



The American University of Kurdistan Policy for Evaluation and Performance Review of President

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I. INTRODUCTION

- a. **Authority:** This Board of Trustees at The American University of Kurdistan is authorized to establish rules and regulations to govern and operate the University and its programs.
- b. **Purpose:** This policy states the evaluation procedures and performance review of the President as the Chief Executive Officer of the University.
- c. **Scope:** This policy applies to the University President.

II. ROLES AND RESPONSIBILITIES

- a. **Responsible Executive:** Chair, Board of Trustees
- b. **Responsible Administrator:** Annual Review Subcommittee and 360 Review Subcommittee
- c. **Responsible Office:** Board Chair's Office
- d. **Policy Contact:** Secretary of the Board

III. POLICY STATEMENT

It shall be the policy of the Board of Trustees to review the performance of the President annually. In addition, the Board shall customarily conduct a 360 performance review covering a maximum period of three-years.

The purpose of the annual review is to enable the President to strengthen his/her own performance, to allow the Board and the President to reset mutually agreeable goals, and to

inform annual decisions on compensation adjustments and other terms of presidential employment.

The purpose of the 360 review is to examine the effectiveness of the relationship between the President and the Board in the discharge of their respective and collective governance responsibilities; to obtain feedback from key constituents on the progress of the President in achieving institutional priorities to reaffirm the partnership between the President and the Board; and, as requested by the Board and the President, to consider consultative recommendations for improving both presidential and Board performance.

The review processes are not intended as a substitute for regular, ongoing communication about the progress toward goals between the President and the Board.

The Board shall periodically review and, as necessary or desirable, revise this policy and its associated procedures in light of experience gained, best practices, and legal developments as applicable.

IV. PERSPECTIVE OF THE BOARD

The process of evaluation permits candid dialogue between the Board and the President through a formal process. The result shall be improved understanding and shall lead to productive change.

Criteria for evaluations shall be rooted in three basic ideas:

1. How has the President performed agreed-upon goals?
2. What are the objective and expectation for the future?
3. Based upon the performance to date, does the President appear to have the ability to meet objectives and expectations for the future?

The Board will assign to the Review subcommittees the responsibilities for oversight of the President's evaluation process, except in those cases where the full Board decides to act as the Annual Review Subcommittee.

V. PERSPECTIVE OF THE PRESIDENT

Performance shall be evaluated in relation to what the President was expected to do. The evaluation process enables the President to critique his/her own performance.

The President shall be able to use the evaluation process for the following purposes:

1. Assess success against the Board's expectations and against own expectations;
2. Identify changes in expectations and initial assumptions;
3. Provide statements about issues and problems;
4. Offer suggestions for the future to address issues and problems;
5. Explore ways to improve relations between the President and the Board as well as campus and office relationships.

VI. PROCEDURES

c. Annual Review

Criteria and Scope

The annual review will cover the preceding year. The criteria for evaluation and information responsive to those criteria will be based principally on the President's self-assessment with respect to goals mutually set by the Board Chair and the President, in consultation with the Board, for the year in review. The review will encompass input from Trustees, solicited in the manner described below, and such additional information as the Board's Annual Review Subcommittee may request of the President to assist in assessment of the progress toward the mutually established goals.

President's Self-Assessment

The retrospective elements of the President's self-assessment will customarily include:

1. A copy of the mutually agreed-upon goals, with a description of efforts to meet them and the President's progress assessment.
2. A description of other personal or institutional achievements for which the Annual Review Subcommittee should, or might, be informed by the President as aspects of performance or accomplishment.
3. Identification of significant institutional or personal challenges the President faced over the course of the review year that affected progress toward goals, with particular focus on those that are likely to persist into the upcoming year or beyond.
4. Presidential self-assessment of relationships with the Board, key governance and constituency group leaders, or other significant stakeholders.
5. Key areas in which the Board has been especially supportive.

The prospective elements of the President's self-assessment will customarily include:

1. Goals the President proposes for him/herself and the institution over the course of the (1) upcoming year, and (2) next five years in conjunction with the University's strategic plan;
2. The President's professional development plans and any associated requests of the Board;
3. The President's assessment of the University's principal current opportunities and challenges.
4. Key areas in which the President would especially benefit from Board support.

The Annual Review Subcommittee

The Board Chair will appoint an *ad hoc* Annual Review Subcommittee from the membership of the Executive Committee ordinarily to be comprised of no fewer than five members. The Chair may, at his discretion, serve as a member of the Subcommittee. If the Chair serves on the Subcommittee, he will serve *ex officio* as chair of the Subcommittee; if the Chair declines to serve on the Subcommittee, he will appoint a chair.

The review process, including consultation undertaken by the Annual Review Subcommittee or its members with the President and Trustees, and Subcommittee deliberations, shall be

confidential. Following consideration by the Subcommittee of the President's self-assessment and input solicited from other Trustees (including the Board Chair if he is not a member of the Subcommittee), the Subcommittee will first advise the Executive Committee (in an Executive Session from which the President will be excused) of the status of its review. Subsequent to the Executive Committee meeting, the Chair will, in an Executive Session from which the President will be excused, convey to the full Board the results of the review and provide adequate opportunity for Board discussion and deliberations regarding the findings. Promptly thereafter, the Board Chair will meet with the President to discuss the results of the review. A significant portion of the latter meeting shall include articulation of performance goals for the upcoming year.

The annual review process will generally be initiated in the spring and completed by the Fall Executive Committee meeting.

Setting of Goals

Subsequent to the completion of the annual review process described above, the Board Chair will, in consultation with the President, establish and memorialize in writing performance goals for the upcoming year. In addition, the Chair will convey to the President any recommendations, concerns, or priorities arising out of the review process and the Board's discussion of review outcomes. The Board shall promptly approve or ratify the goals established by the Chair and President for the upcoming year.

Setting of Compensation and other Terms of Employment

In conjunction with its review process, the Subcommittee will make a recommendation to the Board Chair regarding any component of an annual salary adjustment based on merit. Compensation and other terms of employment will otherwise be set pursuant to guidelines adopted by the Board, provided that the annual compensation review process shall occur subsequent to completion of the annual performance review.

d. 360 Review

At approximately three-year intervals, the Board Chair will, on behalf of the Board, initiate a 360 review process.

Criteria and Scope

The 360 review, initiated at the direction of the Board Chair, will cover the first five-year period of a presidency or the interval since the last review. The criteria for evaluation and information responsive to those criteria will be based on the President's self-assessment of progress toward goals mutually set by the Board and the President, including those articulated in the institutional strategic plan; all previous reviews, including annual reviews; and qualitative interview data elicited from Trustees, senior administrators, and significant constituencies and stakeholders with direct and substantial knowledge and experience with the President and the University, regarding progress toward established institutional goals and the effectiveness of relationships necessary to sound institutional governance and interactions with external stakeholders and partners.

The 360 Review Subcommittee

The Board Chair will appoint an *ad hoc* 360 Review Subcommittee from the membership of the Board to be comprised of no fewer than five members. The Chair will serve as a member and chair of the 360 Review Subcommittee. In addition, the Chair may, following consultation with

the Board, retain a qualified consultant to assist the Board in the review process, including creation of interview questions, conduct of interviews, and development of recommendations for enhancement of the performance effectiveness of the President and the President-Board relationship.

The 360 Review Process

In addition to the procedures outlined above for the 360 review, the following procedures will apply:

1. Prior to commencement of the 360 review process, the Chair will summarize for all Trustees in writing the steps associated with the process.
2. The University community will next be informed of the 360 review through a communication from the Board Chair and President. The purpose, scope, and procedures associated with the review will be described in the communication.
3. The substance of the 360 review process, including deliberations, shall be confidential.
4. The 360 review process will customarily be completed within approximately six (6) months of its initiation.
5. The results of the 360 review, including recommendations, will be discussed and synthesized by the 360 Review Subcommittee, with the assistance of any consultant retained. The Chair will next review the results with the full Board in Executive Session, from which Session the President will be excused. Following provision of an adequate opportunity to deliberate regarding the review results, the process will advance to its next step. The Chair, accompanied or not at his discretion by the 360 Review Subcommittee, will promptly meet with the President to share the result of the review. The Chair will also at that time convey to the President any recommendations or specific requests and expectations associated with the review, which will be memorialized as an amendment to the President's annual performance goals.
6. At the conclusion of the foregoing steps, the Secretary will issue a final communication to the University community announcing completion of the 360 review process.

VII. POLICY HISTORY

- a. **Approved by:** Board of Trustees
- b. **Adopted:** March 15, 2019
- c. **Amended:** March 15, 2019
- d. **Reviewed:** October 15, 2025