
Evaluating the CEO

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Reasons for Evaluating the CEO

- ❑ 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

- ❑ 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

Must be developed jointly
by the Board and CEO

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

When Evaluate?

- ❑ 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

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

Evaluation Criteria Derived from Institutional Effectiveness

- ❑ 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

- ❑ 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

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

- ❑ 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

- ❑ 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

- ❑ 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

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

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Community College League of California

www.ccleague.org

The Canadian Association Newsletter

Feature Article, May 2004 issue

www.axi.ca/tca/may2004/featurearticle.shtml
