



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 shall be evaluated on an annual basis by the Board of Regents.
- (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 supervisor and individual. Evaluations should provide constructive feedback on the officer's service.

Notwithstanding any provisions of this policy or other university policy, for Fiscal Years 23-24 and 24-25, 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, and 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 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 responsibilities. The officer under review shall provide a statement of

42 accomplishments, self-evaluation, and long-term objectives. Upon completion of
43 the comprehensive evaluation, the supervising authority shall make any
44 necessary changes to the officer's position description, in accordance with
45 university policies.

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

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54 3.F.3 Presidential Annual Evaluation

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56 (A) Policy

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

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61 (B) Purpose

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63 The purpose of this policy is to establish and communicate the Board of Regents'
64 expectations of the president of the University of Colorado and to establish
65 procedures to annually evaluate performance. This performance procedure is not
66 intended to and does not displace the comprehensive evaluation required by
67 [thisregent](#) policy ~~3.G~~.

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69 (C) Procedures

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

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

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

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

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

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

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90 (e) The board and the president will develop a performance plan on an
91 annual basis.
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- (3) Recurring Criteria: The performance plan shall include a number of criteria that the board shall evaluate on an annual basis. This 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) (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.

- 143 (6) Open Records Requirement. The board overall evaluation of the president
144 shall be available for public inspection as a “performance rating” under the
145 Colorado Open Records Act, C.R.S. § 24-72-202(4.5), but all other
146 information generated or prepared during the evaluative process shall be
147 maintained as “personnel file” records not subject to inspection or
148 disclosure.
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- 150 (7) Annual Performance Calendar: For purposes of performance evaluation,
151 the board shall use the following schedule as recommended target dates:
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 - 153 (a) July 1 – First day of evaluation period.
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 - 155 (b) December 30 – Chair of board and president to meet to discuss year-
156 to-date performance.
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 - 158 (c) First board meeting of calendar year/mid-year review – The board and
159 the president will discuss year-to-date performance in executive
160 session at the regularly scheduled board meeting.
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 - 162 (d) May 1 – Chair of board and president meet to discuss performance
163 evaluation and to discuss potential performance goal for next year’s
164 evaluation.
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 - 166 (e) May 15 – President of university submits self-evaluation to board.
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 - 168 (f) June 1 or most closely scheduled board meeting – The board shall
169 meet in executive session to discuss performance evaluation and
170 performance goals for next year’s evaluation. Secretary of the board
171 prepares draft of performance evaluation and draft of performance
172 goals.
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 - 174 (g) June 15 – president meets with chair of the board to review
175 performance evaluation and draft of performance goals for next year’s
176 evaluation.
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 - 178 (h) June 30 – President meets with board in executive session at a
179 regularly scheduled board meeting to finalize performance evaluation
180 and performance goals for next year’s evaluation.
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 - 182 (i) July 15 – Finalized performance evaluation and performance goals
183 transmitted to president.
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185 3.F.4 Annual Evaluation for all other Officers of the University

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187 All other officers of the university with reporting roles to the Board of Regents will be
188 evaluated and receive a performance rating on an annual basis. Individual
189 performance evaluations and ratings provide a basis for annual merit and other pay
190 adjustments (although additional factors may be considered). The process for such
191 evaluations shall be as follows:
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- (A) The performance evaluation of the individual shall begin with the individual’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. This relevant board member for each position is as follows:
 - (1) The chair of the Board of Regents for the university counsel.
 - (2) The chair of the Board of Regents for secretary of the Board of Regents.
 - (3) The chair of the Regent Audit Committee for the associate vice president of internal audit.
 - (4) The chair of the Regent ~~Budget and~~ Finance Committee for the university treasurer.
 - (B) The completed self-assessment will be provided to both the relevant board member and to the appropriate 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 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) 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 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 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.
 - (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.

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- (H) The regent who receives the memorandum shall meet with the individual to discuss the assessment. The assigned regent shall 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) The assigned regent shall transmit the performance rating and any recommended merit or other pay adjustments to the Board of Regents for approval.
 - (J) 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\(C\), above, during a two-year pilot for Fiscal Years 23-24 and 24-25,-](#)
 - (K) The individual has the right to append a response to the rating if they so desire.
 - (L) 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 employee a copy of the signed form.
 - (N) The performance rating form will be placed in the employee'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 employee and university personnel with a demonstrated business need. Human resources offices are responsible for approving such access.
 - ~~(O)~~ 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:

- 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 3K.
- Revised: April 17, 2015 (the term “officer and exempt professional” was replaced with the term “university staff”); September 7, 2017; and February 10, 2022 - revised for changes related to the Colorado Equal Pay for Equal Work Act and made retroactive to January 1, 2021.
- [Last Reviewed: September 7, 2017.](#)
- [Last Reviewed: March 2024](#)