

PA State System of Higher Education Board of Governors

Effective: April 11, 2002

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Policy 2002-03-A: *Evaluating Presidents*

See Also: 24 P.S. §§ 20-2001A, *et seq.*;
Board of Governors' Policy 2002-02;
Resolution 2023-02

Adopted: April 11, 2002
Amended: April 8, 2010, January 22, 2015;
July 20, 2023

A. Purpose

In order to promote a systematic analysis for improvement at each University and to meet performance expectations and requirements of the Pennsylvania's State System of Higher Education (PASSHE), an evaluation system for the assessment of a President's performance and development is established.

The purpose of evaluating a President is to assess leadership and administrative performance in the context of the University's and the System's mission, vision, and strategic goals. The role of any University President is complex and diverse. Accordingly, the performance evaluation process must reflect this role and scope of a President's leadership and administrative duties and expectations while fostering and encouraging professional growth and development not only for the President but for the University as well.

1. Evaluation of performance promotes accountability

The evaluation ensures accountability for a President's decisions. While administrative decisions are, in part, governed by Act 188 and Board of Governors' policies, other factors that drive these decisions also include legal limitations, ethical obligations, and economic realities. The actions of the President are integral to the success of the University and the persons affected by the University -- students, faculty, staff, the community, trustees, alumni, and supporters.

2. Evaluation provides an objective context for assessing performance

The role of the President is part of a much larger University framework; actions taken by Presidents have important and long-term impact on how a University operates and affects University constituencies.

3. Evaluation promotes and strengthens effective leadership

Leadership should be based on demonstrated results. Evaluation increases understanding and appreciation for the President's tasks and accountability for the outcomes.

4. Evaluation provides systematic evidence of effectiveness

Evaluation provides an orderly and structured process for gathering objective evidence about performance. The evaluation should be based on well-defined criteria that include process and outcome data. Systematic methodology clearly specifies who will evaluate the President, when the evaluation should be conducted, and in what manner. In addition, the evaluation framework specifies how evaluation results will be disseminated and used.

5. Evaluation provides a means for determining University goal achievement

Development of the University requires effective leaders who help establish and advance the University's goals. By focusing at least in part on performance outcomes, the evaluation process requires that institutional goals be periodically reviewed and progress towards those goals be detailed.

6. Evaluation provides a means for leadership development

Development of the President is a key outcome of the evaluation process. The growth and development of the President has benefits for the individual and the University. The development plan should be based on opportunities derived from the evaluation process.

B. Evaluation Process

Upon the selection of the President and as part of the President's orientation, the Chancellor will explain the performance evaluation process. The Chancellor will provide a summary of the process including, but not limited to, its purpose, participant roles and responsibilities, schedule, substance and procedures. The following is an explanation of the two types of performance evaluation and professional development plans that are to be conducted under this policy.

1. **Annual Evaluation** – The goal of the annual evaluation is to ensure that continuing and substantial progress towards the achievement of goals and objectives described below is made each year. This evaluation is conducted by the University Council of Trustees led by an evaluation committee of at least three members appointed by the Chair of the Council of Trustees whose chair shall be named by the Chair of the Council of Trustees. The committee will work in collaboration with the Office of the Chancellor to complete the following tasks:

- a. an assessment of the President's performance of the defined duties and responsibilities.
- b. an assessment of the achievement of, or progress toward achieving, the goals and objectives that were agreed upon by the Chancellor, the Chair of the Council of Trustees, and the President at the beginning of the evaluation period consistent with university and System strategic directions, plans and goals.
- c. a review of university performance results provided by the Chancellor.

Constituency interviews will not be a part of the annual evaluation; however, it is expected that the trustees' ongoing engagement of university constituencies in matters of importance to the university will inform the evaluation process. The results of this evaluation are to be submitted to the Board of Governors Governance and

Leadership Committee, along with the Chancellor's assessment, for review by the committee and consideration and action by the Board. At the conclusion of the evaluation process, the President shall receive the annual evaluation in writing from the Chancellor and Chair of the University's Council of Trustees. The Chair of the Council of Trustees will disseminate the outcome of the evaluation process to university constituents including students, faculty and staff after sharing such information with the president.

2. **Comprehensive Evaluation** – The goal of the comprehensive evaluation is to ensure that continuing and substantial progress towards the achievement of goals and objectives described below is made each year along with systematic input from constituencies. This comprehensive evaluation is conducted by the University Council of Trustees led by an evaluation committee of at least three members appointed by the Chair of the Council of Trustees, whose chair shall be named by the Chair of the Council of Trustees. The comprehensive evaluation shall be completed no less than 12 months prior to the end of the president's employment agreement. The Chancellor, in consultation with the President and the Chair of the Council of Trustees, will identify a consultant with expertise in presidential and university leadership to assist the committee. The committee will work in collaboration with the Office of the Chancellor to complete the following tasks:
 - a. an assessment of the President's performance of his or her defined duties and responsibilities. This will include formal, systematic input from University constituencies.
 - b. an assessment of the achievement of, or progress toward achieving, the goals and objectives that were agreed upon by the Chancellor, the Chair of the Council of Trustees, and the President at the beginning of the evaluation period consistent with University and System strategic directions, plans and goals.
 - c. a review of University performance results provided by the Chancellor.
3. The results of the evaluation are to be submitted to the Board of Governors Governance and Leadership Committee, along with the Chancellor's assessment, for review by the Committee and consideration and action by the Board. The Chair of the Council of Trustees will disseminate the outcome of the evaluation process to University constituents including students, faculty and staff after sharing such information with the President.

C. Roles and Responsibilities

President – The President shall prepare a written self-evaluation of performance for the evaluation period. This self-evaluation shall report on the achievement of, or progress toward achieving, the goals and objectives that were agreed upon by the Chancellor, the Chair of the Council of Trustees, and the President at the beginning of the evaluation period consistent with University and System strategic directions, plans and goals.

Consultant – The Chancellor will identify and fund the cost of consultants experienced in presidential and university leadership to assist in the comprehensive evaluation process. The consultant's role is to work with the evaluation committee in preparing an objective and thorough process based on this policy and to bring an objective, external perspective on the President's leadership in enabling the University to achieve its strategic directions, plans and goals. In addition to supporting the performance evaluation process, the consultant may be asked to provide professional development and mentoring support to a President and/or Council of Trustees.

The University Council of Trustees Evaluation Committee - The Chair of the Council of Trustees will appoint a committee each year of at least three members for the purpose of administering the Council of Trustees evaluation procedures described in this policy and Act 188 of 1982.

Chancellor's Liaison - A Chancellor's Liaison will be appointed by the Chancellor to work with the evaluation committee. The Liaison will assist the committee in the performance review process

D. Performance Goals and Indicators

At the beginning of each evaluation year, the President will outline individual and University performance goals with specific performance indicators reflective of the University and the System's Strategic directions, plans and goals in consultation with the Chancellor and the University's Council of Trustees. This information will subsequently serve as a key element of the performance evaluation of the President. During the year, the President is responsible for informing the Chancellor and the University's Council of Trustees of his or her progress, any major changes as well as any operational or other issues that may impact the President's ability to achieve the agreed upon goals and objectives. Prior to the end of the performance evaluation period, the President is to complete a self-evaluation of his or her performance detailing individual, leadership team and university accomplishments and current University performance data. Performance against goals shall be considered in setting presidential compensation, for which the process shall be set forth in Procedure & Standard 2018-36: *Executive Compensation and Retention of Presidents*.

E. Evaluation Committee Report

Each evaluation committee will prepare a report incorporating the assessments of the President's performance, performance results provided by the Chancellor and any additional evaluation materials that may be available for the committee's review.

F. Evaluation Report Prepared for Board Review

A complete evaluation report will include:

1. Annual university performance results;
2. Chancellor's assessment of the President's performance;
3. Council of Trustees' evaluation committee report of the President's performance;
and
4. President's self-evaluation.

The Board of Governors will review the completed evaluations of presidents in making its decisions regarding the extension of president employment agreements and determining compensation.

G. Professional Development Plan

A key focus of the performance evaluation process is the continuing professional and leadership development of each President. In order to achieve this goal, the Chancellor and each Council of Trustees Chair will develop a professional development plan with the President.

H. Chancellor and Council of Trustees Evaluation Review

Based on a schedule and timeline provided by the Chancellor, each President will meet with the Chancellor, the Chair of the Council of Trustees and the chair of the evaluation committee to plan for the upcoming performance year and review the results of the current year performance evaluation. The chair of the evaluation committee will communicate the results of the review to trustees and subsequently to constituencies through an executive summary posted on the University website after sharing such information with the president.

I. Effective Date: This policy will set forth the President's evaluation process effective immediately.