



## BOV POLICY # 15 (2014) PRESIDENTIAL EVALUATION

<b>Policy Title:</b>	Presidential Evaluation
<b>Policy Type:</b>	Board of Visitors
<b>Policy No.:</b>	BOV Policy # 15 (2014)
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<b>Responsible Office:</b>	Board of Visitors
<b>Responsible Executive:</b>	Rector
<b>Applies to:</b>	University President

### POLICY STATEMENT

The president of Norfolk State University is selected by the Board of Visitors and serves at its pleasure. The president serves as the chief executive officer of the University and may be removed as appropriate by the Board. The president reports only to the Board and it is the Board's responsibility to ensure that the president is implementing the Board's policies and accomplishing the University's goals.

The evaluation of the president's performance is an important responsibility of the Board of Visitors, which shall be conducted on an annual basis in accordance with the president's contract and Article I Section 3(c) of the [Bylaws](#). The [Code of Virginia § 23-2.03 \(2013\)](#) requires that the Board meet with the president at least once annually in a closed session pursuant to subdivision 1 of § 2.2-3711 of the *Code* to evaluate his/her performance.

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### PURPOSE

The purpose of this Policy<sup>1</sup> is to provide the president with periodic support and feedback on his/her performance by identifying areas of strength and opportunities for further professional development. This Policy defines the process for evaluating the president of Norfolk State University and provides the Board an opportunity for reflection on the state of the institution and leadership demonstrated by the president.

### DEFINITIONS

**President:** The President is the chief executive of the University and responsible for the principal administrative direction and management of the institution subject to the authority of the Board of Visitors and as provided by the Code of Virginia. The President has certain authority and responsibilities delegated to him/her by the Board as defined by the Board Bylaws.

### CONTACT

The Board of Visitors officially interprets this policy and is responsible for matters pertaining to this Policy as it relates to the president of Norfolk State University.

### PRESIDENT'S ANNUAL PERFORMANCE EVALUATION

#### I. In General

The Board of Visitors has the sole responsibility for the evaluation of the President, which shall be conducted on an annual basis in accordance with [Code of Virginia § 23-2.03](#), Article I Section 3(c) of the [Board Bylaws](#), and the president's contract. The Board will seek input from University stakeholders in accordance with this Policy, including students, faculty, staff and alumni.

The president's evaluation shall be conducted in the context of the mission of the University and its strategic plan. Other considerations may also be taken into account when evaluating the president, which include but are not limited to, existing internal and external environments such as economic or legal constraints, legislative mandates or changes, or force majeure events.

Any change to the president's employment contract shall be made only by a vote of the majority of the Board.

#### II. Evaluation Process

The performance evaluation of the president occurs at least on an annual basis and has two distinct methods:

1. An annual review conducted by the Board utilizing a mutually agreed-upon instrument, and
2. A formal, comprehensive evaluation process which meets the need of the Board to assure the public that the Board is meeting accountability expectations.



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In both methods, the initiation of the evaluation process should occur at the Annual Meeting of the Board. Its initiation is the responsibility of the Rector—who may appoint an ad-hoc Presidential Evaluation Committee to facilitate the performance evaluation process in full consultation with the Board.

The Rector should lead the Board in a discussion at the Annual Meeting to:

- (1) Determine whether to conduct an annual review or formal comprehensive performance evaluation of the president for the prior academic year or covering the months of service within that academic year;
- (2) Establish a timeline for conducting the evaluation of the president and if necessary, establish an ad-hoc Presidential Evaluation Committee; and
- (3) Establish a set of goals (to the extent such goals are measurable) for the upcoming academic year and in consultation with the president.

### **Evaluation Goals and Measures**

The performance evaluation shall include a set of goals and measures (to the extent such goals are measurable) established in consultation with the president for the academic year. The evaluation may include other criteria or priorities as the Board may deem appropriate. Goals shall relate directly to the University's strategic plan, the president's contract and/or Board-established priorities, and may include multi-year goals. These goals should be affirmed by the full Board at the next scheduled meeting of the full Board.

### **President's Performance Report**

The president shall present a written performance report and self-assessment to the Board at the Board's Annual Meeting. The performance report shall include, but is not limited to the following:

1. Progress on meeting the established goals with an emphasis on providing applicable, measurable data (if available).
2. The president's assessment of the overall academic quality of the University.
3. The president's assessment of the financial health of the University.
4. The president's assessment of the challenges facing the University.
5. The president's assessment of the opportunities facing the University.
6. The identification of any professional development the president wishes to pursue.
7. The goals and measures proposed by the president for the following year to be reviewed as part of the process.

The president shall also provide the Board with a written account of any additional income acquired from any outside sources which shall be considered in the review process.



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### **Annual Review**

An annual review is based on the president's self-assessment and achievement of measurable goals and Board-established priorities, the president's contract or other criteria as the Board may deem appropriate.

### **Formal Comprehensive Evaluation**

A formal comprehensive evaluation of the president's performance is conducted periodically and may include an external evaluator appointed by the Board. The comprehensive evaluation may occur during the second year of the presidency and every two years thereafter. The Board reserves the right to alter this schedule at its discretion. In the year that a comprehensive evaluation is conducted, it shall be performed in lieu of an annual review.

The formal comprehensive evaluation will include the participation of stakeholders of the University, including individuals and groups from within and outside the University. The Board may appoint an external peer evaluator (e.g., an experienced university presidential performance evaluator who is either a current or former university president of an institution of similar size and character or another recognized leader in higher education) to assist the Board of Visitors in its evaluation. The appointment should occur no later than June 30th. The Board may also identify a staff liaison between the Board and the external evaluator to attend all focus group meetings and facilitate the work of the evaluator. In appointing the external evaluator, the Rector will consult with the president about potential evaluators in order to avoid any bias or conflict of interest.

The Board will determine the scope of the external evaluator's engagement, which may include reviewing the president's performance report, background information on the University, written comments solicited from stakeholders of the University, meetings with appropriate constituency groups (such as students, administrators, faculty, staff, alumni, community leaders, etc.) and a visit to the University to meet with the president. The president shall be kept informed of the scheduling of all meetings on campus, which shall be coordinated through the staff liaison to the Board. This work should occur within the months of July and August.

The external evaluator shall consult with the Rector regarding the findings and prepare and submit a written report, which may include suggestions for future goals and measures. This report is considered to be advisory and is prepared to assist the Rector and the Board of Visitors in its deliberative process of evaluating the work of the President. The report is considered a confidential personnel matter to be shared only with the Board of Visitors in executive session.

## **III. Reports**

### **Board's Report**

After consulting with the president (and ad hoc committee, if applicable), the Rector will report, in closed/executive session, to the Board of Visitors on the conclusions and offer an overall assessment of the president's performance based on the annual review or formal comprehensive evaluation. The Rector also will lead a discussion on the proposed goals for the president for the



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upcoming year. This report by the Rector will be presented at the September Board meeting or as soon thereafter as possible.

### **Final Report**

The Rector should meet with president to present the final report of the Board on the president's performance evaluation. The meeting should take place after the September meeting of the Board but no later than October 15th. The performance evaluation process shall conclude with a confidential letter from the Rector to the president outlining the Board's assessment of the president's performance and setting the goals for the upcoming year; this letter should be signed by the Rector and, on receipt, the president. The external evaluator's report will be appended, if applicable. A copy of the letter and appended report (if applicable) shall be shared with the Board of Visitors.

The performance evaluation process should be concluded by no later than the December Board meeting. The Board shall also provide formal notice of its decision on the president's contract no less than 12 months prior to end of the term or the president's contract or within such period as the president's contract may provide.

### **IV. Compensation Review**

The president's base salary shall be reviewed annually by the Board of Visitors. Any increases in base salary (in addition to state mandated increases) will be determined based on the president's performance in connection with the annual performance evaluation and subject to approval of the full Board. Bonus potential may also be contemplated at the Board's discretion, based on the annual performance evaluation, as permitted by State law and from non-State funds.

The Rector will inform the president of any salary increase or bonus award, if any, at the presentation of the final report and feedback meeting with the president. The Board must ensure that funds will be available to provide any supplemental compensation, increase or bonus that is approved.

### **PUBLICATION**

This policy shall be widely published or distributed to the University community. To ensure timely publication and distribution thereof, the Responsible Office shall make every effort to:

- Communicate the policy in writing, electronically or otherwise, to the University community within 14 days of Board approval;
- Submit the policy for inclusion in the online Policy Library within 14 days of Board approval;
- Post the policy on the Board's Website; and
- Direct appropriate offices to educate and train all stakeholders and appropriate audiences on the policy's content, as necessary.



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Failure to satisfy procedural requirements does not invalidate this policy.

### **REVIEW SCHEDULE**

- Next Scheduled Review date: September 2020
- Approved date: May 6, 2016; September 15, 2017
- Revision History: April 27, 2016 review; December 12, 2014; March 23, 2012
- Supersedes: Presidential Evaluation Policy (approved March 23, 2012)

### **RELATED DOCUMENTS**

- *Code of Virginia* § 23-2.03 (2013) Boards of visitors; annual meeting with the president of the institution <https://leg1.state.va.us/cgi-bin/legp504.exe?000+cod+23-2.03>
- Norfolk State University Board of Visitors Bylaws <https://www.nsu.edu/board-of-visitors/bylaws>

### **FORMS**

*There are no forms associated with this policy.*

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<sup>i</sup> Portions of this Policy was adapted from Virginia Commonwealth University's Presidential Evaluation Policy (2009; rev. 2011).