

PROCEDURES AND GUIDELINES MANUAL AMENDMENTS

CHAPTER 2, SECTION 2, SUBSECTIONS 2 AND 3

[Periodic Evaluation of NSHE Presidents]

Additions appear in *boldface italics*; deletions are ~~stricken~~ and bracketed]

Section 2. Executive Evaluations

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2. PERIODIC EVALUATION OF NSHE PRESIDENTS

A comprehensive, periodic assessment of the performance of each President in four key areas will be conducted in the next-to-last year of each contract period. The purpose of the periodic evaluation is to provide constructive feedback on measurable performance metrics assessed over a period of time so that Presidents may know how colleagues, Regents, and key leaders in the community view their efforts, including areas of strength as well as areas that may need improvement.

1.) The President being evaluated shall prepare a written self-evaluation based upon the four areas of evaluation described in subsection 3. The self-evaluation shall be submitted to the Chancellor and provided to the Evaluation Committee.

2.) The Chancellor shall appoint a ~~Evaluation~~ Committee composed of not more than four individuals knowledgeable with the institution, including one senior faculty member. The Chancellor shall appoint one member to serve as Chair of the Committee. The Committee shall conduct the evaluation using the evaluation metrics described in subsection 3. The Committee shall be provided with the prior evaluation(s) of the President, if any, together with any interim annual evaluations.

The Chancellor may designate a Committee Facilitator, who has undergone training or has specialized expertise, to assist the Evaluation Committee in the performance of its work. The Committee Facilitator may be a person who works at NSHE System Administration or an NSHE institution. The Chancellor may keep an ongoing list of persons who possess the necessary training or expertise to serve as a Committee Facilitator.

3.) In advance of the evaluation, the ~~[Evaluation]~~ Committee and the Chancellor shall meet to review and discuss prior evaluations, the details of the current evaluation and any issues that may be raised during the evaluation process. The Chancellor shall provide the Committee with a list of stakeholders to be interviewed. The list shall consist of a wide variety of individuals, internal and external to the institution, who are knowledgeable about the President's work and shall include student leaders. The President shall be permitted to submit a list of potential interviewees. The Chancellor shall select the names to be forwarded from the President's list. The list shall be divided by the **Committee** Chair among the **Committee** members. Appropriate accommodations will be made for the ~~[Evaluation]~~ Committee members to conduct interviews at institutions with multiple campus sites.

4.) The evaluation process will include the opportunity for a representative sample of **administrators, faculty, classified employees,** ~~[vice presidents, deans, academic and~~

~~administrative department heads, faculty,]~~ students, and community and alumni leaders to be **confidentially** interviewed, and ~~[may]~~ **shall** also include a faculty survey submitted in compliance with the provisions of this section. With the exception of the results of a faculty survey, the ~~[Evaluation]~~ Committee shall not accept anonymous materials, as part of the evaluation process.

~~The faculty senate may conduct a survey of faculty regarding the performance of the President.~~ **The Chancellor may retain the services of a neutral third party or utilize resources from the NSHE System Office to administer a faculty survey. The survey shall be conducted using a standardized form provided by the Chancellor. The Faculty Senate may propose additional questions for the Chancellor to include in the survey. Any additional questions proposed by the Faculty Senate must be reviewed and approved by the Chief General Counsel and shall be included in the survey unless written comments are submitted back to the Faculty Senate by the Chancellor outlining the reasons why the Faculty Senate's questions should be omitted.** The survey shall, **among other matters**, address the Performance Metrics for the Periodic Evaluation of the Performance of NSHE Presidents set forth in subsection 3. ~~[Within the scope of the Performance Metrics, the survey may also seek input regarding the effectiveness of the relevant institutional offices or departments. In preparing the survey and the final survey report, the faculty senate shall consult with the institution's general counsel to ensure the questions in the survey and the final survey report do not seek or contain comments about the performance of individuals other than the President.]~~ **The Chancellor shall annually review the standardized survey form with the Faculty Senate and the Presidents and discuss any revisions to the survey that may be necessary.**

The Survey responses may be anonymous and shall be maintained as confidential. All responses shall be provided to the Chancellor and the Committee. The Committee may prepare a public summary of the responses for inclusion in its final report. ~~[final survey report must be provided to the Evaluation Committee.]~~

The Chancellor shall establish guidelines in consultation with the **Faculty Senate** regarding the process, timeline, and notification schedule in order to obtain constructive feedback from the faculty.

5.) Prior to conducting interviews with institution constituents, the ~~[Evaluation]~~ Committee will meet with the President for the purpose of reviewing strategic plans, goals, objectives, resource allocation policies, major challenges and successes, and the President's own assessment of the interval being appraised. The Committee shall review the President's self-evaluation with the President and allow the President to discuss any relevant facts with the Committee.

6.) At the conclusion of this meeting, the Committee members shall disperse to meet with the assigned interviewees. ~~[The Committee shall also conduct an open forum for students.]~~ During the course of conducting the interviews, the Committee shall meet at the call of the Chair to review the interviews conducted so far and to discuss common thoughts and themes that have emerged from stakeholder input. **The Committee shall also conduct an open forum for administrators, faculty, classified employees, and students.**

7.) At the conclusion of the interviews and ~~[student]~~ **open** forum, the Committee shall meet with the President to discuss what its members have heard, including strengths and weaknesses of the President in the four areas of evaluation described in Subsection 3 and will recommend areas for future focus and improvement. The President shall be provided an opportunity to clarify points the President believes should be made.

8.) The Committee shall prepare a written report within two weeks of the Committee's final meeting with the President, with each member contributing a portion of the report as assigned by the Committee Chair. The Chair shall combine the individual member contributions into a final version of the report.

9.) The Committee Chair shall meet with the President to review the final evaluation report in order to correct any factual errors but other than such corrections, no changes may be made to the evaluation. The Committee Chair shall then deliver the final evaluation report to the Chancellor for transmittal to the Board.

10.) As soon as practical after the submission of the final evaluation report, the Chancellor will present an evaluation of the President, which shall include the final evaluation report, at a regularly scheduled meeting of the Board of Regents where the President will participate in an open personnel session to review the findings of the periodic evaluation. The open personnel session will take place on the first day of the meeting of the Board of Regents.

11.) At the conclusion of the periodic evaluation process, in an open personnel session on the second day of the meeting, the Board Chair may recommend contract terms and conditions for approval by the Board of Regents.

12.) A copy of the Chancellor's evaluation, the ~~[Evaluation]~~ Committee's **final** report and a copy of the President's self-evaluation ~~[will]~~ **shall** be retained **by the NSHE Human Resources Department**. ~~[in the President's personnel file. All]~~ **These [documents are public] documents are not confidential and may be made available to the public.**

3. PERFORMANCE METRICS FOR PERIODIC EVALUATION OF NSHE PRESIDENTS

The periodic presidential evaluation shall be conducted with reference to the following criteria.

Part 1. FUNDAMENTAL PRODUCTIVITY

A. Academic Completion – Student Success. The NSHE is a performance oriented system. Student success as reflected in academic completion is a key Board policy each President embraces. A President shall be evaluated based on **the following**: 1. **graduation** rates; 2. **the** total number of degrees and certificates awarded; and 3. **year** to year persistence rates.

B. Enrollment – Student Access. While the NSHE has moved from an input to an output formula, performance growth cannot occur without attracting more students. In addition, Nevada needs more graduates so serving more Nevadans remains important. A President shall be evaluated based on enrollment, including online enrollment.

NSHE has a fundamental commitment to equity and diversity. The President shall separately state institutional progress with respect to critical underserved populations, including minority groups and low income students, indicating efforts to close attainment gaps where they exist among populations.

NSHE community colleges serve a diverse student body and have more part time students. The Chancellor shall develop and utilize as a component of the evaluation a completion metric which reflects the complex mission of a community college.

C. Grants/Contracts/Special Events/Research and Development/Gifts. Funding is a challenge all institutions face. A major focus of every President is leading an institution that secures

alternative funding sources. The sources include attracting grants, contracts and gifts. The goal is to diversify sources of college revenue through community partnerships.

A President shall separately state funding attainments in each of the following categories, giving the institution's baseline for the applicable evaluation period for **each of the following**: 1. **grants** and contracts; 2. **special events**; 3. **research and development**; and 4. **gifts**.

The Chancellor shall develop data dashboards for reporting annual performance for the metrics in Part 1 that shall be reported to the Board and posted on the NSHE website.

Part 2: INSTITUTIONAL WELL-BEING AND MANAGEMENT EFFECTIVENESS

D. Entrepreneurship. Closely related to the metrics in Part 1 C is encouraging innovation and entrepreneurship throughout the institution. A President shall separately state steps the President and the institution have taken to encourage entrepreneurial activity.

E. Campus Environment **and Shared Governance**. As President, effectiveness as a leader echoes throughout the institution. A President shall detail any major initiatives or advancements to improve the campus environment under the President's leadership.

Part 3: INSTITUTIONAL RELATIONS TO EXTERNAL COMMUNITIES

F. Collaboration. NSHE consists of multiple institutions, making relations with other member institutions critical. A President shall work closely with other member institutions to further the goals of student success. A President shall separately state collaborative relationships with member institutions and plans for the extension of these partnerships.

G. Regent Strategic Directions. The Board has adopted Strategic Directions and expects full participation by all institutions in critical initiatives such as 15 to Finish, eLearning, Effectiveness and Efficiency, iNtegrate 2 and similar programs. The Chancellor shall review and evaluate the activity and commitment of a President in achieving implementation of critical Board priorities.

H. Community Partnerships and Connections. Connecting with communities is crucial. This extends beyond fundraising to ensuring the health of critical relationships for the institution. A President shall describe how critical partnerships and community and business relationships have been maintained and extended.

Part 4: ACHIEVEMENT OF STRATEGIC GOALS: The President shall be evaluated on the specific progress made at his or her institution toward achieving strategic goals that have been adopted by the Board.

Part [4] 5: OTHER

If a President believes other factors than those covered herein fundamentally reflect on the President's performance, the President may briefly describe such efforts separately. In preparing a self-evaluation, the President may also bring to the attention of the Evaluation Committee such distinct aspects and missions of the President's respective university, college or institute as the President deems appropriate to fully convey the essential nature of presidential performance and institutional advancement.

In addition to the factors above, the Evaluation Committee may consider such additional indicators of presidential performance as it deems appropriate to present a complete picture of the

President's performance including, but not limited to, relationship with the Board of Regents, promoting and sustaining diversity, budgetary matters, academic and general administration, management and planning including planning for deferred maintenance, and if applicable, oversight and management of intercollegiate athletics.