MEMORANDUM

TO: College Presidents
    Deans of the Professional Schools

FROM: Vice Chancellor Gloriana B. Waters

DATE: August 10, 2016

SUBJECT: EXECUTIVE COMPENSATION PLAN
- PERFORMANCE EVALUATION, INCLUDING EXECUTIVE COMPETENCIES – 2015-2016
- SETTING GOALS AND TARGETS - 2016-2017

I write to remind you that performance evaluations and goal setting for staff in the Executive Compensation Plan should be scheduled and completed over the next few weeks. Performance evaluation and goal setting serves several important functions:

- It provides an opportunity to engage the members of your executive team around accomplishments achieved last year and goals set for the upcoming year.
- It provides clarity regarding the goals that are set by the University and the College, and the measures that will be used to assess success.
- It helps the members of your executive team review their professional and personal goals in conjunction with University and College goals.
- It provides feedback to executive staff members and helps them to see their jobs in the context of the University’s mission, the College’s goals and targets, and the expected outcomes and accomplishments.
- When necessary, it provides an opportunity to establish a performance improvement plan.

PERFORMANCE GOALS AND TARGETS FORM – 2015-2016
In Fall 2015, you identified goals and targets for your executives that emanated from and supported the University mission and goals set by the Chancellor for 2015-2016. (The 2015-2016 Goals and Metrics are attached for your convenience). It is now appropriate to review the goals and targets that you set for your College last year and evaluate the success of your executive employees in meeting those expectations.

On the form entitled Performance Goals and Targets for CUNY Executives 2015-16:
- Goals and targets to be achieved for 2015-16 were entered in the top four boxes.
- The goals and targets to be achieved by each member of your ECP staff should have been recorded on the bottom left-hand side box.

Please record the performance assessment/outcomes in the right-hand side box.

EXECUTIVE COMPETENCIES FORM – 2015-16
On the Form entitled Executive Competencies - CUNY Executives 2015-16, please review and rate the Personal Competencies and Behavioral Goals established for 2015-2016.

SETTING GOALS AND TARGETS FOR THE COLLEGE - 2016-2017
SETTING EXECUTIVE COMPETENCIES FOR 2016-2017

The Chancellor’s letter dated April 29, 2016 (attached) refers to the 2016-17 PMP Goals which will be shared with the campus in early September. Once you have received this information, please use the form titled Performance Goals and Targets for CUNY Executives – Academic Year 2016-2017 to establish goals and metrics for the ECP members on your campus.

To be successful, executive goals should be:

- **Specific**: clear about the outcomes that are desired;
- **Measurable**: definitive about how the outcomes will be measured;
- **Aligned**: relevant to the mission of the college and the specific areas of responsibility;
- **Realistic**: in terms of number and ability to be achieved; and
- **Time specific**: reasonable in terms of a time frame.

The Executive Competencies Form – Academic Year 2016-2017 should be used to identify leadership strengths and challenges and, if necessary, establish competency goals in areas in which your executives need to improve. Other goals may be established if skills need to be refined or new skills developed. You will be asked to assess the progress achieved to meet the identified goals and competency objectives in the following academic year.

It is anticipated that you will meet with your direct reports to engage in a comprehensive leadership and performance evaluation that includes discussing last year’s accomplishments and goals for the upcoming year. It is important that goals and competency expectations be thoroughly discussed and agreed upon.

Your direct reports who supervise other ECP staff should engage in a comparable process. Please note that not all College goals will apply to all executives, and therefore department/unit goals and targets should be established and executive competencies identified that are consistent with both the College’s goals and the unit’s functions.

All ECP staff should be evaluated using the same forms: please distribute forms to your staff who supervise members of the Executive Compensation Plan. All finalized forms should be retained by your office.

I ask that you complete this performance evaluation and goal-setting process in a timely manner to afford each executive the fullest opportunity to accomplish their goals and objectives. As always, my Office is available to provide assistance to you and/or your ECP staff in this process. Please feel free to call me if you have any questions or concerns.

Enclosures (4)

C:  
Chancellor James B. Milliken
Esdras Tulier, Deputy to the Vice Chancellor for HR Management