

**ST. JEROME'S  
UNIVERSITY**



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**Assessment of the President (Vice Chancellor)**

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*Board Manual*

*Approving Authority: Board of Governor*

*Established: June 6, 2013*

*Date of Last Review/Revision: May 2018, replaces December 1, 2016*

**Policy Statement**

The Board of Governors asks the President (Vice Chancellor), hereinafter referred to as the President, to provide an annual report at the June Board meeting on progress toward achieving the Board approved goals. In accordance with the St. Jerome's University Bylaw, Article 7, the Board shall conduct a comprehensive presidential assessment, a year before the term expires if the President is seeking reappointment.

The purpose of the annual report is to enable the President to strengthen their own performance, and to allow the President and the Board to reset mutually agreeable goals, and priorities.

The purpose of the comprehensive assessment is to review the President's performance during the term of appointment if the incumbent is intending to seek reappointment.

Presidential appointments are normally a five-year term beginning on July 1<sup>st</sup> and in accordance with the St. Jerome's University Bylaw Article 7 are renewable once.

## **Appendix A Supplementary Information**

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

### **Annual Progress Reports toward Board Approved Goals**

Annually, the President will set goals for the Board's approval. At the June meeting of the Board, the President will report to the Board, in confidential session, the progress made towards achieving the goals in accordance with the Executive Performance Management Program and the Executive Compensation Framework. After the President's report the Board may ask the President questions about progress toward goals, or for clarification on specific items in the report. The Board will then meet in confidential session, without the President, to discuss the President's progress toward goals. The Board may also provide feedback to the Chair and Vice Chair that they wish communicated to the President. The Chair will communicate the Board's feedback to the President.

### **Assessment for the consideration of Reappointment**

#### *Establish Mandate*

In the year before the current term of the Presidential appointment expires, the Board will develop and approve the Mandate for the next presidential term. This Mandate will form the basis for decisions on appointment of a future president.

#### *Criteria and Scope*

The Board shall establish a Nominating Committee (see below) to undertake the task of recommending appointment of a president for the next presidential term. The first step in this process is a final assessment of the incumbent relative to the Mandate if the incumbent wishes to seek reappointment. The Nominating Committee will solicit the perspectives of key constituent groups outlined below. The final 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 the President and the Board. The criteria for evaluation, and information responsive to those criteria, will be based principally on the President's self-assessment with respect to the goals and objectives mutually set by the Board and the President for the period under assessment.

This final assessment is broad in scope and involves consultation with a wide spectrum of stakeholders to provide feedback to both the President and the Board. The information is intended to assist and support the President and the Board in determining leadership for the University. The feedback received is confidential. The outcome of the assessment is shared in writing with Senate Council and the Board in confidential sessions. A final assessment is conducted and completed one year before the current term of appointment expires.

#### *The Nominating Committee*

The Board will establish a Nominating Committee that will conduct the final assessment in accordance with Article 7 of the St. Jerome's University Bylaw. The Board Chair will serve as a member and chair of the Nominating Committee. As set out in the St. Jerome's University Bylaw, the Nominating committee shall also include two external members of the Board, two members of the Faculty, at least one of whom has tenure, one member of the Staff, one Student, and one member of the Alumni. The Chair may, following consultation with the Board, retain a qualified consultant to assist the Board in the assessment process.

### *Process*

Prior to commencement of the final assessment process, the Chair will summarize for all Governors in writing the steps associated with the process. The Chair will inform the University community in writing of the commencement of the final assessment including the purpose, scope, and procedures to be followed. The assessment process will normally be completed within three (3) months of its initiation and will be conducted in accordance with St. Jerome's University Bylaw. See Appendix B for steps for assessment of the president for reappointment.

The process begins with President's written self-assessment of progress measured against Board approved goals and objectives. The self-assessment focuses on strengths and opportunities for improvement and is shared with the Nominating Committee. The Nominating Committee solicits feedback from the university community identified below,

- Board Members
- SJU Senate Council
- SJU Staff
- SJU Students
- SJU Alumni
- SJU Students' Union
- President's direct reports
- A selection of other suitable stakeholders representing the broader community, chosen in consultation with the President, including the University of Waterloo, the affiliated University colleges and the Diocese of Hamilton.

The President's goals and objectives, as well as the President's self-assessment, are shared with those chosen as respondents. This final assessment of the incumbent is guided by the presidential Mandate for the upcoming term and reviews solicited from the university community. Normally feedback is provided to the Nominating Committee in writing and may be supplemented by an interview with the Chair of the Nominating Committee and one other Nominating Committee member at the request of either the respondent or the Nominating Committee.

The feedback received during the final assessment process is summarized in a confidential written report. Following consideration by the Nominating Committee of the President's self-assessment and the input solicited from other stakeholders, the Nominating Committee, shall meet with the President (Vice Chancellor) to inform the incumbent of the feedback received and to obtain feedback from the President in response. The Board Chair shall meet with the President to confirm continued willingness to be considered for reappointment.

If the President declines to stand for another term, the Board will initiate a Presidential Search.

If the President wishes to seek reappointment then the written report, including consultation with the President, Governors, Senate Council, Students and other constituent groups, as well as the Nominating Committee's deliberations, shall be confidential. If the President wishes to stand for another term, the Board Chair will convey the written report to Senate Council in confidential session. The Board Chair will convene an Executive Session of the Board, meaning one from which the President will be excused, to convey to the Board the results of the final assessment and provide adequate opportunity for Board discussion and deliberations as well as to articulate performance goals and objectives for the next presidential term, as well as the suitability of the incumbent to deliver on these goals and objectives. The Board will make a decision on reappointment.

Promptly thereafter, the Board Chair will meet with the President to discuss the Board's decision. In addition, the Chair will convey to the President any recommendations and/or concerns arising

out of the final assessment and the Board's discussion of assessment outcomes. Together they will develop recommendations to present to the Board in confidential session.

*President's Self-Assessment*

The retrospective elements of the President'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's assessment of progress.
- A description of other personal or institutional achievements.
- Identification of significant challenges the President 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's self-assessment will normally include:

- The priorities indicated in the Mandate that will be addressed over the next 5 years
- The President's professional development plan
- The President's assessment of the University's principal current opportunities and challenges
- Key areas in which the President would especially benefit from Board support

*Communication with the community*

At the conclusion of the final assessment the Board Chair will issue a final communication to the University community announcing completion of the final assessment process and the outcome.

## **Appendix B: Steps for Assessment for Reappointment**

This appendix is a summary of the steps detailed in Appendix A. This process begins in Year 4 of the presidential term if the incumbent is seeking reappointment.

1. The Nominating Committee of the Board of Governors develops a mandate for next presidential term for Board approval at least 12 months prior to the expiration of the current presidential term in accordance with the St. Jerome's University Bylaw, Article 7.2.
2. The Board Chair determines if the incumbent wishes to seek reappointment.
3. If the President does not wish to seek reappointment, then the Board will initiate a presidential search in accordance with St. Jerome's University Bylaw, Article 7.4.
4. If the President does wish to seek reappointment, the Board will initiate the assessment for reappointment process.
5. The Nominating committee initiates the assessment process, which will normally be completed within three (3) months of its initiation and will be conducted in accordance with St. Jerome's University Bylaw, Article 7.4.
6. The President provides a self-assessment and submits it to the Nominating committee.
7. The Nominating committee solicits feedback on the President's self-assessment from key constituents identified in Appendix A.
8. The Nominating committee meets with the President to share the feedback received and invites the President to provide a response to the feedback.
9. The Board Chair meets with the President to confirm continued willingness to seek reappointment.
10. If the President wishes to seek reappointment the Board will consider the feedback received during the assessment process and will make a decision about reappointment.
11. If the President does not wish to seek reappointment or the Board does not approve the reappointment, the Board will initiate a presidential search in accordance with the St. Jerome University Bylaw, Article 7.4.