



STATEMENT ON BOARD VERSUS ADMINISTRATION DISTINCTION

Bethune-Cookman University, as part of separation of duties, observes a clear distinction between the functions and responsibilities of the governing board as a policy-making body, and that of the President and the administration as implementing such policies.

Role of Board of Trustees: The Board of Trustees establishes governance policies and lends financial support, to ensure fiduciary accountability, to set the vision, mission, and strategic plan for the University, and to select and evaluate the President/CEO. The Board's specific responsibilities include, but are not limited to: reviewing major plans and recommendations for effective operation of the University; overseeing the budget and sources of financial aid; regulating care, custody and management of buildings, grounds, and equipment; naming buildings and grounds; reviewing and approving academic programs; endorsing regulations on student conduct and student housing and safety and acting as community liaison;. The Board approves members to serve on the Board who have expertise/experience and/or resources in support of the University's mission. Members are expected to attend meetings and to support the University through time, resources, and expertise.

Role of the President: The President operates the University as a representative of the Board of Trustees and reports to the Board as required. The President is charged with day-to-day operations of the University and assumes the role of *chief administrator*. The President serves as an ex-officio member of the Board and all committees of the institution. With the approval of the Board of Trustees, the President employs all senior executive officers, administrative and faculty personnel as necessary for operation of the University. Thus, the President is responsible for hiring and evaluating key administrators for the implementation of the strategic plan and successful operations of all units, departments, schools, and sectors. The President keeps trustees informed of information about the functioning of all sectors of the University, and especially critical and vital data impacting accreditation and the status of the University.

The Executive Officers (Cabinet) are directly responsible to the President. The Cabinet meets regularly to deliberate upon the functions and concerns of the University and is responsible for formulating, implementing, coordinating, and evaluating administrative matters.

B-CU's Best Practices for Managing Board Versus Administration Distinction:

- **Board Policy Setting Versus Administration**

Maintaining a balance between oversight of "policy setting" and "administration" is important to the successful operation of the University. This separation of responsibilities between policy oversight and administration is undergirded through effective communication, frequent conferencing, and by effective board governance. Trustees have at least three levels of communication to conduct their business:

1. Fall, Winter, and Spring full meetings of the Board of Trustees
2. Frequent conferencing between President/CEO and Board Chairperson
3. Teleconferences and/or face-to-face "Call" meetings to disclose urgent information or emerging challenges (facilitated by the Board Chairperson, upon consultation with the President/CEO)

At each of these levels of interaction, the Board Chairperson is kept informed by the President/CEO. Between sessions of Board meetings, the Chairperson is always available to receive reports; give support and advice to the President; and to convene and officiate at meetings of the Board. The Board is cautioned not to micromanage the day-to-day operations of the University as this is a SACSCOC violation.

- **Communicating and/or Contacting a Member of the Board**

The Board has delegated the overall daily operations and management of the University to the President who reports directly to the Board. The President keeps the Board informed about the issues and activities that are part of the University's daily life, and maintains regular contact with the Board, particularly the chairperson.

The exception to this partnership between the Board and the President is for those administrative members of the Cabinet who report directly to the President and serve as staff liaisons to Board Standing Committees, and are often invited to appropriate segments of Board meetings. In general, these executive officers provide administrative support to the President by reporting on special projects or programs and answering on-the-spot questions the Board might have, in both cases when asked to by the President.

Under any circumstances, the **President must be immediately informed** of any contact and/or communication with the Board member or request for information/reports by the Board member.

02/2020