



Northern Ontario
School of Medicine
École de médecine
du Nord de l'Ontario
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L'Université de la Santé

PERFORMANCE REVIEW OF THE DEAN-CEO OF THE NORTHERN ONTARIO SCHOOL OF MEDICINE (NOSM) PROCEDURE

Approved: March 22, 2017
Revised: September 24, 2014
Original: December 4, 2009

Approved by: Board of Directors
Responsible Office(s): Board Executive Committee
Responsible Officer(s): Dean-CEO, Board Executive Committee
Governance Committee

1. Purpose

The Board is committed to fostering the success of NOSM's Dean-CEO and enhancing his/her effectiveness in a constructive way. Performance reviews are a means to support this commitment and are the responsibility of the Board Executive Committee and the appointed Dean's Review Committee "Review Committee".

2. Membership

The membership should provide for a diverse and board geographic, gender and cultural representation when available. The membership shall be determined by the Board Executive Committee and consist of the following members:

- Board Chair,
- Board Vice-Chair, and
- Two members of the Board Executive Committee

The Secretary for the NOSM Board will serve as a non-voting secretary to the Review Committee.

3. Mandate

The Review Committee is responsible for conducting annual and mid-term reviews of the Dean-CEO.

4. Annual Review Process

Throughout the academic year the Dean-CEO shall provide regular progress reports to the Board Executive Committee and the Board.

The Review Committee as delegated by the Board Executive Committee shall lead an annual review of the Dean-CEO's performance during the past year. The review process will normally be completed within a two-month period.

The Dean-CEO shall provide the following for consideration no later than May 30 of each year:

A succinct annual report focusing on:

- 1) achievements of the academic year in relation to his/her annual performance goals and the key performance indicators supporting NOSM's strategic plan. Where

- possible provide achievements on measurable results as opposed to just qualitative descriptions;
- 2) strategic achievements in implementation of NOSM Performance Goals for the past year, in such areas as: strategic leadership and direction; strategic decision-making; resource management; relationship building; advancement of NOSM's values;
 - 3) professional growth and progress toward any noted development goals from the previous review;
 - 4) strategic proposed upcoming performance and development goals for the next review period, and
 - 5) any supporting documentation.

In seeking informed opinion(s) of the performance of the Dean-CEO, the Review Committee may consult with the internal NOSM community, Lakehead and Laurentian Universities and with external stakeholders as deemed appropriate.

The Review Committee shall meet with the Dean-CEO to discuss the contents of the annual report.

The Review Committee shall subsequently complete a report outlining the outcomes of the review of the Dean-CEO's performance during the past year and on the draft NOSM Performance Goals. A copy of the report shall be given to the Dean-CEO, who will have an opportunity to respond in writing.

The Review Committee shall provide its final report along with any recommendations to the Board Executive Committee prior to the September Board meeting.

The Review Committee Chair will present the outcomes of the annual review to the Board.

Timelines for this process may be extended if necessary, however it is recognized that the NOSM Performance Goals provides the basis for the annual planning cycle within the School and timely completion of the process is desirable.

5. Mid-Term Review Process

The Review Committee shall conduct a mid-term review in the 3rd year which will be broader in scope than the annual review and will replace the annual review process in that 3rd year.

This more comprehensive mid-term evaluation should provide a thorough overview of the Dean-CEO's performance including professional growth, strategic accomplishments, decision-making; resource management; relationship building; advancement of NOSM's strategic goals and alignment with NOSM's values, and both a general and specific assessment of his/her effectiveness in carrying out the responsibilities of the position. The Dean-CEO shall be invited to discuss the mid-term review process and any additional documentation requirements with the Review Committee prior to the start of the process.

The following elements may be included in the mid-term review at the discretion of the Review Committee:

- a review of each of the annual reports that have occurred since the beginning of the term;
- analysis of the results of a standardized survey in which assessment information is solicited from multiple reviewers internal to the School, along with assessment comments from external reviewers, as deemed appropriate.
- The completion and review of a “360 evaluation”.

The Dean-CEO shall provide the following for consideration no later than February 1st of the Third year:

A report focusing on:

- 1) achievements of the past academic year in relation to his/her annual performance goals and the key performance indicators supporting NOSM's strategic plan. Where possible provide achievements on measurable results as opposed to just qualitative descriptions;
- 2) achievements over the term-to-date in such areas as: strategic leadership and direction; strategic decision-making; resource management; relationship building; advancement of NOSM's values
- 3) professional growth and progress toward any noted development goals from the previous review;
- 4) progress on the implementation of NOSM's strategic goals to date;
- 5) proposed upcoming performance and development goals for the next annual review period, and
- 6) any additional supporting documentation requested by the Review Committee

The Review Committee shall meet with the Dean-CEO to discuss the contents of the report.

The Review Committee shall subsequently complete its review process and report outlining the outcomes of the mid-term review no later than 2 months after the end of the academic year. A copy of the report shall be given to the Dean-CEO, who will have an opportunity to respond in writing.

The Review Committee shall provide its final report along with any recommendations to the Board Executive Committee prior to the September Board meeting.

The Review Committee Chair will present the outcomes of the Mid-term review to the Board.

6. Confidentiality

All proceedings, interviews, documents and opinions expressed in relation to the annual and mid-term reviews of the Dean-CEO shall be held in the strictest confidence by all individuals involved.

The Secretary shall safeguard all documents and information associated with the review processes.

7. Related Policies, Forms and Other Documents

- By-Laws
- Board Executive Committee Terms of Reference
- Position Description for Dean-CEO

| DO NOT REMOVE THIS DOCUMENT HISTORY RECORD | | |
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| -- This document will be reviewed every 3 years -- | | |
| Version | Date | Authors/Comments/Amendments/Approvals |
| V1.0 | December 4, 2009 | Original Version |
| V2.0 | September 24, 2014 | Revision |
| V3.0 | March 22, 2017 | Revision from 2016/Feb/March Meeting of the Deans Review Committee |
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