

January 10, 2018

MEMORANDUM

TO: State Board of Regents

FROM: David L Buhler

SUBJECT: Revision of Policy R208, Resource and Review Team

Issue

The Board seeks to ensure its institutional presidents are successful in all aspects of the position. Resource and review teams provide presidents with ongoing support, direction, and counsel on behalf of the Board of Regents and the Board of Trustees. These policy revisions clarify the resource and review team's responsibilities. The policy also expands and refines the annual performance evaluation criteria, timing and procedures.

Background

To be successful, a president requires ongoing communication with and accountability to the Board of Regents and the Board of Trustees. Resource and review teams provide an important person-to-person bridge between the president and the Board. The president can also use the team as a resource for guidance, feedback and counsel.

Resource and review teams meet with the president at least twice a year—once in the Fall and again in the Spring. During the Fall meeting, presidents update the team on progress towards the institution's strategic goals and challenges the president is either facing or anticipates in the coming year. The president can request the Board's assistance where needed and keep the board updated on his or her challenges and successes.

In the Spring, the resource and review team evaluates the president's performance based on established criteria. The team then presents its findings to the president for his or her input. Afterward, the team presents a written performance evaluation to the Board of Regents.

The proposed policy changes clarify the team's responsibilities for counseling and supporting presidents and for conducting annual performance evaluations. Additionally, the revisions expand and refine the performance evaluation criteria to include the president's vision for the institution, and whether the president has established strategic goals with strategies for accomplishing the strategic goals. Additionally, the team will assess whether the president's vision and goals align with the Board's vision and strategic goals.

In addition to reviewing the president's general performance, the revisions include a new section on assessing the institution's fiscal health and whether the president understands and responsibly controls the institution's finances.

These revisions will improve the resource and review team's ongoing relationship with the presidents and enhance communication and accountability to the Board.

Commissioner's Recommendation

The Commissioner recommends the Regents approve R208, *Resource and Review Teams* effective immediately.

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David L. Buhler  
Commissioner of Higher Education

DLB/GTL  
Attachments

# R208, Resource and Review Teams<sup>1</sup>

**R208-1. Purpose:** The purpose of this policy is to help the president be successful in his or her responsibilities through (1) regular communication between the presidents and Regents; (2) informing the Regents about institutional issues and problems in a timely manner; (3) appointing liaisons between the Board of Regents and institutional Boards of Trustees; and (4) providing a mechanism for [annual performance review of each president](#).

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## R208-2. References

- 2.1. Utah Code [§53B-2-102](#), Board to Appoint President of Each Institution
- 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
- 2.4. Utah Code [§63G-2-302](#), Private Records
- 2.5. Policy and Procedures [R220](#), Delegation of Responsibilities to the President and Board of Trustees
- 2.6. 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 [§63G-2-302](#). As a private record any such documents are exempt from public records requests and shall not be disclosed except pursuant to Utah Code [§63G-2-201\(5\)](#).

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**3.2. Resource and Review Team:** As used in this policy, “Resource and Review Team” refers to a team of two Regents 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.

- Deleted:** 3.4. **Institution:** As used in this policy, “institution” refers to institutions within the Utah System of Higher Education listed in Utah Code [§53B-2-101](#). ... [2]
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## R208-4. Policy

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

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**4.1.1. Objectives:** The objective of the fall meeting is to (1) [identify](#) the ways the Board of Regents 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.

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**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.

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- Deleted:** The duration and content of the meeting is at the discretion of the president.

<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 by the Board of Regents on May 29, 2009 , April 1, 2010 March 29, 2013 and March 28, 2014.

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

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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.

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

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

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

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4.2.4.1 **Institutional Vision and Strategic Goals:** The resource and review team, review 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 in accomplishing the goals. The team should interview the president's cabinet (or equivalent) regarding the strategic goals, whether the president effectively communicates his or her priorities, and each cabinet member's view of the president's overall performance.

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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 cabinet, the president's performance regarding academic planning and quality, student affairs, or the president's relationship with the Board of Trustees, the Board of Regents and other relationships.

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**Deleted:** The Resource and Review Team shall focus on both the president's accomplishments and areas in which advice, counsel, and support may be necessary to help the president be more effective.

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4.3. **Liaisons:** The resource and review team shall function as liaisons between the institution and the Board of Regents. 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 Regents can build a positive and productive relationship with the Board of Trustees and president, and (5) coordinate and facilitate communication between the Board of Regents, Board of Trustees, and the president. The team chair shall note such activities and suggestions in the written report to the Board of Regents.

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4.4. **Integration with R209 Evaluation:** Pursuant to Regents' Policy R209, presidents are to be comprehensively evaluated following the first and third years of employment, and every three years 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.

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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 Regents. The Regents' Chair shall (1) appoint the two Regents 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.

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5.2. **Interaction with Board of Trustees and Consultation with Regents' Committees:** In preparation for the spring review, the resource and review team should consult with the Chair and Vice-Chair of the Regents, 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.

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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.

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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 Regents. The report shall not be disclosed to other individuals or entities without Regents' approval pursuant to Utah Code §63G-2-201.

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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 Regents.

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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.

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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 Regents' office.

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

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**3.1. Board of Regents:** As used in this policy, “Board of Regents” means the Utah State Board of Regents.

**3.2. Board of Trustees:** As used in this policy, “Board of Trustees” means the Board of Trustees for an institution of higher education.

**3.3 Commissioner:** As used in this policy, “Commissioner” means the Utah Commissioner of Higher Education.

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**3.4. Institution:** As used in this policy, “institution” refers to institutions within the Utah System of Higher Education listed in Utah Code §53B-2-101.

**3.5. President:** As used in this policy, “president” means the chief executive officer of the applicable institution within the Utah System of Higher Education appointed by the Board of Regents under Utah Code §53B-2-102.

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institution's resource and review team, and (3) designate the chair of the resource and review team.

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**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.

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