

Policy Number:	1.2.6 President Annual Review
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Relevant Statutory /

Regulatory Linkages:

Policy Statement (Intent and Scope)

1. The purpose of the annual President performance evaluation is:
 - 1.1. To strengthen the President-Board relationship so as to allow the President and Board to meet mutually-agreed upon strategic goals and clarify responsibilities;
 - 1.2. To provide constructive feedback to the President in a timely and evidence-based fashion;
 - 1.3. To allow the Board to determine whether it is appropriately and effectively supporting the President; and
 - 1.4. To inform annual decisions on compensation for the President.

Responsibility

2. Annual assessment of the President's performance is part of the governance framework of King's University College and is a key responsibility of the Board of Directors as follows:
 - 2.1. The Board delegates to the Executive Committee responsibility for the development of the President's Annual Performance Plan.
 - 2.2. The Board delegates to the Executive Committee responsibility for the process of conducting the annual performance evaluation and providing a recommendation to the Board with respect to the annual compensation framework.
 - 2.3. Informal confidential performance discussions are held as required throughout the year between the President and Board Chair.

Process

3. There are two parts to the President's Annual Performance Evaluation process: goal setting through the annual Performance Plan and evaluation.

3.1. Process for President's Goal Setting/Performance Plan

- 3.1.1. The Board Chair and President meet (in person or by telephone) prior to the start of the fiscal year to discuss a Performance Plan for the coming year. The goals outlined in the Performance Plan should be linked to the strategic plan and to other strategic directions approved subsequently by the Board of Directors. Additional goals may be added that relate to the overall management of the organization and its staff.
- 3.1.2. Following this meeting, the President drafts a Performance Plan for the coming year, linked to the strategic plan and other strategic directions approved by the Board, providing it to the Board Chair for feedback.
- 3.1.3. The Board Chair reviews the Performance Plan, discusses as required with the President, and presents it to the Executive Committee for its consideration.
- 3.1.4. The Executive Committee meets to consider the Performance Plan, and to recommend its approval to the Board. (Note: at this same meeting, the Executive Committee will consider the President's performance evaluation for the previous year, as a separate item on the agenda.)
- 3.1.5. The annual Performance Plan is provided to the Board for approval at its regularly scheduled April meeting.

3.2. Process for President's Evaluation:

- 3.2.1. The President provides a written confidential self-assessment to the Board Executive Committee. This self-assessment is central to the performance evaluation process.
- 3.2.2. The President's Self-Assessment relates directly to the mutually-agreed on goals developed by the President as part of the Performance Plan that was approved by the Board of Directors in the previous year. Other information that may be included is:
 - 3.2.2.1. Achievements or aspects of the past year that have been especially rewarding;
 - 3.2.2.2. Any challenges that have arisen in the past year, and efforts that have been made to resolve these;
 - 3.2.2.3. Relevant information about relationships with students, staff, Board members, faculty, alumni and other stakeholders;
 - 3.2.2.4. Any personal matters that may be strengthening or providing challenges to the work of the President;
 - 3.2.2.5. Proposed professional development in the coming year.

- 3.2.3. The Board Executive Committee will seek input from Board Directors on the President's performance using a common set of questions. The draft questions are to be discussed with the President and modified by the Executive Committee if they agree with the President's comments. If they do not agree with the President's comments on the questions to be used, the President, at their discretion, can cite their concerns and/or alternatives in their final response to the results of the review that is to be attached to the Executive Committee's report to the Board.
- 3.2.4. In any given year, the Board may elect to include a 360 evaluation of the President as part of the annual review at its sole discretion if it deems such an approach warranted. If the Board elects to undertake a 360 evaluation it may choose to have the process facilitated by an external party.
- 3.2.5. A meeting of the Executive Committee will be held to consider the following:
- 3.2.5.1. The President's self-assessment;
 - 3.2.5.2. Results of the feedback from Board Directors ensuring confidentiality for each engaged informant to the process;
 - 3.2.5.3. Recommendation to the Board of a discretionary performance bonus for the past year; and
 - 3.2.5.4. Recommendation to the Board of a compensation framework for the coming year. At the discretion of the Executive Committee, the President may be asked to join all or part of this meeting.
- 3.2.6. Following the meeting, the Board Chair will provide feedback from the Executive Committee to the President. The President will be provided the opportunity to formally respond to the input received in the review process and the President's response will form part of the Executive Committee's report to the Board.
- 3.2.7. At its next regularly scheduled meeting, the Board will meet *in camera* to discuss the President's performance evaluation. The Board will be provided in advance with the President's self-evaluation.

The meeting will be structured as follows:

- 3.2.7.1. The Board receives for approval the annual Performance Plan for the coming year, as recommended by the Executive Committee.
- 3.2.7.2. The Board Chair provides the Board with the feedback from the Executive Committee on the performance evaluation for the previous year, summarizing the discussion of the Executive Committee and results of the Board feedback process.
- 3.2.7.3. The President joins the Board to discuss his/her self-assessment. The Board has an opportunity to ask questions about the self-assessment. It may also

discuss the President's Performance Plan for the coming year.

3.2.7.4. The President leaves, allowing the Board to have an in camera discussion of the results of the performance evaluation process.

3.2.7.5. The Board considers the recommendation of the Executive Committee with respect to the performance evaluation and approves any performance bonus for the previous year and salary increase for the coming year.

3.2.8. Following the Board meeting, the Board Chair will meet with the President as soon as possible to summarize the Board's discussion. This will be followed by a written, confidential communication from the Board Chair to the President confirming the results of the discussion and any changes to the compensation. Confirmation of any changes to compensation will be provided, in confidence, to the King's University College Director of Human Resources.

3.3. Review of performance evaluation policy

3.3.1. The Board shall annually, at the same time as the annual review, evaluate, confirm and ratify the policy and process for the President performance appraisal. As part of the Board's review, the President is invited to provide comments on the process.

3.3.2. Amendments to the President's Annual Review Process will be made based on mutual agreement between the Board and the President during the President's term in office. The Board can amend the process before a new President is recruited or when an incumbent President is renewed.

3.4. Confidentiality

All materials produced as part of the performance evaluation, including the result of any discussions that form part of this process, are highly confidential. A summary of the Board's decision with respect to compensation will be shared on a confidential basis with the Director of Human Resources of King's University College and will be kept in a secure file.

The Board Chair and President must mutually agree on the release of any communications to members, staff or publicly that is related to the performance evaluation process.

Monitoring

The policy will be reviewed a minimum of once every three years or more often as required.