



# Board of Governors Policy

<b>POLICY TYPE:</b>	<b>Board-President Relationship</b>	<b>NUMBER:</b>	<b>BPR - 3</b>
<b>POLICY TITLE:</b>	<b>Assessing the President's Performance</b>		
<b>EFFECTIVE DATE:</b>	<b>March 11, 2021</b>	<b>REVISION DATE:</b>	<b>NEW</b>
<b>RENEWAL DATE:</b>	<b>March 2023</b>		

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## 1. BACKGROUND

- 1.1. The relationship between a college board of governors and a college president is critical to a college's success. The Board, accountable for the overall direction and operation of the college, hires a president as its chief executive officer and delegates the authority and responsibility for managing the ongoing affairs of the College; the implementation of Board-approved policies; and the provision of the leadership required to achieve the College's strategic objectives.
- 1.2. Assessment of the President's performance is one mechanism the Board uses to ensure its accountability by verifying that the specified outcomes for the College are being achieved within the parameters of the defined 'Ends' policies and in accordance with 'Executive Limitations' policies.
- 1.3. The annual performance review provides a formal opportunity to assess and record achievement of goals, establish action plans and make performance adjustments as necessary.
- 1.4. The College Employer Council (CEC) contracts market surveys on a regular basis to determine the compensation levels for administrators for Ontario Colleges and establishes a salary grid for Presidents. The Board negotiates an employment contract with the President in accordance with these CEC terms and conditions guidelines for small-sized colleges.

Where the Board deems the President's performance to be satisfactory by accepting his/her reports, they will grant normal progression through the negotiated President's salary grid including any economic adjustments, retroactive to April 1<sup>st</sup>. This will take place each June.

- 1.4. This policy aligns with the Minister's Binding Policy Directive on Governance and Accountability and Board-President Relations, the framework provided by College Employer Council and Confederation College By-law No. 1.

## **2. POLICY STATEMENTS**

- 2.1. The Board of Governors is solely responsible for assessing the performance of the President, and shall not evaluate, either formally or informally, any staff other than the President.
- 2.2. As per By-law No. 1, responsibility for the annual review of the President's performance is delegated to the Executive Committee and as such the Chair of the Board will ensure that members of the Board have an opportunity to provide input to the Executive Committee as part of this process.
- 2.3. The performance of the College President will be formally reviewed and evaluated on completion of six months in office, and in June of each year thereafter.
- 2.4. In May of each year, the Board of Governors will use the following criteria when evaluating the annual performance of the President:
  - a. Compliance with the nature and limits set by the Board's 'Ends' policies and 'Executive Limitations' policies;
  - b. Compliance with the nature and limits set by the strategic plan (vision, mission and values), the board work plan and annual business plan;
  - c. The demonstration of the College's values of integrity and transparency, respect, equal access and inclusion, personal and team accountability and collaboration, both internally and externally;
  - d. The submission of timely Board reports on relevant issues and Annual Compliance Report confirming all legislative and executive limitations have been met;
  - e. The delivering of a balanced budget;
  - f. The substantial completion of the business plan objectives;
  - g. The strategic advancement of the College; and,
  - h. The degree to which the College is represented in a professional, ethical and responsible manner.
- 2.5. The performance assessment tools available to the Board may include, but are not limited to:
  - a. An annual feedback survey completed by members of the Board;
  - b. A 360 degree survey conducted with external stakeholders at the end of the President's second year of service and every three to four years thereafter;
  - c. An employee engagement report provided every two years;
  - d. Annual compliance report;
  - e. Annual financial and risk performance reports;
  - f. Regular Board monitoring reports;
  - g. Informal appraisal through Board meeting discussions;
  - h. Regular feedback between the Board Chair and President on organizational issues and results; and,
  - i. Observation of leadership behaviours.

- 2.6. Following the annual evaluation of the President's performance, the Executive Committee shall make a recommendation to the Board of Governors with respect to the President's performance.

**3. MONITORING**

- 3.1 The President shall provide the Board of Governors a year-end summary of progress against the established criteria outlined in Section 2.4 in May of each Board year.

**4. RELATED LEGISLATION**

- 4.1 Minister's Binding Policy Directives and other documents
- 4.2 Confederation College By-law No. 1
- 4.3 Ministry's Binding Policy Directive - Governance and Accountability
- 4.3 Ministry's Binding Policy Directive - Board-President Relations