

Procedure Information	
Related to Policy No:	AD-HR-1.26
Approved by:	CNC Board of Governors
Approval Date:	December 15, 2023
Date of Next Review:	December 2028

PRESIDENT EVALUATION AND RENEWAL PROCEDURE

1. This Policy and Process document consists of two parts:
 - 1.1 Part 1: President Evaluation - responsibility is delegated to the Human Resources Committee;
 - 1.2 Part 2: President Contract Renewal - responsibility is vested in the Board.

PART 1 - PRESIDENT EVALUATION

2. Delegation to the Human Resources Committee of the Board
The Board is solely responsible for assessing the performance of the President. The Board has delegated this responsibility to the Human Resources Committee (the "HR Committee"). The HR Committee will provide a report to the Board of its findings at each Evaluation Event (as defined below).
3. **Evaluation Events**
The performance of the President will be formally reviewed and evaluated on completion of six months in office, and on the completion of each academic year thereafter. A mid-year review, may, if undertaken by the HR Committee at its sole discretion, serve as an opportunity for the President to update the HR committee and to address any emerging challenges or changing circumstances. Each review and evaluation, except for the discretionary mid-year review, constitutes an "Evaluation Event".
4. **Nature of the Evaluation**
 - 4.1 The evaluation of the President forms part of the contractual relationship between the Board and the incumbent. It is the sole responsibility of the HR Committee to make the evaluation of President performance and to report its findings to the Board at each Evaluation Event. The Board Chair will be part of the HR Committee along with the Vice-Chair.
 - 4.2 Any meeting held to discuss the performance of the President, and any material related to the performance of the President, shall be private and confidential to the HR Committee and the President. The HR Committee will determine its own process and timelines for each Evaluation Event in consultation with the President. The process and timelines for each Evaluation Event may differ. The Board may seek the support of a third party when undertaking the President Evaluation Process.

5. Mutually Agreed Upon Annual Criteria

- 5.1 The HR Committee and the President shall mutually develop annual goals and objectives and the achievement of such goals and objectives will be reviewed against criteria that may include but is not limited to the following:
 - 5.1.1 Implementation of strategic plan priorities and initiatives;
 - 5.1.2 Board/President Relations (issues relating to information provided, direction taken, and advice given);
 - 5.1.3 Government/Community Relations (issues relating to representing the institution); including mandate letter from minister;
 - 5.1.4 Programs and Services (issues relating to the implementation of the training and educational mandate of the College);
 - 5.1.5 Fiscal Operations (issues relating to the financial situation of the College);
 - 5.1.6 Leadership (issues relating to the President's ability to manage and lead).
- 5.2 Progress towards specific goals may be impacted by changing priorities and issues that arise during an academic year. The HR Committee and the President will work together on any adjustments, if it is agreed that such adjustments are required.
- 5.3 In the event the HR Committee and the President cannot agree on annual goals, objectives, performance measures and targets for the President's performance, the HR Committee will provide to the Board its recommended goals, objectives, performance measures and targets, along with written notice of the President's input.
- 5.4 The Board shall approve the annual goals, objectives, performance measures and targets in an *in camera* session. These goals will be included in a letter of expectations for the President.
- 5.5 The HR committee of the Board of Governors will use the following measures when evaluating the annual performance of the President:
 - 5.5.1 Compliance with the nature and limits set by applicable legislation and board bylaws and policies;
 - 5.5.2 Compliance with the nature and limits set by the strategic plan (vision, mission and values, goals and annual budget plan);
 - 5.5.3 The demonstration of the College's values, both internally and externally and personal conduct by the president as appropriate to the role;
 - 5.5.4 The submission of timely Board reports on relevant issues and annual compliance report confirming all legislative and mandated requirements have been met;
 - 5.5.5 The delivering of a balanced budget (unless government permission allows deficit);
 - 5.5.6 The substantial completion or reasonable progress towards the annual objectives based on strategic goals;
 - 5.5.7 The strategic advancement of the College; and
 - 5.5.8 The degree to which the College is represented in a professional, ethical and responsible manner.

- 5.6 The performance assessment tools available to the HR Committee may include, but are not limited to:
 - 5.6.1 An annual self-assessment based on predetermined and agreed-upon objectives and expectations of progress;
 - 5.6.2 Annual financial and risk performance reports;
 - 5.6.3 Informal appraisal through Board Chair and HR committee meeting discussions;
 - 5.6.4 Regular feedback between the Board Chair and President on organizational issues and results;
 - 5.6.5 Observation of leadership behaviors; and
 - 5.6.6 Feedback from members of the Board that are not members of the HR Committee, in such manner as the HR Committee may determine.

6. Annual Reporting

- 6.1 The President shall provide the HR committee a mid-year summary of progress against the agreed upon performance development plan (PDP). Progress and challenges will be discussed and adjustments agreed-upon if necessary.
- 6.2 The President shall provide the HR Committee a year-end summary of progress against the established criteria in the spring of each year.
- 6.3 The HR Committee chair and Board chair will provide written feedback to the President prior to the development of the performance goals and criteria for the next year. The letter will provide clear feedback on strengths, achievements and developmental expectations, if any.
- 6.4 The Board is solely responsible to determine the President's compensation. Following each Evaluation Event the HR Committee shall, along with its report to the Board, make a recommendation to the Board concerning any change to the President's salary and compensation package.

PART 2 - PRESIDENT CONTRACT RENEWAL

- 7. The Board is solely responsible to determine the President's contract renewal and the terms and conditions of that renewal. In order to assist the Board, the HR Committee will provide a report and recommendation. No later than one year before an incumbent President reaches the end of their term, the HR Committee shall begin discussions with the President regarding whether both parties will be interested in negotiating a second term.
- 8. If the incumbent President indicates an interest to negotiate a second term, the HR committee will then undertake a review process in order to decide whether to recommend a renewed term to the Board.
- 9. Criteria for the review will be primarily based on past performance and include the results of prior reviews and evaluations. The HR Committee may, at its sole discretion, decide whether an expanded process would help to inform the committee's recommendation. The process and criteria for the review would be based on professional guidance and expertise and be designed to include only objective criteria that is relevant to the performance of the President and success

as a leader. Tools or processes that have the potential to be subjective or political, such as broad surveys and town halls, will not be used.

10. Upon completion of the agreed-upon review, the HR Committee shall submit its report and recommendation to the Board. The Board shall determine its own process and procedure for reviewing the report and recommendation presented to it by the HR Committee.
11. The decision of the Board shall be communicated to the President at least nine months before the end of the President's term.

Procedure Amendment Log

Amendment Number:	Date:
0	June 4, 2021
1	December 15, 2023
2	