



Ellen Chaffee, Ph.D.  
AGB Senior Fellow

# The Completion Challenge

# Big Issues Facing Higher Education

1. **Business Model**
2. **Attainment, Retention, and Completion**
3. **Strategic Plan**
4. Affordability/Value Proposition
5. Educational Delivery/Quality Assurance
6. Academic Workforce
7. Technology
8. Globalization
9. Institutional Risk
10. Public Policy Issues—HEA, CASA, Tax Reform, Student Aid, External Influences

# Strategic Role of the Board



# Boards as Game-Changers\*

1. Board's role is strategic thinking, not planning.
2. Strategic Thinking – critical reasoning applied to what matters most to the institution's future.
3. Not to solve problems but to imagine vibrant new futures.
4. Utilize the board's intellectual capital – new perspectives, focusing attention, challenging prevailing wisdom, testing new ideas, etc.
5. Exercising board's oversight authority – setting agendas, monitoring progress, making tough calls, confirming a new order, etc.

\*R. Chait, *Trusteeship* – “Gremlins of Governance”

T. MacTaggart, *Leading Change* (AGB)

# College Completion Panelists

- **Why** do we focus on completion?
- **What** is CCA doing to enhance completion?
- **How** is WVU enhancing completion?
- **Dr. Paul L. Hill**, HEPC
- **Dr. Bruce Vandal**,  
Complete College America
- **Joyce McConnell, J.D.**,  
West Virginia University

# AGB: Board Roles re: Completion

1. Align policies with student ability to complete.
2. Hold leaders accountable for progress to completion goals.
3. Align policies to balance revenue needs and affordability while upholding educational quality.
4. Align policies with commitment to K-12 and transfer-partner collaboration

# Completion Questions for Boards

- *Are we working with K-12 schools to address the need for developmental courses before students get to college?*
- *Are we supporting students in their quest to graduate in a timely fashion? Are sufficient best-practice and evidence-based support structures in place?*
- *Is our board aware of the Common Core State Standards and supportive of their adoption and implementation?*
- *Are our retention and completion statistics improving over time? Do our statistics reveal disparities among populations? Why or why not?*

Discussion, Questions?

Thank you!