expectations from students and society all point to the heightened importance of a good start for each and every board member. Gone are the days when a new trustee had a year to learn on the job or when a lunch with the president sufficiently served as an introduction to the role. Boards everywhere are rethinking new member orientation for inspiration and impact. What are the key questions every board needs to ask, and what can you learn from the experiences of national and international peers? Come to this complimentary workshop to gain actionable insights and begin developing your new model.

Participant Eligibility: This session is appropriate for new trustees, board officers, governance committee members, senior staff, and anyone holding an interest in new board member orientation as a foundation of board readiness.

Speakers:
Carol A. Cartwright, trustee, Heidelberg University Board of Trustees; president emeritus, Kent State University and Bowling Green State University; AGB senior fellow
Jill Derby, chair, American University of Iraq Sulaimani Board of Trustees; past chair, Nevada Board of Regents; senior fellow, AGB; ambassador, AGB Council of Board Chairs

12:30 – 2:00 PM PT | Open Meeting for the Council of Finance Committee Chairs

As a member of a Finance and/or Audit Committee, you are welcome to attend an open meeting with this advisory group of finance committee chairs, chairs-elect, and vice chairs from a diverse array of AGB members spanning large/small, public/private, foundations, and systems

Participant Eligibility: Open to all members of Finance and/or Audit Committees.

Speakers:
Stephen T. Golding, chair, Washington College Board of Trustees; former chief financial officer, Ohio University, Cornell University, University of Colorado System, and University of Pennsylvania; ambassador, AGB Council of Finance Committee Chairs
Henry Stoever, president and CEO, AGB

12:30 – 3:30 PM PT | Community Convening: HBCUs, TCUs, and MSIs

AGB has a strong tradition of bringing together communities of peers at the National Conference on Trusteeship, including by mission. Boards and leaders of Historically Black Colleges and Universities, Hispanic-Serving Institutions, Tribal Colleges and other Native American-Serving Institutions, Primarily Black Institutions, and Asian-American and Pacific Islander-Serving Institutions are encouraged to attend this complimentary working meeting to gain clarity around the issues shaping the governance needs of minority-serving institutions (MSIs) going forward. Together, participants will discuss the needs of their board and leadership in relation to the field. Participants will come away with new perspectives on what they can achieve during the course of the 2023 National Conference on Trusteeship and how they can achieve longer-term aspirations well beyond.

Speakers:
Lezli Baskerville, chief executive officer, National Association for Equal Opportunity in Higher Education (NAFEO)
Carlton Brown, former president, Clark Atlanta University and Savannah State University; senior consultant and senior fellow, AGB Consulting
Matt Gianneschi, chief operating officer & chief of staff, Colorado Mountain College
James E. Lyons, Sr., trustee, Columbia College Hollywood; former Trustee, Dillard University and Thomas Jefferson University; former president, California State University Dominguez Hills, Jackson State University, and Bowie State University
2:00 – 3:30 PM PT | Higher Education as a Strategic Asset for our Nation

AGB is hosting the development of a Council on Higher Education as a Strategic Asset for our Nation (HESA). The goal of HESA is to bring together a multi-sector network of national leaders to develop and promote a set of federal policy recommendations necessary to reimagine higher education as a strategic national asset in order to strengthen the competitive position, security, and prosperity of our country. The goal is to deliver a report in time to inform the 2024 Presidential and Congressional candidate policy discussions and debates.

This session will describe the purpose and goals of HESA, and participants will have the opportunity to discuss and inform key questions to be explored during the first phase of the project.

Speakers:
Lisa Helmin Foss, executive director, Council on Higher Education as a Strategic Asset of our Nation; former vice president for planning & engagement and chief strategy officer, St. Cloud State University; and ambassador, AGB Council for Student Success
Robert King, co-chair, Council on Higher Education as a Strategic Asset of our Nation; former assistant secretary for Postsecondary Education, U.S. Department of Education; interim president, Florida Institute of Technology; and member, AGB Board of Directors
Henry Stoever, president and CEO, AGB; commissioner, Council on Higher Education as a Strategic Asset of our Nation

4:00 – 5:30 PM PT | Govern Strategically: Boards as Consequential Thought Partners in the New Normal (Welcome Remarks and Opening Plenary Session)

Scholars of leadership have sometimes observed that leadership is fundamentally about followership. The proposition that wise direction naturally leads to alignment of constituents and collective progress has seldom been more questionable than it is in our sector today. This is truly a new normal requiring adaptability, savvy, and, indeed, no small measure of perseverance by boards and leaders of colleges and universities. Come to this session for a series of hard-hitting TED-style talks from leading thinkers and experienced leaders, laying out provocative ideas for leveraging board leadership, followed by an all-star panel that will pull together cross-cutting insights.

Opening Remarks:
Eleanor V. Horne, member, The College of New Jersey Board of Trustees; member, AGB Board of Directors
Henry Stoever, president and CEO, AGB
Speakers:
Altresha Burchett-Williams, vice president of compliance oversight, AT&T Services, Inc.
David Huntley, senior executive vice president and chief compliance officer, AT&T Inc.;
trustee, Southern Methodist University Board of Trustees
Shirley M. Malcom, regent, Morgan State University; trustee, California Institute of
Technology
William G. Tierney, university professor emeritus and founding director of the Pullias Center
for Higher Education, University of Southern California
David Wilson, president, Morgan State University; member, AGB Board of Directors

Moderator:
Cynthia Shapira, chair, Pennsylvania State System of Higher Education Board of Governors;
vice chair, Brandeis University Board of Trustees; member, AGB Board of Directors

5:30 – 7:00 PM PT | Evening Reception and “Top Gun” Leadership

Join colleagues and peers from around the United States and the world to celebrate AGB’s
first onsite National Conference on Trusteeship since 2019. Enjoy cocktails and hors d’oeuvres
during a special evening discussion on the broader subject of high-stakes leadership. Hosted
by AGB’s president and CEO, the reception will feature two prominent higher education
leaders: one a Top Gun graduate holding the national record for carrier-arrested landings
—including nearly 400 on the USS Midway, now a museum within eyeshot of the conference
hotel—and the other a past under secretary of the U.S. Navy and former U.S. Air Force
aerobatics instructor. Take a ride into the danger zone.

Speakers:
Ted Carter, president, University of Nebraska System; former superintendent, U.S. Naval
Academy; former president, U.S. Naval War College
Janine Davidson, president, Metropolitan State University of Denver; former undersecretary
of the U.S. Navy
Henry Stoever, president and CEO, AGB

With Thanks to AGB Mission Partner, TIAA
Monday, April 3

7:00 AM – 5:00 PM PT | Registration and Help Desk Open

7:00 AM – 5:00 PM PT | AGB Experience

AGB’s mission is to help boards govern with knowledge and confidence. Visit the AGB Experience to learn about all that is available to you by virtue of membership. Get to know the AGB staff members responsible for the publications, consulting services, online tools, and other member services you rely on, and find out what’s new and what’s coming next. Meet our corporate partners and sponsors to explore the solutions-focused resources they offer.

7:15 – 8:15 AM PT | Breakfast Available

7:30 – 9:30 AM PT | Open Meeting of the AGB Council of Presidents (Presidents and Chancellors Only)

AGB convenes quarterly meetings of its advisory Council of Presidents. Chief executives of colleges, universities, and systems exclusively are invited to join an onsite meeting of this important group to learn what AGB leadership is hearing and to add to the richness of the discussion. Breakfast will be available during the meeting.

Speakers:
Carol A. Cartwright, trustee, Heidelberg University Board of Trustees; president emeritus, Kent State University and Bowling Green State University; AGB senior fellow; and ambassador, AGB’s Council of Presidents
Ellen Chaffee, past president, Valley City State University and Mayville State University; past president in residence, Harvard University; senior fellow, AGB
Henry Stoever, president and CEO, AGB

8:20 – 9:20 AM PT | Trustee Peer Roundtables

AGB has a strong commitment to peer learning. These role- and issue-specific roundtable sessions are designed as facilitated discussions for the exchange of insights and leading practices between participants.
Tables:

1. Governance Committee (Public)
2. Governance Committee (Independent)
3. Finance Committee (Public)
4. Finance Committee (Independent)
5. Academic Affairs Committee (Public)
6. Academic Affairs Committee (Independent)
7. Student Affairs Committee (Public)
8. Student Affairs Committee (Independent)
9. Institutionally Related Foundations (Public)
10. Development/Advancement Committee (Independent)
11. Investment Committee (All)
12. Buildings and Grounds (Public)
13. Buildings and Grounds (Independent)
14. Search Committee (Public)
15. Search Committee (Independent)
16. Committee Restructuring (Public)
17. Committee Restructuring (Independent)
18. Diversity, Equity, Inclusion, and Belonging Committee/Taskforce (Public)
19. Diversity, Equity, Inclusion, and Belonging Committee/Taskforce (Independent)
20. Student Trustees and Representatives
21. Faculty/Staff Trustees and Representatives
22. Women Trustees
23. Predominantly White Institution Board Members of Color
24. LGBTQIA Trustees
25. Mission Committee (Independent)
26. Board & Committee Vice Chairs
27. HBCU Trustees
28. Board Professionals
29. Community College Trustees
30. Multi-campus System Trustees

9:40 – 10:40 AM PT | Concurrent Sessions I

The Role of the Board in International Engagement

This session will emphasize the critical role of the governing board when it comes to developing international goals for colleges and universities. Following the introduction of a practical, hands-on definition of internationalization, we will introduce opportunities for
strengthening the institution through international engagement, including greater student learning, enhanced reputation, and increased revenue. Throughout the session, we will emphasize the importance of a written international plan and the central role of the board in its development. We will conclude with an exercise on building brand identity outside the United States, with an emphasis on developing a strong value proposition for international students.

Speakers:
Brad Farsworth, principal, Fox Hollow Advisory
Gretchen M. Bataille, past president, University of North Texas; former senior vice president, University of North Carolina system and American Council on Education; past member, Drake University Board of Trustees
Ben Waxman, CEO, International Education Advantage (Intead)

Leadership Strategies for Equitable Student Success: The Case of Kentucky

Hear strategies and lessons learned from governing boards, presidents, administrators, and staff participating in the Governing Board Equity in Student Success Project, led by the John Gardner Institute, AGB, and the Kentucky Council on Postsecondary Education, and funded by Ascendium Education Group. Increasing equitable student success is a priority in the Commonwealth of Kentucky and takes leadership, resources, and the commitment of stakeholders. Take away ideas for using data, incentives, leadership, and training to promote and achieve better outcomes for students.

Speakers:
Joseph Chillo, president, Thomas More University
Drew Koch, president, John Gardner Institute for Excellence in Undergraduate Education
Kemal Atkins, adjunct associate professor of educational leadership, Delaware State University; senior consultant, AGB
Larry Benz, trustee, University of Louisville
Aaron Thompson, president, Kentucky Council on Postsecondary Education

Strategies for Board Leadership in Private Institutions (Part I)

It is hard to imagine a time when boards of higher education institutions have needed more effective leadership. Board chairs must lead the charge. This session provides practical, actionable insights for enhancing board engagement, productivity, and cohesiveness, all in the context of key issues today’s board leaders are likely to confront. This session is offered for current board chairs and vice chairs, exclusively; a second session, to follow immediately, is offered exclusively for board chairs, vice chairs, and chief executives.

Speakers:
David Maxwell, trustee and past chair, Grinnell College; president emeritus, Drake
University; senior fellow and senior consultant, AGB

**Shannon McCambridge**, trustee emerita, Gonzaga University; senior executive consultant, AGB Search

**Strategies for Board Leadership in Public Universities and Systems (Part I)**

It is hard to imagine a time when boards of higher education institutions have needed more effective leadership. Board chairs must lead the charge. This session provides practical, actionable insights for enhancing board engagement, productivity, and cohesiveness, all in the context of key issues today’s board leaders are likely to confront. **This session is offered for current board chairs and vice chairs, exclusively**; a second session, to follow immediately, is offered exclusively for board chairs, vice chairs, and chief executives.

**Speakers:**

**Anthony Barbar**, chair, Florida Atlantic University Board of Trustees; president and CEO, Barbar & Associates

**Ellen Chaffee**, past president, Valley City State University and Mayville State University; past president in residence, Harvard University; senior fellow, AGB

**Positioning the Board to Add Value in Meetings**

Many trustees find it provocative, if not counterintuitive, that presidents and chancellors substantially influence board effectiveness. The fact remains. Acceptance of this fact begs the question: how can presidents intentionally and methodically help build high-performing boards? Drawing upon insights from a new AGB publication, *A President’s Guide to Effective Board Leadership*, participants in this session will take away practical steps presidents should (and should be expected to) undertake to get the most out of board meetings. **This session is offered for college, university, and multi-campus system chief executives exclusively.**

**Speakers:**

**Jill Derby**, chair, American University of Iraq Sulaimani Board of Trustees; past chair, Nevada Board of Regents; senior fellow, AGB; ambassador, AGB Council of Board Chairs

**William E. Troutt**, president emeritus, Rhodes College; former president, Belmont University; trustee, St. Jude Graduate School of Biomedical Sciences; specialist, AGB Consulting

**Growing Revenue with Market- Responsive Majors: How 85 Colleges Are Fixing the Broken Business Model**

Offering market-responsive academic programs such as cybersecurity, digital marketing, and data analytics is necessary to remain competitive and grow enrollment. Unfortunately, many colleges are stuck with stale, aging catalogs because launching new
degree programs entails significant cost, time, and risk. As a result, these schools lose significant numbers of students every year.

While investing in growth can be impossible in isolation, 85 campuses have begun collaborating to offer new, high-skill majors that grow enrollment without significant upfront investment. This session will present case studies of a model pioneered by Rize Education and the Lower Cost Models Consortium that is generating millions of dollars for partner institutions. It will also explore the core elements of structural change all institutions must consider.

Speakers:
Patrick Farver, chair, Adrian College Board of Trustees
Jeffrey Docking, president, Adrian College
Charlie Anastasi, head of academic partnerships, Rize Education

Using the Rankings as Part of Institutional Strategy
Protecting and enhancing institutional reputation is a core fiduciary concern, and few levers can convey a sense of institutional quality or prestige as forcefully as rankings, especially those produced annually by US News. What is a responsible board to do when it comes to rankings-aware and rankings-related strategies? And how can boards avoid common pitfalls associated with rankings gamesmanship? Come to this session to learn from the experience of Northeastern University and its storied reputational rise.

Speakers:
Neal Finnegan, past chair, Northeastern University Board of Trustees
Richard Freeland, president emeritus and distinguished professor, Northeastern University

Nuveen Global Outlook: Searching for a Soft Landing
After a challenging 2022, investors are bracing for more volatility in 2023. But while the economic outlook remains uncertain and highly dependent on policy changes, some markets are offering investors their best opportunities to earn income and total returns in well over a decade. This panel will discuss the overall outlook for 2023 and how it's influencing their asset allocation decisions.

Rampant inflation, aggressive central bank policy moves, and a slowing global economy hurt asset classes across the board in 2022, prompting endowment managers to question diversification tactics that provided minimal downside protection. Looking ahead, what can investors glean from last year's volatility? What do current macroeconomic trends imply? And where are the best opportunities to earn income and total returns? This session will cover these questions and more, taking a fresh look at asset allocation strategies. While a sweeping economic downturn may offer investors nowhere to hide, there are plenty of ways to prepare now for future growth possibilities.
Speaker:
Sharon Lolk, Sr. Director Enterprise Higher-Ed, TIAA
Brian Griggs, chief financial officer, CMT, former managing director, and portfolio strategist, Nuveen

11:00 AM – 12:00 PM PT | Concurrent Sessions II

A Corporate Governance Approach to Achieving Your Institution's Mission

Every board trustee knows they are responsible for setting the direction of their organization and have a responsibility to protect their organization’s best interests through exercising their three primary legal duties of the “duty of care,” “duty of loyalty,” and “duty of obedience.” Thus, the question becomes, How does this knowledge of their responsibilities and duties translate to successful board governance? The answer is for boards to engage in intentional board governance that is strategic. Intentional board governance involves being strategic in the planning and implementation of the seven essential elements of governance: board recruitment, board structure, board culture, education and development, evaluation and performance, continuous governance improvement, and leadership succession planning. Intentional board governance also includes developing and implementing internal accountability mechanisms, aligning board capability with desired board value-add. Boards set performance measures for their organizations' management. Boards that are effective in engaging in intentional board governance also hold themselves accountable by establishing board performance metrics. This session on intentional board governance will cover how and where to begin this work. What does success look like in practice? The session will also provide experiential tips and tricks, sample documents/templates, and related tools.

Speaker:
Michael Rambert, senior vice president, general counsel, and corporate secretary, Morehouse School of Medicine

What Boards Need to Know about Post-Graduate Success and Student Debt
Higher education trustees and senior leaders are responsible for the cost-value proposition of the institutions in their care. Employment outcomes, prospects for graduate study, and student debt are kitchen table topics for any family considering college, and student loan forgiveness is dramatically reshaping the national discourse on college value. What do boards need to know, and what should they affect, if they are to have a positive impact on an institution’s cost-value proposition? Come to this session for veritable facts, data in context, and forward-looking insights rooted in national expertise.

Speakers:
Justin Draeger, president and CEO, National Association of Student Financial Aid Administrators
Lisa Helmin Foss, former vice president for planning & engagement and chief strategy officer, St. Cloud State University; ambassador, AGB Council for Student Success

Forward-Looking Strategies for Campus Mental Health
What constitutes a forward-looking campus mental health strategy in 2023? Moreover, what kinds of investments does such a thing require, and what should boards expect returns on those investments to look like? If robust mental health services were ever a competitive advantage in the past, they are now a core expectation of students and others. And expenses have only grown in recent years. Come to this session to learn how boards can help set institutions on wise paths through hard, high-stakes decisions.

Speakers:
Bassam M. Deeb, president, Trocaire College
Keith Whitfield, president, University of Nevada Las Vegas
David Rowe, former president, Centenary College of Louisiana; former interim president, Lancaster Theological Seminary; private higher education practice leader, AGB

Aligning Board Committees to Strategic Planning and Performance
One university made significant changes to its committees’ composition to reflect alignment with and the outcomes of the strategic plan. Another restructured their committees to create better strategic alignment. Our speakers, representing public and private institutions, will share how they have aligned the work of their boards to the strategic planning process to ensure that trustees are supported and have the necessary information to make decisions. Topics covered will include:

- the importance of aligning Board Committees to the outcomes of the University’s strategic plan;
- how to ensure that Board governance is improved through best practices;
- improving communication between Board Committees; and
- ensuring that you have the right talent on specific Board Committees to support the work.
This session will use a before and after methodology to demonstrate the effectiveness of the Board in its performance and Committee structure when best practices are applied. The audience is encouraged to actively participate through an engaged conversation.

**Speakers:**
Joseph L. Chillo, president, Thomas More University; former president, Newbury College
Judith A. Marlowe, chair, Thomas More University Board of Trustees
Heather Fehn, chief of staff and secretary to the board of trustees, The College of New Jersey

**Strategies for Board Leadership in Private Institutions (Part II)**

It is hard to imagine a time when boards of higher education institutions have needed more effective leadership. Board chairs must lead the charge, in close partnership with chief executives. This session will provide essential principles and techniques for collaboration between board chairs and chief executives to maximize board effectiveness in the context of today’s looming challenges. **This session is offered for current board chairs, vice chairs, and chief executives exclusively.**

**Speaker:**
David Maxwell, trustee and past chair, Grinnell College; president emeritus, Drake University; senior fellow and senior consultant, AGB
Shannon McCambridge, trustee emerita, Gonzaga University; senior executive consultant, AGB Search

**Strategies for Effective Chair-President Partnerships in Public Universities and Systems (Part II)**

It is hard to imagine a time when boards of higher education institutions have needed more effective leadership. Board chairs must lead the charge, in close partnership with chief executives. This session will provide essential principles and techniques for collaboration between board chairs and chief executives to maximize board effectiveness in the context of today’s looming challenges. **This session is offered for current board chairs, vice chairs, and chief executives exclusively.**

**Speakers:**
Anthony Barbar, chair, Florida Atlantic University Board of Trustees; president and CEO, Barbar & Associates
Ellen Chaffee, past president, Valley City State University and Mayville State University; past president in residence, Harvard University; senior fellow, AGB

**Financially Sustaining Institutions in the Face of the Enrollment Cliff**

Bring a vision of a cliff to your mind’s eye. See its jagged, rocky face as it plunges sharply
downward. Feel the lurch in your stomach as you consider inching your way to the edge. Many of us are all too aware of what everyone's calling “the enrollment cliff” and we’re creeping closer to it day by day. The edge is approaching, and the drop is expected to be precipitous.

Or will it? What if—with predictive modeling, strategic funnel conversion tactics, personalized digital communications, and an optimized CRM—you could scale the cliff and lift your institution’s enrollment?

As it happens, Point Loma Nazarene University is literally located on the edge of a beautiful cliff overlooking the Southern California coastline near San Diego. RNL has been honored to partner with Point Loma for ten years and because of the strategies they put in place, they are thriving today.

**Speaker:**
**Eric Groves**, senior vice president, Campus Partnership, RNL
**Scott Shoemaker**, associate vice president for enrollment and retention, Point Loma Nazarene University

**Board Diligence for Top Institutional Strategic Risks**

Today’s colleges and universities face unprecedented risks. How do trustees know where to focus attention to best understand and oversee the risks that are most critical to their institution’s strategic success? In this timely conversation on risk oversight, we will walk through success stories, lessons learned, and leading practices in board diligence for several key risks, including cybersecurity, fiscal resiliency, infrastructure, workforce/talent management, and student success. Successful practices discussed will include board structures and roles, board reporting, board education, leveraging enterprise risk management (ERM), and internal audit functions.

**Speakers:**
**Cynthia Shapira**, chair, Pennsylvania State System of Higher Education Board of Governors; vice chair, Brandeis University Board of Trustees; member, AGB Board of Directors
**Brian Steeves**, executive director and corporate secretary, University of Minnesota Board of Regents
**Dave Capitano**, higher education practice leader, Baker Tilly
**Christine Smith**, managing director—higher education, Baker Tilly

12:15 – 1:00 PM PT | Lunch and 2023 AGB John W. Nason Awards Recognition

*With Thanks to the Nason Award Sponsor AGB Mission Partner, TIAA*
1:00 – 2:00 PM PT | **Govern for Student Success (Keynote Address)**

As most board members understand intuitively, students are primary beneficiaries of the institutions we hold in trust. However, many lack necessary strategies, habits, and routines to facilitate aspirational progress. Moreover, the quality of our services often differs unacceptably by race, gender, socioeconomic background, and other student characteristics. This keynote session will deliver essential strategic insights and key questions every board must now pursue for achievement in the years ahead. In keeping with the conference theme, the keynote speaker will invite governing boards and leaders to transcend traditional agendas and reactive thinking to add value where it matters most.

**Speaker:**
**Danette Howard**, trustee, Howard University; global education philanthropy professional; executive in residence, USC Race and Equity Center; former senior vice president and chief policy officer, Lumina; former Secretary of Higher Education, State of Maryland

2:00 – 2:30 PM PT | **Dessert and Affinity Networking in the AGB Experience**

Enjoy a sweet treat and a dedicated opportunity to connect or reconnect with peers and colleagues. Take a moment to meet AGB staff and learn more about the member benefits that can help your board take its work to the next level.

2:40 – 3:40 PM PT | **Concurrent Sessions III**

**Lessons for Board Leadership: Insights from 2023 AGB John W. Nason Award Recipients**

Each year, AGB recognizes a handful of governing boards for exemplary leadership, with the John W. Nason Award. Their stories are, by definition, inspirational and instructive. In this session, you will hear from key leaders in those boardrooms about the way they and their boards went about the work being recognized. Takeaways feature relatable insights about governing for impact and achievement. 2023 award recipients will be announced in early 2023 and recognized during the conference.

**Speakers:**
**Justin Augustine III**, chair, Xavier University of Louisiana Board of Trustees
**Carrie Besnette Hauser**, president, Colorado Mountain College
Victor J. Boschini, chancellor, Texas Christian University

Moderator:
Maria Khader, managing director, TIAA

Strategies for Leveraging Board and Presidential Assessment
The most valuable board and presidential assessments create opportunities for leadership. While assessment can be a distraction (or worse) if done poorly, successful assessments build a common understanding of shared goals, offer insights into problems and obstacles, and establish clear steps to achieve better performance. Learn how you can use board and presidential assessments to promote alignment between presidents and boards and advance institutional goals. Bring your questions, challenges, and concerns for discussion.

Speakers:
Mark Heckler, president emeritus, Valparaiso University; trustee, Elizabethtown College; senior consultant, AGB
Merrill Schwartz, senior vice president for content and program strategy, AGB

Making Shared Governance Work in the New Normal
According to the AGB Board of Directors’ Statement on Shared Governance, shared governance should be a “vehicle for necessary change,” but circumstances have conspired to make it a stressor for many institutions. This session will offer practical guidance for boards to navigate, facilitate, and ultimately capitalize upon robust engagement by constituencies and authorities beyond themselves. At a time when leadership is an essential resource, discourse, buy-in, and a prevailing sense of shared responsibility can be viewed as key enablers. Learn how you and your board can help set the table for success.

Speakers:
Peg Portscheller, District 3, West Garfield County trustee board president, Colorado Mountain College Board of Trustees
David Maxwell, trustee and past chair, Grinnell College; president emeritus, Drake University; senior fellow and senior consultant, AGB
Gary D. Rhoades, professor, educational policy studies and practice, University of Arizona

Developing and Leveraging Your Board Office
Time and attention spent on the board can easily compound the day-to-day challenges of being chief executive. Experienced presidents and chancellors commonly report spending 20-25 percent of their time on board-related work, and they often lack confidence that this is enough. What does a modern board office look like in action and in effect, and what does it take to get one? Come to this session to hear from two board professionals who have helped shape the revolution in board staffing to get up to speed.
This session is offered for college, university, and multi-campus system chief executives exclusively.

Speakers:
Char Reed, vice president and university secretary, Kent State University
Katie Herschede, vice president for strategic initiatives and chief of staff, Widener University

Effectively Assess Your Institution’s Resilience and Ability to Manage Reputational Risk

This session introduces a new framework to help you, as board members, to soundly answer the question: Has our institution done everything necessary to prevent, mitigate, and if required, respond to an issue or crisis that poses a significant risk to our reputation?

As with every other area of your institution’s strategy; understanding and measuring against clear goals and objectives is the only way to evaluate capability and success. This session will help you:

- Learn the right questions to ask;
- Understand how to evaluate the administration's responses, as well as the plans and programs your college or university currently has in place; and
- Know what it takes from the board and from the leadership team to mature your program and approach.

Speakers:
Kelli R. Brown, chancellor, Western Carolina University
Simon Barker, managing partner, BMCG

Sexual Misconduct: A Case Study at the University of Michigan

Between 2020 and 2021, the University of Michigan Board of Regents learned about sexual misconduct by its president, provost, and a prominent team doctor from the university's past. How did the board work through it all? What would these leaders do differently, given the opportunity? Come to this session to hear insights directly from the chair who led the board throughout this extraordinary moment in the history of a storied institution.

Speakers:
Jordan B. Acker, member and immediate past chair, University of Michigan Board of Regents
Sarah Hubbard, vice chair, University of Michigan Board of Regents

The Evolving Environment for Presidential Searches

The past year has seen an evolving environment for presidential searches due to the
continuing effects of the global pandemic, budget challenges, external influences, and other factors. Despite the challenges, leadership searches must go on. In this session, AGB Search’s Managing Principal and Associate Managing Principal will share their insights on best practices for engaging in and successfully closing a presidential search. They will also share some of the key elements of an effective presidential transition. Ample time for discussion will be included.

Presenters:
Rod McDavis, president emeritus, Ohio University; managing principal, AGB Search
Melissa K. Trotta, associate managing principal, AGB Search

College Civic Learning for the Public Good: Purposes, Practices & Issues for Trustees
American government, and society, has seldom been more polarized. What responsibility do higher education governing boards have when it comes to preparing leading citizens for a healthy democracy? What are the major elements of civic education strategies at the collegiate level, and how might boards ascertain the effectiveness of theirs? Come to this session for a fresh look at educational quality through the lens of citizen trusteeship, and learn what boards—you—can do for your country.

Speaker:
Carol Geary Schneider, senior advisor, Civic Learning and Democracy Engagement Coalition; president emerita, Association of American Colleges and Universities
Mary Davenport, regent, University of Minnesota; former president, Rochester Community and Technical College
Tom Hyatt, counsel, specialist consultant and senior fellow, AGB

4:00 – 5:00 PM PT | Plenary: An Economic Outlook and Environmental Scan for Higher Education

Drill down on socio-political and economic change with the help of two eminent economists, one whose expertise is in international finance and policy, and the other whose expertise is in the business of higher education. Far from a standard update on the economy, this session is uniquely designed to bring home to your institution and your board relevant, actionable implications of global change.

Speakers:
Catharine “Cappy” Bond Hill, trustee, Yale University; president emerita, Vassar College; member, AGB Council for Student Success
Kathryn Dominguez, professor of public policy and economics, University of Michigan Gerald R. Ford School of Public Policy; member, Panel of Economic Advisers at the Congressional Budget Office; member, Economic Advisory Panel of the Federal Reserve
Tuesday, April 4

7:00 – 8:00 AM PT | Breakfast Available

7:00 – 11:00 AM PT | Registration and Help Desk Open

7:00 AM – 12:00 PM PT | AGB Experience

AGB’s mission is to help boards govern with knowledge and confidence. Visit the AGB Experience to learn about all that is available to you by virtue of membership. Get to know the AGB staff members responsible for the publications, consulting services, online tools, and other member services you rely on, and find out what’s new and what’s coming next. Meet our corporate partners and sponsors to explore the solutions-focused resources they offer.

7:15 – 9:15 AM PT | Open Meeting of the AGB Council of Board Chairs (Chairs and Vice Chairs Only)

AGB convenes quarterly meetings of its advisory Council of Board Chairs. Board chairs and vice chairs exclusively are invited to join an onsite meeting of this important group to learn what AGB leadership is hearing and to add to the richness of the discussion. Breakfast will be available during the meeting.

Speakers:

Jill Derby, chair, American University of Iraq Sulaimani Board of Trustees; past chair, Nevada Board of Regents; senior fellow, AGB; ambassador, AGB Council of Board Chairs

David Maxwell, trustee and past chair, Grinnell College; president emeritus, Drake University; senior fellow and senior consultant, AGB

Ellen Chaffee, past president, Valley City State University and Mayville State University; past president in residence, Harvard University; senior fellow, AGB

Henry Stoever, president and CEO, AGB
8:00 – 9:00 AM PT | **Concurrent Sessions IV**

**Leadership Principles for Equitable Student Success**

Success for all students is a transformational concept and an ambitious goal that is more attainable and sustainable with board support and engagement. With the help of an expert advisory group and support from the Bill and Melinda Gates Foundation, AGB has developed principles for board leadership in this area, including essential board roles and responsibilities. This new guidance provides a pathway for boards to improve institutional performance. Session participants will take away tools, resources, and new ideas to share with their institution's board and administration.

**Speakers:**
- **Carlton Brown**, former president, Clark Atlanta University and Savannah State University;
  senior consultant and senior fellow, AGB Consulting
- **Raquel Rall**, associate professor, University of California Riverside
- **Demetri Morgan**, associate professor, Loyola University Chicago
- **Merrill Schwartz**, senior vice president, content and program strategy, AGB

**Prepare Your Institution for the Consolidation Era: Mergers, Acquisitions and Affiliations**

The Higher Education market has changed dramatically, and some institutions need to look externally to find a strategic partner, an affiliation opportunity, or a merger transaction. The consolidation era is impacting institutions across the spectrum of size and relative financial strength. The challenge for board members is to explore and implement alternate strategies before the clock runs out on their financial resources or as a strategic pathway to increase their competitive position.

**Speakers:**
- **Richard J. Joseph**, former president of Babson Global, Inc.; senior consultant, AGB
- **Paul N. Friga**, former trustee, Saint Francis University; public higher education practice area leader, AGB Consulting

**Philanthropic Governance in the New Normal**

Many institutions have emerged from pandemic governance to discover the shape of philanthropy has changed dramatically. Governing boards must ensure their institutions are prepared to adapt to new realities in the interest of essential resources to match dynamic strategies—and quickly. Come to this session to gain valuable awareness about contemporary sources of wealth, forward-looking strategic investments peers and competitors are making in their fundraising enterprises, and key questions boards must ask to ensure philanthropic dollars enable, rather than constrain, institutional vitality.
Speakers:
**Teresa M. Flannery**, executive vice president and chief operating officer, Council for Advancement and Support of Education
**William Jarvis**, managing director, philanthropic executive, Bank of America Private Bank
**David Bass**, executive director for philanthropic governance, AGB

A Federal Policy Update
As U.S. leaders debate the role and value of higher education to our economy, democracy, and society, come to this session for an up-to-the-minute briefing on federal policy changes that affect your board’s work, and a look ahead to what may be coming. Issues of student affordability, debt, and equitable student outcomes remain areas of active focus for the Biden administration. In a variety of ways, 2023 promises to impact the work of colleges and universities for years to come. Don’t miss this opportunity to hear insights directly from the Assistant Secretary of Education for Postsecondary Education and think freshly about where your board’s time and attention might be well-spent.

Speakers:
**Nasser Paydar, PhD**, assistant secretary for postsecondary education, US Department of Education
**Cristin Toutsi Grigos**, vice president for content and program strategy, AGB

Maximizing Your Social Media Success
Few higher education chief executives arrive on the job with savvy, sophisticated social media strategies. Far from your typical crash course in social media minefield navigation, come to this session for expert insights on how to craft a social media presence that systematically enhances your position with key stakeholders, including the board, and positions the institution for achievement. Participants will come away with a framework for strategy development and practical steps for getting started. This session is offered for college, university, and multi-campus system chief executives exclusively.

Speaker:
**Jessica Pucci**, senior associate dean, Walter Cronkite School of Journalism and Mass Communication, Arizona State University

Developing Offensive and Defensive Strategies for Intercollegiate Athletics in a New Age of Uncertainty
Major revenue streams to intercollegiate athletic departments – from ticket sales to corporate sponsorships – have been under pressure for years. This reality, combined with intense competitive spending on coaching salaries, facilities, and student-athlete support services, have placed increasing financial pressure on colleges and universities across and beyond Division 1. The pandemic only exacerbated this financial pressure, and not just for athletic departments, but for their colleges and universities as well.
It is essential, now more than ever, for higher education leaders to understand the many benefits and risks that athletic programs provide in terms of enrollment, student experience, campus culture, alumni engagement, and fundraising. It has also become clear that, in many cases, athletic departments may benefit from the same degree of institutional oversight afforded to core mission activities of education and research.

In this session, Dr. Kevin White, former Vice President and Athletics Director at Duke University and Jim Roth, Vice Chair of the Board at Huron, will discuss considerations crucial to establishing and maintaining a successful athletic enterprise in the current environment, such as:

- How to leverage on-the-field success and related benefits to the institutional brand
- Maintaining or improving competitive positioning
- Optimally balancing resources across athletic programs
- The sustainability of the intercollegiate athletics business model and related threats
- An evolving definition of success for intercollegiate athletics programs

**Speakers:**
Kevin White, vice president and athletics director, emeritus, Duke University
Jim Roth, vice chair of the board, Huron

9:20 – 10:20 AM PT | Concurrent Sessions V

**Strategic Conversations and Collaborative Leadership for Business Model Vitality at Small Colleges and Universities**

Are you concerned about the current and future financial vitality of your small college? Do your board and leadership talk meaningfully about their concerns? Board members and key administrators can learn how to approach these conversations strategically in order to assess the strength of their institution’s business model, recognize whether they are approaching an inflection point, and consider timely alternatives. Learn about resources and tools developed by AGB, Baker Tilly, the Council of Independent Colleges, and the National Association of College and University Business Officers to engage the board and administration in productive conversations and planning.

**Co-facilitators:**
Stephen Golding, board chair, Washington College; senior consultant, AGB
Dave Capitano, higher education practice leader, Baker Tilly

**Panelists:**
William Guerrero, vice president of finance and CFO, University of Bridgeport
Sharon Reishus, board chair, Unity College
Michael Frandsen, president, Wittenberg University
Presidential Transitions for Transformation

Too often, the only constant is change. That reality does not comport with an objective of institutional transformation. The duration of a presidency is often determined within the first nine months on the job, which begs the question of how the board can ensure an impeccable transition. Does your transition plan include all parts of the campus community? How will the president become sensitive to the interests and idiosyncrasies of key influencers? In which ways might a new president enjoy an early mulligan from the board, and which paths are more fraught? Come to this session for straight talk and clear guidance for ensuring the presidential transition provides essential leadership momentum.

Speakers:
Carlton Brown, former president, Clark Atlanta University and Savannah State University; senior consultant and senior fellow, AGB Consulting
Aristide J. Collins Jr., vice president, chief of staff and secretary of the university, George Washington University

How to Work with Your Board Chair

A successful working relationship between the president and the board chair is often determinative of presidential longevity, board impact, and of course institutional vitality. This session will go beyond platitudes and metaphors and deliver experiential wisdom and leading practices in the interest of a solid working partnership. Facilitated peer learning will be an important element of the session, in addition to the panel discussion.
This session is offered for college, university, and multi-campus system chief executives exclusively.

Speakers:
Linda Gooden, chair, University System of Maryland Board of Regents
Grace Speights, chair, George Washington University Board of Trustees

The Writing is on the Wall: Ethical Governance through Closure

The reality is more colleges and universities are going to shutter in the coming years. Some will live on, after a fashion, and some will close outright. As one who holds a failing institution in trust, what are the key considerations, mindsets, and principles that will help you to uphold your responsibility? Come to this session for experiential wisdom from those responsible for graceful wind-downs. Insights will be valuable both to leaders of struggling institutions and those who may be seeking to partner or acquire.

Speakers:
Joseph L. Chillo, president, Thomas More University; former president, Newbury College
Dena Davis, trustee, Emerson College; former trustee, Marlboro College; endowed presidential chair in health and professor of bioethics and religion studies, Lehigh
James E. Lyons, Sr., trustee, Columbia College Hollywood; former Trustee, Dillard University and Thomas Jefferson University; former president, California State University Dominguez Hills, Jackson State University, and Bowie State University

AGB Research on Board Diversification: New Findings

“Board diversification” can have multiple meanings; there is no single way to diversify a board. Building on quantitative results from the 2020 AGB Policies, Practices, and Composition survey, AGB is conducting qualitative research to assist members in composing boards that both provide diverse perspectives on meeting the challenges higher education faces and better reflect the variety of their student populations. This session will present initial results from that research and provide suggestions to assist in the task.

Speaker:
Raquel Rall, associate professor of higher education, University of California Riverside
Valeria Dominguez, Ph.D. candidate (higher education administration and policy), University of California, Riverside
Lesley McBain, director of research, AGB

Opportunities in Graduate Education and An Outlook for Research Enterprise Fundamentals

The integration of graduate education and research missions with undergraduate study is often among the least intuitive elements of university business for governing board members. Further, the opportunities for growth in these areas are dynamic, rather than static. Come to this session for an update and level-setting that will benefit any board member, and hear from top experts on where graduate study and university research is headed, as well as what it will mean to be out front.

Speakers:
Jane Close Conoley, president, California State University Long Beach
Scott L. Thomas, John P. “Jack” Ellbogen Dean, University of Wyoming – College of Education; past president, Association for the Study of Higher Education

Aligning the Endowment with Institutional Values and Strategic Priorities
Endowment fiduciaries historically had a simple—not easy—objective of generating competitive investment returns to support academic programs, scholarships and campus operations. In today’s shifting landscape, donors, students, faculty and other stakeholders have increasingly come to expect that the portfolio also be invested in a manner that reflects (or at the very least, does not contradict) institutional values and strategic priorities including environmental sustainability and DEI (diversity, equity and inclusion).

While some boards and investment committees fret over perceived tradeoffs, others have embraced the more multifaceted investment mandate as an opportunity to actually enhance risk-adjusted returns by tilting the portfolio toward financially material economic themes and demographic trends – while also targeting improved enterprise-level outcomes such as school reputation, student/faculty recruitment, and advancement. This discussion will explore board and committee roles, stakeholder engagement, building consensus around organizational priorities, investment policy development, and ongoing portfolio implementation.

**Speakers:**

**Jeff Jackanicz**, president, San Francisco State University Foundation  
**Jouni Korhonen**, investment committee chair, Lewis & Clark College  
**Wendy Walker**, managing director, Cambridge Associates

10:45 – 11:45 AM PT  | **Govern for Talent (Closing Plenary Session)**

Talent acquisition and retention in higher education has entered a remarkably volatile period. From the board and senior leadership team to rank-and-file staff and the faculty itself, churn is a major concern. Boards are traditionally reserved when it comes to policy oversight affecting human resources, but few will have the privilege of remaining so in the years to come. What kinds of guiding stars, principles, and prerogatives should boards embrace, and what should they expect of chief executives? Come to this session for cross-sector insights on talent that will help you think more deeply about your board’s responsibilities and role.

**Speakers:**

**E. Gordon Gee**, president, West Virginia University; former president, Ohio State University, Brown University, and the University of Colorado System; former chancellor, Vanderbilt University  
**Ron Parker**, trustee, Texas Christian University; president and CEO, National Association of Securities Professionals; former senior vice president for human resources, labor relations and global diversity and inclusion, PepsiCo; member, AGB Board of Directors  
**Gustavo Vildósola Ramos**, chair, CETYS University; founder and CEO, Mexicana Logistics; former CEO, Kenworth Mexicana  
**Hollis Robbins**, dean, University of Utah College of Humanities
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MEMORANDUM

TO: Laurel Loo  
   Chair, Committee on Governance

FROM: Alapaki Nahale-a  
   Chair, University of Hawai‘i Board of Regents

SUBJECT: Discussion on the University of Hawai‘i Strategic Plan 2023-2029

BACKGROUND:

The University of Hawai‘i’s Strategic Plan 2023-2029 (Strategic Plan) was adopted by the Board of Regents (Board) on November 17, 2022, after eight months of stakeholder engagement that included four town hall sessions.

Given that there has been a change to the makeup of the Board that approved the Strategic Plan with the addition of several new regents, that the Strategic Plan continues to evolve and build capacity, and the fact that the Board will now be tasked to find the next leader of the university, who will be responsible for carrying out the Strategic Plan, due to the recent announcement of President Lassner’s decision to retire by the end of the 2024 calendar year, I believe the Board needs to take a fresh look at the Strategic Plan, recommit to it, and clarify any matters that need to be addressed. If the Board stands firmly behind the Strategic Plan then it can be a more powerful guide and north star for our collective work.

As such, I am asking that the Committee on Governance consider reviewing the Strategic Plan and recommending any necessary changes to the full Board. I suggest that the Committee consider this at its next committee meeting on October 5th and if approved schedule discussions on one section of the Strategic Plan at each of its subsequent meetings.
MEMORANDUM

TO: Laurel Loo
Chair, Committee on Governance

FROM: Alapaki Nahale-a
Chair, University of Hawai‘i Board of Regents

SUBJECT: Discussion on the Presidential Selection Process

President David Lassner’s recent retirement announcement requires regents to begin a process to find his successor. The leader of the University of Hawai‘i is the person most responsible for ensuring we are the best university we can be. The President is also one of the most important and influential leaders for all of Hawai‘i and carries kuleana for our collective future well-being.

Given all that will be impacted by our selection, it is essential and urgent that we determine a selection process that must be open and transparent, thorough, and attract the kind of candidates that can take on this critical leadership role. Such a process cannot be determined in a vacuum. It must be well crafted and informed by past practice and current best practice.

Thank you for scheduling the discussion of the presidential selection process at your upcoming Committee on Governance meeting, which will hopefully allow regents to provide their respective thoughts and opinions about the selection process. Following the discussion at your Committee meeting, at the October 19 Board of Regents (BOR) meeting, I will ask the BOR to create a permitted interaction group (PIG) pursuant to Section 92-2.5(b)(1), Hawai‘i Revised Statutes, for the purpose of investigating and recommending a well-articulated presidential selection process to the full board. As required by law, the findings and recommendations of the PIG will be presented to the full board at a subsequent board meeting, hopefully the November 16, 2023 meeting, but no decision can be made at that meeting. Deliberation and decision-making regarding the selection process will occur at a subsequent meeting, hopefully in December 2023. My intention is to schedule a special BOR meeting on the same day we conduct committee meetings (December 7, 2024), as we do not normally have a full board meeting in December.
This process ensures that all regents and all stakeholders will have ample time to weigh in on any presidential selection process proposed by the PIG. The manner in which we conduct the selection process will have a profound impact on who we ultimately select as president.

Due to the restriction on the number of regents that may serve on this “Presidential Selection Process PIG” (less than quorum or no more that 5 regents), my suggestion for the membership of the PIG will be the leadership of the BOR (Chair and two Vice-Chairs), and two regents with the longest service on the BOR. Any regent would be able to serve in this capacity; however, we need to determine a fair way to prioritize membership. I believe this is the most appropriate, but it can also be discussed by your committee to make a recommendation.

I will leave it to your Committee on Governance and ultimately the full board to consider this proposal. I know your committee and our collective regents will fully and thoughtfully consider this and make determinations in the best interests of our University and Hawai‘i.