



UNIVERSITY SYSTEM of MARYLAND

University System of Maryland Board of Regents Expectations of Conduct

Approved by the Board of Regents on February 13, 2026

The University System of Maryland (USM) Board of Regents (the Board) is committed to the highest standards of ethical behavior, accountability, and stewardship. Regents serve as fiduciaries of the USM and are entrusted to govern in a manner that advances the mission and interests of the System and its constituent universities and centers.

The USM Board of Regents Expectations of Conduct provides Regents with shared standards and guidance to fulfill their duties in a manner that is consistent with legal, ethical, and governance standards and principles. Accordingly, Regents agree to uphold the following standards.

Mission and Governance

- I. We understand, respect, and will advance the mission of the University System of Maryland.
- II. We operate as a governing board that provides oversight of the USM and its constituent universities and centers. We delegate the operation of the USM and its constituent universities to the Chancellor and to the universities' respective presidents in accordance with Maryland law and relevant accreditation standards. We will preserve the boundary between board oversight and university management.
- III. We collaborate with the Chancellor and University Presidents to advance the USM's strategic plan. Through structured inquiry, we provide input to the process and endorse the strategy as a united entity. As circumstances change, we are charged with assessing impacts on the strategic plan.

Ethics

- IV. We conduct ourselves with integrity, fairness, and respect. We comply with all applicable laws, regulations, Board policies, and ethical standards, including those of the Maryland Ethics Commission and the Office of the Attorney General. As needed, we will consult with appropriate USM staff, the Office of the Attorney General, or the Maryland Ethics Commission.
- V. We respect both the letter and spirit of the Maryland Open Meetings Act, and we understand that certain discussions take place in closed sessions. We maintain strict confidentiality regarding closed session discussions and sensitive Board matters.
- VI. We support and uphold Board decisions and policies consistent with our fiduciary duties. This does not preclude thoughtful, respectful dissent during deliberations or good-faith efforts to seek reconsideration of Board actions through established processes. When expressing views that differ from adopted Board positions, Regents shall clearly state that such views are personal and do not represent the position of the Board.
- VII. We will abide by the principle that the Chair and Chancellor, or their approved designee, are the spokespersons for the Board and the USM respectively. Likewise, we will respect that the University Presidents are the spokesperson for their respective University.

- VIII. We avoid conflicts of interest and the appearance of conflicts. We fully and promptly disclose any actual or potential conflicts in accordance with state law and Board policy, and we recuse ourselves when required.

Responsibilities

- IX. We attend and actively participate in all Board and committee meetings. We review distributed materials to ensure Board actions are based upon informed and thoughtful consideration. If we are unable to attend a meeting, we determine what we missed and what follow-up is needed.
- X. We understand that participation and involvement of Regents at events and working groups across the USM is important. As appropriate, we attend and participate in activities such as commencements, accreditation visits, search committees, presidents' addresses, and other meetings and events.
- XI. We act with prudence and diligence by staying informed about the institution's finances, programs, and operations.
- XII. We invest time in training and professional development to further our understanding of relevant issues, good governance, and other matters needed to effectively fulfill the role of Regent. We understand and evaluate routinely the competencies needed for an excellent Board.

Conduct

- XIII. We interact with fellow Regents, University officials, USM staff, faculty and students in a spirit of mutual respect, candor, trust, and appropriate decorum. We listen with open minds and respect diverse views. We are not afraid to challenge ideas or lend new insights as appropriate and in a respectful manner. When we disagree, we do so respectfully, and without disrupting the efficient and orderly conduct of Board business.
- XIV. We promote inclusiveness in all of its forms on the Board. We embrace accountability and assess our performance as a Board and as Regents.
- XV. We conduct ourselves in ways that uphold public confidence in the USM and reflect positively on the Board's integrity, judgment, and leadership.