

# POLICY ON EXECUTIVE DIRECTOR EVALUATION & SUCCESSION

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## EXECUTIVE DIRECTOR EVALUATION

### BACKGROUND AND PURPOSE

The Associated Students, Incorporated (ASI) shall provide excellent executive leadership and employs an executive director to provide stability and consistency to the organization. The executive director plays an integral part in the day-to-day operations of the organization and their performance needs to be evaluated annually to monitor progress. This is to determine the leadership quality of the executive director by highlighting positive performance and providing an opportunity to work on areas of performance requiring improvement.

### POLICY STATEMENT

It is the policy of the ASI to assess the performance of the organization through the executive director's Annual Performance Evaluation. The purpose of the evaluation is to help leadership focus on areas of continuous improvement and development while continuing to strive for the qualities stated in the organization's mission, vision, values, goals, and objectives. The Board of Control shall be responsible for implementing this policy and related procedures.

#### 1.0 DUTIES AND RESPONSIBILITIES

The Board of Control will create the timeline for administering the executive director Annual Performance Evaluation. The Board of Control shall complete the evaluation by May 31st every fiscal year. The A.S.I. Treasurer will include the findings in their annual report to the A.S. Board of Directors, solicit any additional feedback from the Board of Directors, and discuss the results of the evaluation with the executive director.

#### 2.0 PROCEDURE

- A. The Board of Control shall establish and may assign weights to the evaluation criteria in consultation with the executive director and their management team. Any changes in the criteria or weighting of the criteria shall become effective only after mutual agreement between the Board of Control and the executive director has been reached.
- B. The Board of Control shall establish a timeline to administer the executive director Annual Performance Evaluation including periodic benchmarks to monitor progress.
- C. The Board of Control shall create the forms for the evaluation of the executive director.
- D. The Board of Directors shall review and accept or reject the evaluation form or any portion thereof as developed by the Board of Control.
- E. The A.S.I. Treasurer shall be responsible for educating the Board of Control on how the forms are to be completed.
- F. At all times, the evaluation shall only be discussed and/or reviewed in a closed session meeting.
- G. The executive director shall receive a self-evaluation form that will be completed on the same timeline approved by the Board of Control.
- H. The A.S.I. Treasurer shall collect the completed forms and prepare them for final discussion with the Board of Directors in a closed session meeting.
- I. After the evaluation is completed and the final report has been agreed upon by the A.S. Board of Control, the A.S.I. Treasurer shall destroy the evaluation forms submitted by individual members of the board.
- J. If the Board of Directors has additional input on the results of the evaluation, they may submit their opinions to the Vice President. The Vice President will create a summary of the additional opinions and include it in the final report.
- K. The A.S.I. Treasurer shall meet with the executive director after the self-evaluation form is completed. The A.S.I. Treasurer shall complete and review the final report, including the Vice President's summary if necessary, as approved by the Board of Directors and Board of Control.
- L. If necessary, corrective measures can be established by the Board of Control for the executive director.
- M. The evaluation, along with prior years' evaluations shall be available to the A.S.I. Treasurer for use in determining future professional development and/or performance improvement measures. The evaluations will be available from the Human Resources Department through established procedures regarding the release of the executive director's personnel file.

## EXECUTIVE DIRECTOR SUCCESSION

### BACKGROUND AND PURPOSE

A change in executive leadership is inevitable for all organizations and can be a very challenging time. The following succession plan policy is intended to help the organization be prepared for planned or unplanned absences of the executive director, clarifying authority and decision-making, and thereby maintaining accountability and ensuring stability.

### POLICY STATEMENT

It is the policy of ASI to be prepared for an eventual permanent change in leadership – either planned or unplanned – to ensure the stability and accountability of the organization until such time as new permanent leadership is identified. The Board of Control shall be responsible for implementing this policy and its related procedures.

It is also the policy of the board to assess the permanent leadership needs of the organization to help ensure the selection of a qualified and capable leader who is a good fit for the organization's mission, vision, values, goals and objectives and who has the necessary skills for the organization. To ensure the organization's operations are not interrupted while the Board of Directors assesses the leadership needs and recruits a permanent executive director, the board will appoint interim executive leadership as described below. The interim executive director shall ensure that the organization continues to operate without disruption and that all organizational commitments previously made are adequately executed, including but not limited to reports, contracts, licenses, certifications, memberships, obligations to lenders, programs and services, and others.

It is also the policy of the ASI to develop a diverse pool of candidates and consider at least three finalist candidates for its permanent executive director position. The ASI shall implement an external recruitment and selection process, while at the same time encouraging the professional development and advancement of current employees. The interim executive director and any other interested internal candidates are encouraged to submit their qualifications for review and consideration by the Board of Control according to the guidelines established for the search and recruitment process.

### 3.0 TEMPORARY SUCCESSION

For a temporary change in executive leadership (i.e., extended illness or leave of absence), the Associate Executive Director shall assume the critical functions of the executive director until such time as the executive director returns to work. The Associate Executive Director shall effect a reallocation of their existing workload to other management employees throughout the organization in order to accommodate the assumption of the executive directors duties.

### 4.0 PERMANENT SUCCESSION

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#### 4.1 INTERNAL LINE OF SUCCESSION

In the event the executive director is no longer able to serve in their position (i.e., leaves the position permanently), the Board of Control shall do the following:

- Within five business days, appoint an interim executive director according to the following line of succession:
  - Associate Executive Director
  - Director, Administrative Services
  - External consultant (with experience as an interim executive director)

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#### 4.2 TRANSITION COMMITTEE

Within 15 business days, the Board of Control shall appoint an Executive Transition Committee, in the event that a permanent change in leadership is required. This committee shall consist of the three ASI Executive Officers, two members of the Senate/Board of Directors, ASI Director of Administrative Services, Director of the University Student Union and Student Recreation & Wellness Center, Director of the Isabel Patterson Child Development Center, Assistant Director of Government Affairs & Initiatives, Vice President for Student Affairs or designee, and the Associate Vice President for Financial Management. It shall be the responsibility of this committee to implement the following preliminary transition plan:

- Communicate with key stakeholders regarding actions taken by the board in naming an interim successor, appointing a transition committee, and implementing the succession policy.
- Consider the need for consulting assistance (i.e., transition management or executive search consultant) based on the circumstances of the transition.
- Review the organization’s business plans and conduct a brief assessment of organizational strengths, weaknesses, opportunities and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next permanent leader.
- Establish a timeframe and plan for the recruitment and selection process.

The Board of Control shall use similar procedures in case of an executive transition that simultaneously involves the executive director and other key management. In such instance, the board may also consider temporarily subcontracting some of the organizational functions to trained consultant or other organizations.

**FORMS**

The following forms are to be used in the execution of this policy.

<b>Form Name</b>	<b>Purpose</b>	<b>Responsible Office</b>	<b>Approved By</b>	<b>Timeline for Submission</b>
<b>Executive Director Narrative Evaluation</b>	Written evaluation to determine the current goals of the executive director. Allows for the board of directors to provide input on positive abilities and focus on areas of opportunity to improve.	Board of Control	Board of Control and Associated Students Senate	By the deadline established annually by the A.S. Board of Control
<b>Executive Director Performance Evaluation</b>	Performance evaluation determined by a rating criteria established by the A.S. Board of Control to assign a numerical score to the executive director.	Board of Control	Board of Control and Associated Students Senate	By the deadline established annually by the A.S. Board of Control
<b>Executive Director Self-Evaluation</b>	Opportunity for the executive director to write and score their own opinion of their performance, determining their positive abilities and stating their areas of opportunity to improve.	Board of Control	Board of Control and Associated Students Senate	By the deadline established annually by the A.S. Board of Control