

**Possible Additions to III.B. (Duties and Responsibilities/Participation in Policy and Oversight Functions):**

- The Board should recognize the important role that the principle of shared governance plays in institutions of higher education. It should seek input from faculty, staff, and students and whenever possible incorporate their views into its decisions.
- Trustees should understand that they serve the institution as a whole and are not advocates for any particular unit or constituency of the University.
- Student Trustees have a unique responsibility to ensure that the views of students are heard in Board deliberations. They should also share with other students the Board's perspectives on University issues. In performing both these functions, they should keep in mind the needs of all constituencies within the University.
- In order to make good decisions, Trustees need to engage in robust and thorough discussions of University issues in public meetings. Disagreements will occur and Trustees should seek productive ways to resolve them. Once a consensus is reached on an issue, all Trustees should respect the final decision of the Board.
- Trustees should treat the opinions of their colleagues on the Board as well as others participating in Board discussions with civility and respect and should be open to alternative points of view. They should respect and protect the confidentiality of matters discussed in executive sessions and should refrain from publicly or privately criticizing other Trustees or impugning their motives.
- Individual Trustees should avoid any statements that would give rise to the perception that they speak for the entire Board.
- If individual Trustees speak publicly on issues relating to the University or higher education in general, they should take care not to create the perception that they speak for the Board or the University, unless they have been authorized by the Chair or the Board to do so.
- Statements regarding the position of the Board or the University on controversial matters should be made only by the Chair of the Board or the Chancellor.
- When interacting with faculty, staff, and students, Trustees should not disclose matters deemed confidential by the Board in executive session, advocate for their personal position on University issues, or criticize other members of the University community.

**Possible Additions to III.D. (Duties and Responsibilities/Support for the Institution):**

- In discharging his/her duties, a Trustee is entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data, if prepared or presented by . . . .
- Trustees are encouraged to offer financial support to the University in accordance with their means.
- Trustees should support fundraising and other development efforts and serve as a liaison between the University and the business community, social and service organizations, and alumni organizations.

**Possible Changes in Form:**

- More detailed policy, including more specificity of duties
- More explanation/background/purpose