FEEDBACK

University of Colorado
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BOARD OF REGENTS

3. OFFICERS OF THE UNIVERSITY AND ADMINISTRATION

Policy 3.F: Evaluations for Officers of the University and Officers of the Administration

3.F.1 Annual Evaluations

(A) Officers of the university, including the president, shall be evaluated on an annual basis by the Board of Regents using the performance measures and definitions applicable to other system administration university staff.

(B) Officers of the administration shall be evaluated on an annual basis by their current supervisor.

(C) Evaluations shall be based upon the position description and performance planning between the supervisor and individual. Evaluations should provide constructive feedback on the officer's ~~service~~performance.

~~Notwithstanding any provisions of this policy or other university policy, for Fiscal Years 2023-24 and 2024-25, all officers of the university, including the president, all officers of the administration employed within the System Administration, and the chancellors will be evaluated based on a feedback-focused method of performance management that utilizes a rating of "Performing" or "Needing Support" rather than a numeric rating. This will be consistent with and concurrent to a pilot deployed for all System Administration employees.~~

3.F.2 Comprehensive Evaluations

(A) The ~~president, university counsel and secretary, treasurer, associate vice president of internal audit,~~ officers of the university and the chancellors shall be subject to a comprehensive evaluation at least once every five years ~~of service~~. However, at the discretion of the supervising or appointing authority, these officers may be evaluated comprehensively at any time.

(B) All other officers of the administration may be subject to a comprehensive evaluation per campus or system procedure.

(C) The supervising authority directs comprehensive evaluations, for the purpose of leadership development. ~~In the event that~~ If an officer has more than one supervising authority, the comprehensive evaluation process shall be jointly defined and conducted. An assessment of the officer's fulfillment of long-term responsibilities over the comprehensive evaluation period shall include consultation with appropriate individuals from inside and outside of the university and consideration of the resources and other support needed to fulfill

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responsibilities. ~~The officer under review shall provide a statement of accomplishments, self-evaluation, and long-term objectives. Upon completion of the comprehensive evaluation, the supervising authority shall make any necessary changes to the officer's position description, in accordance with university policies.~~

Information received or created~~, except the summary report,~~ as a part of an evaluation ~~shall be placed in the officer's personnel file and~~ shall be considered confidential, except the summary report. ~~However, such information shall be available to the individual being evaluated except for letters of reference or if the individual has waived the right of access. The summary report of the evaluation shall be prepared, available to the public, and placed into the officer's personnel file.~~

3.F.3 Presidential Annual Evaluation

~~(A) Policy~~

~~The Board of Regents shall evaluate the president of the University of Colorado on an annual basis.~~

~~(B)~~(A) Purpose

The purpose of this policy is to establish and communicate the Board of Regents' expectations of the president ~~of the University of Colorado~~ and to establish procedures to annually evaluate performance. This performance procedure is not intended to and does not displace the comprehensive evaluation required by this policy.

~~(C)~~(B) Procedures

(1) The annual evaluation period will be July 1 through June 30.

(2) Goals of Performance Evaluation: The performance evaluation is intended to promote the following goals. Performance discussions shall occur throughout the year:

(a) To assess the president's performance in key areas.

(b) To increase the communication between the board and the president and to clarify the board's expectations of the president.

(c) To ensure that the board and the president have a common understanding of and commitment to addressing the priorities of the University of Colorado.

(d) To allow the board and the president to have a meaningful dialogue in setting the criteria against which the board will measure the president's performance.

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(e) The board and the president will develop a performance plan on an annual basis.

~~(3) Recurring Criteria: The performance plan shall include a number of criteria that the board shall evaluate on an annual basis. These recurring criteria are meant to reflect core competencies of the Office of the President, including:~~

~~(a) Communication and relationship with the board;~~

~~(b) Fiscal management of the university;~~

~~(c) Supervision of key personnel, such as chancellors and vice presidents;~~

~~(d) Governmental and community relations;~~

~~(e) Promotion of academic excellence and student success at the university;~~

~~(f) Promotion of ethical conduct at the university;~~

~~(g) Promotion of the reputation of the university;~~

~~(h) Promotion of advantageous relationship with university-affiliated entities;~~

~~(i) Fundraising.~~

~~(4) Non-recurring criteria: The performance plan shall also include a number of evaluation criteria, mutually agreed upon by the board and the president, that are designed to address the current needs and goals of the university. For example, the board and the president could identify "increasing enrollment for university campuses by 1%" or "development of a portal for online resources" as non-recurring evaluation criteria.~~

~~(5) The board shall determine whether the president's performance has been:~~

~~1 - Exceeding Expectations: Consistently superior achievement reflecting a positive contribution to the University of Colorado that significantly advances the mission of the organization.~~

~~2 - Meeting Expectations: Consistent achievement demonstrating a high level of competency in the area being evaluated. Performance at this level demonstrates that the president of the University of Colorado reliably performs the duties described in the performance plan and advances the mission of the organization.~~

~~3 - Below Expectations: Performance in the area being evaluated does not consistently meet the expectations described in the performance plan.~~

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~~(6)~~(3) Open Records Requirement. The board's overall evaluation of the president shall be available for public inspection as a "performance rating" under the Colorado Open Records Act, C.R.S. § 24-72-202(4.5), but all other information generated or prepared during the evaluative process shall be maintained as "personnel file" records not subject to inspection or disclosure.

~~(7) Annual Performance Calendar: For purposes of performance evaluation, the board shall use the following schedule as recommended target dates:~~

~~(a) July 1 – First day of evaluation period.~~

~~(b) December 30 – Chair of the board and president to meet to discuss year-to-date performance.~~

~~(c) First board meeting of calendar year/mid-year review – The board and the president will discuss year-to-date performance in executive session at the regularly scheduled board meeting.~~

~~(d) May 1 – Chair of the board and president meet to discuss performance evaluation and to discuss potential performance goal for next year's evaluation.~~

~~(e) May 15 – President of university submits self-evaluation to board.~~

~~(f) June 1 or most closely scheduled board meeting – The board shall meet in executive session to discuss performance evaluation and performance goals for next year's evaluation. Secretary of the board prepares draft of performance evaluation and draft of performance goals.~~

~~(g) June 15 – president meets with chair of the board to review performance evaluation and draft of performance goals for next year's evaluation.~~

~~(h) June 30 – President meets with the board in executive session at a regularly scheduled board meeting to finalize performance evaluation and performance goals for next year's evaluation.~~

~~(i) July 15 – Finalized performance evaluation and performance goals transmitted to president.~~

3.F.4 Annual Evaluation for all other Officers of the University

All other officers of the university ~~with reporting roles to the Board of Regents~~ will be evaluated and receive a performance rating on at least an annual basis. Individual performance evaluations and ratings provide a basis for annual merit and other pay adjustments (although additional factors may be considered). The process for such evaluations shall be as follows:

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(A) The performance evaluation of the individual shall begin with the ~~individual's~~ officer's self-assessment of performance. This self-assessment will be based on defined goals and objectives previously established and agreed to by the relevant board member and the individual. The~~is~~ relevant board member for each position is as follows:

(1) The chair of the Board of Regents for the president, university counsel, and secretary of the Board of Regents.

~~(2) The chair of the Board of Regents for secretary of the Board of Regents.~~

~~(3)~~(2) The chair of the Regent Audit Committee for the associate vice president of internal audit.

~~(4)~~(3) The chair of the Regent Finance Committee for the university treasurer.

(B) The completed self-assessment will be provided to both the relevant board member and to the appropriate reviewing officer as follows:

(1) The president, in consultation with the chancellors, shall review the self-assessment and provide comments to the university counsel ~~and secretary of the Board of Regents~~.

(2) The chief of staff shall review the self-assessment and provide comments to the secretary of the Board of Regents.

~~(2)~~(3) The ~~vice president,~~ university counsel ~~and secretary of the Board of Regents~~, in consultation with the president ~~and the chancellors~~, shall review and provide comments to the associate vice president of internal audit.

~~(3)~~(4) The ~~vice president and~~ chief financial officer, in consultation with the ~~vice chancellors and~~ campus chief financial officers, shall review and provide comments to the university treasurer.

(C) The University of Colorado officer reviewing the self-assessment shall meet with the individual to discuss the self-assessment and the related feedback.

(D) The appropriate University of Colorado officer shall prepare a confidential memorandum that discusses the self-assessment, the meeting, ~~and~~ the feedback received on the individual's performance during the evaluation period, transmit the memorandum to the appropriate regent; and ~~will~~ make a preliminary recommendation of the performance rating to be assigned to the individual, discuss potential goals for the upcoming evaluation period and, if appropriate, recommend any merit or other pay adjustments.

~~(E) The president shall transmit the memorandum related to the university counsel and secretary of the Board of Regents to the chair of the Board of Regents.~~

~~(F) The vice president, university counsel and secretary of the Board of Regents shall transmit the memorandum related to the associate vice president of internal audit to the chair of the Regent Audit Committee.~~

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~~(G) The vice president and chief financial officer shall transmit the memorandum related to the university treasurer to the chair of the Regent Budget and Finance Committee.~~

~~(H)~~(E) The regent who receives the memorandum shall meet with the individual to discuss the assessment. The assigned regent ~~shall~~ may consult with the relevant committee members and, if appropriate, the entire board, before assigning a performance rating to the individual, defining goals for the upcoming evaluation period, or recommending any merit or other pay adjustments.

~~(I)~~(F) The assigned regent shall transmit the performance rating and any recommended merit or other pay adjustments to the Board of Regents for approval.

~~(J)~~(G) Upon approval by the Board of Regents, the chair of the Board of Regents shall document the performance rating~~ on the University Staff Annual Performance Rating Form, except as otherwise provided in paragraph 3.F.1(C), during a two-year pilot for Fiscal Years 2023-24 and 2024-25.~~

~~(K)~~(H) The individual has the right to append a response to the rating if they so desire.

~~(L)~~(I) The chair of the Board of Regents and the individual will sign the performance rating form to acknowledge that the rating has been discussed.

~~(M) The Board of Regents will retain the original signed rating form and provide the rated individual with a copy of the signed form.~~

~~(N)~~(J) The performance rating form will be placed in the individual's personnel file. The performance rating is subject to disclosure under the Colorado Open Records Act. Any written justification for the performance rating may also be placed in the personnel file but will not be disclosed to anyone other than the individual and university personnel with a demonstrated business need. Human resources offices are responsible for approving such access.

The performance rating is only one of the items of information that may be used, consistent with the Laws of the Regents and university policy, in the annual salary-setting process or in comprehensive administrative evaluations.

History:

- Adopted:
- Sections contained in this policy were previously contained in Article 3.D.1 and 3.D.2 of the Laws of the Regents; and Regent Policy 3.G.D.1, 3.G.D.2, 3.G.F and 3.K.
- Revised: April 17, 2015 (the term “officer and exempt professional” was replaced with the term “university staff”); September 7, 2017; February 10, 2022 (revised for changes related to the Colorado Equal Pay for Equal Work Act and made retroactive to January 1, 2021); June 20, 2024.
- Last Reviewed: June 20, 2024.
- Non-substantive Changes: January 2024.

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