



**Connecticut
State
University**

Central ▪ Eastern ▪ Southern ▪ Western

BR94-99

P.O. Box 2008, New Britain, Connecticut 06050
Phone: (203) 827-7700

Chairman
Board Of Trustees

RESOLUTION

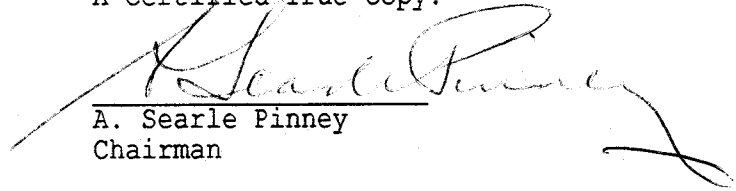
concerning

PERFORMANCE ASSESSMENT CRITERIA AND PROCEDURES FOR PRESIDENTS
OF THE
CONNECTICUT STATE UNIVERSITY SYSTEM

November 4, 1994

- WHEREAS, The Board of Trustees for the Connecticut State University system has granted considerable autonomy to its presidents to carry out Board policy within approved budgets, and
- WHEREAS, Criteria and procedures for presidential performance assessment have been revised following consideration by the Employee Relations Committee, the Executive Committee and Council of Presidents, now, therefore, be it
- RESOLVED, That the attached job descriptions, performance assessment criteria and assessment procedures included as an addendum are herewith approved.

A Certified True Copy:


A. Searle Pinney
Chairman



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Addendum to BR94-99

CONNECTICUT STATE UNIVERSITY SYSTEM PRESIDENT

DEPARTMENT: Office of the System President

CODE:

P. C. #:

INCUMBENT:

SUPERVISOR: Board of Trustees for the Connecticut State University System

POSITION SUMMARY: Chief Executive Officer directly responsible to the Board of Trustees for operation of the Connecticut State University System.

POSITION RESPONSIBILITIES:

1. Develops policy in conjunction with the Board of Trustees and implements Board policy.
2. Develops agenda for Board meetings, and maintains Board records.
3. Responsible for activities of system office and evaluates system office personnel.
4. Acts as the Board's Chief Agent for development of system budgets, master planning activity, and labor relations.
5. Oversees system-level service operations.
6. Communicates Board policy to University Presidents and evaluates their success in campus management within Board policy.
7. Represents the Board and CSU System before external agencies of state government and the public.
8. Works on such other activities as the Board shall require from time to time.

EDUCATION AND EXPERIENCE: Substantial experience in and familiarity with higher education, its management and role in a democratic society.

CRITERIA FOR PERFORMANCE ASSESSMENT
AND SETTING OF PRIORITIES

Connecticut State University System President

Setting of Presidential Priorities

Each year in June, the Board of Trustees or a designated committee thereof, shall meet with the CSU system President to review events of the past year, evaluate the performance of the President, and determine the particular objectives to which the President shall give highest priority for the ensuing year. A Letter of Priority detailing those high priority objectives shall be issued to the CSU system President promptly following the meeting. A copy shall be kept in the performance evaluation file maintained in the system office. Performance evaluations shall be based on achieving the objectives set out below and in the Letter of Priority.

Goals and Objectives

In general, the system President shall be expected to attain the following goals and objectives to contribute to providing quality education:

1. Achieve specific Board priorities as indicated in the Letter of Priority.
2. Involve the Board in priority setting and policy determination.
3. Apprise the Board, in a timely fashion, of issues which are arising, and information which the Board needs.
4. Develop alternative policy options for consideration by the Board.
5. Articulate a clear vision consistent with Board policy and state needs.
6. Effectively implement Board policy determinations.
7. Coordinate strategic planning within the system.
8. Make progress towards the system's Affirmative Action goals.
9. Develop budget options for consideration by the Board that reflect strategic plans and Board policy.
10. Capably direct system office staff: by, inter alia, (a) fostering continuous improvement and quality management, (b) effectively evaluating subordinates, (c) coordinating staff efforts in response to system needs, Board requests and external demands, and (d) insuring provision of quality service to the universities from service units.
11. Effectively evaluate university presidents to insure accountability to Board policies and directions.

12. Preserve, enhance, and efficiently utilize system resources, including human, operational and capital resources.
13. Effectively communicate with legislators, executive branch officials, and the public.

ANNUAL PERFORMANCE ASSESSMENT PROCESS FOR THE
CSU SYSTEM PRESIDENT

By June 10 of each year, the CSU President shall prepare an annual report to the Board on: (1) progress toward Board priorities as indicated in the prior year's Letter of Priority; (2) accomplishments under the Goals and Performance Assessment Measures; and (3) recommendations for the future. During late June or early July, the Board, or designated members shall meet with the CSU President to review the annual report and discuss items for inclusion in the CSU President's Letter of Priority for the ensuing year.

Following the meeting, designated Board members, or such staff as they desire to assist them shall prepare an annual written performance assessment of the CSU President and a Letter of Priority. The CSU President shall sign the performance assessment indicating that it has been read and may append comments, after which it shall be placed in the CSU System President's personnel file along with a copy of the Letter of Priority.

PRESIDENT

_____ STATE UNIVERSITY

DEPARTMENT: Office of the President

CODE:

P. C.#:

INCUMBENT:

SUPERVISOR: CSU System President

POSITION SUMMARY: Chief Executive Officer for _____ State University responsible to the CSU President for management of the university within Board policy.

POSITION RESPONSIBILITIES:

1. Works with a variety of university constituencies in the development of campus policy and procedures within Board Policy and in support of system objectives.
2. Directs activities of university staff and evaluates performance of that staff.
3. Provides stewardship over university resources.
4. Enhances the university's instructional program.
5. Enhances the university's development program.
6. Enhances university relations with alumni and the public.
7. Represents the university to the public.
8. Works on such other activities as the System President or Board shall require from time to time.

EDUCATION AND EXPERIENCE: Substantial experience in and familiarity with higher education, its management and role in a democratic society.

CRITERIA FOR PERFORMANCE ASSESSMENT AND SETTING OF PRIORITIES

University Presidents

Setting of Presidential Priorities

Each year, the CSU system President shall meet individually with each university president to review events of the past year, evaluate the performance of the president, and determine the particular objectives to which the president shall give highest priority for the ensuing year. A Letter of Priority detailing those high priority objectives shall be issued to each president promptly following the meetings. Copies shall be kept in the president's performance evaluation file maintained in the system office. Performance evaluations shall be based on achieving the objectives set out below and in the Letter of Priority.

Goals and Objectives

In general, each president shall be expected to attain the following goals and objectives:

1. Achieve specific priorities as indicated in the Letter of Priority and the mission statement as approved by the Board of Governors.
2. Provide the highest possible quality education.
3. Keep the curriculum responsive to the needs of the state.
4. Articulate a clear vision for the university, coincident with Board policy, state needs, and the system President's vision.
5. Revise strategic plans, with defined goals, on a biennial basis.
6. Develop budgetary plans which are consistent with strategic plans and Board policy.
7. Efficiently administer the university within the budget plan approved by the Board.
8. Attain admission targets with respect to total enrollment and specific cohorts of new students.
9. Attain retention targets established in relation to the demographic characteristics of the student population.
10. Make progress towards Affirmative Action goals for employees and diversity goals of the University's Strategic Plan for Racial and Ethnic Diversity for students.

11. Meet specific goals for fund raising from alumni, business and industry, and other contributors.
12. Capably direct administrative staff, including (a) fostering continuous improvement and quality management, (b) effectively evaluating subordinates, and (c) responding to the needs of students.
13. Develop good relationships and effective communications with all campus constituencies, alumni and the community surrounding the University.
14. Develop effective ways of advising students, and provide career counseling and placement services which result in satisfactory job placement upon graduation.
15. Maintain university facilities in good condition.
16. Provide for the safety of students, faculty, and other staff members.
17. Conform to the Board's Library and Intercollegiate Athletic policies.

ANNUAL PERFORMANCE ASSESSMENT OF THE
UNIVERSITY PRESIDENTS

By June 30 of each year, each President shall prepare an annual report for the CSU President on: (1) progress toward Board priorities as indicated in the prior year's Letter of Priority; (2) accomplishments under the Goals and Performance Assessment Measures; and (3) recommendations for the future. During late July or early August, the CSU President shall meet with each President to review the annual report and discuss items for inclusion in President's Letter of Priorities for the ensuing year.

Following the meeting, the CSU President shall prepare an annual written performance assessment of each President and a Letter of Priority. These documents shall be shared with Board members. Each President shall sign the performance assessment indicating that it has been read and may append comments, after which it shall be returned to the Board Office and placed in that President's performance assessment file along with a copy of the Letter of Priority.

QUADRENNIAL IN-DEPTH PERFORMANCE ASSESSMENT
OF THE UNIVERSITY PRESIDENTS

Purpose and Process

Performance assessment is primarily a process to strengthen the University. While it is proper to conclude that the process will offer the Board of Trustees a comprehensive performance assessment of the President, the matter of reappointment of the President is not an issue. Current Trustee policies are sufficient to this task. The Board intends to document presidential strengths and to assist the President by recognizing problems and weaknesses that may surface.

An ad-hoc committee of four Board members shall be annually appointed on or before December 1 by the Chair of the Board. This committee shall work with the CSU President in conducting the quadrennial performance assessment of one president. The presidents shall be evaluated in order of seniority with the most senior evaluated first.

On or before January 1 of the assessment year, the President shall prepare his own assessment of The State of the University, describing objectives, issues, accomplishments, areas of concern and plans for the future. The report shall include three years of data on enrollment, development revenue and budget history including changes in the budget and reasons therefore. The report should focus on the stewardship of the President. The report shall be submitted to the CSU System President.

Subsequently, the CSU System President shall submit the report to the ad-hoc committee along with the three most recent annual evaluations of the president.

The ad-hoc committee and the CSU System President shall prepare a format for the performance assessment including issues and questions addressed to selected campus constituencies. The University President shall have an opportunity to review the issues and questions and offer comment prior to the campus interviews.

On or before March 1 of the assessment year, The State of the University report will be circulated to the organization leadership, including, but not limited to the following: faculty senate, student government, CSU-AAUP chapter, SUDOAF-AFSCME chapter, and alumni board.

On or before April 1 of the assessment year, the ad-hoc committee shall invite individuals or groups of its choice from the constituencies listed above to comment both in writing and during a scheduled interview with the ad-hoc committee and the CSU System President.

Before the Board of Trustees' May meeting, the ad-hoc committee and the CSU System President shall schedule a meeting with the University President to share the results of the performance assessment. At the Board of Trustees' June meeting, the ad-hoc committee and the CSU President will report to the Board in executive session.

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