

Robert Vance, Chair Presidential Evaluation



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 20, 2019	Executive Committee reviewed and approved a proposed list of questions and timeline
June/July	Questions were sent to the Senate Council Chair, Staff Senate Chair, and Student Government Association President for distribution, review, and feedback
September 13, 2019	Executive Committee finalized questions after receiving no suggested feedback
September 17, 2019	President Capilouto submitted his self-evaluation to the Board of Trustees
September 27	The survey was circulated to constituency representatives
September/October	Collection of constituent surveys
October 18, 2019	Executive Committee meets to review constituent survey results
	Qualitative evaluation is sent to full Board of Trustees
November 2019	Collection of the Board of Trustees' qualitative evaluations
December 2019 (early)	Executive Committee meets to review the Board of Trustees' evaluations and draft recommendation(s)
December 10, 2019	Chair presents Executive Committee's report, and the full Board of Trustees votes on recommendation(s)

Strategy and Priorities

Question	Average
1. 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.	6.6
2. The President is effectively communicating the strengths, weaknesses, opportunities, and threats (SWOT) UK faces.	6.5
3. The President is clearly articulating the strategic priorities as reflected in the 2015-2020 Strategic Plan and explaining the rationale underlying them.	6.5
4. The President's priorities are the right ones for UK today.	6.7
5. The President's policies and actions strike an appropriate balance between the short-term needs and the long-term interests of the University.	6.7

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 and Priorities

- **General overall praise**
- **Specific praise for:**
 - Forward-thinking, analytical, and collaborative approach to positioning UK for today's students and those for many years to come
 - Accessibility and commitment to a shared vision
 - State-of-the-art campus transformation resulting in boosted enrollment
 - "The President has masterfully worked with key administrators, faculty, staff, students, alumni, donors, legislators, and advisory groups to create near-term and long-range goals that will serve the needs of the University and the Commonwealth."
- **Specific concerns for:**
 - Graduate education not progressing at a similar rate as other areas of the Strategic Plan
 - Building a stronger, more widely-recognized faculty through necessary resources
 - Communicating the University's strengths, weaknesses, opportunities, and threats to the student body
 - Taking a stronger, bolder, and more unified stance on diversity and inclusion



Leadership

Question	Average
6. 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.	6.7
7. The President is effectively leading the organization by executing the initiatives and actions associated with his priorities.	6.8
8. The President's pace of execution is consistent with the institution's needs and capabilities.	6.4
9. The President facilitates a culture of ethical behavior and compliance with University policies and procedures and state and federal statutes and regulations.	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



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
 - Consistent messaging
 - Pace of campus transformation while simultaneously fulfilling ambitious objectives
 - Integrity, vision, compassion, and courage
 - Being named President of the Southeastern Conference
 - Eliminating "silos" between departments
 - "He is pushing the institution to the edge of its current capabilities and beyond, which is what an aspirational and effective chief executive is supposed to do."
- **Specific concerns for:**
 - Additional attention to staff diversity to match corresponding progress with student and faculty populations
 - Reducing poverty and discrimination at UK
 - Making campus more accessible to constituencies with physical disabilities
 - Enhancing the intellectual environment to ensure academic excellence



Organization and Team

Question	Average
10. The President has built an organization (including structure and management systems) that will produce solid strategic and operational performance.	6.5
11. The President is building and developing the management team needed to drive the University's future success.	6.3
12. The President has engendered a feeling of inclusion from all constituencies that encourages and invites active individual participation in guidance and governance.	6.3

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 and Team

- **General overall praise**
- **Specific praise for:**
 - The “big tent” approach
 - Leadership team's skill, character, and passion
 - “He has surrounded himself with strong leaders who have great expertise in their respective areas of responsibility. The President also consistently seeks counsel on pertinent matters from faculty, students, college leadership, and others as he formulates his wise decisions.”
- **Specific concerns for:**
 - Lack of gender and racial diversity among leadership team
 - Incorporating feedback from leadership team into policies



Relationships with Constituencies

Question	Average
13. The President has established a productive relationship with the Board of Trustees that enables the Board to contribute most effectively to UK's advancement.	6.6
14. 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.	6.8

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



Relationships with Constituencies

- **General overall praise**
- **Specific praise for:**
 - Sacrificing personal time to attend extracurricular activities
 - Gaining highest respect from alumni, students, donors, civic leaders, and the University community
 - Being visible, approachable, and genuine
 - "The President has a strong reputation for acting with integrity in what he sees as the best interests of the institution. He is also gifted at making personal connections with many community members."
- **Specific concerns for:**
 - Being more visible to students
 - Board of Trustees' willingness to challenge University administration
 - Expanding credibility and rapport through establishing channels for listening to diverse constituents on a regular basis



Financial Management

Question	Average
15. 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
16. The President is identifying the financial goals and approaches needed to fund his strategic priorities.	6.8
17. The President is taking the appropriate steps toward developing a University-wide system for risk management.	6.5

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:**
 - Being active and transparent in confronting difficult conversations
 - Unique, innovative methods to reach financial goals of University
 - Creating an environment of stewardship and responsibility
 - "Within his administration, the President has positioned individuals with strong financial acumen to implement strategic new initiatives, which will ensure a solid foundation for the University's future."
- **Specific concerns for:**
 - Raising funds to add more top scholars and researchers who will draw the best graduate and undergraduate students



Fundraising

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



Fundraising

- **General overall praise**
- **Specific praise for:**
 - Successful "One Day for UK"
 - Excellence in leading new capital campaign with more than 50% raised to date
 - Being a passionate, inspiring, and effective advocate for the University
 - Collaboration with UK Philanthropy, UK HealthCare, UK Athletics, and all colleges
 - Setting an example for donor stewardship
 - "The President is a philanthropist, himself, which is critically important to his role in fundraising for the University. He realizes that private support can help assure a bright future for our institution."
- **Specific concerns for:**
 - Lack of funds to recruit top faculty in core academic disciplines



Future Considerations

Question	Average
20. The President is positioning the University to make meaningful progress to achieve the objectives in the 2015-2020 Strategic Plan.	6.7
21. The President has a clear vision and deep understanding of the academic, physical, and electronic trajectory of national and global postsecondary education.	6.6
22. The President is demonstrating the multiple skills necessary for leading the University in the next five years.	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



Future Considerations

- **General overall praise**
- **Specific praise for:**
 - Continuing to strengthen relationships in the community and statewide
 - Investment in and leadership of the campus with a focus on diversity, inclusivity, and transparency
 - Demonstrating the University's commitment to the state and educational opportunities for all Kentuckians
 - "I believe that we are incredibly lucky at the University of Kentucky to have a first-rate President in Dr. Capilouto. As a student, I know this, and I am thankful for this."
- **Specific concerns for:**
 - Engaging student leaders as a resource in University decision-making
 - Holding a strategic listening initiative prior to enacting the 2020 Strategic Plan
 - Diversifying senior leadership
 - Growing distance learning programs
 - Strengthening non-physical as well as physical environments for learning and working



Advice

- Utilize time and interactions afforded by the Capital 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

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| October 18, 2019 | Qualitative evaluation and President's self-evaluation will be sent to full Board of Trustees |
| November | Return of Board of Trustees qualitative evaluations |
| Early December | Executive Committee meets to review Board of Trustees evaluation and draft recommendation(s) |
| December 9 | Chair presents Executive Committee report, and full Board of Trustees votes on recommendation(s) |

