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# Evaluating the CEO

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# Reasons for Evaluating the CEO

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- ❑ Assess how well the college is fulfilling its mission
  - ❑ Examine and re-set goals
  - ❑ Support the CEO with feedback
  - ❑ Address issues arisen during evaluation process
  - ❑ Learn how Board performance affects partnership
  - ❑ Foster communication between Board and CEO
  - ❑ Required by accreditation agencies
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# Possible Outcomes

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- ❑ Clear expectations and realistic goals
  - ❑ Strengthened communications
  - ❑ Clarification of respective responsibilities
  - ❑ Mutual trust, respect and support
  - ❑ Renewed confidence in good governance
  - ❑ Better sense of the district's agenda
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# The Process

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**Must** be developed jointly  
by the Board and CEO

**Must** be based on clear  
expectations of the CEO as  
given in the job description

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# When Evaluate?

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- ❑ Mostly done annually
  - ❑ Done more often in first year or two with a new CEO
  - ❑ Most natural in conjunction with scheduled meeting to discuss policy and direction, such as a retreat
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# Evaluating Leadership Roles, Skills and Characteristic

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- ❑ CEO's job description
- ❑ Job announcement for a new CEO
- ❑ Administrative responsibilities
- ❑ Personal qualities

# Evaluation Criteria Derived from Institutional Effectiveness

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- ❑ Goals related to student success, other end products
  - ❑ Key indicators assessing progress on institutional goals
  - ❑ Regular reports describing how district is doing
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# Some General Questions for the CEO

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- What is your assessment of the past year, both successes and things that didn't go well?
  - The most significant achievement for the year?
  - What difficulties were encountered?
  - What aspects of the presidency are most interesting and awarding?
  - What aspects are most frustrating and least interesting?
  - What do you, the CEO, need from the board to ensure further success?
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# The Process

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- ❑ Begin with mutually understood expectations
  - ❑ Commit to open and honest communications
  - ❑ Maintain strict confidentiality
  - ❑ Focus on the positive
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# 360° Evaluations

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- ❑ Can include board, self, assessments from college employees and community members
  - ❑ Potential benefits include learning how CEO leadership is viewed by constituencies other than board
  - ❑ Pitfalls include personal grudges and other constituents' lack of knowledge regarding CEO's job description and goals
  - ❑ Should never be done without a consultant
  - ❑ Potential problems – such as cost and complexity – generally outweigh advantages
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# The Evaluation Session

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- ❑ Often held in conjunction with another meeting such as a retreat
  - ❑ Held in closed session
  - ❑ Opportunity to review goals set previously, determine new goals
  - ❑ Keep in mind that major purpose is to improve performance of the institution
  - ❑ Major key to success lies in discussions between CEO and board resulting in mutual agreements and successful goal-setting
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# Afterwards

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- ❑ Board may want to tie results to CEO contract extension
  - ❑ In accordance with agreement between board and CEO, provide her/him with written evaluation
  - ❑ Announce at next full board meeting that evaluation was accomplished, share appropriate remarks about outcome
  - ❑ Board should review process annually to modify as necessary
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# Based on

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*Evaluating CEO Performance – Resources for  
Governing Boards and CEOs*

Cindra Smith, Ed.D.

Community College League of California

[www.ccleague.org](http://www.ccleague.org)

*The Canadian Association Newsletter*

Feature Article, May 2004 issue

[www.axi.ca/tca/may2004/featurearticle.shtml](http://www.axi.ca/tca/may2004/featurearticle.shtml)

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