

Assessment of the President (Vice Chancellor)

Board Manual

Approving Authority: Board of Governor

Established: June 6, 2013

Date of Last Review/Revision: June 6, 2013

Office of Accountability: Executive Committee of the Board

Administrative Responsibility: N/A

Policy Statement

It is the policy of the Board of Governors to undertake a midterm formative assessment of the President (Vice Chancellor). In addition, the Board shall conduct a comprehensive presidential assessment in the penultimate year as articulated in the St. Jerome's University Bylaw.

The purpose of the mid-term assessment is to enable the President (Vice Chancellor) to strengthen his or her own performance, to allow the President (Vice Chancellor) and the Board to reset mutually agreeable goals, priorities, and plans.

The purpose of the comprehensive assessment is to examine the effectiveness of the relationship between the President (Vice Chancellor) and the Board in the discharge of their respective and collective governance responsibilities; to obtain feedback from key constituents on the progress of the President (Vice Chancellor) and the Board in achieving institutional priorities, to reaffirm the partnership between the President and the Board; and, as requested by the Board and the President (Vice Chancellor), to consider re-appointment if any. The comprehensive assessment is guided by the new mandate that the Board sets for the subsequent presidential term.

Appendix A Supplementary Information

The assessment processes are not intended as a substitute for regular, ongoing communication about progress toward goals between the President (Vice Chancellor) and the Board.

Mid-Term Assessment

Criteria and Scope

The criteria for evaluation and information responsive to those criteria will be based principally on the President (Vice Chancellor)'s self-assessment with respect to the Mandate mutually set by the Board and the President (Vice Chancellor) for the period under assessment. The assessment will encompass input from the Governors and selected stakeholders, solicited in the manner described below, and such additional information as the Board's Assessment Subcommittee may request of the President (Vice Chancellor) to assist it in its assessment of progress towards the mutually established Presidential Mandate.

This assessment is broad in scope and involves consultation with a wide spectrum of stakeholders to provide formative feedback to both the President and the Board. The information is intended to assist and support the President and the Board in achieving greater effectiveness. The process and the feedback are confidential. The outcome of the assessment is shared in writing with the Board in confidential session. This Formative Midterm Assessment is conducted following the completion of the second full year of the appointment.

The assessment process begins with President's written self-report of the Board approved goals and objectives. The self-report focuses on strengths and weaknesses/challenges and is shared with the Assessment Subcommittee. The Assessment Subcommittee and the President mutually agree on a pool of respondents that includes,

- Board Chair if s/he is not a member of the Subcommittee
- Members of the Board,
- Key constituency members,
- A selection of other suitable stakeholders representing the community.

The President's goals and objectives are shared with those chosen as respondents. Normally feedback is provided to the Subcommittee in writing and may be supplemented by an interview with the Chair of the Assessment Subcommittee at the request of either the respondent or the Assessment Subcommittee. The information received is summarized in a written report. The Chair meets with President to discuss the feedback presented in the written report and together they develop recommendations to present to the Board in confidential session

President's Self-Assessment

The retrospective elements of the President (Vice Chancellor)'s self-assessment will normally include:

- A copy of the mutually agreed upon objectives, with a description of efforts to meet them and the President (Vice Chancellor)'s progress assessment.
- A description of other personal or institutional achievements of which the Assessment Subcommittee should, or might, be informed by the President (Vice Chancellor) as aspects of performance or accomplishment.
- Identification of significant institutional or personal challenges the President (Vice Chancellor) faced over the course of the assessment period that affected progress toward goals, with particular focus on those that are likely to persist into the upcoming year or beyond.

- Presidential self-assessment of relationships with the Board, key governance and constituency group leaders, or other significant stakeholders.
- Key areas in which the Board has been especially supportive or areas where additional support was needed.

The prospective elements of the President (Vice Chancellor)'s self-assessment will customarily include:

- The priorities of the President (Vice Chancellor) proposes for him or herself as indicated in the Mandate that will be undertaken over the next 12 – 24 months
- The President (Vice Chancellor)'s professional development
- The President (Vice Chancellor)'s assessment of the University's principal current opportunities and challenges
- Key areas in which the President (Vice Chancellor) would especially benefit from Board support

The Mid-Term Assessment Committee

At the Board meeting immediately prior to the completion of the President's second full year of service, the Board Chair will appoint an ad hoc Mid-Term Assessment Subcommittee from the membership of the Executive Committee to be composed of no fewer than three (3) members. The Assessment Subcommittee will initiate the mid-term assessment process, at the beginning of the fall semester after the completion of two years and will normally be completed in six weeks.

The assessment process, including consultation undertaken by the Mid-Term Assessment Subcommittee with the President (Vice Chancellor), the Governors and other stakeholders, as well as the Subcommittee's deliberations, shall be confidential. Following consideration by the Subcommittee of the President (Vice Chancellor)'s self-assessment and the input solicited from other stakeholders, the Subcommittee will first advise the Executive Committee, from which the President (Vice Chancellor) will be excused, of the status of its assessment process. Subsequent to that Executive Committee meeting, the Chair will have the Board meet in Executive Session from which the President (Vice Chancellor) will be excused, to convey to the full Board the results of the assessment and provide adequate opportunity for Board discussion and deliberations. Promptly thereafter, the Board Chair will meet with the President (Vice Chancellor) to discuss the results of the assessment and the Board deliberations. A significant portion of the latter meeting shall include articulation of performance goals and priorities for the remainder of the presidential term. In addition, the Chair will convey to the President (Vice Chancellor) any recommendations, concerns, or priorities arising out of the assessment process and the Board's discussion of assessment outcomes.

Setting of goals and priorities

Subsequent to the completion of the mid-term assessment process described above and in consultation with the Board Chair, President (Vice Chancellor) will establish in writing the performance goals and priorities for the remainder of the presidential term as they may be articulated in the approved Mandate or, in certain cases, in addition to those priorities described within the Multi-Year Mandate.

Comprehensive Assessment

Criteria and Scope

A comprehensive presidential assessment is conducted in the penultimate year of the term of appointment providing the President and Board with feedback on ways to continue to strengthen leadership and the president-board relationship. After approving a mandate for the next presidential term, the Board shall

establish a Nominating Committee to undertake a comprehensive assessment of the incumbent. The Nominating Committee will solicit the perspectives of faculty and staff members, students, alumni, and other stakeholders. Presidential assessment provides the occasion for the board to deepen its understanding of the presidency, the leadership needs of the university, and the organizational context for the work of both President and Board.

The Nominating Committee

The Board will establish a Nominating Committee that will conduct the comprehensive assessment in accordance with St. Jerome's University Bylaw. The Chair will serve as a member and chair of the Nominating Committee. In addition, the Chair may, following consultation with the Board, retain a qualified consultant to assist the Board in the assessment process.

The Comprehensive Assessment Process

In addition to the procedures outlined above for the comprehensive assessment, the following procedures will apply:

- Prior to commencement of the comprehensive assessment process, the Chair will summarize for all Governors in writing the steps associated with the process.
- The Board Chair will inform the University community in writing of the commencement of the comprehensive assessment including the purpose, scope, and procedures to be followed.
- The substance of the assessment process, including deliberations, shall be confidential.
- The assessment process will normally be completed within three (3) months of its initiation.
- The results of the assessment will be conducted in accordance with St. Jerome's University Bylaw.
- At the conclusion of the foregoing steps, the Board Chair will issue a final communication to the University community announcing completion of the assessment process.