

**Policy Title:** Monitoring President's Performance  
Policy Approver: Board of Governors  
Policy Holder: Board of Governors  
Category: Board Policy  
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### Policy Statement

The primary purpose of performance evaluation is to motivate, strengthen and recognize employee competence and effectiveness.

### Approval Statement

With the consent of the Board of Governors this policy is hereby deemed in effect the 12<sup>th</sup> day of February 2021.



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Chair, Board of Governors

February 12, 2021

\_\_\_\_\_  
Date

The process of evaluating the President's performance has two components:

1. A semi-annual feedback session with the Chair
2. A formal annual evaluation

Evaluations should:

- Provide feedback, information, guidance, and suggestions for personal and professional growth.
- Be part of a growth plan that includes establishing expectations and goals, evaluating results, and identifying opportunities for development.
- Provide information for the purpose of determining renewal or termination of employment, advancement on the salary scale, and recognition for outstanding performance.

## **Procedures**

The Human Resources Committee facilitates the President's performance evaluation.

### **Semi-annual feedback**

1. The Human Resource Committee Chair ensures a meeting is scheduled between the Chair, Vice Chairs and the President at the half-way point in each evaluation year. The purpose is to provide the President with a general understanding of any performance issues as perceived by the Board, with the objective to proactively resolve any such issues.
2. The Chair leads the discussion using the attached instrument (in the President Evaluation Package) and the President's annual performance goals (as agreed by the Board) as a basis.
3. The Chair provides the signed assessment form to the Human Resources Committee.

### **Annual Evaluation**

1. Raw data from the evaluation will be compiled and summarized by either a member of the Human Resources Committee who is not a YukonU staff member, or an external consultant.

2. This summary will be sent directly to the Board Chair for review and discussion with the Board.
3. The Chairs of the Board and either the Human Resources Committee or Governance Committee will then meet with the President to discuss the results.

The annual evaluation is to include:

- Report of Chair's semi-annual feedback discussion with the President.
- The President's self-assessment.
- Board member feedback on the President's performance, using the tool in the attached President Evaluation Package.
- Feedback from at least four of the President's direct reports and/or stakeholders with whom the President regularly works, as per Human Resource Committee guidance. This feedback is to be collected using the tool in the attached President Evaluation Package.
- Results of the Staff Climate Survey.

This report shall be discussed with the President after being discussed with the Board. The Board Chair may take the opportunity to update the Board after meeting with the President to complete the performance review.

The final report shall be included in the President's file.

### **Scope and Limitations of President**

Not applicable.

### **Appendices**

Addendum A - President's Evaluation Process Document

## Addendum A

### Process for the President's Evaluation

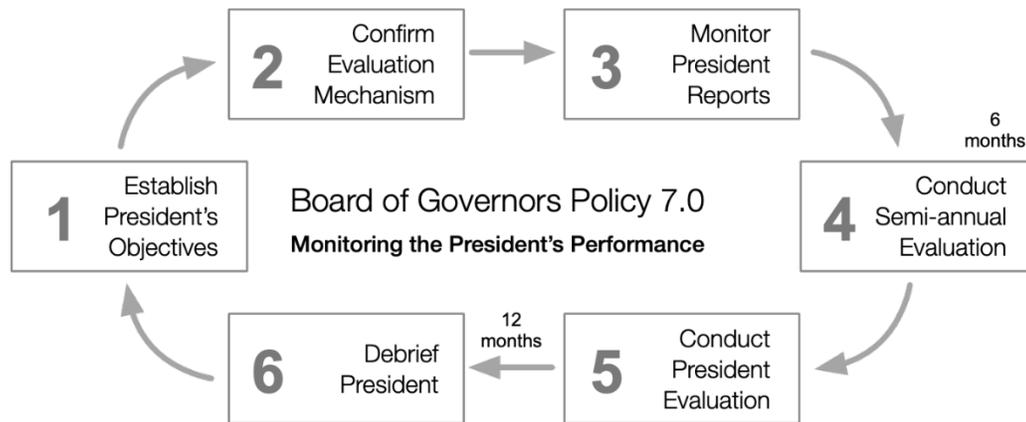
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## President’s Evaluation Process

According to the Board of Governors’ Policy **BOG 7.0: President Evaluation**, there are several steps in the evaluation process (Figure 1)

**Figure 1: President’s Evaluation Process**



### Rationale

The process of performance evaluation should:

- Provide feedback, guidance and suggestions for personal and professional growth.
- Be part of a growth plan that includes establishing expectations, evaluation of results, and identification of opportunities for development.
- Provide information for the purpose of determining renewal or termination of employment, advancement on the salary scale, and recognition for outstanding performance.

### Procedures (note: these may require updating)

The Board Chair will annually task the Human Resources Committee to facilitate the President’s performance evaluation. Results will be compiled by the Board secretary and sent directly to the Board Chair for review and discussion with the Board and then the President. The Board Chair will update the Board after meeting with the

President to complete the performance review. The final report shall be included in the President's file.

## Components of the Evaluation

The performance evaluation will consist of two elements:

### **1. An Annual Evaluation that includes:**

- The Report of Chair, and Vice Chairs' semi-annual discussion with the President
- An assessment by the Board and direct reports.
- The results of the annual staff climate survey.
- A self-assessment.

### **2. A Semi-Annual Evaluation**

A semi-annual discussion between the President, Chair and Vice Chairs will provide the President with a general understanding of any performance issues as perceived by the Board with the objective to resolve those issues in a proactive manner.

## President's Objectives

2020-2021

For the consideration of the Board of Governors, this document contains five proposed evaluation objectives for the 2020-2021 academic year. There are many other activities in which I engage as part of my role, but these are the ones on which I will regularly report.

The first objective is related to the development of Yukon University's 2021-2026 Strategic Plan. As noted at the Board Retreat in late November, this process will build on earlier engagement activities, such as Vision 2030, and provide other opportunities to get input from the Board, faculty, staff, students, First Nations and the community. This is an exciting opportunity that will provide direction for our campuses over the next five years. The other four objectives focus on the pandemic recovery, external relations and leadership.

### Key Objectives

#### 1. Oversee the Development of 2021-26 Strategic Plan

1.1. The current strategic plan sunsets in 2021. Its goal was to help direct the institution through its transition from college to University. Now that Yukon University is a reality, we would benefit from a new plan to guide us through the first stages of our new status. This will be one of the senior team's priorities for the year.

#### 2. COVID Management and Recovery

2.1. Yukon University has been working closely with the Yukon Government and the Chief Medical Officer of Health in developing processes to guide us through evolving pandemic conditions. This involves regular and ongoing assessments, scenario planning, and development of processes that mitigate impacts on students, employees and the budget.

### 3. External Relations

3.1. Regardless of the interim nature of my role, it will be important to building strong linkages with key stakeholders and rights holders in government, First Nations and the communities. This outreach will be a priority for me during my first year. Within the context of COVID restrictions, I hope to visit communities in-person to meet local leaders, students and community campus committee members.

### 4. Leadership

4.1. Despite the development of a new strategic plan for this year, we're still working on strategies from the 2016-2021 plan. These strategies are reflected in the personal workplans for each senior management team member. My role will be to motivate and support my colleagues in the accomplishment of these objectives.

4.2. Working with the Director of Finance and the Vice President of Finance and Administration, I plan to bring more transparency and efficiencies to some of the financial management processes we currently use.

4.3. 2020 has been a difficult year for the Yukon University community. The transition to University status, the retirement of a long-serving president, and significant changes to the Board have resulted in uncertainty and stress as staff wonder about changes in vision, process and stability. The pandemic and unexpected departure of the new president have exacerbated these feelings. I am engaging directly with staff to:

- ensure they know our vision remains the same.
- promote resilience and self-care.
- remind them that Yukon University has many positive things to look forward to.

### 5. Governance

5.1. As Interim President, I will be interacting regularly with Yukon University's Board of Governors to:

- Provide appropriate and timely advice, background information and briefing materials to the Board to support their governance responsibilities.
- Ensure the Board is kept abreast of relevant information about University activities.
- Support the Board and its standing committees by providing staffing resources

## Discussion Guide: President's Semi-Annual Feedback

**Date:**

**Chair:**

**Board members present:**

### Discussion Guide

- How are you feeling about the job and your performance?
- What are the highlights of your year so far?
- Positive things we see as a Board are...
- What are some of the challenges you've faced in the role?
- What hasn't gone well in the last 6 months?
- How are you progressing on your performance goals, and what kind of support do you need to achieve them?
- Things the Board perceives there is room to improve on are...
- What can you do to positively impact your performance in the next 6 months?

### Comments

### Signatures

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**Chair**

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**President**

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Revised: April 2017  
Revised: April 2013  
Revised: February 2013  
Revised:

## Board Survey: President's Annual Evaluation

	Indicate the extent to which the President demonstrates each of the following responsibilities.	Excellent	Fully Satisfactory	Meets Expectations	Needs Improvement	Unsatisfactory
<b>Strategic Planning</b>						
1	Demonstrates the necessary skills and knowledge to support the Board in developing a strategic plan.	5	4	3	2	1
2	Works closely with the Board on the development of the strategic plan.	5	4	3	2	1
3	Demonstrates the necessary skills to lead the achievement of the strategic directions, goals and objectives.	5	4	3	2	1
<b>COVID Management and Recovery</b>						
4	Ensures that the University responds effectively to the needs of a changing COVID environment.	5	4	3	2	1
5	Maintains a safe and healthy workplace, following the guidelines of the Chief Medical Officer of Health.	5	4	3	2	1
6	Takes measures to ensure that community campuses have the necessary guidance to respond to COVID issues.	5	4	3	2	1
7	Assesses and evaluates potential COVID recovery initiatives.	5	4	3	2	1
<b>Communication and Engagement</b>						
8	Engages effectively with communities, First Nations and government, to the extent possible under COVID restrictions.	5	4	3	2	1
9	Represents the University effectively at presentations and in public, to the extent possible under COVID restrictions.	5	4	3	2	1
10	In conjunction with the Foundation and Development departments, promotes the University to potential donors.	5	4	3	2	1

11	Demonstrates good listening skills and ability to gain insight from others.	5	4	3	2	1
<b>Governance</b>						
12	Fosters growth and development for all Board members, including orientation and regular access to information/educational programs related to good governance.	5	4	3	2	1
13	Communicates effectively with the Board, providing information at and between meetings.	5	4	3	2	1
14	With the Chair, ensures that agenda items are timely, relevant and supported by appropriate information.					
15	Monitors trends and changes in the education environment (including risks and liabilities) and ensures the Board is informed about these issues and potential solutions.	5	4	3	2	1
<b>Leadership</b>						
16	Recommends and implements sound financial, budgeting, control and information systems	5	4	3	2	1
17	Assesses the University's financial conditions, providing regular, complete reports to the Board	5	4	3	2	1
18	Shares key details of relevant University developments to inform Board decision-making.	5	4	3	2	1
19	Demonstrates strong human relations skills and nurtures an atmosphere of trust and mutual respect.	5	4	3	2	1
20	Models professional behaviour and demonstrates positivity, pro-activity and team orientation.	5	4	3	2	1

**What would you advise the President to...**

a) Keep doing:

b) Start doing:

c) Stop doing:

**Is there any other feedback you'd like to offer?**

## DRAFT Direct Report Survey: President's Annual Evaluation

	Indicate the extent to which the President demonstrates each of the following responsibilities.	Excellent	Fully Satisfactory	Meets Expectations	Needs Improvement	Unsatisfactory
<b>Strategic Planning</b>						
1	Demonstrates the necessary skills and knowledge to develop a strategic plan.	5	4	3	2	1
2	Encourages staff to participate in the development of the strategic plan.	5	4	3	2	1
3	Demonstrates the necessary skills to lead the achievement of the strategic directions, goals and objectives.	5	4	3	2	1
<b>COVID Management and Recovery</b>						
4	Ensures that the University responds effectively to the needs of a changing COVID environment.	5	4	3	2	1
5	Maintains a safe and healthy workplace, following the guidelines of the Chief Medical Officer of Health.	5	4	3	2	1
6	Takes measures to ensure that community campuses have the necessary guidance to respond to COVID issues.	5	4	3	2	1
7	Ensures that changes to COVID procedures are communicated in a timely and effective manner.	5	4	3	2	1
<b>Communication and Engagement</b>						
8	Engages effectively with staff members, and responds to requests in a timely manner.	5	4	3	2	1
9	Communicates with staff using a variety of methods, including breakfasts, Town Halls, drop-ins, blog entries and email.	5	4	3	2	1
10	Interacts respectfully and professionally with staff members.	5	4	3	2	1

11	Demonstrates good listening skills and ability to gain insight from others.	5	4	3	2	1
<b>Governance</b>						
12	Demonstrates effective meeting management skills at Senate and other University committee meetings.	5	4	3	2	1
13	Communicates effectively with the Senate and other University committee members, providing information at and between meetings.	5	4	3	2	1
14	With the Senate co-chair, ensures that agenda items are timely and relevant.					
<b>Leadership</b>						
15	Demonstrates skills and knowledge required to lead a complex organization.	5	4	3	2	1
16	Demonstrates strong human relations skills and nurtures an atmosphere of trust and mutual respect.	5	4	3	2	1
17	Models professional behaviour.	5	4	3	2	1
18	Values teamwork and cooperation.	5	4	3	2	1
19	Demonstrates positivity, pro-activity and team orientation.	5	4	3	2	1
20	Promotes and cultivates an environment of transparency and trust.	5	4	3	2	1

**What would you advise the President to...**

- a) Keep doing:
  
- b) Start doing:
  
- c) Stop doing:

**Is there any other feedback you'd like to offer?**