

Training Requirements for Governing Board Members of Texas Public Institutions and Systems of Higher Education

Texas statutes require certain training for governing board members of Texas public institutions and systems of higher education. The information summarized in the table below and on subsequent pages is provided by the Texas Higher Education Coordinating Board (THECB) to assist new governing board members in complying with these training requirements.

Legal Requirement	Satisfied By	Texas Statute
Before voting on a budgetary or personnel matter, each governing board member who <u>holds an appointive position</u> and whose first year of service on the governing board begins on or after January 1, 2016, must complete the intensive short orientation course that includes best practices and transparency in trusteeship and governance.	The THECB offers a free online Intensive Short Orientation Course. Satisfactory completion of an assessment test (70%) subsequent to completing the course satisfies this legal requirement. (Please see page 2.)	Texas Education Code, Section 61.0841 (Intensive Short Course for Appointed Members of Governing Boards)
During the member's first year of service as a member of a governing board, each governing board member who <u>holds either an elective or appointive position</u> must attend a training program that is focused on the official role and duties of the members of governing boards and that provides training in the areas of budgeting, policy development, and governance.	1) Attendance at the day-long orientation that is offered annually in the fall as part of the THECB's annual Higher Education Leadership Conference satisfies this legal requirement; or 2) Videos from the THECB's orientation for newly appointed regents and elected trustees are also available online approximately one month after the Leadership Conference for those who are unable to attend the conference in person. Satisfactory completion of an assessment test (70%) subsequent to watching the videos satisfies this legal requirement. (Please see page 3.)	Texas Education Code, Section 61.084 (Training for Members of Governing Boards)
Not later than the 90th day after the date the member takes the oath of office or otherwise assumes responsibilities as a member of the governmental body, each governing board member who <u>holds either an elective or appointive position</u> must complete a course of training regarding the responsibilities of the governmental body and its members under the Open Meeting Act and the Public Information Act.	The Office of the Attorney General offers free online video training courses that satisfy this legal requirement. (Please see page 4.)	Texas Government Code, Section 551.005 (Open Meetings Training) Texas Government Code, Section 552.012 (Open Records Training)
Within six months after taking office or assuming duties, each governing board member who <u>holds either an elective or appointive position</u> must attend at least one training session relating to the person's investment responsibilities.	The University of North Texas, Center for Public Management offers the video "Protecting Public Funds: The Responsibilities of Governing Boards under the Public Funds Investment Act" for order that satisfies this legal requirement. (Please see page 4.)	Texas Government Code, Section 2256 (Public Funds Investment)

Training for Members of Governing Boards
(Texas Education Code, Section 61.0841)
(Texas Administrative Code, Title 19, Part 1, Chapter 1, Subchapter A, Rule §1.9)¹

Texas Education Code Section 61.0841, as enacted by the 84th Texas Legislature, provides that a member of the governing board of an institution of higher education who holds an appointive position and whose first year of service on the governing board begins on or after January 1, 2016, is prohibited from voting on a budgetary or personnel matter related to system administration or institutions of higher education until the member completes the intensive short orientation course described by that section. The course must include:

- (1) best practices relating to excellence, transparency, accountability, and efficiency in the governing structure and organization of general academic teaching institutions and university systems;
- (2) best practices relating to the manner in which governing boards and administrators of general academic teaching institutions and university systems develop and implement major policy decisions, including the need for impartiality and adequate internal review in their processes;
- (3) matters relating to excellence, transparency, accountability, and efficiency in the governance and administration of general academic teaching institutions and university systems; and
- (4) ethics, conflicts of interests, and the proper role of a board member in the governing structure of general academic teaching institutions and university systems.

Satisfied by:

The legislation directed the Texas Higher Education Coordinating Board (THECB) to develop an intensive short orientation course for members of governing boards of institutions of higher education who hold appointive positions. It has done so.

The THECB offers online a course for newly appointed members of governing boards that satisfies this legal requirement. This short course must be completed the first time it is offered following the date the member takes the oath of office. As noted above, a member whose first year of service on the governing board begins on or after January 1, 2016, is prohibited from voting on a budgetary or personnel matter until the member successfully completes this course. Please see information at <http://www.thecb.state.tx.us/intensive.short.course>. Questions regarding this training requirement should be directed to legal counsel of the institution for which the regent serves as a board member, or to the Texas Higher Education Coordinating Board at (512) 427-6101. The THECB is responsible for documenting governing board members' completion of the requirements of this law.

¹ The rules adopted by the Texas Higher Education Coordinating Board (THECB) are part of a larger body of state agency rules that are collected and published by the Office of the Secretary of State as the Texas Administrative Code (TAC). THECB's rules are codified under Title 19, Part I, of the TAC. Title 19 is Education, and Part I is the Texas Higher Education Coordinating Board. The THECB may adopt new rules or amendments to existing rules.

**Training for Members of Governing Boards
(Texas Education Code, Section 61.084)
(Texas Administrative Code, Title 19, Part 1, Chapter 1, Subchapter A, Rule §1.9)**

The Texas Education Code Section 61.084 specifies mandatory training requirements for elected and appointed members of the governing boards of institutions of higher education. The statute directed the Texas Higher Education Coordinating Board (THECB) to develop a training program for elected and appointed members of governing boards of institutions of higher education. It has done so.

Each governing board member must attend, during the member's first year of service as a member of a governing board, a training program described by Section 61.084 of the Texas Education Code. The training program includes a seminar held annually in Austin that is conducted by the staff of the THECB and other invited speakers.

The content of the instruction at the training program is focused on the official role and duties of the members of governing boards and provides training in the areas of budgeting, policy development, and governance. Topics covered by the training program include: auditing procedures and recent audits of institutions of higher education; the enabling legislation that creates institutions of higher education; the role of the governing board at institutions of higher education and the relationship between the governing board and an institution's administration, faculty and staff, and students; the mission statements of institutions of higher education; disciplinary and investigative authority of the governing board; the requirements of the open meetings law, Chapter 551, Government Code, and the open records law, Chapter 552, Government Code; the requirements of conflict of interest laws and other laws relating to public officials; any applicable ethics policies adopted by institutions of higher education or the Texas Ethics Commission; and other topics relating to higher education the THECB considers significant to the role of governing board members.

In addition to the content of the instruction at a training program as described above, topics covered by the training program for members of a governing board of a public junior college district must also include information about best practices in campus financial management, financial ratio analysis, and case studies using financial indicators.

Satisfied by:

The THECB presents an orientation seminar for newly appointed regents and elected trustees that satisfies this legal requirement. This orientation must be completed within one year from the date of the appointment. The day-long orientation is offered annually in the fall as part of the THECB's annual Higher Education Leadership Conference. Please see information at: <http://www.thecb.state.tx.us/2015LeadershipConference>. (Note: For years after 2015, simply change the website address to match the then current year.) Questions regarding this training requirement should be directed to legal counsel of the institution for which the regent or trustee serves as a board member, or to the Texas Higher Education Coordinating Board at (512) 427-6101.

Videos from the THECB's orientation for newly appointed regents and elected trustees are also available online. Please see the information on the THECB's website at www.thecb.state.tx.us/Governing_Board_Training. Questions regarding this training option should be directed to Mary Mitchell, Administrative Assistant for the Office of Academic Planning and Policy, Texas Higher Education Coordinating Board, at (512) 427-6566 or Mary.Mitchell@thecb.state.tx.us.

Open Meetings Training
(Texas Government Code, Section 551.005)
(Texas Government Code, Section 552.012)

The Open Meeting Act (Texas Government Code, Section 551.005) and the Public Information Act (Texas Government Code, Section 552.012) specify mandatory open government education requirements for elected and appointed officials who are subject to these laws. Each elected or appointed public official who is subject to these laws must complete a course of training regarding the responsibilities of the governmental body and its members under these laws not later than the 90th day after the date the member takes the oath of office or otherwise assumes responsibilities as a member of the governmental body.

The training must include instruction in the general background of the legal requirements for open meetings; the applicability of that law to governmental bodies; procedures and requirements regarding quorums, notice, and recordkeeping; procedures and requirements for holding an open meeting and for holding a closed meeting; and penalties and other consequences for failure to comply.

Satisfied by:

The Office of the Attorney General offers free online video training courses that satisfy this legal requirement. This course must be completed within 90 days from the date of the appointment. Please see information at https://www.oag.state.tx.us/open/og_training.shtml. Questions regarding this requirement or training options should be directed to legal counsel of the institution for which the regent or trustee serves as a board member, or to the Office of the Attorney General at (800) 252-8011.

Investment Training; State Agency Board Members and Officers
(Texas Government Code, Section 2256.007)

The Public Funds Investment Act (Texas Government Code, Section 2256) specifies mandatory investment training requirements for elected and appointed officials who are subject to this law. Each member of the governing board of a state agency and its investment officer must attend at least one training session relating to the person's investment responsibilities within six months after taking office or assuming duties. An investment officer shall attend a training session not less than once each state fiscal biennium and may receive training from any independent source approved by the governing body of the state agency.

The training must include education in investment controls, security risks, strategy risks, market risks, diversification of investment portfolio, and compliance with Chapter 2256 of the Texas Government Code.

Satisfied by:

The University of North Texas, Center for Public Management offers the video "Protecting Public Funds: The Responsibilities of Governing Boards under the Public Funds Investment Act" for order that satisfies this legal requirement. This course must be completed within six months from the date of the appointment. Please see information at <http://pacs.unt.edu/cpm/content/investment-training-video>. Questions regarding this requirement or training options should be directed to legal counsel of the institution for which the regent or trustee serves as a board member, or to the University of North Texas, Center for Public Management at (940) 369-7843.

Additional Sources of Information for Members of Governing Boards

Office of the Attorney General

Open Government and Related Publications

https://www.oag.state.tx.us/open/publications_oq.shtml

Texas Ethics Commission

State Officer Publications and Guides

<http://www.ethics.state.tx.us/filinginfo/statepub.htm>

Association of Governing Boards of Universities and Colleges (Washington, D.C.)

Publications

<http://agb.org/publications>

Association of Governing Boards of Universities and Colleges (Washington, D.C.)

Conferences and Workshops

<http://agb.org/conferences-and-workshops>

THECB - Governing Board

New Board Member Orientation

www.thecb.state.tx.us/index.cfm?objectid=A1D58360-17EE-11E8-A6640050560100A9

Apps dotCMS : Enterprise Sam Houston State Login - EAB Analytics NEXT Catalog CURR Catalog TexaSaver Program's app.sacscoc.org/fall2

60x30TX

Plan, Pay, & Complete College Institutional Resources & Programs Data & Reports Legislative & Media Resources

About Us

Search

Institutional Resources & Programs

Public Community, Technical, & State Colleges

Public Universities & Health-Related Institutions

Private Postsecondary Institutions

Institutional Grant Opportunities

Funding & Facilities

Governing Board Member Training

Online Training for All Regents & Trustees

Intensive Short Course for Governing Board Members

Texas Higher Education Leadership Conference

Additional Training Requirements & Sources of Information for Members of Governing Boards

Governing Board Member Training

Texas Education Code (Sections [61.084](#) and [61.0841](#)) and the Texas Government Code (Title 5, Subtitle A, Chapters [551](#) and [552](#), and Title 10, Subtitle F, Chapter [2256](#)) requires certain training for governing board members of Texas public institutions and systems of higher education. For your convenience, we have compiled a summary of training requirements to assist new governing board members in complying with these requirements [summary of training requirements \[PDF\]](#). Links to the required training can be found below.

Online Training for All Regents & Trustees

The THECB provides an online orientation course for newly appointed regents and elected trustees for whom attendance at the annual seminar held in Austin would be a hardship; orientation must be completed during the member's first year of service as a member of a governing board.

Intensive Short Course for Governing Board Members

Governing board members who hold an appointive position are prohibited from voting on budgetary or personnel matters until the member completes this intensive short orientation course.

Texas Higher Education Leadership Conference

The THECB conducts an annual orientation seminar in Austin for newly appointed regents and elected trustees; orientation must be completed during the member's first year of service as a member of a governing board.

Additional Training Requirements & Sources of Information for Members of Governing Boards

Information regarding open meetings, open records, and public funds investment training.

10. THECB Training....pdf

Show all

The screenshot shows a web browser window with the URL www.thecb.state.tx.us/index.cfm?objectid=07BE8A70-1CBB-11E8-BC500050560100A9. The page features a dark blue header with the 60x30TX logo and navigation links: Plan, Pay, & Complete College, Institutional Resources & Programs, Data & Reports, and Legislative & Media Resources. A search bar is located on the right. On the left, a sidebar lists categories under 'Institutional Resources & Programs', including Public Community, Technical, & State Colleges, Public Universities & Health-Related Institutions, Private Postsecondary Institutions, Institutional Grant Opportunities, and Funding & Facilities. The main content area is titled 'Online Training for All Regents & Trustees' and contains 'Instructions for Completing the Registration and Training Process for Regent/Trustee Online Training'. The instructions are a five-step process: 1. Click on the registration link. 2. Complete the electronic registration form and submit payment (credit card or electronic check only). 3. View the training videos COMMUNITY COLLEGE or UNIVERSITY. [Note: These videos are updated annually]. 4. When you have watched all the videos, click the button at the foot of the video page to access the assessment. 5. Upon completion of the assessment, send a notification email to Mary Mitchell at GBOnlineTraining@thecb.state.tx.us. A certificate will be issued upon successful completion. A note below states: 'Please note - the certificate of completion will not be sent until payment has been received.' At the bottom, a taskbar shows a PDF file named '10. THECB Training....pdf' and a 'Show all' button.

THECB - Online Training | New Board Member Orientation

www.thecb.state.tx.us/index.cfm?objectid=07BE8A70-1CBB-11E8-BC500050560100A9

Apps | dotCMS : Enterprise | Sam Houston State U | Login - EAB Analytics | NEXT Catalog | CURR Catalog | TexaSaver Program's | app.sacscoc.org/fall2

60x30TX

Plan, Pay, & Complete College | Institutional Resources & Programs | Data & Reports | Legislative & Media Resources

About Us

Search

Online Training for All Regents & Trustees

Instructions for Completing the Registration and Training Process for Regent/Trustee Online Training

1. Click on the [registration link](#).
2. Complete the electronic registration form and submit payment (credit card or electronic check only).
3. View the training videos [COMMUNITY COLLEGE](#) or [UNIVERSITY](#). [Note: These videos are updated annually]
4. When you have watched all the videos, click the button at the foot of the video page to access the assessment.
5. Upon completion of the assessment, send a notification email to Mary Mitchell at GBOnlineTraining@thecb.state.tx.us. A certificate will be issued upon successful completion.

Please note - the certificate of completion will not be sent until payment has been received.

10. THECB Training....pdf

Show all

Video Link: <https://www.youtube.com/embed/u-rKYdW- sk>

Training for Members of Governing Boards
(Texas Education Code, Section 61.084)
(Texas Administrative Code, Title 19, Part 1, Chapter 1, Subchapter A, Rule §1.9)

The Texas Education Code Section 61.084 specifies mandatory training requirements for elected and appointed members of the governing boards of institutions of higher education. The statute directed the Texas Higher Education Coordinating Board (THECB) to develop a training program for elected and appointed members of governing boards of institutions of higher education. It has done so.

Each governing board member must attend, during the member's first year of service as a member of a governing board, a training program described by Section 61.084 of the Texas Education Code. The training program includes a seminar held annually in Austin that is conducted by the staff of the THECB and other invited speakers.

The content of the instruction at the training program is focused on the official role and duties of the members of governing boards and provides training in the areas of budgeting, policy development, and governance. Topics covered by the training program include: auditing procedures and recent audits of institutions of higher education; the enabling legislation that creates institutions of higher education; the role of the governing board at institutions of higher education and the relationship between the governing board and an institution's administration, faculty and staff, and students; the mission statements of institutions of higher education; disciplinary and investigative authority of the governing board; the requirements of the open meetings law, Chapter 551, Government Code, and the open records law, Chapter 552, Government Code; the requirements of conflict of interest laws and other laws relating to public officials; any applicable ethics policies adopted by institutions of higher education or the Texas Ethics Commission; and other topics relating to higher education the THECB considers significant to the role of governing board members.

In addition to the content of the instruction at a training program as described above, topics covered by the training program for members of a governing board of a public junior college district must also include information about best practices in campus financial management, financial ratio analysis, and case studies using financial indicators.

Satisfied by:

The THECB presents an orientation seminar for newly appointed regents and elected trustees that satisfies this legal requirement. This orientation must be completed within one year from the date of the appointment. The day-long orientation is offered annually in the fall as part of the THECB's annual Higher Education Leadership Conference. Please see information at: <http://www.thecb.state.tx.us/2015LeadershipConference>. (Note: For years after 2015, simply change the website address to match the then current year.) Questions regarding this training requirement should be directed to legal counsel of the institution for which the regent or trustee serves as a board member, or to the Texas Higher Education Coordinating Board at (512) 427-6101.

Videos from the THECB's orientation for newly appointed regents and elected trustees are also available online. Please see the information on the THECB's website at www.thecb.state.tx.us/GoverningBoardTraining. Questions regarding this training option should be directed to Mary Mitchell, Administrative Assistant for the Office of Academic Planning and Policy, Texas Higher Education Coordinating Board, at (512) 427-6566 or Mary.Mitchell@thecb.state.tx.us.

***Texas Higher Education Coordinating Board
2016 Leadership Conference***

***Public Sector Governing Board
Regent and Trustee Duties***

***Fernando C. Gomez, J.D., Ph.D.
Vice Chancellor and General Counsel
Texas State University System***

October 25, 2016

TEXAS EDUCATION CODE, CHAPTER 51

PROVISIONS GENERALLY APPLICABLE TO HIGHER EDUCATION

SUBCHAPTER G. RESPONSIBILITIES OF GOVERNING BOARDS, SYSTEM ADMINISTRATIONS, AND INSTITUTIONS

<p>§ 51.351. DEFINITIONS. In this subchapter: (1) "General academic teaching institution," "governing board," "institution of higher education," "medical and dental unit," "public junior college," and "university system" have the meanings assigned by Section 61.003. (2) "System administration" means the administrative officers and employees of a university system who are assigned responsibility in relation to administration of two or more component institutions and are under the supervision of the chancellor or other chief executive officer of the university system. Added by Acts 1987, 70th Leg., ch. 823, Sec. 1.09, eff. June 20, 1987. Amended by Acts 1991, 72nd Leg., ch. 526, Sec. 1, eff. Sept. 1, 1991; Acts 2005, 79th Leg., Ch. 292, Sec. 1, eff. June 17, 2005; Acts 2005, 79th Leg., Ch. 1181, Sec. 2, eff. September 1, 2005.</p>	<p>(1) Applies to institutions of higher education, including public junior colleges.</p> <p>(2) Defines system administration.</p>
<p>§ 51.352. RESPONSIBILITY OF GOVERNING BOARDS. (a) It is the policy of this state that the governing boards of institutions of higher education, being composed of lay members, shall exercise the traditional and time-honored role for such boards as their role has evolved in the United States and shall constitute the keystone of the governance structure. In this regard each governing board: (1) is expected to preserve institutional independence and to defend its right to manage its own affairs through its chosen administrators and employees; (2) shall enhance the public image of each institution under its governance; (3) shall interpret the community to the campus and interpret the campus to the community; (4) shall nurture each institution under its governance to the end that each institution achieves its full potential within its role and mission; and (5) shall insist on clarity of focus and mission of each institution under its governance.</p> <p>(b) The governing board of an institution of higher education shall provide the policy direction for each institution of higher education under its management and control.</p> <p>(c) In making or confirming appointments to a governing board, the governor and senate shall ensure that the appointee has the background and experience suitable for performing the statutory responsibility of a member of the governing board.</p> <p>(d) In addition to powers and duties specifically granted by this code or other law, each governing board shall: (1) establish, for each institution under its control and management, goals consistent with the role and mission of the institution; (2) appoint the chancellor or other chief executive officer of the system, if the board governs a university system; (3) appoint the president or other chief executive officer of each institution under the board's control and management and evaluate the chief executive officer of each component institution and assist the officer in the achievement of performance goals; (4) set campus admission standards consistent with the role and mission of the institution and considering the admission standards of similar institutions nationwide having a similar role and mission, as determined by the coordinating board; and (5) ensure that its formal position on matters of importance to the institutions under its governance is made clear to the coordinating board when such matters are under consideration by the coordinating board.</p> <p>(e) Each member of a governing board has the legal responsibilities of a fiduciary in the management of funds under the control of institutions subject to the board's control and management.</p> <p>(f) The governing board of each general academic teaching institution and each public junior college within a 100-mile radius of that institution shall adopt a policy to enhance the transfer of students based on the recommendations of the permanent advisory committee under Section 51.3521 of this code.</p> <p>Added by Acts 1987, 70th Leg., ch. 823, Sec. 1.09, eff. June 20, 1987. Amended by Acts 1991, 72nd Leg., ch. 526, Sec. 2, eff. Sept. 1, 1991.</p>	<p>(a) Traditional role of governing boards:</p> <ol style="list-style-type: none"> (1) Preserve institutional independence and administrative authority; (2) Enhance institution's public image; (3) Act as liaison with community; (4) Nurture each institution; and, (5) State clear mission. <p>(b) Provide <u>policy</u> direction.</p> <p>(c) If appointed, suitable background required.</p> <p>(d) Statutory duties:</p> <ol style="list-style-type: none"> (1) Establish goals; (2) Name chancellor; (3) Name and assist president; (4) Set admission standards; and, (5) Make clear to THECB board position on important matters. <p>(e) Fiduciary responsibility for managing funds.</p> <p>(f) Adopt policy to enhance junior to senior college transfers.</p>

General Authority and Duties

1. **Duty of Loyalty** - A Board member must be responsible and loyal to the interests of the institution he or she was appointed or elected to help govern. He or she does not represent any other constituency, person or entity that conflicts with those interests.
2. **Duty of Unity** - No individual regent or trustee may speak for or otherwise bind his or her Board or institution, unless authorized to do so by policy or vote of a majority of the Board pursuant to an action taken in open or public session at a publicly-noticed, duly-constituted meeting of the Board.
3. **Duties of the Chair** - The Chair may speak for and represent the Board under a general grant of authority but may not take positions he or she knows to be contrary to Board policy.
4. **Committee or Administrative Authority** - Board committees (e.g., academic, finance and audit, planning and construction, rules and regulations) represent the Board and act on its behalf in preparation for Board meetings. They have authority to report and recommend policy initiatives to the Board. The president, chancellor and other members of the administration may recommend policy initiatives to Board committees or the full Board as appropriate.

Texas Education Code, Chapter 51; Government Code, section 572.051, et seq.

Conduct at Board Meetings

5. **Right to Speak** - A Board member has the right to state his or her views, opinions, positions, and recommendations but should do so professionally and respectfully, and, during the course of Board meetings, in the procedural manner established or directed by the Chair, who shall allow and facilitate expression of dissenting or minority viewpoints.
6. **Duty to Listen and Respect Board Decisions** - A Board member or administrator should listen respectfully to the views, opinions, positions and recommendations of others, even those with whom he or she disagrees. He or she should abide by and not subvert or otherwise derogate to outside parties lawfully-taken Board or administrative decisions.
7. **Right to Dissent** - If, as a matter of principle, a regent or trustee must articulate a minority opinion, he or she may do so; further, he or she has the right to enter a written statement of dissent into the minutes of the meeting. Such dissent and entry should be announced to the Board through the Chair, whose responsibility it is to ensure that the dissenting board member's rights are respected.
8. **Duty of Confidentiality** – Neither a Board member nor any other employee may report the Board's executive session discussions, deliberations or statements to or by Board members (including his or hers) to any third party without the Board's permission.

*Texas Government Code, Section 651.003
Robert's Rules of Order (10th Edition).*

Conflicts of Interest

9. **Gifts and Bribes** - No Board member may accept or solicit any gift, favor or service that might reasonably tend to influence him or her in discharge of official duties or that he or she knows or should know is offered with the intent of influencing his or her official conduct. Nor should he or she knowingly solicit, accept or agree to accept any benefit for exercising or having exercised his or her official powers or duties in favor of another.
10. **Business or Professional Activities** - No Board member may accept employment or engage in business or professional activities that might reasonably require or induce him or her to disclose confidential information acquired by virtue of his or her official position.
11. **Independence of Judgment** - No Board member may accept employment or compensation that could reasonably be expected to impair his or her independence of judgment in the performance of his or her official duties.
12. **Investments** - No Board member may make personal investments that could reasonably be expected to create a substantial conflict between his or her private interest and the Board's interest; nor, may he or she usurp an opportunity of the institution in order to profit or benefit from the opportunity.

Texas Government Code, Sections 572.051, et seq.

Relationships with Chancellor, Staff and Presidents

13. **Executive's Role** - A Board member must respect the role of the system chancellor or university president as the institution's chief executive officer charged with carrying out policy set by the Board. While the chancellor, president or other employee should be responsive to inquiries and requests from members of the Board, he or she is not obligated to honor policy initiatives set by individual Board members, unless those initiatives have been authorized by the Board.
14. **Staff and Presidents** - Board members customarily should not deal directly with system or university staff, except through specific or general grant of authority from the chancellor or president and should expect those staffs to keep the chancellor or president informed of such conversations.
15. **Local and Other Committees** - Board members should timely inform the chancellor, the president, and the chair of scheduled committee meetings and keep such individuals informed of the proceedings of meetings they are unable to attend.
16. **Supervision** - The chancellor or president reports to the Chair day-to-day and to the Board. The relationship should be collegial and professional.

Questions to Guide Ethical Decisions

Benefit

- Am I (or a party I care about) helped by the action or decision in question?
- If not for my position, would I (or the third party) have received the benefit?
- Does my action or decision benefit a broader or narrower group of people?

Transparency

- Is my action or decision known to the public?
- Would public knowledge of the action or decision make me uncomfortable?
- Could I credibly defend the action or decision if called to do so publicly?

Fairness

- Is my action or decision just or fair?
- Does my action or decision treat people equally?
- Is my action or decision honest and truthful?

Consequences

- Does my action or decision cause others physical or emotional pain?
- Would my action or decision fall within someone's job description?
- Does my action or decision exceed my scope of authority?