

RAMAPO COLLEGE OF NEW JERSEY

Board of Trustees

The Board-Management Relationship *Endorsed 10.11.13; Reaffirmed 7.28.26*

As per the Board of Trustees' post-retreat report of October 2013, Next Step 4 notes: "To foster greater understanding of the Board's role and the President's role, the Board and the President will defer to Bill Bader's "Distinguishing Governance from Management," 2008, *Great Boards (VII)* 3 and, in regard to Bader's key concepts therein, will routinely operate in accord with the following:

Figure 1: The Board-Management Relationship

Board's Roles	Management's Roles
Select, evaluate, and support the CEO.	— Run the organization in line with board direction. — Keep the board educated and informed. — Seek the board's counsel.
Approve high-level organizational goals and policies.	— Recommend goals and policies, supported by background information.
Make major decisions.	— Frame decisions in the context of the mission and strategic vision, and bring the board well-documented recommendations.
Oversee management and organizational performance.	— Bring the board timely information in concise, contextual, or comparative formats. — Communicate with candor and transparency. — Be responsive to requests for additional information.
Act as external advocates and diplomats in public policy, fundraising, and stakeholder/community relations.	— Keep the board informed, bring recommendations, and mobilize directors to leverage their external connections to support the organization.

The Board-Management Relationship