

## Questions to Consider

- Is there a formal process or outline of a process for selection of a CEO? If so, was that process followed in prior CEO searches?
- Is the process for evaluation of the CEO published? If so, is that process followed?
- If processes for selecting and evaluating the CEO are not formalized, how does the governing board manage these obligations?
- If aspects of these processes are delegated to others (e.g., within a system of institutions), how does the governing board ensure they are carried out, and what is the governing board’s oversight role?

## Sample Documentation

- Governing board documents that outline the CEO selection and evaluation role of the board.
- The two most recent evaluations of the CEO, or evidence of their completion (e.g., board minutes).
- If a recent presidential search has occurred, details on the process used for the selection.
- Board minutes dealing with selection of the CEO.

## Reference to SACSCOC Documents, If Applicable

None noted.

## Cross-References to Other Related Standards/Requirements, If Applicable

CR 4.1            (*Governing board characteristics*)

### **4.2.d** The governing board defines and addresses potential conflict of interest for its members. (*Conflict of interest*)

#### Rationale and Notes

To maintain the integrity of the educational enterprise, the governing board—responsible for establishing broad institutional policies—should be free of inappropriate influence. Although potential conflicts cannot be eliminated, they should be effectively managed to avoid even the appearance of any conflict of interest as board members carry out their duties. This standard assumes publication and consistent implementation of a conflict of interest policy for board members. There is an expectation of some structure and *a priori* thought about what constitutes a conflict of interest (note the term “defines” in the standard).

### **NOTE**

*While it would be very unusual to have a situation where no board issue ever reflected a conflict of interest situation for at least one board member, if that is the case, the institution should say so.*

### **Questions to Consider**

- Has the board defined in writing what is considered a conflict of interest?
- How are governing board members informed of the existence of the policy?
- What are the expectations of board members if there is a conflict of interest on a board issue?
- Does the governing board consistently apply its conflict of interest policy?
- How does the policy protect the integrity of the institution?

### **Sample Documentation**

- A copy of the governing board's policy and process regarding board member conflicts of interest.
- Details as to how board members are informed of the policy.
- Governing board minutes or other evidence of the implementation of the policy (e.g., relevant board orientation materials).
- Filled-out forms or statements (not blank ones) if used by board members to note known conflicts.

### **Reference to SACSCOC Documents, If Applicable**

This standard requires a policy or procedure. See Appendix A of this Manual for implications. See also:

SACSCOC good practices: [Developing Policy and Procedures Documents](#)

### **Cross-References to Other Related Standards/Requirements, If Applicable**

- CR 4.1 (Governing board characteristics)
- Standard 4.2.f (External influence)
- Standard 4.2.g (Board self-evaluation)