



AP 2435 Evaluation of Superintendent/President

References:

Approved: April 22, 2009
Last Revised:
Last Reviewed:

A. Board President:

On or before November 1st of each year, the Board President will coordinate and agree with the Superintendent/President on a performance review schedule. The Board President shall appoint the review committee members at the Board's December organizational meeting in compliance with Board policy. The committee will review the Superintendent/President's performance in terms of the goals and objectives established by the Board and the Superintendent/President for the specific year and in terms of the criteria described in the Superintendent/President's job description.

B. Responsibilities of the Review Committee Chair:

The Chair of the Board Committee to review the Superintendent/President will be responsible for the following:

1. Meet with the Superintendent/President to identify a list of individuals and/or groups of individuals both on and off campus for interviewing, who are knowledgeable relative to the performance of the Superintendent/President.
2. Provide to the Superintendent/President a self-evaluation form (attached) to be completed by the Superintendent/President and returned to the Committee Chair by a mutually agreed upon date.
3. Obtain from the Superintendent/President a report on the accomplishment of the goals and objectives established by the Board and the Superintendent/President.
4. Schedule the times and places for interviews of individuals and/or groups of individuals both on and off campus relative to the performance of the Superintendent/President.
5. Submit a President Evaluation Form (attached) to each Trustee for completion and return to the review committee by a date determined by the committee.
6. When all the information has been gathered and analyzed and the committee has reached its conclusions, the Committee Chair will draft a confidential letter to the Board which will describe the procedures used, and the findings and recommendations of the committee. The Committee members will each sign and send the letter to the Board President with a copy provided to each Board member.

C. Evaluation Committee

1. The Evaluation Committee, utilizing the list of individuals knowledgeable about the Superintendent/President's performance, will conduct interviews of such individuals or groups of individuals it deems appropriate, and allow any Butte College staff to provide comment to the Committee concerning the performance of the President. The criteria to be used by the evaluation committee in such interviews will be taken from the job description of the Superintendent/President. The interviews will be held on the main college campus at a location other than in the Administrative Offices or the Board Room. Off-campus individuals may be contacted via phone.
2. In addition to the information gathered from interviews, the Evaluation Committee also will consider the information gathered from the written evaluations of the full Board, information provided by the Superintendent/President's self-evaluation, the report on the Superintendent/President's accomplishments of the Board goals and objectives, and other data the President may deem appropriate.
3. The committee will consider all the information provided to it in making its recommendations and written report to the Board President.

D. Board President

When the Board President receives evaluation report:

1. He/she will request a discussion of the evaluation be held in closed session at the next regularly scheduled Board meeting.
2. After discussion of the evaluation by the Board, the Board President will prepare a letter to the President which will reflect the final evaluation and/or decision of the Board. The letter to the President shall be submitted before May 1st of each year.

E. Response and Retention

1. The President can request to meet with the Board in closed session to discuss the Board's evaluation report.
2. After the President and the Board meet, a copy of the letter from the Board President reflecting the final decision and the letter from the evaluation committee will be placed in the President's Personnel file.
3. Any amendments or changes to the employment contract between the Superintendent/President and the College may only be negotiated following the evaluation of the Superintendent/President's performance.

**Butte-Glenn Community College District
Superintendent/President Self-Evaluation Form**

Please evaluate on a scale of one to three; one (1) being strong, two (2) being neutral, and three (3) being underdeveloped.

Organizational Strategy

An effective community college superintendent/president strategically improves the quality of the institution, protects the long-term health of the organization, promotes the success of all students, and sustains the community college mission, based on knowledge of the organization, its environment, and future trends.

Criteria **1** **2** **3**

Assess, develop, implement, and evaluate strategies regularly to monitor and improve the quality of education and the long-term health of the organization.			
Use data-driven evidence and proven practices from internal and external stakeholders to solve problems, make decisions, and plan strategically.			
Use a systems perspective to assess and respond to the culture of the organization, to changing demographics, and to the economic, political, and public health needs of students and the community.			
Develop a positive environment that supports innovation, teamwork, and successful outcomes.			
Maintain and grow college personnel and fiscal resources and assets.			
Align organizational mission, structures, and resources with the college master plan.			

How do you rate yourself regarding Organizational Strategy?

Resource Management

An effective college superintendent/president equitably and ethically sustains people, processes, and information, as well as physical and financial assets to fulfill the mission, vision, and goals of the community college.

Criteria

1 2 3

Ensure accountability in reporting.			
Support operational decisions by managing information resources and ensuring the integrity and integration of reporting systems and databases.			
Develop and manage resource assessment, planning, budgeting, acquisition, local, state, and national policies.			
Take an entrepreneurial stance in seeking ethical alternative funding sources.			
Implement financial strategies to support programs, services, staff, and facilities.			
Implement a human resources system that includes recruitment, hiring, reward, and performance management systems, and that fosters the professional development and advancement of all staff.			
Employ organizational, time management, planning, and delegation skills.			
Manage conflict and change in ways that contribute to the long-term viability of the organization.			

How do you rate yourself regarding Resource Management?

Collaboration

An effective community college superintendent/president develops and maintains responsive, cooperative, mutually beneficial, and ethical internal and external relationships that nurture diversity, promote the success of all students, and sustain the community college mission.

Criteria

1 2 3

Embrace and employ the diversity of individuals, cultures, values, ideas, and communication styles.			
Demonstrate cultural competence relative to a global society.			
Catalyze involvement and commitment of students, faculty, staff, and community members to work for the common good.			
Build and leverage networks and partnerships to advance the mission, vision, and goals of the community college.			
Work effectively and diplomatically with unique constituent groups such as legislatures, board members, business leaders, accreditation organizations, and others.			
Manage conflict and change by building and maintaining productive relationships.			
Develop, enhance, and sustain teamwork and cooperation.			
Facilitate shared problem solving and decision making.			

How do you rate yourself regarding Collaboration?

Professionalism

An effective community college superintendent/president works ethically to set high standards for self and others, to continuously improve self and surroundings, to demonstrate accountability to and for the institution, and to ensure the long-term viability of the college and community.

Criteria

1 2 3

Demonstrate transformational leadership through authenticity, creativity, and vision.			
Understand and endorse the history, philosophy, and culture of the community college.			
Self-assess performance regularly using feedback, reflection, goal setting, and evaluation.			
Support lifelong learning for self and others.			
Manage stress through self-care, balance, adaptability, flexibility, and humor.			
Demonstrate the courage to take risks, make difficult decisions, and accept responsibility.			
Understand the impact of perceptions, world views, and emotions on self and others.			
Promote and maintain high standards for personal and organizational integrity, honesty, and respect for people.			
Use influence and power wisely in facilitating the teaching-learning process and the exchange of knowledge.			
Weigh short-term and long-term goals in decision making.			
Contribute to the profession through professional development programs, professional organizational leadership, and research/publication.			

How do you rate yourself regarding professionalism?

**Butte-Glenn Community College District
Superintendent/President Evaluation Form**

Annually, the members of the Board of Trustees shall, in accordance with district policy, evaluate the Superintendent/President. The Board will utilize this form as part of the evaluation process by having each member of the Board of Trustees complete the form and return it to the Board’s evaluation committee in a timely manner. The scoring will be based upon the following ratings:

- Yes** – The Superintendent/President meets the criteria to your satisfaction.
- No** – The Superintendent/President does not meet the criteria to your satisfaction.
- Uncertain** – You cannot make a reasonable decision regarding the Superintendent/President’s performance in this matter.

Evaluation Criteria

A. Relationship with the Board of Trustees

Y N U

1. Keeps the Board informed on issues, needs, and operations of the college, district, and state.			
2. Offers professional advice to the Board on items requiring board action, with appropriate recommendations based on study and analysis.			
3. Interprets and effectively executes the intent of Board Policy.			
4. Supports Board Policy and actions to the public and staff.			
5. Maintains liaison between the Board and college personnel to promote mutual understanding and respect.			
6. Provides the Board with a written agenda and appropriate backup material in advance of each Board meeting.			
7. Treats each member of the Board in a professional manner.			
8. Responds quickly and effectively to questions of board members.			
9. Seeks and accepts constructive criticism of performance.			

B. Community Relationships

Y N U

1. Has gained the respect and support of the community as an educational leader and maintains positive relationships with the various community leaders.			
2. Provides leadership for positive relations with the media.			
3. Provides leadership in the community through participation on community boards, groups, and other appropriate venues.			
4. Works effectively with public and private agencies.			

C. Staff and Personnel Relationships

Y N U

1. Provides leadership for developing and executing sound personnel procedures and practices.			
2. Encourages positive staff morale and loyalty to the organization.			
3. Delegates authority to staff members appropriate to the position each holds.			
4. Recruits and assigns the best available personnel in terms of their competencies.			
5. Leads in a collegial mode; encourages participation of appropriate staff members in planning, procedures, and policy interpretations.			
5. Treats all personnel fairly, without favoritism or discrimination, while insisting on performance of duties.			
6. Provides leadership in the development of salary schedules and fringe benefits for all personnel and recommends to the Board the levels that, within budgetary limitations, will best serve the interests of the District.			
7. Meets periodically with employee and student groups to maintain open communication and to address concerns in a timely manner.			
6. Exercises good judgment in dealing with sensitive issues between people and groups.			

D. Administration

Y N U

1. Organizes staff so that decision making may take place at the appropriate levels.			
2. Periodically reviews and reorganizes staff duties and responsibilities to take full advantage of the special competencies and interest of staff.			
3. Ensures that all significant activities and duties are performed as required by state law and regulations and in a timely manner.			
4. Encourages research and creativity among staff.			
5. Periodically informs board members regarding the status of various programs and goals of the District.			
6. Has worked to attain the goals and objectives that were mutually established by the Board and the Superintendent/President.			

E. Educational Leadership**Y N U**

1. Leads staff in a manner that ensures the educational goals of the District will be accomplished.			
2. Represents the District at state, local and national higher education meetings.			
3. Speaks well in front of large and small groups, expressing ideas in a logical and forthright manner.			
4. Writes clearly and concisely.			
5. Assures that the District fully implements its goals to improve student access and student success.			
6. Fosters and supports excellence in educational programs and standards.			

F. Educational Planning & Effectiveness**Y N U**

1. Leads and evaluates the implementation of the College's Master Plan for Education.			
1. Encourages and inspires staff to continually improve educational programs and services.			
2. Leads the District's accreditation process and effectively follows up on any recommendations and/or findings.			
4. Regularly reports to the Board on student performance and success and recommends policy changes to improve such services.			

G. Business & Finance**Y N U**

1. Provides operational leadership and insists on competent and efficient performance.			
2. Provides leadership for establishment and implementation of sound fiscal management practices and procedures.			
3. Provides leadership for the development of a balanced budget that is based upon informed financial projections and expenditures and meets the goals of the Board.			
5. Assures for the full implementation of Board budget policies.			

H. Personal Qualities

Y N U

1. Maintains high standards of ethics, honesty, and integrity in all personal and professional matters.			
4. Earns and maintains respect among professional colleagues.			
5. Devotes sufficient time and energy to the position and District.			
6. Demonstrates the ability to work well with groups and individuals.			
7. Maintains poise and emotional stability in all professional activities.			
8. Thinks well when faced with unexpected or disturbing events.			
6. Defends principle and conviction in the face of pressure and partisan influence.			
7. Exercises good judgment and appropriate collegial processes in arriving at decisions.			

I. Overall Comments

Commendations

Recommendations

General Comments

Retention Recommendation: Retain _____ Do Not Retain _____

Signature: _____ Date: _____