I. PURPOSE:

The purpose of the President’s evaluation is to provide the President with regular support and feedback on performance by identifying areas of strength and opportunities for further professional development. The evaluation process should also provide the Board an opportunity for reflection on the health of the institution and the leadership demonstrated by the President. Finally, a formal evaluation process meets the need of the Board to ensure the public that it is meeting accountability expectations.

II: PROCESS: The process has two distinct elements:

1. An annual review based on the President’s self assessment document and on the achievement of measurable goals specified by the Board and aligned with the goals of the university’s strategic plan.

2. A periodic comprehensive evaluation that seeks extensive stakeholder input and may include an external evaluator. The comprehensive evaluation occurs during the second year of the Presidency and every three years thereafter, although the Board reserves the right to alter this schedule at its discretion. In the year a comprehensive evaluation is conducted, it is performed in lieu of the annual review.

In both elements, the review is the responsibility of the Rector and an appointed Evaluation and Compensation Committee (ECC) in full consultation with the Board. The Board of Visitors has the sole responsibility for the evaluation of the President. However, it will seek input from stakeholders as outlined in this policy, including from the VCU Health System Board of Directors, as the President plays a major role in that organization.

III. ANNUAL REVIEW

A. The Establishment of Goals

In July of each year, the Rector and ECC shall establish, in consultation with the President, a set of goals for the upcoming academic year. To the extent possible, these goals should be measurable and should relate directly to the Strategic Plan and/or Board established priorities; they may include multi-year goals and goals suggested by the VCU Health System Board of Directors. These goals should be affirmed by the whole Board at its regularly scheduled August meeting.

B. President’s Report to the Board
In July of each year, the President shall provide the Board and the Evaluation and Compensation Committee with a report that includes the following:

1. Progress on meeting the established goals with an emphasis on providing applicable data.
2. The President’s assessment of the overall academic quality of the University.
3. The President’s assessment of the financial status of the University and the Health System.
4. The President’s assessment of the challenges facing the University.
5. The identification of any professional development the President wishes to pursue.
6. The goals proposed by the President for the following year that will be reviewed as part of the process identified in A above.

C. Rector and ECC Review of the President’s Report

The Rector and ECC will meet shortly after receiving the President’s report and shall review that report and shall consult with members of the Board and others, as outlined in Section IV B-E below, to receive feedback, as appropriate, as it conducts its evaluation.

D. Rector and ECC Meeting with the President

The Rector and ECC will meet with the President to discuss the evaluation and to agree upon the goals for the following year (see A above).

E. Rector’s Report to the Board

The Rector will report, in Closed/Executive Session, to the Board of Visitors on: the results of the evaluation; the proposed compensation (including the payment of any applicable bonuses); and the proposed goals for the upcoming academic year.

F. Rector’s Letter to the President

The Rector will provide the President a brief report outlining the evaluation, the compensation, and the goals for the upcoming academic year; this report will be shared with the Board of Visitors. The process should normally be concluded by the August Board meeting or as soon thereafter as possible.

IV. COMPREHENSIVE EVALUATION:

The periodic comprehensive evaluation will include the participation of individuals and groups from both within and beyond the University. It may also include the assistance of an external evaluator.
A. President’s Report to the Board

The President shall submit a self-assessment report to the Board that addresses the State of the University and the President’s stewardship, and may include:

1. Progress on meeting the previous year’s goals and a summary of progress on all goals since the previous comprehensive evaluation.

2. The overall academic quality of the institution including:
   a. The quality of academic programs, including the core curriculum, undergraduate and graduate programs, and professional programs.
   b. The quality of faculty appointments, recruitment and retention.
   c. The success of the institution’s student recruitment, admission, retention and graduation strategies.
   d. Significant changes, either proposed or implemented, in academic programs.
   e. Student outcomes, including any measures that the campus employs to ensure that appropriate learning is taking place in the subject and skill areas covered by the undergraduate, graduate, and professional programs.

3. The financial health of the institution, including:
   a. Success with securing state funding.
   b. The President’s fund-raising record and future development plans.
   c. How allocated resources have been utilized and what efficiencies have been implemented.
   d. The institution’s record of attracting external funds for research/scholarships and success with securing federal funding.
   e. The financial status of the Health System.

4. Major personnel changes to include the quality and diversity of hires.

5. Progress on institutional diversity and equity.

6. The institution’s record of service to its local area, state, and nation.

7. The President’s record representing the institution and articulating its goals to a variety of external constituencies (legislators, alumni, community, state, and national leaders) and to internal constituencies (students, faculty and staff).

8. The President’s record of service to the institution, the community and to regional and/or national educational and civic organizations and to international efforts.

9. The condition of the physical plant and plans for future building and/or renovations.

10. Special challenges that the institution or the President have faced since the last comprehensive performance review.

11. The President’s assessment of overall morale.

12. The President’s assessment of the working relationship with the Board of Visitors.

13. The President’s assessment of the working relationship with the VCU Health System Board of Directors.

14. Local, state, national and international media/communications efforts and results.
B. Appointment of External Evaluator

The Board may appoint an external peer evaluator (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 (see D, E for external evaluator’s role). The Secretary to the Board shall serve as liaison between the Board and the external evaluator and will attend all focus group meetings. In appointing the external evaluator, the Rector will consult with the President about potential evaluators in order to avoid any bias or conflicts of interest.

C. Comments on Presidential Stewardship and the Institution

1. Presidential Stewardship

The Rector will invite members of the appropriate faculty, staff, student, alumni and foundation organizations to submit written comments on the quality of the President’s stewardship (either through an open invitation or through a survey instrument). The VCU Health System Board of Directors also will be invited to provide written comments. The Rector will also seek input from the Vice Presidents, other direct reports of the president, Deans, and recognized leadership of the faculty, staff, and student government association as appropriate. Comments regarding Presidential stewardship shall be considered confidential.

2. The Institution

The Rector may request comments from other interested parties, such as key supporters of the University. When requesting such comments, the Rector will make it clear that the evaluation is a routine, periodic evaluation. Comments from such other interested parties may be considered by the Rector in the Presidential review if such matters are, in the judgment of the Rector, deemed appropriate and relevant. Both the stewardship and the institution comments normally will be solicited by May 15.

D. Visit by the External Evaluator (if utilized)

After reviewing the President’s report, background information about the institution, and the written comments solicited from the individuals and groups described above, the external evaluator will visit the University to meet with the President. The external evaluator will also meet the representatives of appropriate constituency groups representing students (including but not limited to student government), senior administrators, faculty, staff, alumni, and community leaders; the external evaluator should also have one or more open meetings. The President will be consulted as to the timing and organization of the campus visit, which will be coordinated by the Secretary of the Board. At the end of the visit, the external evaluator will meet privately with the President for a brief summary exit interview. This visit will normally occur in May.
E. Report from the External Evaluator to the Board (if utilized)

After visiting the campus, the external evaluator will consult with the Rector regarding the findings and prepare and submit a written report on the quality of the President’s stewardship. The report may include suggested future goals for the President. 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.

F. Rector’s Report to the Board of Visitors

After consulting with the President and the ECC regarding the contents of the external evaluator’s report, 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. The Rector also will report on the proposed goals for the President for the upcoming year. This report normally should be given at the August Board meeting.

G. Final Report

The evaluation will 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 both the Rector and, on receipt, by the President. The external evaluator’s report will be appended. A copy of the letter and appended report will be shared with the Board of Visitors. The process should be concluded by the August Board meeting or as soon thereafter as possible.

IV. COMPENSATION RESPONSIBILITY:

With respect to the Presidential Evaluation and Compensation Committee (ECC), it is also responsible for recommending the President’s compensation package to the full Board. The compensation package will consider both performance-based and market-based criteria, including but not limited to:

- The results of the annual evaluation, with particular emphasis on progress in achieving the University’s goals in our strategic plan, *Quest for Distinction*;
- The compensation packages of presidents at Virginia’s Tier 3 institutions;
- The compensation packages of presidents at the university’s peer institutions; and
- Other relevant documentation

Approved by the Board:  May 15, 2009
Revised:  November 10, 2011