

May 25, 2016

W K F R X U V H % I R B Q B ¶ W H U Y L F H e a l t h C a r e R e f o r m W R D V V X U
deliberation that is both open and secure, in accordance with the [8 Q L Y H U V L W \ ¶ V](#)
[3 R O L F \ R Q R & I R, Q I V D L E W i e r t a](#) [D Y D L O Q E O H](#) [Q u i l t y f o r t h e G o v e r n i n g B o a r d s .](#)

- x Recognizing that the responsibility for speaking on behalf of the Board of Overseers belongs to the president of the Board, not to individual members unless requested, and that the responsibility for speaking on behalf of the University and

the Governing Boards belongs to the president of the University, the senior fellow of the Corporation and the president of the Board of Overseers, or their designees, not to individual Overseers unless requested.

Overseers occupy a visible role in the Harvard community and beyond. As a prominent citizen of the University, each Overseer fulfills that role in many ways, including the following:

- x Helping the president and other senior officers of the University to fulfill their executive responsibility for the leadership and management of the institution.
- x Staying informed about Harvard and about broader trends and issues affecting higher education.
- x ~~SDVH MUVY HRUWWRMFMMKQDHPESKD Q~~ financial resources needed to achieve its mission.

Following fundamental principles of any board, Overseers adhere to the following principles of good governance:

- x ~~5HFRQW WK2MUMHUWROHRE RRMUWRW PDPHQO~~ exercising that responsibility in ways that respect the difference between serving as a board member and serving in an executive capacity.
- x Conducting oneself with personal and professional integrity and good faith in all dealings that relate to or could reasonably reflect upon the Board and the University.
- x ~~5HUQRP MHHFD FRQVLGHUDWLRQPEIREDXWKLFSI RQH~~ the Board.
- x Avoiding conflicts of interest or the appearance of such conflicts, in accordance with the [MUVY 3ROERQDEWV RQVHUHW DQG &RQILGHQWLDOLW Governing Boards.](#)