

## **R208, ~~Resource and Review Teams~~ Institutional Liaisons<sup>1</sup>**

**R208-1 Purpose:** ~~The purpose of this policy is~~ This policy outlines ~~to help the president be successful in his or her responsibilities through (1) a process for regular communication between institution the presidents and Boards of Trustees with and Board of Higher Education (“Board”) members, and; (2) transmission of information about institution successes and challenges to the Board ing the Board members about institutional issues and problems in a timely manner; (3) appointing liaisons between the Board of Higher Education and institutional boards of trustees; and (4) providing a mechanism for annual performance review of each president.~~

### **R-208-2 References**

- ~~2.1:~~ Utah Code § 53B-2-102, Board to Appoint President of Each Institution Appointment of Institution Higher Education Presidents
- ~~2.2:~~ Utah Code § 53B-2-103, Board of Trustees – Powers and Duties
- ~~2.3:~~ Utah Code § 63G-2-20, Right to Inspect Records and Receive Copies of Records
- ~~2.3.4:~~ Utah Code § 63G-2-302, Private Records
- ~~2.4.5:~~ Board Policy and Procedures R220, Delegation of Responsibilities to the President and Board of Trustees
- ~~2.5.6:~~ Board Policy and Procedures R209, Evaluation of Presidents

### **R208-3: Definitions**

~~3.1: “Confidential”:~~ As used in this policy, “confidential” means the document is a “private record” under Utah Code section § 63G-2-302(1)(g) and may be private under other provisions of GRAMA. As a private records, any such documents are exempt from public records requests and shall not be disclosed except pursuant to Utah Code section 63G-2-201(5).

~~3.2: Resource and Review Team:~~ As used in this policy, “Resource and Review Team” refers to a team of two Board members and the Chair and Vice Chair of the institution’s Board of Trustees. This four person team acts as the Resource and Review Team for its respective institution.

### **R208-4: Policy**

**4.1 Appointment:** Prior to the start of an academic year, the Board Chair or Executive Committee shall assign at least one Board member to serve as an institutional liaison for each institution of higher education. Each liaison will be matched with two institutions.

**4.2 Term:** The liaison’s appointment will be for one two-year term which may be renewed by the Chair or Executive Committee in successive two-year terms.

**4.3 Functions:** The liaison’s role is to gather and share information about the institution and its successes and challenges, including its progress on the Board’s strategic goals, with the Board, and to support the president’s success. The liaison is not intended to serve as an advocate for a specific institution as Board members and presidents have a duty under Utah Code sections 53B-1-402, 53B-2-106, and 53B-2a-107 to serve the entire system of higher education. Examples of activities a liaison may undertake to fulfill their role include, but are not limited to:

<sup>1</sup> *Adopted September 11, 1987, amended November 17, 1989, April 26, 1991, April 17, 1992, November 3, 1995 and April 22, 2005, and December 14, 2007. Revisions approved on May 29, 2009, April 1, 2010 March 29, 2013, March 28, 2014, ~~and~~ February 9, 2018, and XXX.*

4.3.1 Visiting the campus of the institution and meeting with the president;

4.3.2 Visiting the campus and, in coordination with the president, meeting with leadership, faculty, students, staff, and other campus members as relevant;

4.3.3 Attending the institution's Board of Trustees meetings;

4.3.4 Attending community or campus events hosted by or involving the institution;

4.3.5 Attending the institution's commencement activities;

4.3.6 Reviewing the institutional mission and the president's vision for the institution with the president and other institutional officials;

4.3.7 Assisting the president in identifying key performance indicators under Board Policy R209, Evaluation of Presidents, to further the institution's mission and support the statewide strategic plan; and

4.3.8 Joining meetings between the president and state and community officials.

4.4 Information from Commissioner's Office: To better understand an institution to which they are assigned, a liaison may request information from the Commissioner's Office about the institution, its programs, and/or strategic plan.

4.5 Presidential Evaluations: To assist a president in fulfilling the president's duties, the liaison should be familiar with the presidential evaluation criteria in Board Policy R209, Evaluation of Presidents.

4.6 Consultation with Liaisons: When developing key performance indicators under Board Policy R209, Evaluation of Presidents, a president should consult with their institutional liaison(s).

4.7 Liaison Reports: Liaisons shall make periodic verbal reports to the Board regarding the president(s) of the institution(s) to which they are assigned. A liaison should elevate concerns about an institution, its president, or Board of Trustees to the Board of Higher Education's Chair or Vice Chair.

4.8 Confidentiality of Liaison Reports on Presidents: All liaison reports related to a president, whether formal or informal, including notes and drafts, and meetings conducted are confidential private records protected from disclosure under Utah Code sections 63G-2-201 and 63G-2-302(i)(g).

~~4.1. Fall Meeting:~~ During the months of September through November each president shall meet with his or her Resource and Review Team.

~~4.1.1. Objectives:~~ The objective of the fall meeting is to (1) identify the ways the Board of Higher Education and the Board of Trustees can better assist the president, (2) update the resource and review team regarding progress on the institution's strategic goals and to discuss ongoing or potential issues important to the president and the institution.

~~4.1.2. Agenda:~~ The president is to set the agenda and conduct the meeting.

~~4.1.3. Report:~~ There shall be no written or formal report of the fall meeting.

—————**4.2. Spring Review:** During the months of March through May, the resource and review team shall evaluate the president's performance.

—————**4.2.1. Objectives:** In addition to the objectives of 4.1.1., the objective of the Spring review is to review of the president's performance, and to identify areas of success and areas that need improvement.

—————**4.2.2. Agenda:** The chair of the resource and review team shall set the agenda in consultation with the president.

—————**4.2.3 Report:** The resource and review team shall produce a written and confidential report pursuant to part 5.4 of this policy.

—————**4.2.4. Criteria for Evaluation:** The resource and review team shall assess the president's performance in the following areas:

**4.2.4.1. Institutional Vision and Strategic Goals:** The resource and review team shall review institutional mission and the president's vision for the institution and the strategic goals associated with that vision. The team will discuss with the president his or her progress toward accomplishing the goals. The team should interview the president's executive team regarding the strategic goals, whether the president effectively communicates his or her priorities, and the president's overall performance.

**4.2.4.2. Presidential Effectiveness:** The resource and review team, in collaboration with the president, shall identify issues, challenges, and problems which impede the accomplishment of identified priorities and goals. Such problems may relate directly to the institution, the president's executive team, the president's performance, or the president's relationship with the Board of Trustees, the Board of Higher Education and other stakeholders. The team will work with the president to identify his or her strategies for addressing the challenges or problems, record those strategies in the evaluation report, and follow up with the president during the Fall meeting regarding his or her progress at resolving the challenges or issues.

—————**4.3. Liaisons:** The resource and review team shall function as liaisons between the institution and the Board of Higher Education. As time and circumstances permit, the resource and review team shall do the following: (1) visit campus, (2) attend trustee meetings, (3) attend campus events—especially commencement ceremonies, (4) identify specific ways that the Board of Higher Education can build a positive and productive relationship with the Board of Trustees and president, and (5) coordinate and facilitate communication between the Board of Higher Education, Board of Trustees, and the president. The team chair shall note such activities and suggestions in the written report to the Board of Higher Education.

~~4.4. Integration with R209 Evaluation:~~ Pursuant to Board Policy R209, presidents are to be comprehensively evaluated following the first year of employment, and every fourth year thereafter. During the year of R209 comprehensive evaluation, the resource and review team shall not conduct a performance review, but will still meet with the president to receive an update on the president's current challenges, successes, and upcoming events or issues.

## **R208-5. Procedures**

~~5.1. Appointment of Resource and Review Teams:~~ Each resource and review team shall consist of the Chair and Vice Chair of the institution's Board of Trustees and two Board members. The Board Chair shall (1) appoint the two Board members to serve on the Resource and Review Team, (2) notify the chair and vice chair of the institutional Board of Trustees as to their responsibility to serve on the institution's resource and review team, and (3) designate the chair of the resource and review team.

~~5.2. Interaction with Board of Trustees and Consultation with Board's Committees:~~ In preparation for the spring review, the resource and review team should consult with the Chair and Vice Chair of the Board, the Chair and Vice Chair of the Trustees and the Commissioner to identify any concerns or issues with either the president's performance or institutional direction that needs to be addressed. The Commissioner's Office will assist and support the team by providing data, guidance or other information necessary for the evaluation.

~~5.3. Written Reports:~~ After completing the annual performance evaluation, the team chair shall prepare a written, confidential report of the findings and counsel. The Commissioner's Office may provide a standard report format. The report shall be marked confidential.

~~5.3.1. Who Receives the Report:~~ Copies of the report are to be forwarded to the president, the chair of the Board of Trustees, the Commissioner, and the Chair and Vice Chair of the Board of Higher Education. The report shall not be disclosed to other individuals or entities without Board members' approval pursuant to Utah Code §63G-2-201.

~~5.3.2. Presidential Comments:~~ The president shall have opportunity to comment in writing on the report. The presidential statement shall be included in the final report prior to submitting it to the Board of Higher Education.

**5.3.3 Confidentiality of Spring Review Report:** All spring review reports, including notes and drafts, all meetings conducted pertaining to the Resource and Review Team's work, and all recommendations and responses, are confidential private records protected from disclosure by Utah Code §63G-2-201, 302.

~~—————~~**5.3.4. Retention of Presidential Records:** Reports (along with presidential comments) shall be stored in the president's personnel file at the Board of Higher Education's office.

~~—————~~**5.3.5. Board members' Review of Report:** The report shall be reviewed in closed session by the Board of Higher Education—typically at the next regularly scheduled meeting. The Chair of the Board of Higher Education may direct a resource and review team to report to the Board of Higher Education on a more frequent basis.