



Presidential Evaluation

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

E. Britt Brockman, Chairman

December 12, 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 approved proposed list of questions and reviewed timeline

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

September 15, 2017

Executive Committee finalized questions and authorized 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 reviewed constituent responses, faculty survey, and President's self-evaluation



Timeline (continued)

October 20, 2017

Executive Committee provided report to full Board of Trustees

Qualitative evaluation form sent to full Board of Trustees

November

Board of Trustees returned qualitative evaluations

December 12, 2017

Executive Committee meets to review Board of Trustees evaluations



Board of Trustees Questionnaire

Major Accomplishments

- Campus capital improvements in housing, dining, academic, research, health care, and athletics spaces, positioning UK for future success
- Philanthropy and fundraising success that support new and creative initiatives, including the Lewis Honors College
- Investment in human capital through multiple merit-based salary increases and the \$10 minimum wage floor
- Fiscal oversight and management of the institutional enterprise
- Successful hire and transition of Dr. Mark F. Newman to join a successful and talented senior leadership team
- Regional medical partnerships
- Progress on enrollment, retention, graduation, and other strategic plan metrics
- Implementation of the UK LEADS program
- Responsiveness and poise regarding political events and policy decisions
- Balancing UK's historical roots in a new century for higher education



Board of Trustees Questionnaire

Major Strengths

- The President is a visionary leader who acts with integrity and is guided by a sound ethical and moral compass
- Listens to constituents and then acts
- Communicates well and has developed a strong connection to students, donors, and external constituents
- Is an effective fundraiser and coalition builder
- Has the respect of elected officials, business leaders, alumni, donors, and external stakeholders
- Is compassionate, acting with humanity and empathy in addressing campus issues
- Possesses the wisdom, intellect, acuity, and ability to champion the University as an asset for the state
- Is a long-term and strategic thinker with a commitment to university values in moments of sometimes contentious debate



Board of Trustees Questionnaire

Opportunities for Improvement

- Diversity of senior administrators
- Diversity of faculty and graduate programs
- Communication between the President and faculty
- Faculty engagement through college meetings and by utilizing faculty expertise to address strategic campus questions and initiatives
- Broadening inner circle to include viewpoints and expertise of campus stakeholders
- Investments in UK's infrastructure with a focus on revitalizing UK's historic core campus and parking facilities
- Concern about multiple Provost transitions
- Enhancements to the culture of professional development and growth across the institution
- Enhancements to academic advising and career services across the institution
- Continuing concern related to litigation over student records and oversight of the University's legal office



Board of Trustees Questionnaire

Progress on the Strategic Plan

- The President empowers an effective team for making progress on the Strategic Plan
- The institution has made good progress on student retention and graduation rates
- The institution has made significant progress on research productivity metrics
- More effort should address educational attainment gaps; diversity of the faculty, staff, and administrative team; and the rate of improvement to reach targets by 2020
- It is important to balance the University's role as a land grant and flagship university charged with providing both technical and liberal arts education
- While progress is being made on the Strategic Plan, national rankings illustrate backward momentum
- Some realignment decisions in the Provost area that affect the academic enterprise were made without consultation of the University Senate



Board of Trustees Questionnaire

Engagement with the Board

- The President takes a thoughtful and considered approach when engaging with the Board, illustrating his desire to listen and gain feedback from Trustees
- He is approachable, honest, and professional; the President is responsive to questions and concerns raised by the Board
- The Board is provided timely updates on major developments and institutional news
- Discussion topics have been fruitful
- There is a desire for more consultation and engagement in an individualized setting with each Board member
- There is a desire to identify opportunities to engage with Board members on all topics, and not just those that pertain to Trustees' professional backgrounds



Board of Trustees Questionnaire

Positioning UK for Success

- Praise for:
 - Financial management and creative revenue opportunities that position UK for future success
 - The October Retreat discussion on UK's future in a changing context for higher education
- Future recommendations:
 - Broaden this conversation to the campus community to support a successful future for the University
 - Continue to balance the workforce needs of the state with a commitment to UK's multi-faceted mission of teaching, research, service, and health care
 - Increase support for faculty interested in delivering education in nontraditional models that are increasingly prevalent and in demand



Board of Trustees Questionnaire

Additional Considerations

- Specific praise for:
 - President Capilouto’s outstanding job, with recognition that more work remains
 - Mary Lynne Capilouto’s leadership and service to the University and community
- Specific concerns for:
 - Access and affordability
 - Competitive recruiting strategies that support retention and graduation rates
 - UK HealthCare and the effects of changing health care policy
 - Health and safety of UK student-athletes
 - Shifting Title IX investigation and due process policies



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