

1. *Boards must improve value in their institutions and lead a restoration of public trust in higher education itself.*
2. *Boards must add value to institutional leadership and decision making by focusing on their essential role as institutional fiduciaries.*
3. *Boards must act to ensure the long-term sustainability of their institutions by addressing changed finances and the imperative to deliver a high-quality education at a lower cost.*
4. *Boards must improve shared governance within their institutions through attention to board-president relationships and a reinvigoration of faculty shared governance. Boards additionally must attend to leadership development in their institutions, both for presidents and faculty.*
5. *Boards must improve their own capacity and functionality through increased attention to the qualifications and recruitment of members, board orientation, committee composition, and removal of members for cause.*
6. *Boards must focus their time on issues of greatest consequence to the institution by reducing time spent reviewing routine reports and redirecting attention to cross-cutting and strategic issues not addressed elsewhere.*
7. *Boards must hold themselves accountable for their own performance by modeling the same behaviors and performance they expect from others in their institutions.*

Leadership for change is more important than ever, and the choices ahead are more urgent and complex than those in the past. In this demanding environment, the structure of governance itself should not be an additional risk factor for the sector.