



Board Governance Policy Manual

POLICY CATEGORY: BOARD-PRESIDENT RELATIONSHIP POLICY NUMBER: C05

POLICY TITLE: ASSESSING THE PRESIDENT'S PERFORMANCE

EFFECTIVE: JUNE 11, 2008

LAST REVISED: FEBRUARY 18, 2026

REFERENCE (MOTION): 401.C.6.2.1 (EST. OCT. 2005)

PURPOSE

The purpose of this policy is to ensure a clear, consistent, and transparent process for evaluating the performance of the President. The evaluation supports accountability, alignment with strategic priorities, and the ongoing success of the organization.

Assessment of the President's performance is one mechanism that the Board uses to ensure its accountability, as prescribed in the Minister's Binding Policy Directive on Governance and Accountability (A.III), by verifying that the specified outcomes for the College are being achieved within the executive limitations defined in Board policy. Regular feedback between the Board and the President will provide informal, ongoing assessment of organizational results. However, the annual performance review provides a formal opportunity to assess and record achievement of goals and take appropriate corrective action, as necessary, where expected outcomes or quality of performance are not achieved. This policy outlines principles and procedures to guide the President's performance assessment.

APPLICATION AND SCOPE

This policy applies to the Mohawk College Board of Governors.

POLICY STATEMENT RULES

1. Board Expectations and Evaluation Framework

The Board clearly defines its expectations of the President through the employment contract, President's dashboard & performance plan, and relevant Board policies.

A formal performance review will be conducted:

- At six months following the President's appointment
- Annually thereafter

Because the President is continuously accountable to the Board for organizational performance, the Board Chair will provide ongoing informal feedback, supported by Board discussions and monitoring of organizational results.

2. Board Responsibility for Evaluation

The Board is solely responsible for assessing the performance of the President. The evaluation process will follow these principles:

- a. **Compensation Alignment**
The compensation program will support the Board's ability to attract, motivate and retain a highly qualified President.
- b. **Strategic Alignment**
Performance expectations and evaluation criteria will be directly linked to the organization's strategic and business plans.
- c. **Clear Expectations**
The Board will establish clear expectations for the President at the beginning of each performance cycle.
- d. **Transparency and Engagement**
The evaluation process will be transparent and actively involve the President and the Board.
- e. **Multiple Information Sources**
The Board will use appropriate and diverse information sources, including both internal and external feedback, as necessary, to obtain a comprehensive view of performance.
- f. **Assessment of Results and Leadership**
The evaluation will consider both what results are achieved and how results are achieved, including a people dimension assessment, leadership dimension assessment and ethical tone assessment or other assessments as determined by the Governance and Human Resources Committee.
- g. **Quantitative and Qualitative Measures**
Performance will be assessed using both quantitative and qualitative goals, supported by meaningful and objective measurement tools.
- h. **Flexibility**
The process will remain flexible to adapt to unexpected circumstances, emerging priorities and changing organizational needs.

3. Performance Evaluation Process

The Board will typically use the following process to ensure consistency and fairness. Amendments to this process may be approved in agreement with the Board Chair and President:

- a. Goal Setting
 - At the start of each performance cycle (typically as part of the June Board meeting), the Board and President will agree on annual goals, success measures and leadership expectations.
- b. Self Assessment

- Prior to the annual review, the President will submit a self-assessment aligned to the agreed-upon goals and organizational outcomes.

c. Board Assessment

- Prior to the annual review, each Governor will complete an individual assessment of the President. These assessments will be consolidated and presented as part of the Board's overall evaluation package.
- The Board will receive an assessment package including but not limited to the consolidated Governor assessments, the President's self-assessment, the President's Dashboard and Performance Plan, and 360 feedback (if available) in advance of the June Board meeting where the President's performance will be considered.
- The President may be asked to present to the Board as part of the assessment.

d. Link to Compensation and Contract

- Evaluation results will inform compensation decisions, contract renewal considerations and succession planning.

4. Confidentiality and Documentation

- All evaluation materials will be treated as confidential Board documents.
- Results of the evaluation will remain confidential by all parties and any communication of evaluation outcomes beyond the Board will follow established governance protocols.

MONITORING

The Board of Governors has adopted this policy to establish and evaluate the performance of the President. The Board will evaluate the effectiveness of this policy every five years or earlier if needed.

POLICY REVIEW:

Review by the Board of Governors

Attestation – N/A

Next Review – February 2031