Construct 1: The Board can expect one another to

Actions:

- Exhibit strong leadership skills, acting in an ethical manner and in the University’s best interest at all times.
- Understand and be accountable for their roles and responsibilities as policymakers rather than administrators.
- Attend all meetings, orientations and retreats, in-person or via conference, and prepare for said meetings to facilitate active participation.
- Know the University’s mission, governance, policies, financing, strategic plans, and performance funding metrics as outlined by the Florida Board of Governors.
- Exhibit full commitment to effective and efficient Board operations and communication norms, including knowledge of and adherence to Board bylaws.
- Be knowledgeable of and remain in compliance with open meeting and public comment laws (Florida Constitution, Article II, Section 8), also known as “Sunshine Laws”.
- Demonstrate a willingness to learn, grow and accept feedback.
- Share the context of their concerns with the Chair, the President or the President’s proxy.
- Listen to and address the President’s concerns.
- Use sound judgment to make difficult, yet fair, decisions and take decisive action.
- Support the Chair’s need to build consensus, presenting a unified front after decisions have been made.
- Support the President as he/she is the exclusive agent of the University and carries out delegated authority for all academic, administrative, fiscal, and human resource matters.
- Leverage their expertise, as requested, to promote University initiatives.
- Serve as advocates for the University.
- Serve as positive role models for the internal and external community.
- Participate in University events.
- Permit the University to operate in an agile manner.
- Allow the Chair to be the Board’s primary spokesperson on University issues, including Board actions.

Behaviors:

- Act in a professional manner at all times, understanding that he/she is representing the University at all times.
- Be open, honest, direct and respectful in his/her communication.
- Listen actively and communicate effectively to facilitate positive collaboration.
- Be politically savvy.
- Be accessible.
- Act in a trustworthy manner
- Operate transparently and objectively, setting aside personal interests and avoiding and disclosing conflicts.
- Respect one another as individuals.
Construct 2: The Board can expect the Chair to

Actions:
- Exhibit strong leadership skills, acting in an ethical manner and in the University's best interest at all times.
- Understand and be accountable for his/her role and responsibilities as Chair.
- Understand the roles and responsibilities of the Board as policymakers rather than administrators.
- Attend all meetings, orientations and retreats, in-person or via conference, and prepare for said meetings to facilitate active participation.
- Know the University's mission, governance, policies, financing, strategic plans, and performance funding metrics as outlined by the Florida Board of Governors.
- Exhibit full commitment to effective and efficient Board operations and champion communication norms, including knowledge of and adherence to Board bylaws.
- Be knowledgeable of and remain in compliance with open meeting and public comment laws (Florida Constitution, Article II, Section 8), also known as “Sunshine Laws”.
- Demonstrate a willingness to learn, grow and accept feedback.
- Share the context of his/her concerns with the President or the President’s proxy.
- Listen to and address the President’s concerns.
- Use sound judgment to make difficult, yet fair, decisions and take decisive action.
- Build consensus and carry it forward, even if the consensus differs from his/her point of view.
- Support the President as he/she is the exclusive agent of the University and carries out delegated authority for all academic, administrative, fiscal, and human resource matters.
- Leverage his/her expertise, as requested, to promote University initiatives.
- Serve as an advocate for the University.
- Serve as a positive role model for the internal and external community.
- Participate in University events.
- Permit the University to operate in an agile manner.
- Serve as the Board’s primary spokesperson on University issues, including Board actions.

Behaviors:
- Act in a professional manner at all times, understanding that he/she is representing the University at all times.
- Be open, honest, direct and respectful in his/her communication.
- Listen actively and communicate effectively to facilitate positive collaboration.
- Be politically savvy.
- Be accessible.
- Act in a trustworthy manner
- Operate transparently and objectively, setting aside personal interests and avoiding and disclosing conflicts.
- Exhibit respect for both the Office of President and the individual serving as President.
CONSTRUCT 3: The Board can expect the President to

Actions:
- Exhibit strong leadership skills, acting in an ethical manner and in the University’s best interest at all times.
- Demonstrate a willingness to learn, grow and accept feedback.
- Serve as the “standard bearer” for excellence.
- Understand his/her environment in order to gauge when change is needed.
- Use sound judgment to make difficult, yet fair, decisions and take decisive action.
- Share the context of his/her concerns, decisions and actions.
- Understand and appreciate the roles and responsibilities of the Board as policymakers.
- Listen to and address Board concerns.
- Be knowledgeable of University policies, procedures and practices.
- Leverage Board expertise, as needed, to promote University initiatives.
- Build an effective team and develop talent to ensure a proper administrative succession plan.
- Actively engage the internal and external community, understanding their needs and working to fulfill them.
- Serve as a hub of communication, keeping Board members well informed of key issues in a timely fashion.
- Be knowledgeable of and remain in compliance with open meeting and public comment laws (Florida Constitution, Article II, Section 8), also known as “Sunshine Laws”.

Behaviors:
- Act in a professional manner at all times, understanding that he/she is representing the University at all times.
- Be open, honest, direct and respectful in his/her communication.
- Listen actively and communicate effectively to facilitate positive collaboration.
- Be politically savvy.
- Be accessible.
- Act in a trustworthy manner
- Operate transparently and objectively, setting aside personal interests and avoiding and disclosing conflicts.
- Exhibit respect for both the role of the Board and the individuals serving on the Board.
CONSTRUCT 4: The Chair can expect the President to

Actions:
- Exhibit strong leadership skills, acting in an ethical manner and in the University’s best interest at all times.
- Demonstrate a willingness to learn, grow and accept feedback.
- Serve as the “standard bearer” for excellence.
- Understand his/her environment in order to gauge when change is needed.
- Use sound judgment to make difficult, yet fair, decisions and take decisive action.
- Share the context of his/her concerns, decisions and actions.
- Understand and appreciate the roles and responsibilities of the Chair and the Board as policymakers.
- Listen to and address Board concerns.
- Be knowledgeable of University policies, procedures and practices.
- Leverage Board expertise, as needed, to promote University initiatives.
- Build an effective team and develop talent to ensure a proper administrative succession plan.
- Actively engage the internal and external community, understanding their needs and working to fulfill them.
- Serve as a hub of communication, keeping Board members well informed of key issues in a timely fashion.
- Be knowledgeable of and remain in compliance with open meeting and public comment laws (Florida Constitution, Article II, Section 8), also known as “Sunshine Laws”.

Behaviors:
- Act in a professional manner at all times, understanding that he/she is representing the University at all times.
- Be open, honest, direct and respectful in his/her communication.
- Listen actively and communicate effectively to facilitate positive collaboration.
- Be politically savvy.
- Be accessible.
- Act in a trustworthy manner
- Operate transparently and objectively, setting aside personal interests and avoiding and disclosing conflicts.
- Exhibit respect for both the role of Chair and the individual serving as Chair.
CONSTRUCT 5: The Chair can expect the Board to

Actions:

- Exhibit strong leadership skills, acting in an ethical manner and in the University's best interest at all times.
- Understand and be accountable for their roles and responsibilities as policymakers rather than administrators.
- Attend all meetings, orientations and retreats, in-person or via conference, and prepare for said meetings to facilitate active participation.
- Know the University’s mission, governance, policies, financing, strategic plans, and performance funding metrics as outlined by the Florida Board of Governors.
- Exhibit full commitment to effective and efficient Board operations and communication norms, including knowledge of and adherence to Board bylaws.
- Be knowledgeable of and remain in compliance with open meeting and public comment laws (Florida Constitution, Article II, Section 8), also known as “Sunshine Laws”.
- Demonstrate a willingness to learn, grow and accept feedback.
- Share the context of their concerns with the Chair, the President or the President’s proxy.
- Listen to and address the President’s concerns.
- Use sound judgment to make difficult, yet fair, decisions and take decisive action.
- Support the Chair’s need to build consensus, presenting a unified front after decisions have been made.
- Support the President as he/she is the exclusive agent of the University and carries out delegated authority for all academic, administrative, fiscal, and human resource matters.
- Serve as advocates for the University.
- Leverage their expertise, as requested, to promote University initiatives.
- Serve as positive role models for the internal and external community.
- Participate in University events.
- Permit the University to operate in an agile manner.
- Allow him/her to serve as the Board’s primary spokesperson on University issues, including Board actions.

Behaviors:

- Act in a professional manner at all times, understanding that he/she is representing the University at all times.
- Be open, honest, direct and respectful in his/her communication.
- Listen actively and communicate effectively to facilitate positive collaboration.
- Be politically savvy.
- Be accessible.
- Act in a trustworthy manner.
- Operate transparently and objectively, setting aside personal interests and avoiding and disclosing conflicts.
- Exhibit respect for both the Office of President and the individual serving as President.
CONSTRUCT 6: The President can expect the Chair to

Actions:

- Exhibit strong leadership skills, acting in an ethical manner and in the University’s best interest at all times.
- Understand and be accountable for his/her role and responsibilities as Chair.
- Understand the roles and responsibilities of the Board as policymakers rather than administrators.
- Attend all meetings, orientations and retreats, in-person or via conference, and prepare for said meetings to facilitate active participation.
- Know the University’s mission, governance, policies, financing, strategic plans, and performance funding metrics as outlined by the Florida Board of Governors.
- Exhibit full commitment to effective and efficient Board operations and champion communication norms, including knowledge of and adherence to Board bylaws.
- Be knowledgeable of and remain in compliance with open meeting and public comment laws (Florida Constitution, Article I, Section 8), also known as “Sunshine Laws”.
- Demonstrate a willingness to learn, grow and accept feedback.
- Share the context of his/her concerns with the President or the President’s proxy.
- Listen to and address the President’s concerns.
- Use sound judgment to make difficult, yet fair, decisions and take decisive action.
- Engage with individual Board members and share their points of view.
- Build consensus and carry it forward, even if the consensus differs from his/her point of view.
- Support the President as he/she is the exclusive agent of the University and carries out delegated authority for all academic, administrative, fiscal, and human resource matters.
- Leverage his/her expertise, as requested, to promote University initiatives.
- Serve as the primary advocate for the University.
- Keep abreast of important University matters through communication with the President, the Office of the President and the Senior Leadership Team.
- Support the President and his/her administration, providing advice and counsel.
- Serve as a positive role model for the internal and external community.
- Participate in University events.
- Permit the University to operate in an agile manner.
- Serve as the Board’s primary spokesperson on University issues, including Board actions.

Behaviors:

- Act in a professional manner at all times, understanding that he/she is representing the University at all times.
- Be open, honest, direct and respectful in his/her communication.
- Listen actively and communicate effectively to facilitate positive collaboration.
- Be politically savvy.
- Be accessible.
- Act in a trustworthy manner
- Operate transparently and objectively, setting aside personal interests and avoiding and disclosing conflicts.
- Exhibit respect for both the Office of President and the individual serving as President.
CONSTRUCT 7: The President can expect the Board to

Actions:

- Exhibit strong leadership skills, acting in an ethical manner and in the University's best interest at all times.
- Understand and be accountable for their roles and responsibilities as policymakers rather than administrators.
- Attend all meetings, orientations and retreats, in-person or via conference, and prepare for said meetings to facilitate active participation.
- Know the University’s mission, governance, policies, financing, strategic plans, and performance funding metrics as outlined by the Florida Board of Governors.
- Exhibit full commitment to effective and efficient Board operations and communication norms, including knowledge of and adherence to Board bylaws.
- Be knowledgeable of and remain in compliance with open meeting and public comment laws (Florida Constitution, Article II, Section 8), also known as “Sunshine Laws”.
- Demonstrate a willingness to learn, grow and accept feedback.
- Share the context of their concerns with the Chair, the President or the President’s proxy.
- Listen to and address the President’s concerns.
- Use sound judgment to make difficult, yet fair, decisions and take decisive action.
- Support needed change as identified by the President.
- Leverage their expertise, as requested, to promote University initiatives.
- Serve as advocates for the University.
- Keep abreast of important University matters through communication with the President, the Office of the President and the Senior Leadership Team.
- Support the President as he/she is the exclusive agent of the University and carries out delegated authority for all academic, administrative, fiscal, and human resource matters.
- Serve as positive role models for the internal and external community.
- Participate in University events.
- Permit the University to operate in an agile manner.
- Allow the Chair to serve as the Board’s primary spokesperson on University issues, including Board actions.

Behaviors:

- Act in a professional manner at all times, understanding that he/she is representing the University at all times.
- Be open, honest, direct and respectful in his/her communication.
- Listen actively and communicate effectively to facilitate positive collaboration.
- Be politically savvy.
- Be accessible.
- Act in a trustworthy manner
- Operate transparently and objectively, setting aside personal interests and avoiding and disclosing conflicts.
- Exhibit respect for both the Office of President and the individual serving as President.
CONSTRUCT 8: With respect to communications with the Media, the Public and the University community, the Chair and the Board can expect the President and his/her administration to

- Keep the Board well informed of key issues in a timely fashion.
- Recognize that the President is the official spokesperson for the University and the Chair is the official spokesperson for the Board.
- Abstain from communication that is inconsistent with Board decisions or that is adverse to the University.
- Abstain from communication with the media on actionable items that may come before or are being considered by the Board.
- Act in a coordinated manner with respect to Board policies and decisions.
- Develop a comprehensive communication strategy to facilitate timely and appropriate responses to issues and events.
- Understand the 24-hour news cycle and the need to proactively address issues.
- Actively distribute positive University news across diverse media platforms to advance the FAMU brand globally.
- Cultivate effective relationships with the media across delivery platforms.
- Respond to media requests in a timely fashion.
- Provide consistent, accurate communications that convey University values.

CONSTRUCT 9: With respect to communications with the Media, the Public and the University community, the President and his/her administration can expect the Chair to

- Serve as the Board’s primary spokesperson on University issues, including Board actions.
- Abstain from communication that is inconsistent with Board decisions or that is adverse to the University, the President or his/her administration.
- Abstain from communication with the media on actionable items that may come before or are being considered by the Board.
- Act in a coordinated manner with the President.
- Act responsibly when communicating with the media regarding his/her role beyond his/her statutory role as Chair (cautionary boundary).
- Regularly view the University website and read the FAMUINFO email blasts to stay abreast of University activities, press releases and activities.
CONSTRUCT 10: With respect to communications with the Media, the Public and the University community, the President and his/her administration can expect the Board to

- Direct all formal communications to the Chair or the Office of Communications.
- Convey that any public comments are individual opinions.
- Speak on behalf of the University only when specifically authorized to do so by the Chair.
- Abstain from communication that is inconsistent with Board decisions or that is adverse to the University, the President or his/her administration.
- Abstain from communication with the media on actionable items that may come before or are being considered by the Board.
- Act in a coordinated manner and abstain from preceding the President, or the Chair, in his/her communications.
- Act responsibly when communicating with the media regarding their roles beyond their statutory roles as Board members (cautionary boundary).
- Regularly view the University website and read the FAMUINFO email blasts to stay abreast of University activities, press releases and activities.