

Policy #	Policy Name	Reso #	Date Approved
4-14	Policy on the Appointment and Evaluation of CSCU Chancellor	BR 24-081	2024-07-31

Policy on the Appointment and Evaluation of CSCU Chancellor

Appointment and Duties of Chancellor (referred to as President)

Pursuant to Connecticut General Statutes § 10a-1b(a) the Board of Regents for Higher Education (“BOR”) appoints the Chancellor¹ of the Connecticut State Colleges and Universities who serves at the pleasure of the BOR.

The Chancellor of the Connecticut State Colleges and Universities has the statutory authority (1) to implement the policies, directives and rules of the BOR and any additional responsibilities as the BOR may prescribe, (2) implement the goals identified in Connecticut General Statutes § [10a-11c](#) and recommendations made pursuant to Connecticut General Statutes § [10a-11b](#), (3) build interdependent support among the Connecticut State University System, the CT State Community College² and Charter Oak State College, (4) balance central authority with institutional differentiation, autonomy and creativity, and (5) facilitate cooperation and synergy among the Connecticut State University System, CT State Community College and Charter Oak State College.

In accordance with Connecticut General Statutes § 10a-1b, the Chancellor’s executive staff is responsible for the operation of the BOR. The executive staff is under the direction of the Chancellor, who serves as the Chief Executive Officer of the BOR.

Delegation

The BOR delegates full authority and responsibility to the Chancellor consistent with the duties of Chief Executive Officer to take actions required for the CSCU System to function appropriately in accordance with BOR policy, system procedures, guidelines and applicable federal and state law, including but not limited to:

1. Following any BOR action required by BOR policy, signing and execution of all legal and financial documents on behalf of the BOR, including contracts, agreements, and other legal papers;
2. Sub-delegating the Chancellor’s authority to staff under the Chancellor’s direct supervision, as appropriate; and
3. Appointment of staff as is deemed necessary, including, but not limited to, temporary assistants and consultants.

¹ [BOR Resolution 23-054](#), dated June 28, 2023, established that the title “President of Connecticut State Colleges & Universities” shall be changed to “Chancellor of Connecticut State Colleges & Universities.”

² Formerly, “regional community-technical college system.”

The BOR's delegation to the CSCU Chancellor is conditioned upon ongoing compliance with applicable statutes and law, BOR policies, CSCU System procedures, guidelines, and all applicable state and federal regulations. This delegation expires upon termination of the Chancellor's employment or as otherwise determined by the BOR.

Evaluation of CSCU Chancellor

The BOR fulfills one of its most important responsibilities in appointing the Chancellor of Connecticut State Colleges and Universities and that responsibility implies an equally important responsibility to review and assess the performance of the Chancellor. The BOR shall have a systematic, periodic, and well-defined procedure to utilize in support of the Chancellor's evaluation.

The evaluation of the Chancellor shall be completed annually. Each year there shall be an evaluation by the Chair. A comprehensive/360 evaluation shall be conducted every three (3) years. The Chair will develop procedures as necessary to complete these evaluations.

The BOR will set general evaluation criteria for review and these criteria may change from time to time depending on the needs of the CSCU System. In addition, the Chancellor, in consultation with the BOR, shall establish annual performance goals and objectives. The evaluation criteria and annual goals should be consistent with the key objectives of the BOR and the educational mission of the CSCU System. The Chancellor's evaluation will, in part, be based upon the extent to which the Chancellor met or exceeded the agreed upon performance goals.

The Chancellor will prepare a self-assessment, to be submitted to the BOR Chair approximately one (1) month prior to the evaluation meeting. The Chancellor's self-assessment will include a review of their tenure in office, the established performance goals, and the progress and/or problems in fulfilling the agreed-upon goals and key CSCU System objectives.

The BOR Chair will obtain input they deem necessary regarding the Chancellor's performance. The BOR Chair shall consolidate this feedback and utilize the information in the overall evaluation of the Chancellor. The BOR Chair may utilize appropriate means to facilitate the gathering of this input.

The BOR Chair, any others they may designate, and the Chancellor will hold a meeting to discuss the results of the evaluation and agree upon goals for the next evaluation period.

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Policy on the Appointment and Evaluation of CSCU Chancellor

July 31, 2024

WHEREAS, pursuant to Connecticut General Statutes § 10a-1b(a) the Board of Regents for Higher Education (“BOR”) appoints the Chancellor of the Connecticut State Colleges and Universities (“CSCU”) who serves at the pleasure of the BOR as the Chief Executive Officer of the BOR; and

WHEREAS, the BOR fulfills one of its most important responsibilities in appointing a Chancellor, and that responsibility implies an equally important one: to review and assess the Chancellor’s performance in office; and

WHEREAS, performance evaluations provide the BOR with a formal opportunity to clarify the mission, objectives, accountability of its Chief Executive Officer; and

WHEREAS, a systematic, periodic, and defined procedure is needed to support the Chancellor’s evaluation; therefore, be it;

RESOLVED, that the BOR adopt the Policy on the Appointment and Evaluation of CSCU Chancellor effective July 31, 2024.

ITEM

Recommend adoption of the Policy on the Appointment and Evaluation of the Chancellor.

BACKGROUND

The Human Resources Committee of the BOR identified a gap in the practice related to the performance evaluation of the Chancellor. As such, they requested a proposal to implement a consistent and thorough evaluation process. This process was developed by the Human Resources Committee in consultation with Terrance MacTaggart, the BORs consultant from AGB.

ANALYSIS**Authority**

Pursuant to Connecticut General Statutes § 10a-1b, the Board of Regents for Higher Education (“BOR”) shall appoint a Chancellor of the Connecticut State Colleges and Universities who shall serve at the pleasure of the BOR.

Implementation of a Performance Evaluation Process for the Chancellor

The BOR will oversee the evaluation of the Chancellor’s performance on a regular basis to include an annual review focused on the Chancellor’s annual goal statement and a comprehensive (360) evaluation conducted every three years.

Objectives of the performance evaluation process include:

- To support the Chancellor’s performance as the System’s chief executive officer,
- To contribute to the Chancellor’s leadership development,
- To promote accountability and transparency in the Board-Chancellor relationship,
- To create a shared understanding between the BOR and the Chancellor of the plans, goals, expectations, and the criteria against which the Chancellor’s effectiveness will be measured,
- To contribute to other BOR decisions regarding the Chancellor such as contract and compensation.

Elements of the Evaluation Process

The evaluation process shall include the following elements:

- Overall supervision of the process by the Chair of the Board or a delegee,
- The Chancellor’s self-assessment related to the major accomplishments by the Chancellor prior to the annual assessment and the comprehensive assessment,
- The self-assessment shall include reference to challenges facing the Chancellor, signature accomplishments, measures (metrics) of progress, relevant political, economic and other factors affecting performance, and ongoing projects and priorities,
- Input on the Chancellor’s performance provided to the Chair or delegee,

- The Chair or delegee will consolidate the consistent themes from that feedback,
- A meeting with the Chancellor to discuss the evaluation,
- A written summary of the evaluation will be retained in the Chancellor’s personnel file,
- The comprehensive/360 evaluation to be conducted every three years will follow the same best practices format except that it will include a more comprehensive Chancellor’s self-assessment, and broader input from stakeholders as determined necessary by the Chair.

Evaluation Criteria

The Board of Regents could utilize its Key Areas of Focus and Goals, adopted in December 2022 (BR 22-096) to frame the performance evaluation for the Chancellor. Those key areas focus on what should be prioritized and include:

- **Student Success** – sustaining a system that meets the needs of all students and increases the number of students completing personally and professionally rewarding certificate and degree programs and securing careers in their chosen field of study.
- **Innovation and Economic Growth** – ensuring our certificate and degree programs are contributing to the creation of knowledge and the economic growth of the state of Connecticut and preparing students for careers today and in the future.
- **Affordability and Sustainability** – ensuring CSCU is making attendance affordable and our institutions financially sustainable.
- **Systemness** – realizing the full potential of the CSCU as a system of colleges and universities that achieves more than individual institutions can independent of one another.

These key areas of focus may change from time to time and any changes should be incorporated into the Chancellor’s evaluation process.

Proposed Process and Timelines

In keeping with the CSCU’s practice of evaluating all employees annually, the following evaluation timeline is proposed for the current year’s annual evaluation.

August 2024	Establish agreed upon criteria for evaluation and goals for FY ‘25
August 2024	Self-Evaluation by Chancellor due to Board of Regents
September 2024	Collection of feedback by Chair
September 2024	Meeting of the Board Chair with the Chancellor to provide feedback/assessment; agree on goals for next fiscal year

The following general timeline can be utilized in subsequent years, whether annual evaluation or comprehensive/360 evaluation.

June/July	Establish agreed upon criteria for evaluation and goals for FY ‘25
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May	Self-Evaluation by Chancellor due to Board of Regents
June	Collection of feedback from Board of Regents
June/July	Meeting of the Board Chair with the Chancellor to provide feedback/assessment; agree on goals for next fiscal year

Attachment:

- Proposed Policy on the Appointment and Evaluation of the Chancellor

RECOMMENDATION

Based on the above, staff recommends the following actions:

1. Recommend adoption of the proposed Policy on the Appointment and Evaluation of the Chancellor.