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Memorial University of Newfoundland and Labrador Presidential Assessment

Purpose

To provide for appropriate and periodic appraisal of the President’s performance and leadership with the goal of assessment of the President’s and the University’s effectiveness.

The process is to provide the President with constructive information, advice, and guidance that supports the President’s performance.

Scope

The President and the Board of Regents of Memorial University of Newfoundland and Labrador.

Definitions

Annual Assessment: An annual confidential appraisal of the President’s performance and leadership conducted by the Board, in accordance with the Procedure for [Annual Presidential Assessment](#).

Comprehensive Assessment: A confidential comprehensive assessment of the President’s overall performance, conducted at least one year prior to the termination date of the President’s term of appointment, building on the previous annual assessments. See [Procedure for Comprehensive Presidential Assessment](#).

Board – Board of Regents of Memorial University of Newfoundland and Labrador.

President – the President and Vice-Chancellor of Memorial University of Newfoundland and Labrador.

University – Memorial University of Newfoundland and Labrador.

Policy

The Board agrees to provide the President with the support, authority and responsibility required to lead and manage the University’s affairs successfully.

Regular assessments of the President’s leadership strive to achieve continuous communication between the Board of Regents and the President about goals and accomplishments, the University’s strategic position and vision, the effectiveness of various decisions taken, as well as provide feedback from the Board, members of the University community and stakeholders.

Assessments are not intended as a substitute for regular, ongoing communication about progress toward goals between the President and the Board but instead are meant to foster a strong, supportive governance structure.

The Board will assess the performance of the President through both an Annual Assessment and a Comprehensive Assessment. Assessment discussions should take place in the context of complete confidentiality, in accordance with the Board Code of Conduct, between the President and those undertaking the assessment. The President should be informed of, and may comment on, any plans for consultations beyond the Board membership. Further details on the assessment process can be found in the [Procedure for Annual Presidential Assessment](#) and the [Procedure for Comprehensive Presidential Assessment](#).

Assessments must be timely, clearly defined, and objective to ensure the Board, President, and thus the University at-large are striving towards the same goals while assessing such progress in a fair and consistent manner.

The assessment process must consider what has been achieved, how it has been achieved, and how it supports the strategic goals of the University going forward. In assessing the performance of the President, consideration should be given to success in the following areas:

- strategic planning;
- team leadership;
- effectiveness in governance;
- academic excellence;
- financial management;
- advancing equity, diversity, and inclusion goals;
- indigenization; and
- sustainability and climate action.

Unforeseen events may, at times, have a major influence on the goals and objectives of the University and the President; as such it is important that assessments consider the implications of any such events during the assessment process.

Related Documents

- [Memorial University of Newfoundland Act](#)
- [Presidential Search, Selection and Appointment Policy](#)

Procedures

- [Procedure for Annual Assessment of the President](#)
- [Procedure for the Comprehensive Assessment of the President](#)

Procedure for Annual Assessment of the President

The Annual Assessment process will be led by the Executive Committee of the Board (excluding administrative members other than the Executive Director and the Secretary to the Board). This committee will include the Board Chair, who will also serve as the Chair of the Annual Assessment process.

The Annual Assessment will be conducted using a fair and timely process, grounded in the [vision, mission, and values](#) of the University.

The work of the Executive Committee is conducted confidentially between the Committee, the Board and the President. The Executive Committee shall determine whether to engage an external leadership assessment consultant to assist with the Annual Assessment. The President must be informed of the use of an external consultant and may comment on any plans for consultations beyond the board membership for the consideration of the Board. Reports created by the external consultant, if engaged, may be shared with the President to help expedite the process and ensure no important feedback is not considered as the final Annual Assessment report is completed.

To further support the President and provide a greater depth of assessment to this process, the feedback of senior administration, among others deemed appropriate, may be conducted.

The Annual Assessment process will be conducted as follows:

1. It begins with the President preparing a self-assessment which includes performance relative to the previous year's objectives, their leadership of the institution, the performance of the University, and how this culminates in progress towards advancement of the University's strategic plan.
2. Board members are provided an opportunity to indicate how well these objectives have been fulfilled by the President by way of a confidential performance review survey from which a consolidated, de-identified and unattributed summary of the President's performance is compiled.
3. The Executive Committee reviews the self-assessment and the consolidated, de-identified and unattributed summary from Board members, summarizes its deliberations and provides a complete summary to the President, who is then given an opportunity to respond.
4. The Executive Committee then compiles its final Annual Assessment report and forwards it to the Board Chair for discussion with the President.

This process is repeated on an annual basis as the President develops a set of goals and objectives for the year ahead for the University and themselves.

The Committee's report and the President's goals and objectives for the subsequent year are submitted to the Board for its consideration.

Procedure for the Comprehensive Assessment of the President

At least three months prior to the start of the President's final year of the term of appointment, the President shall notify the Board Chair in writing as to whether they wish to stand for reappointment.

Should the President stand for reappointment, the Executive Committee (excluding administrative members other than the Executive Director and the Secretary to the Board) will conduct a comprehensive and confidential assessment of the President's performance. This committee shall include the Board Chair who will also serve as the Chair of the Comprehensive Assessment process.

This process is initiated and completed at least 12 months prior to the termination date of the President's term of appointment. The Comprehensive Assessment is based on the President's leadership of the University, results of the Annual Assessments conducted throughout the President's term, the performance of the University and written submissions which are invited by the Chair from members of the Board, Senate, and University community.

The Comprehensive Assessment process will be conducted as follows:

1. The President prepares a self-assessment which includes performance relative to objectives for the previous years, their leadership of the University and performance of the University.
2. Members of the Board, Senate and University community other than members of the Executive Committee, are provided an opportunity to submit written comments that will be de-identified and consolidated.
3. The Executive Committee reviews the self-assessment and any submissions from members of the Board, Senate, and members of the University Community. The Executive Committee, at its discretion, may interview any person who made a submission.
4. The Executive Committee proceeds to summarize its deliberations and provides the summary and consolidated, de-identified community commentary to the President, who is then given an opportunity to respond.
5. The Executive Committee prepares a final Comprehensive Review report and forwards it to the Board Chair for discussion with the President.
6. The Committee's final report is then submitted to the Board for its consideration.

If the review does not lead to a recommendation for reappointment, or if the President does not wish to stand for re-appointment, the [Procedure for Search, Selection and Appointment](#) is followed.

If a review leads to a recommendation for reappointment, the requisite discussions will occur with General Counsel and any other required parties. The terms of the reappointment will be in alignment with the existing contract for the President. The reappointment is subject to approval by the Board.