
Effective: January 24, 2013

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Policy 2013-02-A: *Evaluating the Chancellor*

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

Adopted: January 24, 2013
Amended: July 20, 2023
and April 11, 2024

A. Purpose

In order to promote a systematic analysis for improvement of the Pennsylvania State System of Higher Education (PASSHE) and to meet performance expectations and requirements of the Board of Governors (hereinafter Board), an evaluation system for the assessment of a Chancellor's leadership, performance and development is established.

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

1. *Annual evaluation of performance promotes accountability*

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

2. *Annual evaluation provides an objective context for assessing performance*

The various roles of the Chancellor are part of a much larger framework, thus they are embedded within PASSHE. Actions taken by the Chancellor have important and long-term impact as to how the System operates and affects constituencies.

3. *Annual evaluation promotes and strengthens effective leadership*

Leadership should be based on demonstrated results. Annual evaluation, when conducted, increases understanding and appreciation for the Chancellor's tasks and accountability for the outcomes.

4. Annual evaluation provides systematic evidence of effectiveness

Annual 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 Chancellor, 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. Annual evaluation provides a means for determining PASSHE goal achievement

Development of PASSHE requires effective leaders who embrace and promote its vision, mission and goals. By focusing at least in part on performance outcomes, the evaluation process requires that System goals be periodically reviewed and progress toward those goals be detailed.

6. Annual Evaluation provides a means for leadership development

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

B. Evaluation Process

Upon the selection of the Chancellor and as part of the Chancellor's orientation, the Board's Executive Committee, led by the Chairperson, will explain the performance evaluation process. The Chairperson or designee 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** - This evaluation is conducted every year by the Board's Chancellor Evaluation Committee consisting of at least three members of the Board, including the Chair of the Governance and Leadership Committee, appointed annually by the Chairperson of the Board. The Chancellor Evaluation Committee will be supported by the staff of the Office of the Chancellor. The results of this evaluation are to be submitted to the Executive Committee, along with the Chancellor's self-assessment, for consideration and action by the Board. At the conclusion of the evaluation process, the Chancellor shall receive the annual evaluation in writing from the Chairperson of the Board. The Chairperson will have the responsibility of disseminating the outcome of the evaluation process to constituents.
- 2. Comprehensive Evaluation** - This process differs from the Annual Evaluation in that it is completed no less than 12 months prior to the end of the chancellor's employment agreement and is supported by an external consultant from a list of approved experts maintained by the Office of the Chancellor. The Board's Chancellor Evaluation Committee chair selects the consultant from this approved list to work in collaboration with the committee in conducting the Chancellor evaluation.

C. Roles and Responsibilities

Board Chairperson – The Chairperson of the Board is responsible for appointing the Chancellor's Evaluation Committee, assuring the policy of the Board and all legal requirements are followed and the results are communicated to the Chancellor and appropriate constituents.

Chancellor – The Chancellor shall prepare a written self-evaluation of performance for the evaluation period. This self-evaluation shall report on achievement of, or progress toward achieving, the mission, goals and strategies that were agreed upon by the Chancellor, the Chairperson of the Board and the Executive Committee at the beginning of the evaluation period.

Chancellor Evaluation Committee – The Chancellor Evaluation Committee, consisting of at least three members of the Board appointed annually by the Chairperson of the Board shall, be responsible for conducting the annual evaluation of the Chancellor and the triennial evaluation of the Chancellor in conjunction with a consultant.

Consultant – The Board's Chancellor Evaluation Committee chair will identify an experienced consultant to assist in the comprehensive evaluation process. The consultant's role is to work with the Chairperson of the Board and the Chancellor Evaluation Committee in preparing an objective and thorough process based on this policy. In addition to supporting the performance evaluation process, the consultant may be asked to provide professional development and mentoring support to the Chancellor and/or Board.

Office of the Chancellor's Liaison - A Chancellor's Liaison will be appointed by the Board Chairperson to work with the Evaluation Committee. The Liaison will assist the committee in the performance review process, including the identification of constituents to engage in the process and participation as appropriate in the activities of the Committee.

D. Performance Goals and Indicators

At the beginning of each annual and evaluation period, the Board Chairperson will outline individual and System performance goals with specific performance indicators reflective of PASSHE's long-term strategic plan and goals. This will occur in consultation with the Board Chairperson and Executive Committee. This information will subsequently serve as a key element of the performance evaluation of the Chancellor. During the evaluation period, the Chancellor is responsible for informing the Board Chairperson and the Executive Committee of his or her progress, any major changes as well as any operational or other issues that may impact the Chancellor's ability to achieve the agreed upon goals. Prior to the end of the performance evaluation period, the Chancellor will complete a self-evaluation of his or her performance detailing individual, leadership team, and PASSHE accomplishments and current PASSHE performance data. Performance against goals shall be considered by the Executive Committee of the Board in setting compensation.

E. Board of Governors' Evaluation Committee Report

The Chancellor Evaluation Committee will provide a summary report using performance data from the system research office, the results of the PASSHE evaluation process, verbatim compilation of constituent feedback (for comprehensive evaluations), and any additional evaluation data that may be available for the committee's review. This written report will be submitted to the Board in accordance with a schedule approved by the Board Chairperson.

F. Evaluation Summary Prepared for Board of Governors Review

A complete evaluation summary will include:

- Annual PASSHE performance outcomes (system accountability reports);
- Board's assessment of the Chancellor's performance;
- The Chancellor Evaluation Committee's compilation of constituent feedback (for comprehensive evaluations) and evaluation of the Chancellor's performance; and the Chancellor's self-assessment.

The Board Executive Committee will review the completed evaluation of the Chancellor in making its decisions regarding the extension of the Chancellor's contract and determining compensation.

G. Professional Development Plan

A key focus of the performance evaluation process is the continuing professional and leadership development of each Chancellor. In order to achieve this goal, the Board Chairperson, Committee Chair and mentor (as appropriate) will create a confidential professional development plan with the Chancellor.

H. Chancellor Evaluation Review

Based on a timeline provided by the Board Chairperson, the Executive Committee will meet with the Chancellor to plan for the upcoming performance year and review the results of the current year's performance evaluation.

I. Effective Date

This Policy is effective immediately.