



# Presidential Evaluation

**Report to the Executive Committee of the  
University of Kentucky Board of Trustees**

E. Britt Brockman, Chairman

October 19, 2017



# Components of the Evaluation

- Surveys distributed to constituent groups:
  - Faculty selected by the University Senate (3)
  - Staff selected by the Staff Senate (3)
  - Students selected by the Student Government Association (3)
  - Alumni (3)
  - Outgoing Board of Trustees members (3)
  - Donors (3)
  - Community leaders (3)
  - Government officials (3)
  - Senior university leaders (3)
- President's self-evaluation
- Board of Trustees' questionnaire



# Timeline

**June 16, 2017**

Executive Committee approves proposed list of questions and reviews timeline

Questions sent to the Senate Council Chair, Staff Senate Chair, and SGA President for distribution, review, and feedback

**September 15, 2017**

Executive Committee finalizes questions and authorizes the Chair to approach representatives of the constituent groups

**September/October**

Questionnaire/Survey circulated to constituency representatives

President submits self-evaluation to Board Chair for distribution to the Board of Trustees

**Early October**

Collection and analysis of constituent surveys

**October 19, 2017**

Executive Committee meets to review constituent responses, faculty survey, and President's self-evaluation



# Strategy & Priorities

Question	Average
The President is effectively working with key constituencies (i.e. faculty, staff, students, alumni, donors, policy makers, etc.) to identify the strengths, weaknesses, opportunities, and threats (SWOT) currently facing UK.	<b>6.3</b>
The President is effectively communicating the strengths, weaknesses, opportunities, and threats (SWOT) UK faces.	<b>6.2</b>
The President is clearly articulating the strategic priorities as reflected in the 2015-2020 Strategic Plan and explaining the rationale underlying them.	<b>6.2</b>
The President's priorities are the right ones for UK today.	<b>6.2</b>
The President's policies and actions strike an appropriate balance between the short-term needs and the long-term interests of the University.	<b>6.1</b>

1 – Strongly Disagree 2 – Disagree 3 – Somewhat Disagree 4 – Neither Agree or Disagree 5 – Somewhat Agree 6 – Agree 7 – Strongly Agree  
DK – Don't Know



# Strategy & Priorities

- General overall praise
- Specific praise for:
  - Building a thoughtful and productive relationship with lawmakers and stakeholders.
  - Accessibility and interaction with all constituencies
  - Strategic thinking, planning, and leadership
  - Balancing UK as a national leader while maintaining its service to Kentucky.
  - Improvements to the campus' physical plant
  - The Strategic Plan, the direction it provides to the University, and effectively communicating that vision
  - An ability to listen
- Specific concerns for:
  - Increasing and improving communication with UK HealthCare staff and more opportunities to voice opinions on campus issues
  - Increasing communication and substantive interaction with *all* students
  - Improving effective communication with faculty



# Leadership

Question	Average
The President is creating a learning and working environment that reinforces UK's core values as reflected in the 2015-2020 Strategic Plan and promotes the teaching, research, and service missions of the University.	<b>6.2</b>
The President is effectively leading the organization by executing the initiatives and actions associated with his priorities.	<b>6.6</b>
The President's pace of execution is consistent with the institution's needs and capabilities.	<b>6.2</b>
The President facilitates a culture of ethical behavior and compliance with University policies and procedures and state and federal statutes and regulations.	<b>6.6</b>
The President is creating and fostering an inclusive atmosphere and a diverse workforce.	<b>5.8</b>



# Leadership

- General overall praise
- Specific praise for:
  - Efforts to create a culture of diversity, inclusivity, and belonging.
  - Outreach to the community
  - A desire to make UK a more responsive campus by addressing some of its bureaucratic and cumbersome processes
  - Improvements to the campus' physical plant
  - Modeling inclusive excellence
- Specific concerns for:
  - Improving gender and racial diversity among university leaders and faculty



# Organization & Team

Question	Average
The President has built an organization (including structure and management systems) that will produce solid strategic and operational performance.	<b>6.2</b>
The President is building and developing the management team needed to drive the University's future success.	<b>6.1</b>
The President has engendered a feeling of inclusion from all constituencies that encourages and invites active individual participation in guidance and governance.	<b>6.0</b>

1 – Strongly Disagree 2 – Disagree 3 – Somewhat Disagree 4 – Neither Agree or Disagree 5 – Somewhat Agree 6 – Agree 7 – Strongly Agree  
DK – Don't Know



# Organization & Team

- General overall praise
- Specific praise for:
  - Relationships with state and federal lawmakers, as well as alumni and friends of the University
  - Strong management team
  - Outreach and leadership to engage with under-represented students
  - Connecting with others for input and advice on University issues
- Specific concerns for:
  - More opportunities for UK HealthCare to participate in inclusion initiatives
  - While the management team is talented, it could benefit from better cohesion and coordinated initiatives
  - Large administration and a lack of diversity among the senior leadership team



# Relationships with Constituencies

Question	Average
The President has established a productive relationship with the Board of Trustees that enables the Board to contribute most effectively to UK's advancement.	<b>6.3</b>
The President has established productive relationships with faculty.	<b>5.7</b>
The President has established productive relationships with staff.	<b>6.2</b>
The President has established productive relationships with current students.	<b>6.3</b>
The President has established credibility with constituencies (prospective students and their families, alumni, donors, policy-makers, etc.) important to the University.	<b>6.5</b>



# Relationships with Constituencies

- General overall praise
- Specific praise for:
  - Outreach to staff
  - Strong connection to campus stakeholders, including donors
  - Kind and hospitable toward students and families
  - UK's position and reputation with the community, state, and country
  - Regular conversations with students
- Specific concerns for:
  - Improve relationships with all students and student groups
  - Effective communication to and interaction with faculty



# Financial Management

Question	Average
The President is demonstrating careful stewardship of UK's financial resources by identifying and setting in motion needed improvements in financial planning and management systems.	<b>6.6</b>
The President is identifying the financial goals and approaches needed to fund his strategic priorities.	<b>6.7</b>
The President is taking the appropriate steps toward developing a University-wide system for risk management.	<b>6.4</b>

1 – Strongly Disagree 2 – Disagree 3 – Somewhat Disagree 4 – Neither Agree or Disagree 5 – Somewhat Agree 6 – Agree 7 – Strongly Agree  
DK – Don't Know



# Financial Management

- General overall praise
- Specific praise for:
  - Proactive with philanthropic endeavors
  - Constantly aware of the financial landscape and its impact on UK
  - Strong financial leadership with specific praise for creative public/private partnerships in housing and dining



# Fundraising

Question	Average
The President is committing the necessary time and energy to raise funds for the University.	<b>6.8</b>
The President has the skills to succeed in fundraising.	<b>6.4</b>

1 – Strongly Disagree 2 – Disagree 3 – Somewhat Disagree 4 – Neither Agree or Disagree 5 – Somewhat Agree 6 – Agree 7 – Strongly Agree  
DK – Don't Know



# Fundraising

- General overall praise
- Specific praise for:
  - Effective and efficient fundraising
  - Personal touch with donors
  - Mary Lynne Capilouto's engagement in philanthropy



# Future Considerations

Question	Average
The President is positioning the University to make meaningful progress in the next five years to achieve the objectives in the 2015-2020 Strategic Plan.	6.4
The President has a clear vision and deep understanding of the academic, physical, and electronic trajectory of national and global postsecondary education.	6.6
The President is demonstrating the multiple skills necessary for leading the University in the next five years.	6.3
The President is taking measures to ensure UK remains an accessible postsecondary institution.	6.6

1 – Strongly Disagree 2 – Disagree 3 – Somewhat Disagree 4 – Neither Agree or Disagree 5 – Somewhat Agree 6 – Agree 7 – Strongly Agree  
DK – Don't Know



# Future Considerations

- General overall praise
- Specific praise for:
  - Public advocacy for higher education
  - Strategic plan and vision for the University
  - Inclusive leadership
  - Growing statewide presence of UK
- Specific concerns for:
  - Affordability
  - Exhibiting a greater interest in all aspects of the University's academic mission.
  - More diverse representatives among senior administrators and faculty
  - More leadership in the area of diversity and inclusivity



# Advice

- Continue:
  - Being a transparent leader
  - Leading with regard to the Strategic Plan and vision
  - Investing in the campus' physical plant, personnel, and students
  - Focusing on student-centered issues
  - Leading by example and advocating for the University's mission.
  - Building strategic relationships with key constituencies and thought leaders
  - Advocating for higher education, generally
- Improve:
  - Salaries for faculty and staff
  - Balancing the university's priorities in the context of the larger community
  - Engagement with faculty



# Next Steps

**October 20, 2017**

Executive Committee provides report to full Board of Trustees

A qualitative evaluation form is sent to full Board of Trustees

**November**

Return of Board of Trustees qualitative evaluations

**Early December**

Executive Committee meets to review Board of Trustees evaluations and draft recommendation(s)

**December 12, 2017**

Chair presents Executive Committee report and full Board of Trustees votes on recommendation(s)



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