

Minutes of the Executive Committee  
of the Board of Trustees  
University of Kentucky  
Friday, May 8, 2015

The Executive Committee of the Board of Trustees of the University of Kentucky met on Friday, May 8, 2015 on the 18<sup>th</sup> floor of Patterson Office Tower.

A. Meeting Opened

Dr. O. Keith Gannon, chair of the Executive Committee, called the meeting to order at 8:01 a.m. and asked Secretary Sheila Brothers to call the roll.

B. Roll Call

The following members of the Executive Committee answered the call of roll: O. Keith Gannon (chair), Barbara Young (vice chair), C.B. Akins, Sr., E. Britt Brockman and Mark Bryant were present. Secretary Brothers reported that a quorum was present.

Trustees Jim Booth, Angela Edwards, Cammie Grant, Robert Grossman, David Hawpe, Kelly Holland, Jim Stuckert, Bob Vance, and John Wilson were in attendance. General Counsel Bill Thro, Vice President for University Relations Tom Harris, Executive Director of Public Relations and Marketing Jay Blanton and a member of the media were also in attendance.

C. Approval of Minutes

Chair Gannon said that the minutes of the March 16, 2015 Executive Committee meeting had been distributed. Trustee Bryant moved approval and Trustee Akins seconded the motion. It carried without dissent.

D. Presidential Evaluation Discussion

Chair Gannon stated that at its March 16, 2015 meeting, the Board approved a resolution to engage the Association of Governing Boards (AGB), with a subsequent negotiation to retain Dr. Carol A. Cartwright as the consultant for the evaluation of President Capilouto. The Executive Committee is charged with overseeing this evaluation and providing a report to the full Board at the June 19, 2015 meeting. The evaluation is a comprehensive evaluation that takes into consideration the past four years.

Chair Gannon introduced Dr. Cartwright and asked her to provide an overview of the plan, process, her work, and plans and expectations going forward.

Dr. Cartwright explained that it is best practice to take a very comprehensive look at presidential performance every four or five years. There are significant benefits to the institution, president, and Board of Trustees as a result of such a comprehensive review. The core purpose is to take a deep and broad look at presidential leadership and performance. The goals approved for

the president and the University by the Board of Trustees over the last four years forms the template against which the evaluation will be performed.

Dr. Cartwright continued that there will be opportunities to highlight the strengths in President Capilouto's leadership and there will be opportunities to look for areas of improvement, both in terms of institutional improvement and presidential leadership. The evaluation will provide evidence on the University's progress on the key strategic goals. This information will provide the Board an opportunity to reset goals if necessary. The evaluation will also help deepen the entire community's understanding of the complexity of the presidency. There is an important strengthening of the partnership between the president and the Board and the enhanced communication that occurs because of the evaluation.

Dr. Cartwright stated that meetings on campus began March 31, 2015 to plan the details of the review. During this time Dr. Cartwright met with President Capilouto, Chair Gannon and Trustee Akins to ensure she understood the Board's goals. This stage also involved a review of relevant documents of the last four years.

Dr. Cartwright shared that she conducted the first set of interviews over three days beginning on April 13, 2015. There were thirty interviews conducted during that period with thirty-nine individuals participating. Some interviews, such as student leadership, were conducted in small groups but the majority of interviews were conducted one-on-one. All constituents were asked to fill out a quantitative survey, due at the end of April. Dr. Cartwright will analyze and synthesize the survey information and the information gathered from the interview process. By May 11, 2015 the interview process will be complete.

Dr. Cartwright stated that a set of interview guidelines were approved as part of the planning process. Chair Gannon and Trustee Akins had the opportunity to see the types of questions Dr. Cartwright would be asking to probe the dimensions of leadership. Seven characteristics were agreed upon to be part of the interview process: Strategic leadership, academic leadership, basic management capabilities, financial leadership, external relations, Board relations, and other governance group relationships. A summary conversation was held about personal leadership characteristics, notable successes under President Capilouto's tenure, opportunities to discuss future needs of the institution, and advice that might be given to the president and the Board.

Dr. Cartwright shared that at the conclusion of the interview process, eighty individuals will have been interviewed. This process has allowed the Board to tap into a full circle of impressions around presidential leadership. The pool of interviewees consists of twenty trustees, eleven direct reports, six individuals in administrative positions in the institution, six Staff Senate members, seven deans, three department chairs, four faculty leaders, six undergraduate student leaders, five graduate student leaders, and twelve community members, policy makers, legislators and donors.

Dr. Cartwright explained that the next step is to synthesize the data from the quantitative surveys and the interviews. This can be challenging due to the extensive nature of the data and

due to the differing views held by interviewees. Her aim is to offer the main points of consensus in terms of strengths and areas to think about in the future.

Dr. Cartwright shared that she will have the opportunity to discuss a draft of the report with President Capilouto to ensure that no factual details have been missed. A verbal report will be brought to the Executive Committee in early June and a written report to the full Board at its June 19, 2015 meeting.

Chair Gannon stated he thought this was an outstanding process. Like any other major research project it has a planning phase, data collection phase, the synthesis and analysis phase, and a reporting phase.

Trustee Brockman said he has been pleased with the process so far. He mentioned the twelve interviewees from the community and asked if the evaluation lacked the presence of any category. Dr. Cartwright answered that she is very impressed with the willingness of many individuals in the community and legislature to be involved in the process. The logistics and way the contacts have been managed have worked like clockwork. Dr. Cartwright added that there is always the opportunity, should the Board decide there needs to be some supplement, to do another interview.

Trustee Bryant asked if Dr. Cartwright will be in a position to discuss presidential salary when all the evaluation information has been gathered. Dr. Cartwright answered that salary is not part of the engagement but she could point the Board or Executive Committee to people within the Associate of Governing Boards organization who are available to do that.

Trustee Grossman stated that the University Senate Council annually sends out a survey to faculty on their perceptions of the presidential performance and asked if Dr. Cartwright would be reviewing those results. Dr. Cartwright shared that data from those surveys will be sent to her and will be incorporated into the report.

Trustee Stuckert asked how the different types of interviewees' inputs will be weighted in the report. Dr. Cartwright explained that the process is confidential, nothing will be quoted or attributed to any particular individual, but she does note the category of the individual being interviewed. She will be able to differentiate between Trustees and other individuals if that becomes necessary, but typically points of consensus emerge across all groups. If there are differences she will be prepared to note them. Trustee Stuckert stated that he thinks Dr. Cartwright would segregate media bias or opinions that lack relative knowledge. Dr. Cartwright replied that evidence justification is often offered throughout the interview for opinions.

Trustee Bryant moved adjournment. It was seconded by Vice Chair Young and the meeting adjourned at 8:25 a.m.

Respectfully submitted,



Sheila Brothers, Secretary