

## **POLICIES AND PROCEDURES FOR REVIEW OF PRESIDENTS**

### **I. Coverage:**

This document establishes policies and procedures for the review of Presidents in the California State University.

### **II. Responsibilities:**

Decisions regarding appointment, salary, and continuity of Presidents are made by the Board of Trustees upon recommendation of the Chancellor.

### **III. Objectives:**

The Objectives of the review are to provide the Chancellor and the Board of Trustees with an understanding of the unique characteristics of the campus, a continuing assessment of campus operations and educational effectiveness, and an assessment of the leadership and management performances of the executive.

The review provides the Presidents with an evolving understanding of their roles, their rights and their responsibilities; the plans, goals and expectations mutually agreed to by the President and the Chancellor; and the criteria against which progress is measured. The review is also to provide an opportunity for open and frank discussions between the President and the Chancellor of the conditions or state of the campus accomplishments, desirable courses of action, progress, and ideas for improvement or redirection of effort.

The review also provides the Chancellor with information upon which to reassess CSU missions, goals, policies and the resources needed to facilitate and enhance campus activities.

### **IV. Procedures:**

#### **A. Frequency of Review**

1. The scheduling of reviews will be determined by the date of assumption of duties.

2. **Newly Appointed Presidents:**

Newly appointed presidents meet with the Chancellor during the first year of service (preferably between the third and ninth month of the executive's incumbency). The President discusses his/her assessment of the state of the campus, goals and objectives and possible plan(s) for their implementation. During this meeting the President makes an assessment of the needs of the campus and proposes goals and objectives and plans for action; after discussion with the Chancellor an agreement is reached on needs and expectations.

One year later, there is a discussion between the President and the Chancellor on progress, achievements, any changes in original plans or directions and, general performance.

Approximately two years later, the President becomes part of the regular three-year review process.

### 3. Annual Conference:

Each President has a review conference with the Chancellor once a year. These meetings focus on progress toward meeting campus missions and goals, program accomplishments, campus activities, problems and proposed solutions, the state of the campus and supplement the continuing interchanges about campus and system events between the President and the Chancellor. The Chancellor, following completion of an annual conference, may report results and findings to the Board of Trustees.

### 4. Triennial Review:

At the outset of the third academic year of the President's tenure, and every three years thereafter, the Chancellor will conduct a review based upon the information collected pursuant to El. below which will be discussed with the President concerned in the annual conference (A.3. above). The Chancellor, following completion of the triennial review, will report results and findings to the board Of Trustees. The Chancellor will distribute to the Board a summary document which also defines goals and criteria for subsequent reviews.

Depending on the circumstances, the Board or the Chancellor, with the concurrence of the Board, may initiate a brief meeting of the Board with the President in conjunction with the review.

### 5. Six-Year Review

A regular review of the campus and the stewardship of the President<sub>1</sub> involving an off-campus committee, occurs approximately every six years.

The Chancellor, the Board, or the President may request accelerated reviews.

## B. Background Information and Its Collection

### 1. Triennial Review:

The triennial review is based on information about activities of the campus collected by the Chancellor in whatever manner is deemed appropriate. The President being reviewed presents information about the progress being made and the state of the campus.

The Chancellor will request factual information from appropriate sources in the CSU community including, but not limited to, the ongoing leadership of the local Academic

Senate, the student association, the alumni organization and the appropriate community-based advisory group. The Chancellor will also request information from other faculty of distinction, alumni or community individuals, campus administrators, and Chancellor's Office personnel. The Chancellor may utilize information gained from such sources as everyday working relations with the President, and internal and external reports on programs, operations and achievements.

The Chancellor will issue an "open letter" to the affected campus to inform of the routine review, the time frame, the criteria, and the methodology. The letter will also give direction to anyone who is not contacted either randomly or by virtue of office held but feels compelled to participate. Petitions and unsigned letters will continue to be disregarded.

After the Board of Trustees has received and discussed a triennial review, the Chancellor will prepare a brief report to the campus community that brings conclusion to the review and informs the campus community of the major findings and the goals for the president and the campus for the next period.

The Chancellor and the President have the option to augment the triennial review framework when deemed beneficial for the President, the campus, or both. Aspects of the six-year review methodology or other models may be appropriate.

#### Confidentiality:

Confidentiality will be preserved in obtaining information and in preparing the report.

## 2. Six-Year Review:

The six-year review will utilize assessments made by an advisory committee composed of individuals from off-campus. The Chancellor, in consultation with the President, will appoint three persons to an advisory committee, two of whom may be from outside the CSU. The Chair of the Board of Trustees will appoint a fourth member from the current membership of the Board to the advisory committee.

When assessing a campus, the advisory committee utilizes information obtained from visits to the campus, review of written reports and interviews with members of the campus community, the community at large and appropriate CSU personnel. The advisory committee's assessment is directed toward the review of campus operations and the President's stewardship. The review shall be in the same academic year as the WASC review, whenever possible.

#### Questionnaires:

Questionnaires or other survey instruments will not be used.

#### Report of the Advisory Committee:

The advisory committee makes a confidential written report of its findings to the Chancellor. Prior to submitting its final report to the Chancellor, the committee

furnishes a draft copy of its findings to the President of the campus being reviewed, and affords an opportunity for the President to make a written response and to discuss the findings with the committee. Upon receipt of the committee's final report, the Chancellor furnishes a copy of the final report to the President and affords the President an opportunity to make a written response. The Chancellor discusses the committee's findings and the response with the President.

Following completion of a six-year review of a campus, the President of that campus will be invited to meet with the Board of Trustees in closed session.

Confidentiality:

Confidentiality will be preserved in obtaining information, in implementation of the procedures, and in the reporting procedure.

## **V. CRITERIA FOR PRESIDENTIAL ASSESSMENT**

General criteria for consideration of both the operations and condition of the campus as well as the leadership and management effectiveness of the President include, but are not limited to, such factors as the following:

### **1. General Administrative Effectiveness Including Management of Human, Fiscal and Physical Resources:**

Evidence in campus operations of effective planning and decision making; development of and delegation to a management team; accomplishment of plans and objectives; flexibility in approach to solving problems and willingness to change programs and methods to keep up with current needs and developments; commitment to equal employment and programmatic opportunities and wise utilization of faculty and staff.

### **2. Working Relations With the System and the Campus:**

Evidence in campus operations that there are open lines of communications; work is accomplished effectively with and through others; the suggestions of others are solicited and considered in good faith and that the executive and the management team have established credibility.

Evidence that the President, in serving as executive officer of the campus, maintains a perspective of the mission of the CSU and cognizance of the special demands placed on the system; participates productively in deliberations in systemwide academic and administrative matters.

### **3. Educational Leadership and Effectiveness:**

Evidence in campus operations of development, maintenance and renewal of academic plans and programs that meet long-range needs; periodic evaluation of educational progress and accomplishments; the establishment of an environment that stimulates teaching, learning, scholarship, professional development and the pursuit of support to enhance academic programs and innovation.

**4. Community Relations:**

Evidence in campus operations of community understanding of and support for the campus; good relations with the media; service to and from the community~ alumni support, effective “Town and Gown” activities; local, regional and national reputation; and an effective institutional advancement program, including fundraising.

**5. Major Achievements of the Campus and the President.**

**6. Personal Characteristics.**

Evidence in campus operations of the President’s knowledge of the job, judgment, leadership, planning and organizing ability, drive, vision, human relations and communications skills, objectivity and fairness, ability to articulate ideas and concepts, ability to innovate, ability to take into account the public relations and political implications of his/her actions, ability to deal with many different problems and events at the same time, ability to withstand any criticism and to direct opposition into productive channels, ability to get to the key parts of complex problems, evidence of having facts before making decisions and ability to promote coordination and efficiency of programs and operations.

Adopted January 25-26, 1994  
Modified November 13-14, 2001  
Board of Trustees CSU