

Board Policy No.: B01.01.05
Title: DOUGLAS COLLEGE POLICY ON PERFORMANCE EVALUATION OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER
Approved by: Douglas College Board
Issue Date: April 14, 2011
Amendment Dates: n/a

Approval: _____
Board Chair, on behalf of the Board

1. PREAMBLE

The Board recognizes that the performance of the President, and the relationship between the President and the Board, are critical factors in successful governance and fulfillment of the College's mission and goals. Because the President directly influences the success and financial performance of the College, it is imperative for the Board to set performance standards, and then objectively and fairly evaluate the performance of the President against those standards.

2. PURPOSE OF THE EVALUATION

The purpose of the Performance Evaluation of the President and Chief Executive Officer of Douglas College (the "President") is to enable the Douglas College Board (the "Board") to collect and interpret information to assess the past performance of the President, to assess the degree of fit between the President's leadership qualities and the demands imposed by the College's strategic objectives, and to make decisions about the President's compensation and continued employment.

3. FREQUENCY OF EVALUATION

The Board uses established criteria to evaluate the performance of the President:

1. At least once during the one (1) year probationary period; and
2. Annually upon completion of the one (1) year probationary period.

The Board may, at its discretion, increase or decrease the frequency of evaluation.

This procedure is to be reviewed annually by the Board Human Resources Committee (the "Committee").

4. FACTORS TO CONSIDER

For each year under review, the performance of the President shall be assessed, taking the following factors into account:

4. FACTORS TO CONSIDER, cont'd

1. A written statement of the President's goals or primary objectives, including leadership objectives, measures and timelines, as developed by the President and Chair of the Board and approved by the Board
2. Financial performance of the College as compared to established targets for the previous fiscal year
3. The alignment of the President's job performance with the goals and objectives set out in the College Strategic Plan
4. The President's Role as articulated in Board Policy B01.01.04 Douglas College Policy on Board Operations
5. The current competencies approved by the Board as requirements for effective performance in the position of President

5. STEPS IN THE EVALUATION PROCESS

STEP ONE: Defining the President's Objectives

1. Within the context of the Strategic Plan, the Board Chair and the President shall, before the start of each academic year, establish an initial set of performance objectives for the coming year, specifying how progress against each objective be measured.
2. The Board Chair then shares the objectives and their measures with the Board.
3. After reviewing and amending them if needed, the objectives shall be finalized and approved by the full Board.

STEP TWO: Mid-year Review

1. Six months into the evaluation year, the Chair of the Board and the President shall review the progress in meeting the objectives and provide an opportunity to amend them in light of new circumstances, such as rapidly changing economic conditions.

STEP THREE: Year-end Assessment

1. The final step in the evaluation process occurs at the end of the academic year when the President's performance is assessed against the previously established objectives and approved competencies. This process begins with the President, who provides a self-evaluation, and has an opportunity to address areas where objectives were not met.
2. The President reviews the self-assessment with the Chair of the Board and the Chair of the Committee.
3. The Chair of the Committee shall share the President's self-assessment with the full Board and seek their input on the President's performance through use of a survey methodology.
4. The Chair of the Committee shall also seek input on the President's performance from any party the Board deems appropriate including, but not limited to, the President's direct reports and relevant parties external to the College. Input from direct reports shall be related to competencies only.
5. The Chair of the Committee shall ensure that all required input is reduced to a summative evaluation on both achievement of objectives and demonstration of competencies for review and discussion by the Board, without the President present.
6. The Chair of the Board shall present and discuss the final evaluation with the President.
7. The President may provide a written response to the final evaluation to the Chair of the Board.
8. The Chair of the Board shall report back to the Board on the discussion with the President and shall include, if applicable, the President's written response to the final evaluation.

6. TIMING AND RESPONSIBILITIES

The following responsibilities and timelines shall apply to the evaluation process after the initial, probationary year.

Activity	Responsibility	Timing
The President develops and the Board approves the President's goals and objectives for the next academic year.	<ul style="list-style-type: none"> • President • Board 	Submitted in May for approval in June
The President provides self-appraisal of his/her performance for the previous year and discusses it with the Board Chair.	<ul style="list-style-type: none"> • President • Board Chair 	May 1
The Human Resources Committee Chair seeks input on the President's performance from members of the Board and other parties.	<ul style="list-style-type: none"> • Committee • Board • Others 	input solicited by May 1, for return by May 15
EA to the Board tabulates results and graphs for review by Human Resources Committee and Board Chair.	<ul style="list-style-type: none"> • EA to Board • Committee • Board Chair 	end of May
The Board Chair and Human Resources Committee Chair complete the final evaluation of the President's performance. The Board Chair discusses the final evaluation with the Board.	<ul style="list-style-type: none"> • Committee Chair • Board Chair 	June
The Board Chair discusses the final evaluation with the President.	<ul style="list-style-type: none"> • Board Chair • President 	July
The President responds to the Board, through the Board Chair, if required.	<ul style="list-style-type: none"> • President 	As required
The President provides amendments, if any, to goals for the upcoming year for approval of the Board	<ul style="list-style-type: none"> • President 	If required: submitted in September for approval in October