

## NOTES ON WORKING WITH BOARDS

### The President's Role and Responsibilities

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- Primary function of the Board - to hire the President
  - President reports to the Board
  - Importance of fostering positive relationship at beginning of tenure. How?
1. Board Chair is President's best friend - key supporter, mentor and advocate; secondly, Chair of Search Committee - anxious to assure President is successful
  2. Importance of open communications
    - Before - between - during - after Board meetings
    - No detail is unimportant - better to over-report than under-inform
    - Keep Chair thoroughly informed - no surprises
    - Establish who speaks for Board (Chair), who speaks for institution (President)
    - Avoid cliques within the Board
    - Be aware of Trustees who develop constituencies
  3. Educate the Board
    - Help the Board to understand its key role: Policy
    - Use workshops, retreats, presentations, campus tours
  4. Understand Board culture and personality
  5. Establish performance objectives
    - Insist on performance reviews
    - Board has certain expectations - usually financial