



# CONNECTICUT COLLEGE

## BOARD OF TRUSTEES

### Standing Committees

#### **Committee on Academic Affairs**

The Committee on Academic Affairs reviews and discusses developments and trends in higher education; studies and appraises Connections, the College's general education curriculum, assesses the effectiveness of advising and the quality of academic programs including the work of interdisciplinary centers; encourages efforts to promote excellence in teaching and learning incorporating as appropriate instructional technology and library resources; oversees linkages between academic programs and career preparation, including internships and career-informed learning. The Committee consults with the President regarding faculty appointments, promotions and tenure; coordinates with the Finance Committee on the financial requirements of the College's academic programs, hiring, promotion, and retirement policies, as well as on enrollment and the optimal size of the College; confers with the Committee on the Student Experience on student attrition and retention. The Committee reports and makes recommendations to the Board as may be required. The Committee also receives nominations for Honorary Degrees and College Medals, reviews the qualifications of each nominee, and makes recommendations to the Board.

#### **Committee on Advancement**

The Committee on Advancement oversees the fundraising goals, planning, and activities of the College related to alumni and donors for annual giving, major gifts, and planned gifts and to foundations and other institutions, and reviews and recommends short-term and long-term fund raising and alumni relations programs. The Committee also reviews annual fundraising performance related to peer institutions. It engages all trustees in advancement activities including their leadership as donors and volunteers in the Connecticut College Fund, major gifts, and capital campaigns. The Committee reports on its activities to the Board.

#### **Audit & Risk Management Committee**

The Audit & Risk Management Committee recommends the independent financial auditing firm to be hired by the Board, receives and reviews the College's annual audit reports and other appropriate reports, and meets at least once a year with the accountants to review the scope and nature of the audit procedures and to review audited financial statements and other appropriate reports. In order to ensure the fiscal integrity of the College, the Committee may from time to time review the College's financial controls and processes, or recommend that the Board engage outside consultants to conduct such reviews. Further, the Committee oversees the College's risk management process and strategy and monitors both the College's conflict of interest policy and procedures and the College's Code of Ethics for Senior Administrators. With respect to these and all other matters within its jurisdiction, the Committee acts within the scope of its responsibilities as enumerated in its Charter. The Committee periodically reviews the quality of the College's financial management. The Committee reports and makes recommendations to the Board as may be required.

#### **Facilities & Infrastructure Committee**

The Facilities & Infrastructure Committee oversees the physical infrastructure of the College including buildings, grounds, and information services systems. It reviews and analyzes maintenance and operations policies, reviews and recommends approval of plans and cost estimates for new facilities, information systems, and changes in land use, updates the College's land use and building master plans for the Board's approval, reviews the annual capital budget and information technology requirements of the College. The Committee reports and makes recommendations to the Board as may be required.

### **Finance Committee**

The Finance Committee oversees the financial affairs of the College including but not limited to the annual operating and capital budget processes, fundraising in the capital markets, and the overall financial management of the College. As a budget committee, it reviews the annual operating and capital budgets prepared and presented under the direction of the President and makes recommendations with respect to them to the Board. It reviews major financial transactions and submits recommendations to the Board or the Executive Committee. It monitors working capital and long-term capital requirements and approves all capital projects, long-term financings, and short-term credit facilities. The Committee also oversees recruitment and enrollment of students, monitors admissions strategies, reviews financial aid policies and, together with relevant committees, considers the optimal size of the College in relation to budget and financial resources. The Committee reports and makes recommendations to the Board as may be required.

### **Investment Committee**

The Investment Committee has full authority and responsibility for the investment and reinvestment of funds of the College, including oversight of the College's endowment. The Committee shall be made up of at least five voting members of the Board of Trustees. The Chair of the Board of Trustees and the Chair of the Finance Committee shall be ex-officio voting members, and the President shall be an ex-officio non-voting member. The term for members of the Board of Trustees shall conclude when their term on the Board ends. The Board may add up to four non-trustee, voting members based on the recommendation of the Investment Committee in consultation with the Committee on Trustees. The initial term for non-trustee members will be four years with an option of an appointment for a second four-year term. Following the maximum allowable term of service, members shall not be eligible for reelection until one year has elapsed after the end of their second term. The Committee reports and makes recommendations to the Board as may be required.

### **Committee on Marketing & Communications**

The Committee on Marketing and Communications provides guidance on the internal and external communications of the College, including communications, marketing and website presentation in connection with admissions, advancement, academic programs, career services, alumni relations programs, media and public relations. It also oversees the College's public, community, state and government relations programs which are designed to understand national trends in higher education as well as to enhance the College's stature and reputation. The Committee reports on its activities to the Board.

### **Committee on the Student Experience**

The Committee on the Student Experience oversees matters affecting all aspects of student life of the College, other than those relating to the academic program, including residential life, housing and dining; volunteer programs; student wellness and support services, social, religious and spiritual student experiences; varsity, intramural and club athletics; student activities and organizations; the work of equity and inclusion and related issues affecting student life, culture and conduct. Together with relevant committees, the Committee reviews and analyses the optimal size of the College and its impact of students, operations, and resources. The Committee reports and makes recommendations to the Board as may be required.

### **Trustee-Faculty Liaison Committee**

The Trustee-Faculty Liaison Committee facilitates discourse between the Board and the faculty. The Committee consists of selected members of the Board of Trustees, a representative of the Executive Committee, and the members of the Faculty Steering and Conference Committee (FSCC). At least one trustee from this committee will also sit on the Committee on Academic Affairs.

### **Trustee-Staff Liaison Committee**

The Trustee-Student Liaison Committee facilitates discourse between the Board and the staff. The Committee consists of selected members of the Board of Trustees, a representative of the Executive Committee, and the members of Staff Council.

### **Trustee-Student Liaison Committee**

The Trustee-Student Liaison Committee facilitates discourse between the Board and the student body. The Committee consists of selected members of the Board of Trustees, a representative of the Executive Committee, and the leadership of the Student Government Association (SGA). The Dean of Students and his/her designated representatives attend Trustee-Student Liaison meetings. At least one trustee from this committee will also sit on the Committee on the Student Experience.

### **Committee on Trustees**

The Committee on Trustees nominates candidates for membership on the Board and recommends trustees for Chair and Vice Chair of the Board. The committee furnishes information relating to the background and qualifications of all such nominations. In making its selection of candidates, the Committee on Trustees is guided by such criteria as the Board may from time to time adopt. The Committee on Trustees develops and administers a program of orientation for newly elected trustees and nominates and recommends to the Board candidates for Trustee Emeritus status. It reviews the attendance, service and performance of current trustees and makes recommendations for reelection of trustees to a second term. It reviews and approves the Chair's assignment of trustees to committees and appointment of Chairs and Vice Chairs of committees.

### **Executive Committee**

The Executive Committee transacts business at the call of the Chair of the Board or the President, either in person at a meeting, or by telephone, email or other means of communication, or by written consent. Between meetings of the Board of Trustees, the Executive Committee shall act on behalf of the Board. However, unless specifically empowered by the Board to do so, the Executive Committee may not take any action inconsistent with a prior act of the Board, award degrees, alter bylaws, locate permanent buildings on tax-exempt property held for College purposes, remove or appoint the President of the College or take any action which has been specifically reserved for the Board.

It reviews the performance and determines annually the salary of the President. It conducts such other business as is normally the province of an Executive Committee. It shall be composed of the Chair of the Board, the Vice Chairs, the President, the Chairs of the standing committees and up to three members-at-large, nominated by the Committee on Trustees and elected by the Board. At least once each year, but more frequently as appropriate, the Executive Committee reviews the College's legal exposure with respect to litigation, claims, and potential claims against the College.

Minutes of the meetings of the Executive Committee shall be taken and shall be distributed to each member of the Board following each Executive Committee meeting.

The Executive Committee shall periodically review these bylaws and suggest any necessary changes thereto.

### **Compensation Committee**

The Compensation Committee conducts the annual performance review of the President and recommends to the full Board the compensation of the President. It reviews the performance, and approves the compensation, of highly compensated employees at the College at the time of their hire and when significant increases in compensation are being contemplated. This committee comprising the Chair and Vice Chair/s of the Board and will meet as needed and report to the Executive Committee of the Board.