



CONNECTICUT COLLEGE

BOARD OF TRUSTEES Charge and Statement of Responsibilities

As a duly elected body, the Board of Trustees has fiduciary responsibility for the governance of Connecticut College. The Board's primary functions are to oversee the policies and to steward the financial, physical, and human resources of the College. It is the responsibility of each trustee—acting as one body—to understand the current needs of the College and to implement policies and plans for its future. This charge and statement of responsibilities is intended to familiarize all trustees with the expectations for their service on the Board of Connecticut College.

RESPONSIBILITIES & OVERSIGHT

Among the most critical responsibilities of the Board of Trustees is the oversight of the President. The Board is responsible not only for selecting the President but also for supporting the President's efforts in leading the College. In this respect, the Board oversees and approves recommendations for the annual budget, fundraising goals, tuition and other fees, and all incurrence of debt. The Board also has responsibility for overseeing the management and renewal of buildings and capital equipment, and the construction of new buildings. The Board is expected to provide advice on issues and policies with respect to academic programs, athletics, co-curricular programming, faculty and other staffing, operations, resources, and student life.

SHARED GOVERNANCE AT CONNECTICUT COLLEGE

Connecticut College has a long-standing commitment to a system of governance in which the perspectives of members of the Connecticut College community, represented by their respective governing bodies, are considered in the institution's decision-making process in a manner of mutual respect and collaboration. Shared governance does not entail equal decision-making power for all bodies, but it does require an inclusive view of the decision-making process. Where it is feasible and practical, decision-making power should be shared. Where it is not feasible or practical, shared governance calls for efforts to be made to promote transparency and inform relevant representatives in a timely manner of the decision and its reasoning.

ATTENDANCE & PARTICIPATION

The Board holds regular in-person meetings three times a year—in October, February, and May. Certain committees also meet in December and, in many cases, phone calls are arranged to conduct important business between regular meetings. These triennial meetings are normally conducted over a Friday and Saturday, starting with a dinner on Thursday night. Working lunches and dinners during the meeting often involve invited guests from the campus. Trustees

are expected to participate fully in all these activities, including their assigned standing committees and any other special committees to which they may be appointed.

The standing committees of the Board represent the principal areas for which the Board is responsible. Trustees are expected to prepare for each committee meeting and plenary session by reading all of the Board materials sent in advance and to be active participants in all discussions. Complex issues require a diversity of opinion, and all trustees should endeavor to share their viewpoints openly while also recommending future topics for presentation and discussion. Between meetings, trustees are expected to stay abreast of the news of Connecticut College and the main issues and trends affecting higher education.

TRUSTEE ENGAGEMENT

Trustees are expected to always be thinking about how their own qualifications, expertise, and interests can enable them to contribute to the issues in meaningful and appropriate ways in such areas as communications, admissions, athletics, facilities, fundraising, or finance. Trustees should consider what initiatives they would like to undertake to increase their impact on advancing the priorities, and meeting the needs, of the College.

FUNDRAISING & EXTERNAL AUDIENCES

Accomplishing the goals and mission of Connecticut College requires significant resources, and the Board of Trustees, as a body, has a responsibility to exercise leadership in acquiring those resources for the College. Individually, trustees are expected to provide leadership support to the annual fund and to all fundraising efforts and capital campaigns. During their period of service, all trustees are expected to make the College one of their highest charitable-giving priorities.

Beyond regular meetings, trustees are expected to represent the College with distinction to many different audiences, including alumni, prospective students and parents, prospective trustees and donors. They are also expected to participate in admissions, alumni, and development events so that the strengths and virtues of the College are positively communicated. Trustees will always maintain the strictest confidentiality about matters that have been discussed in board meetings. Any questions about relating confidential matters should be discussed with the chair of the Board.

CONCLUSION

Service on the Connecticut College Board of Trustees is both an honor and a responsibility. As a group of highly accomplished, diverse, and collaborative individuals, the Board sets the highest standards of leadership, working to support the President and to advance the College's educational mission in an atmosphere of collegiality and mutual respect. Its most important objective—to which all trustees dedicate their efforts—is to provide the necessary external perspectives and resources in order to steward Connecticut College into the future, thereby ensuring its ongoing development, stability, and success