

SECTION 5: Administration and Organization

- 5.1** The institution has a chief executive officer whose primary responsibility is to the institution. (*Chief executive officer*) [CR]

Rationale and Notes

The institution's CEO has ultimate responsibility for priorities and initiatives that advance its board-approved mission, goals, and priorities. In order to minimize conflicts of interest, the expectation is that the CEO's responsibilities are not shared among competing interests and the CEO does not hold any position other than that of institutional chief executive officer.

NOTE

An exception may be made if the CEO of the institution also serves as CEO of a system of institutions. However, then the institution must request the exception and abide by the conditions of the SACSCOC policy on [Standard 5.1: Documenting an Alternative Approach](#). Details will then be provided within this standard's narrative in the Compliance Certification.

Questions to Consider

- What is the position description for the CEO?
- What other key activities—either paid or unpaid—does the CEO have?
 - Do any of these activities create a potential for a conflict of interest with the interests of the institution?
 - Are these other activities “primary”?
- If the institution's CEO is also the CEO or an officer of the system of institutions:
 - How are conflicts of interest avoided?
 - In what sense is the position as institutional CEO the primary responsibility of this person?
 - How autonomous are the other institutions in the system?
 - What is the reporting and funding structure of the institutions in the system?

Sample Documentation

- Position description for the CEO.
- Brief biography of the CEO.
- By-laws, policy manuals, and other documents outlining the duties of the CEO.
- If the CEO of the institution is also CEO of the system, then additional evidence as required by SACSCOC policy on [Standard 5.1: Documenting an Alternative Approach](#).

Reference to SACSCOC Documents, if Applicable

SACSCOC Policy: [Standard 5.1: Documenting an Alternative Approach](#)

Cross-References to Other Related Standards/Requirements, if Applicable

Standard 4.1 (*Governing board characteristics*)[see part e])

Standard 4.2.c (*CEO evaluation/selection*)

5.2.a **The chief executive officer has ultimate responsibility for, and exercises appropriate control over, the institution’s educational, administrative, and fiscal programs and services. (*CEO control*)**

Rationale and Notes

The CEO oversees an organizational structure that includes key academic and administrative officers and decision makers with credentials appropriate to their respective responsibilities. Generally this oversight is done through a structural arrangement whereby key officers of the institution report directly to the CEO, or to a chief operating officer who in turn reports to the CEO. Regardless of the structure, the CEO is ultimately responsible for all operations of the institution.

Questions to Consider

- What is the organizational structure of the institution? How does the institution publish and disseminate its organizational structure?
- What is the specific reporting relationship of the CEO to institutional leadership for educational, administrative, and fiscal programs and services? Do job descriptions support the CEO’s ultimate responsibility and control over these areas?
- Are reporting lines to the CEO clear to all affected constituencies?
- Is the organizational structure consistent with written policies governing roles and responsibilities of the board, administration, and faculty?

Sample Documentation

- Organizational charts showing reporting structures at the institution.
- Minutes from administrative leadership meetings showing the CEO’s role.
- Internal memos showing the CEO’s role.
- If authority is delegated, internal policies that clarify the authority for administrative and academic decisions.