



Presidential Evaluation

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

E. Britt Brockman, Chairman

October 19, 2018



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 22, 2018

Executive Committee reviewed and approved proposed list of questions and timeline.

June/July

Questions sent to the Senate Council Chair, Staff Senate Chair, and Student Government Association President for distribution, review, and feedback.

September 14

Executive Committee finalized questions after feedback.

September 14

Questionnaire/Survey circulated to constituency representatives.

September/October

Collection of constituent surveys.

October 19

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

Executive Committee sends report of meeting to full Board of Trustees.



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.	6.7
The President is effectively communicating the strengths, weaknesses, opportunities, and threats (SWOT) UK faces.	6.6
The President is clearly articulating the strategic priorities as reflected in the 2015-2020 Strategic Plan and explaining the rationale underlying them.	6.8
The President's priorities are the right ones for UK today.	6.6
The President's policies and actions strike an appropriate balance between the short-term needs and the long-term interests of the University.	6.8

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:
 - Forward-thinking, analytical, and collaborative approach to establishing the University’s path forward
 - Accessibility and commitment to a shared vision
 - A clearly articulated vision for the University’s capital campaign
 - “The President effectively communicates his vision for the University as evidenced in the most current Strategic Plan. He articulates a clear rationale for his ordered priorities as to why the campus is moving in its current direction.”
- Specific concerns for:
 - UK’s ability to meet its hiring goals for underrepresented minority executives, faculty, and staff
 - Limited offerings in online education and UK’s ability to compete in this space
 - Communicating the University’s strengths, weaknesses, opportunities, and threats to the student body
 - Balancing the walkability and accessibility of campus
 - How colleges integrate unit-level priorities with University-level priorities



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.	6.6
The President is effectively leading the organization by executing the initiatives and actions associated with his priorities.	6.7
The President's pace of execution is consistent with the institution's needs and capabilities.	6.5
The President facilitates a culture of ethical behavior and compliance with University policies and procedures and state and federal statutes and regulations.	6.8



Leadership

- General overall praise
- Specific praise for:
 - The President’s attitude and desire, which illustrate a clear passion for UK and its role in Kentucky and the world
 - Leadership and rapid response to difficult campus events
 - Empathy
 - Taking a sincere interest in the needs of UK students
 - The UK Leveraging Economic Affordability for Developing Success (UK LEADS) program
 - “You would be hard pressed to find someone not impressed with President Capilouto’s compassionate leadership and decency.”
- Specific concerns for:
 - Ensuring that all colleges play a role in identifying the solutions we seek
 - Enhancing technical services available to support innovative coursework and online teaching
 - Additional encouragement of deans, faculty, and staff to take part in our strategic priorities



Organization & Team

Question	Average
The President has built an organization (including structure and management systems) that will produce solid strategic and operational performance.	6.5
The President is building and developing the management team needed to drive the University's future success.	6.4
The President has engendered a feeling of inclusion from all constituencies that encourages and invites active individual participation in guidance and governance.	6.4

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:
 - Senior administrative team that is well-skilled and willing to listen
 - Leadership team who strives to hear from and advocate for students
 - Balancing internal and external searches for key University positions
 - “I believe the President has surrounded himself with others who share the same vision and values as he does, and who want to implement the same Strategic Plan that he has worked toward since arriving at UK.”
- Specific concerns for:
 - Changing financial accountability and added redundancy that stymies innovative research
 - Anti-Greek bias among staff
 - A lack of gender and ethnic diversity
 - Additional work to include expert perspectives from a range of constituents



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.	6.8
The President has established credibility with constituencies (faculty, staff, current students, prospective students and their families, alumni, donors, policy makers, etc.) important to the University.	6.6



Relationships with Constituencies

- General overall praise
- Specific praise for:
 - A strong and productive relationship with internal and external constituents
 - Quick responses to adversity and efforts to keep the University community informed
 - Forthrightness and credibility
- Specific concerns for:
 - Improving interaction between administration and 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.	6.6
The President is identifying the financial goals and approaches needed to fund his strategic priorities.	6.7
The President is taking the appropriate steps toward developing a University-wide system for risk management.	6.4

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:
 - Creating an environment of stewardship and responsibility
 - Excellence in managing the short-term and long-term financial needs of the University
- Specific concern for:
 - Affordable access to a college degree
 - Additional communication to campus constituents about financial stewardship
 - Additional time and focus on health care risk management



Fundraising

Question	Average
The President is committing the necessary time and energy to raise funds for the University.	6.8
The President has the skills to succeed in fundraising.	6.9

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:
 - The tireless effort put forth by the President and Dr. Mary Lynne Capilouto
 - Priorities identified for the campaign are the right investments for the University
 - “The President and the Office of Philanthropy carefully match interest with need and capacity. While the newly-launched campaign is daunting, the President possesses the skillset to execute.”



Future Considerations

Question	Average
The President is positioning the University to make meaningful progress to achieve the objectives in the 2015-2020 Strategic Plan.	6.7
The President has a clear vision and deep understanding of the academic, physical, and electronic trajectory of national and global postsecondary education.	6.8
The President is demonstrating the multiple skills necessary for leading the University in the next five years.	6.8

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:
 - The commitment to the Lewis Honors College
 - Investment in and leadership of the campus
 - The Strategic Plan and capital campaign, which are the right priorities for the right time
 - Engaging student leaders and sharing the rationale behind University decision-making
- Specific concerns for:
 - Students being lured away from Kentucky by lucrative scholarship packages from other Southeastern Conference and regional schools
 - Support for underrepresented minority student success and fostering a diverse and inclusive community that celebrates the distinctiveness of all people
 - Additional transparency for all students to see the rationale for campus priorities



Advice

- Utilize time and interactions afforded by the campaign to educate others on the important role the University plays in Kentucky and beyond
- Keep listening to all constituents and create academic and economic opportunities for Kentucky
- Continue to pursue priorities in the Strategic Plan, with a particular focus on accelerating progress toward goals for campus diversity and inclusivity
- Consider whether the University needs to accelerate the overall pace of change to stay at the leading-edge of higher education



Next Steps

- | | |
|-------------------------|--|
| October 19, 2018 | Qualitative evaluation and President's self-evaluation are 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 11 | Chair presents Executive Committee report and full Board of Trustees votes on recommendation(s). |



Presidential Evaluation

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

E. Britt Brockman, Chairman

October 19, 2018