

UNIVERSITY OF KENTUCKY BOARD OF TRUSTEES

Robert Vance, Chairman



AN EQUAL OPPORTUNITY UNIVERSITY

PRESIDENTIAL EVALUATION

Report to the Executive Committee

PRESIDENTIAL EVALUATION TIMELINE

| | |
|-------------------------|---|
| June 18, 2020 | Executive Committee reviewed and approved a proposed list of questions and timeline. |
| June/July | Questions sent to Senate Council chair, Staff Senate chair and Student Government Association president for distribution, review and feedback. |
| September 11, 2020 | Executive Committee finalizes questions after considering any feedback. The survey was circulated to constituency representatives. |
| September/October | Constituent surveys are collected for review. President Capilouto submits self-evaluation to Board chair. |
| October 16, 2020 | Executive Committee meets to review the constituent survey results. Executive Committee sends a report of the meeting to the full Board of Trustees. The qualitative evaluation is sent to the full Board of Trustees. |
| November | Collection of the Board of Trustees' qualitative evaluations. |
| December | Executive Committee meets to review the Board of Trustees' evaluations and draft recommendation(s). |
| December 14, 2020 | Chair presents Executive Committee report, and the full Board of Trustees votes on recommendation(s). |

PRESIDENTIAL EVALUATION

Strategies and Priorities

| Question | Average |
|--|---------|
| 1. The president is effectively working with key constituencies to identify the strengths, weakness, opportunities and threats currently facing UK. | 6.9 |
| 2. The president is effectively communicating the strengths, weaknesses, opportunities and threats UK faces. | 6.6 |
| 3. The president is clearly articulating the strategic priorities as reflected in the 2015-2020 strategic plan and explaining the rationale underlying them. | 6.0 |
| 4. The president's priorities are the right ones for UK today. | 6.2 |
| 5. The president's policies and actions strike an appropriate balance between the short-term needs and the long-term interests of the university. | 6.3 |

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

Strategies and Priorities

Specific praise for:

- The president's vision and his ability to articulate that vision are clear and on target.
- The president has demonstrated his ability to react rapidly, appropriately, calmly, and nimbly. He strives to assemble the necessary staff and guide the university through unprecedented times as steadily as possible.
- The research we are doing to better the lives of Kentuckians everywhere every day is a testament to Dr. Capilouto's dedication to moving the institution and Commonwealth forward.
- I admire his transparency and constant communication that he provides for the student body.
- The president is a strategic thinker, who has been incredibly proactive during two twin pandemics. He has led with a quiet, confident demeanor - without excessive promotion - diligently doing the work on behalf of students, faculty, staff and the Commonwealth.

Specific opportunities for:

- Need more urgency and momentum to address the priorities announced related to improvement plans for diversity, equity and inclusion.
- The general UK population knows nothing of the Strategic Plan. More conversation of the Strategic Plan by the UK population.

PRESIDENTIAL EVALUATION

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. | 6.3 |
| 7. The president is effectively leading the organization by executing the initiatives and actions associated with his priorities. | 6.5 |
| 8. The president's pace of execution is consistent with the institution's needs and capabilities. | 6.2 |
| 9. The president facilitates a culture of ethical behavior and compliance with university policies and procedures and state and federal statutes and regulations. | 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

PRESIDENTIAL EVALUATION

Leadership

Specific praise for:

- President's response to COVID-19 and societal unrest.
- President Capilouto has been the best president the university has had during my lifetime. He has, to my knowledge and understanding, done more for the students and faculty/staff than any president in the history of the university.
- Major strides have been under the president's tenure, but the amount of work and forward momentum within the last 6 months is staggering.
- The president is a very effective leader, one who inspires confidence in his ability to set a direction for the University and then lead the university toward that goal.

Specific opportunity for:

- UK needs to move beyond ad-hoc initiatives and form a real vision for distance learning with clear goals to guide its investment of limited resources.
- Addressing the needs of faculty and staff who have school-aged children that are at home receiving virtual classes.

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. | 6.4 |
| 11. The president is building and developing the management team needed to drive the university's future success. | 6.4 |
| 12. The president has engendered a feeling of inclusion from all constituencies that encourages and invites active individual participation in guidance and governance. | 5.8 |

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

Organization and Team

Specific praise for:

- I appreciate the president's continued efforts to include more women and people of color in positions of leadership and within his inner circle. This appears to still be a work in progress.
- The president's recent leadership realignment speaks to the organizational and structural capacity and focus of our leadership.
- President has made some strategic decisions about his organizational team that directly align with institutional strategic priorities.
- The president has a strong leadership team in place.

Specific opportunity for:

- Please make a conscious effort to diversify your executive cabinet.
- Desire for the organization and management to align across all elements of campus.

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. | 6.5 |
| 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. | 6.5 |

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

Relationships with Constituencies

Specific praise for:

- The president reaches out consistently and with purpose to multiple constituencies.
- The president and his team have a fantastic relationship with the Board of Trustees.
- The president works extremely well with all of constituencies of the university.
- Dr. Capilouto has exceeded the necessary credibility with all constituencies to possess a very effective response in every category.

Specific opportunities for:

- Consistent focus on using principles of shared governance on all decisions.
- Do more to reach diversity goals in Strategic Plan.

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. | 6.5 |
| 16. The president is identifying the financial goals and approaches needed to fund his strategic priorities. | 6.5 |
| 17. The president is taking the appropriate steps toward developing a university-wide system for risk management. | 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

Financial Management

Specific praise for:

- President Capilouto has demonstrated successful leadership in the challenging and uncertain budget environment created by COVID-19. I commend President Capilouto for prioritizing investments in diversity and living wages for all UK employees and for his commitment to UK.
- I believe that the president and his team are leveraging our financial capacity to meet the needs of our students and our community.
- The president and his budget team have successfully navigated this institution through a turbulent time, always with stated goals and principles.
- Thanks to his leadership, the university is in a strong position financially.

Specific opportunity for:

- It is difficult to foster a relationship of trust, when colleges are asked to make significant budget cuts, particularly to vacant faculty lines or salaries, but these same sacrifices are not reflected in all areas.

PRESIDENTIAL EVALUATION

Fundraising

| Question | Average |
|--|---------|
| 18. The president is committing the necessary time and energy to raise funds for the university. | 6.6 |
| 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

Specific praise for:

- President Capilouto has done an incredible job launching and stewarding our 21st Century Capital Campaign progress.
- Dr. Capilouto is very successful at this level! His Philanthropy Group is very professional and has been a real plus for us!
- His quiet demeanor is remarkably effective.

Specific opportunities for:

- Consider involving the University Senate earlier in the process with proposed name changes to educational units (e.g., departments, colleges, etc.).

Future Consideration

| Question | Average |
|--|---------|
| 20. The president is positioning the university to make meaningful progress to achieve the objectives of the 2015-2020 strategic plan. | 6.4 |
| 21. The president has a clear vision and deep understanding of the academic, physical and technological trajectory of national and global postsecondary education. | 6.7 |
| 22. The president is demonstrating the multiple skills necessary for leading the university. | 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

PRESIDENTIAL EVALUATION

Advice

- His vision and leadership skills are needed now more than ever in our history. Keep up the great work and progress that you have thus far demonstrated.
- I encourage President Capilouto to continue his support of shared governance and to find additional formal ways to include and even highlight faculty and student ideas, preferences and advice in administrative decision making.
- Keep up the outstanding progress. Our institution is blessed to have you leading the charge for another contract term. Continue to listen and utilize the constituent leadership.
- The only advice I can give is for the president is to continue to think outside the box when it comes to innovation of ideas and programs that can bring this university to the forefront of the global conversation when it comes to research, diversity and inclusion, global brand, transforming to the digital world and graduation completion rate.
- Seek more positive leaders with initiative and creative new ideals.
- You are on the right path, continue in that direction.



PRESIDENTIAL EVALUATION

Next Steps

October 16, 2020

The qualitative evaluation and president's self-evaluation is sent to the full Board of Trustees.

November

Collection of the Board of Trustees' qualitative evaluations.

December

Executive Committee meets to review the Board of Trustees evaluation.

December 14, 2020

Chair presents Executive Committee report to the full Board of Trustees.



QUESTIONS

