

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSCU)
MINUTES OF REGULAR MEETING
THURSDAY, SEPTEMBER 26, 2024 – 10:00 a.m.
CONDUCTED IN PERSON AND VIRTUALLY
LIVESTREAMED ON [https://www.youtube.com/live/ 1Gd1FbS_Io](https://www.youtube.com/live/1Gd1FbS_Io)**

REGENTS – PARTICIPATING (Y = yes / N = no)	
Marty Guay, Chair	Y
Richard J. Balducci	Y
Ira Bloom	Y
Juanita James	Y
Sophia Jappinen	N
James McCarthy	Y
Richard Porth	Y(arrived at 10:11)
Luis Sanchez, Student Regent	Y(virtual at 10:06)
Ari Santiago	Y(virtual at 10:10)
Erin Stewart	N
Elease E. Wright	Y
Ted Yang	Y
*Brendan Cunningham, FAC Chair	Y
*Colena Sesanker, FAC Vice Chair	Y
*Dante Bartolomeo, Labor Commissioner	N
*Dr. Manisha Juthani, Public Health Commissioner	N
*Daniel O’Keefe, DECD Commissioner	N
*Charlene Russell-Tucker, Education Commissioner	N
*Kelli-Marie Vallieres, Chief Workforce Officer	Y(arrived at 10:08)
*Charlene Casamento, OPM Undersecretary	Y
<i>*ex-officio, non-voting member</i>	

CSCU STAFF:

Terrence Cheng, CSCU Chancellor
 Jessica Paquette, Vice Chancellor for System Affairs & Chief of Staff
 Danny Aniello, Special Asst to the Chancellor, Executive Director for System Project Management
 Dr. Lloyd Blanchard, CSCU Interim Vice President for Administration and Chief Financial Officer
 Adam Joseph, Vice Chancellor of External Affairs
 Vita Litvin, Interim General Counsel
 Dr. Aynsley Diamond, AVP, Academic Affairs
 Dr. Manohar Singh, Interim President, Western CT State University (virtual)
 Ed Klonoski, President, Charter Oak State College
 Dr. Dwayne Smith, Interim President, Southern CT State University
 Dr. Zulma Toro, President, Central CT State University
 Dr. Karim Ismaili, Incoming President, Eastern CT State University
 Dr. John Maduko, President, CT State Community College (virtual)

Pam Heleen, Secretary of the Board of Regents

ADDITIONAL GUESTS:

Dr. Terry MacTaggart, Association of Governing Boards
Dr. Lisa Foss, Sr. Director for U.S. Practice, University Design Institute, Arizona State University

1. CALL TO ORDER

Chair Guay called the meeting to order at 10:02 a.m. Following roll call, a quorum was declared. It was also noted that one letter was received and was shared with the Board in advance of the meeting.

2. ADOPTION OF AGENDA

Chair Guay called for a motion to adopt the meeting agenda; on a motion by Regent Balducci, seconded by Regent Wright, the Agenda was unanimously adopted.

3. CHAIR GUAY’S WELCOME

- Chair Guay welcomed everyone to the meeting and thanked President Karim Ismaili and the staff at Eastern Connecticut State University for their hospitality.

4. PUBLIC COMMENT

Attachment A includes written testimony received prior to the beginning of this Board meeting.

STUDENTS	FACULTY/PUBLIC
Colin Palma CCSU Graduate Intern	NO FACULTY OR PUBLIC REMARKS

5. CHANCELLOR CHENG’S REMARKS

Chancellor Cheng made the following remarks:

- The Chancellor noted that enrollment is up overall for system by 4.2%. By institution:
Central Connecticut State University (CCSU) up 2.9%
Eastern Connecticut State University (ECSU) up 9.5%
Southern Connecticut State University (SCSU) up 6.3%
Western Connecticut State University (WCSU) up 0.8%
CT State Community College (12 campuses) up 3.8%
Charter Oak State College enrollment numbers will be in later. These increases are due to hard work and programs like the Free Tuition program at CT State (PACT) and the CT Automatic Admission Program, in addition to our state-wide partnerships with State Department of Education, Office of Workforce Strategy, CT Technical Education and Career System, and industry partners like Hartford Healthcare, Yale New Haven Health, Accenture, AdvanceCT, and so many others from manufacturing and business and IT.
- CT Automatic Admission Program allows students to apply to the four CSUs (and other CT private institutions) with a click of a button. The program opened the fall cycle earlier in the week has already offered admissions to 7,700 individuals to CSUs.
- Update on Restoration of Student Services from President John Maduko – (00:16:17)
 - CFO Kerry Kelley is partnering with campuses to gather information. They are looking at the process in five parts – the student voice, identification of when students are on campus and which services they are leveraging, shared governance process through CT State College Senate, work with campus CEOs to prioritize reinstatement of student services, and the

- financial cost analysis. Updates and a draft plan will be ready for the Board in October, with further discussion and adoption of a final plan in November.
- Update on ACT Framework from Chancellor Cheng and President Toro – (00:20:54)
 - The President's Council convened on September 11 and September 24 to review a proposed framework for developing systemwide goals and KPIs for the ACT (Access, Completion, Talent) pillars. This framework included a preliminary analysis of each institution's strategic plans to identify common themes, ensuring alignment with accrediting requirements and governance structures.
 - The President's Council is working to finalize systemwide goals by next week (9/30 -10/4) and will provide an update to the System Office. Initial campus discussions have begun led by their respective Presidents, with further campus engagement strategies to follow.
 - A systemwide communication, along with a dedicated website to enhance transparency, will be launched soon to keep the CSCU community informed of the process.
 - President Toro, Senior Advisor to the Chancellor and President of CCSU discussed her work on the ACT initiative and her leadership of the Presidents' Council – (00:22:49). The Presidents' Council allows leadership to have the difficult conversations, as well as systemwide collaborations. The Council also has the opportunity to develop strategic initiatives for innovation; it is a forum to develop best practices. She indicated that this Council is a very positive step forward as a system. The institution presidents have used the Council to work on the ACT pillars; they have developed a draft of 9 goals – 3 for each pillar. When agreement is reached, the goals will proceed through the shared governance structure of each campus. The process of socializing the goals and the development of the KPIs is beginning. By November 15th, a finalized document will be ready for the Board.
 - Executive Search Update from Chancellor Cheng - (00:26:20)

The System has gone through, and continues to go through, a significant amount of change and is making significant progress with the following searches:

 - CSCU General Counsel – meetings are occurring with finalists; the search is being chaired by Dr. Diamond
 - CSCU Chief Financial Officer – meetings with finalists are upcoming; search is being chaired by J. Paquette
 - CSCU Chief Compliance Officer – meetings with finalists are upcoming; search is being chaired by L. Lamb
 - President of WCSU – search process has begun, a listening tour has been completed; search is being chaired by Pres. Toro who provided an update. She shared that during the listening tour, participation was very good. The Search Committee heard from students, faculty, staff, and members of the community about what they think are the strengths of the institution, what strengths/characteristics the community would like to see in their next president, the challenges a new president will face, as well as what will define success for the next president. The next step in the process is to finalize a draft of the leadership profile with the search firm.
 - NCHEMS and SIP Update from Chancellor Cheng and Charlene Casamento – (00:31:49)
 - NCHEMS has been working on behalf of the Office of Policy and Management on an analysis of CSCU to determine how we can continue to be/do better and be forward looking.
 - Charlene Casamento reported that as part of the FY24-25 biennial budget, OPM was provided ARPA funds to hire a higher education expert to conduct a study of CSCU. OPM, in collaboration with CSCU, has contracted with NCHEMS. NCHEMS will recommend for

consideration data-driven solutions that will position and scale CSCU to meet projected student demand, to become more fiscally stable and operationally efficient while improving student outcomes and meeting the workforce needs of Connecticut. The project is anticipated to produce recommendations for improvement for CSCU, for the State, and for students. OPM will be scheduling time with the Chancellor and BOR Chair to discuss the NCHEMS recommendations in early December.

- Social Impact Partners is providing their work pro bono. The Chancellor expressed his gratitude for their partnership. They have been engaged across all campuses and their analysis, comparisons, and benchmarking will yield a holistic investment case for CSCU with a focus on students.
- Update on Special Healthcare Task Force from President Maduko (00:36:25)
 - President Maduko thanked Dr. Diamond for sharing the work of the long-standing CSCU Health Care Career Council, including the data and outcomes which breakdown CSCU's healthcare academic program portfolio.
 - Membership will be 2 CSCU (CCSU Provost and SCSU Dean of Health and Human Services) and 5 external members.
 - The Task Force will leverage our CT Department of Health to highlight the health care disparities in CT and look at health policy in the State. In addition, to avoid duplication, the Task Force will leverage the work of the Office of Workforce Strategy to focus on the work force needs and shortages in CT. Task Force members will also leverage the think tanks, like SIP, in their capacity to engage with health systems and employers, as well as focusing on innovation to develop both private and public synergies, community and philanthropic opportunities, and national best practices. The Task Force will not try to dictate the academic or program portfolio at any of the CSCU institution.
 - There will be regular updates to the Board and to the Chancellor's Office.
- Update on Special Task Force to Scale Up Online Education from Regent Yang (00:42:08)
 - Charged to look at Charter Oak State College and online education throughout CSCU by analyzing the workforce needs, student success, and academic excellence delivered where students need and want it.
 - The outcome is hoped to be a great investment case for using Charter Oak as both a degree-granting institution and as the CSCU leader in online pedagogy and courseware.
 - Membership includes faculty and CT employers, including Rick Levin (former CEO of Coursera and former President of Yale); Matt McCooe (CEO of CT Innovations); Maureen Hogan (Director, Early Childhood Education/Child Studies Programs, Charter Oak State College); Bogdan Zamfir (Director, Center for Educational & Assistive Technology, SCSU); Samantha Fisher (Managing Director – Public Service, Global Education of Accenture); Bruce Soltys (VP – Emerging Talent, Travelers); Cindy Pugliese (SVP, Revenue Cycle Services, Hartford Healthcare).
- Update on Biennium Budget (00:47:52)
 - Chancellor Cheng thanked the members of the BOR Finance & Infrastructure Committee. He noted that work continues with institution presidents and System Office leadership to develop a biennium budget proposal which demonstrates our ability to serve students at a high level, to be prudent and fiscally responsible with taxpayers dollars, and to prepare CSCU strategically to meet the needs of Connecticut.

- Chancellor Cheng announced the creation of a group focused on talent engagement, cultivation, and workforce for CSCU students with leadership from across the System. Chair Guay will provide engagement and guidance as needed.

6. BOR CHAIR GUAY'S REMARKS (00:50:34)

- Chair Guay thanked all faculty, staff, and administrators for their hard work and hospitality to make the start of the new academic year a good one for all students.
- He noted that the budget will include no ARPA funds. As a result, CSCU must be clear, prudent, and realistic. He is confident with the leadership at the System Office and in the colleges and universities, along with Committee Chair Balducci and the Finance Committee that that will be achieved.
- He thanked Social Impact Partners for their work and OPM for commissioning NCHEMS as a way for us to get better. He thanked Charlene Casamento for representing OPM as an ex officio board member. He also thanked the new task forces for their work to scale efforts internally and collaborate externally.
- As it relates to student services, President Maduko and Senate President Elle Van Dermark have updated Chancellor Cheng and Chair Guay. Chair Guay liked the collaboration happening between faculty and leadership. Part of the rationale for establishing the new task forces and the ACT framework was to get better collaboration between faculty and the system. Shifting the culture in the direction of collaboration is the best way to gain student success.
- Chair Guay announced the appointments of Regent Juanita James (as chair), Regent Bloom and Regent Porth to the Governance & Nominations Committee. They have the experience and deportment and understand the mission. Regent James will open the BOR Responsibilities document for input and revision.
- He continued by recognizing the contributions of Regent Jim McCarthy who has served as Vice Chair of the BOR and on the BOR Academic & Student Affairs Committee. Regent McCarthy is a very academically accomplished leader at CUNY and Suffolk University. Chair Guay noted that Regent McCarthy is a gracious, powerful, and generous colleague. He thanked Regent McCarthy for what he has done and for who he is. Regent James noted how much she has learned from Regent McCarthy on the Academic & Student Affairs Committee and wished him all the best as he steps down from the Board. Regent Balducci also noted that Regent McCarthy helped to make an outstanding Board even better, as an even-tempered, patient, and well-read leader.

7. APPROVAL OF PREVIOUS MEETING MINUTES (1:02:36)

– **June 27, 2024 Meeting Minutes**

On a motion by Regent Balducci and seconded by Regent Yang, the June 27, 2024 Regular Meeting minutes were unanimously approved.

- **July 31, 2024 Special Meeting Minutes**

On a motion by Regent Balducci and seconded by Regent McCarthy, the July 31, 2024 Special Meeting minutes were unanimously approved.

- **August 28, 2024 Special Meeting Minutes**

On a motion by Regent Wright and seconded by Regent Bloom, the August 28, 2024 Special Meeting minutes were unanimously approved.

7. CONSENT AGENDA (1:04:22)

On a motion by Regent Balducci, seconded by Regent Jappinen, the Consent Agenda was unanimously adopted.

RESOLUTIONS APPROVED ON CONSENT

- a. Academic Programs – Discontinuations
 - i. RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the Clinical Mental Health Counseling program leading to a Post Master’s Certificate at Southern Connecticut State University effective Summer 2026.
 - ii. RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the Environmental Studies program leading to a Master’s of Science degree at Southern Connecticut State University effective Spring 2026.
- b. Academic Programs – Modifications
 - i. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – MS in Clinical Mental Health Counseling, specifically an instructional modality change at Southern Connecticut State University.
 - ii. RESOLVED: That the Board of Regents for Higher Education approve the modification of both programs – BS in Exercise and Sport Science and MS in Exercise and Sport Science, specifically a CIP Code change at Southern Connecticut State University.
- c. Academic Programs – New Programs
 - i. RESOLVED: That the Board of Regents for Higher Education approve the licensure of Licensed Practical Nursing Certificate (CIP Code: 513901, OHE# TBD) at Connecticut State Community College; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.
 - ii. RESOLVED: That the Board of Regents for Higher Education approve the licensure of a program in Behavioral Neuroscience (CIP Code: 42.2706, OHE# TBD) leading to a Bachelor of Science at Southern Connecticut State University; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.

Regent Yang provided supportive comments about the approval of the State’s first Public Licensed Practical Nursing Certificate. The program is an entry to an incredibly lucrative career in Connecticut.

8. ACADEMIC & STUDENT AFFAIRS COMMITTEE – Committee Chair Bloom (1:06:24)

Committee Chair Bloom reported that the Academic & Student Affairs Committee met on September 6th and thanked the Board for their approval of the Consent Agenda. He pointed out a few items of interest in regard to the approved new programs:

- The Committee acknowledged the extensive and collaborative work the Provosts, their deans, and the faculty have done in designing and presenting the new programs for Board approval.
- A common theme running through all of the programs is that they are truly student focused. From modality to keystone projects, internships, and course preference, these new programs are designed to attract and retain students, build enrollment, and assist the students in completion of their degrees and certificates.
- Another theme seen regularly is that these new programs are designed with Connecticut partnerships and workforce development in mind.

- CT State’s licensed practical nursing program provides the first and the only public option for becoming a licensed practical nurse in the state. As a credit-bearing program, students will be able to apply for federal financial aid at a tuition price point far lower than what is currently offered at other private schools. Our practical nursing students upon completion of the program will have thirteen (13) college credits in a stackable credential to transfer to any of the 6 associate degree nursing programs within the CT State system. Chief Workforce Officer Vallieres provided supportive comments. (1:09:34)
- Southern’s new Bachelors in Behavioral Neuroscience program will be the only such program offered at CSCU. Offering a degree in Behavioral Neuroscience is crucial as it bridges the gap between psychology and biology, providing students with a comprehensive understanding of the brain's role in behavior. This interdisciplinary program equips graduates with valuable skills applicable in various fields, including mental health, research, and pharmaceuticals – all important fields in the State of Connecticut. Chief Workforce Officer Vallieres provided supportive comments. (1:12:55)

9. AUDIT COMMITTEE - Committee Chair Wright

No report.

10. FINANCE & INFRASTRUCTURE COMMITTEE – Committee Chair Balducci

No report.

11. HUMAN RESOURCES & ADMINISTRATION COMMITTEE – Committee Chair Jappinen

No report.

12. TECHNOLOGY COMMITTEE – Committee Chair Yang

No report.

13. BOARD DEVELOPMENT ACTIVITIES (1:16:42)

- Dr. Terry MacTaggart, Association of Governing Boards (AGB)
- Dr. Lisa Foss, Senior Director of U.S. Practice, University Design Institute, Arizona State University

Dr. Foss’ presentation entitled “How Other Boards Do It” is included as Attachment B.

14. EXECUTIVE SESSION

At 12:12 p.m. on a motion by Regent Balducci, seconded by Regent James, the Board voted unanimously to go into Executive Session for the purpose of discussing collective bargaining issues and other items covered by Connecticut General Statute Section 1-210(b)(1).

15. ADJOURNMENT

Chair Guay adjourned the meeting at 1:37 p.m.

Submitted,

Pamela Heleen
Secretary of the CT Board of Regents for Higher Education

9/24/2024

Dear Board of Regents,

We come before you as the Graduate Interns across Central Connecticut State University (CCSU). As we read your minutes and appreciate all you do for us and the community, we wish to make you aware of some of the issues we face as the graduate interns of CCSU. Our yearly stipend has been \$20,000 for the past 32 years starting on October 2, 1992. This stipend has included our tuition being waived and has given all of us the opportunity to pursue roles furthering our degrees. However, this stipend has not kept up with the Cost-of-Living increases that Connecticut and our country have gone through. It has become nearly impossible for someone who is not from an already independently wealthy family to go through this program while not facing massive hardships through their lack of funds. Every Graduate Intern and Graduate Assistant co-signing this document has dedicated their life and time to CCSU and their students while pursuing their graduate degree. We are pleading that with CCSU's FY25 budget's projected 6.1 million dollars surplus that this board sees fit to increase the yearly stipend to meet and/or exceed Cost-of-Living increases so that we can better serve our students and the campus while not worrying about the financial distress our current stipend causes. Not only would you be investing in your current graduate interns, but you would be investing in future graduate interns who come after as you maintain and increase the prestige, diversity, and accessibility of the internships. CCSU needs to remain financially competitive with their internships so that the program can flourish and improve our campus.

Some of the Cost-of-living increases are rent/mortgage, fuel, and food. With the massive increase in the cost of living since 1992 and with the unprecedented increases of the pandemic some of our cosigners have had to choose between picking food or paying rent. Our bi-weekly paycheck is \$769.24 with a take home of only **\$685.78** putting graduate interns of an hourly wage of \$9.61. If we followed a purely inflationary trend of raises to the stipend the stipend would be \$44,000 per fiscal year instead of the current \$20,000 per fiscal year. I have included in this written statement the original 1992 document that shows the original twenty-thousand-dollar stipends.

We hope you increase the stipend and continue the beloved investment in the community, the internship, and Central Connecticut State University.


Co-Signed and approved by the following Graduate Interns and Assistants:


Colin Palma G.I. Student Center

Marisa Johnson G.I. Student Center


Ayssa Vizina G.I. Student Center

 Paola G.I. Student Activities & Leadership Development


 ~~Stephanie~~ G.I. Student Activities & Leadership Development

 Robert G.I. Student Activities & Leadership Development
Campus Recreation

Shaundia Jones - ResLife GI

Michael  - Lead Academic Coach
G.I. The Learning Center

 - Academic Coach
G.I. The Learning Center


Haley  - Academic Coach
G.I. The Learning Center

Dakota Sarantos - Academic Coach G.I. Learning Center

Noah Tigaa - Academic Coach

G.A. The Learning Center

Georgine Revilloza - GA Writing Center

Sydney Law - GA Writing Center 

Anna Barry - GA EOP Office

Brittany Coco - Grad Intern OAS

Addison Toner - Grad Assistant Student Affairs

Elizabeth McCall - Grad intern Wellness Education



**Connecticut
State
University**

Central • Eastern • Southern • Western

BR#92-115

P.O. Box 2008 New Britain Connecticut 06050
(203) 827-7700

D. D. D.

Office of the President

RESOLUTION

concerning

GRADUATE INTERNS IN THE CONNECTICUT STATE UNIVERSITY SYSTEM

October 2, 1992

WHEREAS, The purpose of the Graduate Internship is to provide an intense, two-year on-the-job training and development experience for students preparing to enter the student affairs field in higher education and enrolled in a Master's Degree program related to the field of Student Affairs, now therefore be it

RESOLVED, That BR#80-2, BR#83-10, BR#83-68 and BR#88-54 are herewith repealed, and be it further

RESOLVED, That Graduate Interns enrolled at a Connecticut State University campus as full-time graduate students shall be required to pay full-time General Fund tuition and, and in addition a University General Fee sufficient to defray the cost of student accident and health insurance, but the balance of the University General Fee as well as all other fees imposed by the Board shall be waived, and be it further,

RESOLVED, That Graduate Interns enrolled at a Connecticut State University campus as part-time graduate students shall be included in the Extension Fund program with waivers of all fees including summer session and winter session fees up to a total maximum of 18 credit hours, provided the interns are enrolled in courses required for completion of their degree program, and be it further,

RESOLVED, That each campus of the Connecticut State University system be authorized to pay Graduate Interns enrolled as matriculated graduate students stipends not to exceed \$15,000 for the academic year (nine months), and a stipend not to exceed \$5,000 for summer sessions (three months); said stipends will be appropriately prorated for part-time assignments, and be it further

RESOLVED, That each campus of the Connecticut State University system be authorized one such intern for each 500 full-time equivalent students or major fraction thereof, and be it further

RESOLVED, That any Graduate Intern appointed prior to October 2, 1992, may complete their period of internship under the conditions herein specified effective for the Fall Semester of 1992.

*Copy: R. Aiello
F. Ristic
D. Ross
W. Sherman
P. Schubert
C. Wallace
... Studies*

A Certified True Copy

Dalids K. Beal
Dalids K. Beal
President

STUDENT AFFAIRS OFFICE
7661 6 100
OCT 9 1992
E G E I V E
Annual Opportunity Employer



Attachment B

Impacting Student Success: Actions for Effective Boards

A Presentation to Connecticut State Colleges
& Universities System Board of Regents

September 26, 2024



Governing for Student Success

“...[B]oards are uniquely positioned to advance change in ways that other institutional stakeholders cannot...boards are not management. Boards themselves do not advance campus [student success] initiatives; instead they can illuminate context, ensure attention to the issues, hold institutions accountable for progress, and contribute their resources, insight, and wisdom.”

(Eckel & Trower, 2016)



How boards focus on student success

- 1 Alignment:** Embed student success in your mission and strategic plan and align policies and budget to deliver results
- 2 Data:** Define success for your students and use data to monitor progress, outcomes and accountability
- 3 Innovation:** Create a climate for innovation and experimentation to improve student outcomes
- 4 Board action:** Align board committees, development, and review with student goals in mind

Alignment

Embed student success in your mission and strategic plan and align policies and budget to deliver results

A few questions for boards:

- How might the mission and strategic plan need to be adapted so that it aligns with who are students are? What data and financial analysis has been completed to understand the student success and financial impact of existing institutional policies?
- What is the true cost of a student not returning to the institution, and what is the financial impact beyond the institution, including to the student, community, region, and society?
- Do all students benefit equally from current policies on admissions, financial aid, and transfer?



[Link to Equity 2030 web site](#)



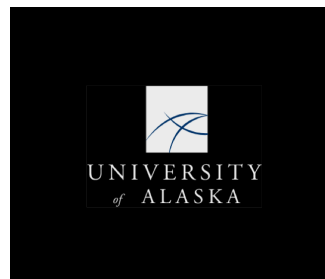
<https://www.nku.edu/successbydesign.html>

Data

Define success for your students and use data to monitor progress, outcomes and accountability

A few questions for boards:

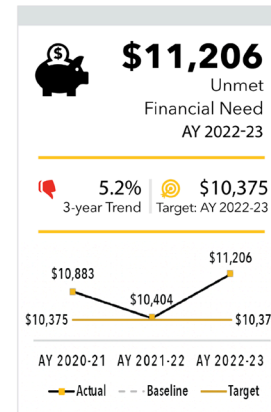
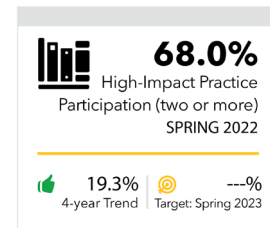
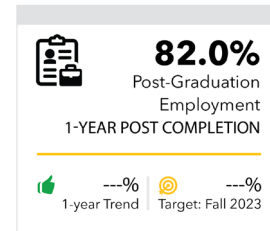
- How have our institution or student, staff, or faculty demographic groups changed?
- Do our student success measures and definitions capture multiple definitions, including student, institutional, and societal impact?
- Is our data and measures disaggregated in ways that we can see gaps in outcomes for different student populations?
- How are CEOs held accountable for student success outcomes?



ALASKA NATIVE SUCCESS INITIATIVE

Baseline Report and Preliminary Initiatives

[Link to Report](#)





Innovation

Create a climate for innovation and experimentation to improve student outcomes

A few questions for boards:

- How are we supporting our transformational leaders as they strive to innovate our institutions to be student-ready in the future?
- What is our tolerance for risk and experimentation, and how do we partner to mitigate that risk?
- How can we cultivate an environment where difficult conversations are welcome?
- Are we seeing data that highlights both successes and failures?



 Think expansively, think differently	 Support ongoing adaptation	 Be innovators and institution builders
 Nurture a culture that values inclusion and innovation	 Champion collaboration	 Develop a pipeline of leaders
 Lead with courage	 Execute with influence	 Engage with empathy

ASU Charter and Design Aspirations

Board action:

Align board committees, development, and review with student goals in mind

A few questions for boards:

- How are we organizing our work to infuse student success throughout the work of the board?
- What is the boards learning development plan for student success?
- How do we review ourselves as a board and hold ourselves accountable for moving the dial on student success?
- How does our board demonstrate its commitment to achieving equitable student success?

Redesigning Existing Committees



UNIVERSITY OF CENTRAL FLORIDA

Academic Excellence and Student Success

[UCF Committee Charter](#)

HOLLINS
UNIVERSITY

Committee On Student Success,
Well-being, and Belonging

Focused discussions within all committees

NKU NORTHERN
KENTUCKY
UNIVERSITY

A decorative horizontal bar with a teal segment on the left and an orange segment on the right.

Sources and Resources

[Board Responsibility for Equitable Student Success](#)

[How Boards and Trustees Can Advance Student Success and Equity](#)

[Proactive Boards Help Further Student Success](#)



Thank you.

- Lisa Helmin Foss, PhD, MBA
- Sr. Director for U.S. Practice, University Design Institute, Arizona State University
- lisa.foss.1@asu.edu
- 320.241.0186

