

**Agenda**  
**UWF Board of Trustees**  
**Executive Committee**  
**June 19, 2003**

Issue: Presidential evaluation

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Proposed action: Approve

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Background information:

The Board of Trustees policy on presidential evaluations calls for the Executive Committee to bring a detailed recommendation to the full Board at the meeting preceding the anniversary date of the presidential appointment. Chair Collier Merrill convened the Executive Committee for two meetings, and asked that Trustees Travis Bowden and Roy Smith join the committee in the evaluation process.

That process also includes the establishment of goals for the president for the upcoming year.

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Supporting documentation: Presidential performance evaluation policy  
Executive Committee 2002-03 evaluation  
Presidential goals 2003-04

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University of West Florida  
Presidential performance evaluation policy

The Board of Trustees annually will conduct a formal evaluation of the performance of the president.

The three trustees on the Executive Committee will develop a detailed recommendation for the Board to consider at the meeting preceding the anniversary of the president's appointment. They will use the following expectations as a basis for developing that recommendation. As part of the yearly evaluation procedure, the Board and president will establish target goals and objectives for the next year. Those goals and objectives will be used as part of the next evaluation.

Expectations

? The president will demonstrate clear progress toward meeting the goals of the University of West Florida Strategic Plan.

? The president will continue to emphasize that students are the first priority of the university, and academic instruction is at its core.

? The president will ensure that the needs, wants and desires of the university are represented clearly to the Florida Board of Education, Florida Legislature, Governor, Education Secretary, Chancellor of the Division of Colleges and Universities and the appropriate staff.

? The president will work with communities in the UWF service area and appropriate state, federal and local constituencies to develop educational opportunities that best meet the economic and social needs of the region and state.

? The president will be an active participant in Florida's K-20 system of education, working closely and cooperatively with other university and community college presidents and public school system superintendents.

? The president will engage in an active and continuing dialogue with the Board of Trustees on issues affecting the University of West Florida.

? The president shall take an active lead in raising funds for the university.

Evaluation of President John C. Cavanaugh (2002-2003)

Evaluation Committee consisting of UWF Board of Trustee members:

Roy Smith, Travis Bowden, Dr. Lornetta Epps, Eddie Phillips & Collier Merrill

Compilation of responses

Positive Responses:

Board members highly praised the new president of UWF overall. Some of the positive aspects that they have seen are:

- Highly accessible to faculty, staff and students.
- Diversity in appointments.
- Received positive recognition in the media.
- Increased visibility of UWF in Pensacola and state.
- Improved relationship with OWCC.
- Highly active in Tallahassee
- Collaborating with other presidents to communicate higher education needs to governmental agencies.
- Quality work with Bright Futures Program.
- Personally involved with students on campus and at research sites.
- Promotes K-20 program.

In summary, it is shown that the selection of John C. Cavanaugh was a good decision.

## Areas of Growth:

In general, it was felt that Dr. Cavanaugh could improve his communication with the Board, using them as a sounding board for critical decisions and spending less time on trivial issues and routine formalities. Also, it was mentioned that better evidence of his successes would like to be seen. One area that they look forward to watching grow is the appointment of his senior management team. As it is still in progress, the board looks forward to watch how the team interacts with Dr. Cavanaugh and responds to his leadership. The Board highly anticipates watching Dr. Cavanaugh identify his vision for UWF and the strategies for achieving his vision.

“I believe Dr. Cavanaugh’s performance has been outstanding in his first year at UWF...”

Report to the University of West Florida Board of Trustees  
Presidential Goals 2003-2004  
John C. Cavanaugh, President  
June 2003

The following categories represent my response to a request from the Presidential Evaluation Committee of the Board of Trustees for specific presidential goals for 2003-2004. These flow from the strategic directions I outlined in my inaugural address (never compromise excellence, improve faculty and staff compensation, be creative and flexible, engage with regional, national, and international communities, and provide an excellent place to work) and the outcomes of the University Planning Council, especially regarding information technology. We will begin addressing major issues in each of these, as well as begin the transition to local control of the personnel systems. The steps we take next year will move us along the path toward my goal of creating national best practices in academic programs and other aspects of the university.

These steps will also help us achieve our mission (and my top goal) of providing the highest quality educational experience as possible for our students. Building a strong fundraising team will enable us to provide better support for scholarship, academic programs, and faculty. Reviewing the mix of academic programs we offer, and creating a better process for allocating the necessary resources will keep us current and responsive to emerging needs. Enhancing our technological infrastructure and providing better faculty and staff support will result in improved instruction. More and better community connections will provide enhanced opportunities for students to engage in service learning and volunteer activities.

The goals outlined in this document represent a bold, aggressive move forward for UWF. Despite difficult financial times, we will be able through reallocation to fund new initiatives. However, projections concerning enrollment remain clouded. Due to the failure to receive funds for enrollment growth for Florida residents, we are left in the position of either taking a significant financial loss for each Florida resident we take above the number we had in the 2002-2003 academic year, or capping enrollment for Florida residents. Clearly, the former makes no financial sense, and jeopardizes the quality of our educational experience. In the event it appears that we will not receive funds for enrollment growth again for the 2004-2005 fiscal year, we will

have little choice but to cap enrollment for Florida residents. I pledge my strongest effort to work with the Governor and the Legislature to avoid this outcome.

I welcome the opportunity to discuss these goals with the Board.

#### Expectations of the Board of Trustees

- Establish ongoing support of counsel to the Board for matters relating to policy, personnel systems, contracts, and related matters.
- Work with the Board to establish guidelines for members' financial support of UWF.
- Create a summary reporting mechanism to provide information to Board committees.
- Update and upgrade the Web presence of the Board within UWF's overall Web presence.

#### Fundraising

- Engage an external consultant to provide a report on how to rebuild the development operation quickly and effectively, and how best to improve the working relationship with the Foundation Board. This report should be delivered by December 31, 2003.
- Implement appropriate aspects of consultant's report beginning January 2004, especially staffing.
- Plan for a feasibility study in advance of a campaign during spring 2004 and establish RFP by June 30, 2004.
- Initiate professional development program for Foundation Board.
- Increase annual giving results by 5%.
- Establish at least one new alumni chapter.
- Visit alumni groups for the first time in Texas and Washington, DC. Make return visits to key chapters in Florida.
- Enhance Web presence for development and alumni.

#### Budgeting and Planning

- Relocate the planning function from the Provost's office to the President's Office, under the supervision of Hal White. This will serve to raise the profile of planning, a necessary step for the changes in the budgeting process.
- Implement the new budgeting process.
- Initiate a training and support program for budget managers.

#### Academic Program Review

- Charge the Provost with continuing the review of undergraduate and graduate programs, with particular emphasis on identifying those programs that have few majors, lack a critical mass of faculty, or have little demonstrable fit with the UWF mission and recommending appropriate actions. This report will be due December 31, 2003.
- Begin implementation of above report during spring 2004.

#### Human Resources

- Conduct a legal review of requirements for new personnel system (e.g., “grandfathering” requirements, etc.).
- Conduct a best practices review of university personnel systems.
- Establish committees to recommend new personnel systems for current USPS and A&P employees.
- Make recommendations to the Board for new personnel systems by June 30, 2004.
- Conduct study of salaries at UWF in comparison to regional and national norms for comparable institutions.
- In collaboration with Baptist Health Care, establish a customer service program.
- Initiate a mandatory training program for all supervisors in conducting effective personnel evaluations.
- Revise personnel evaluation documentation as part of the revision in personnel systems.

#### Information Technology

- Implement UWF’s first strategic plan for IT (adopted by UPC in May 2003).
- Restructure the IT organization through a multi-step process announced by fall 2003.
- Create a comprehensive faculty development operation in partnership with an external partner.
- Take at least one online program to a national market.
- Continue effort to obtain authority to initiate a technology fee.

#### Community and Government Relations

- Serve as a facilitator for planning efforts relating to the historic area in downtown Pensacola.
- Participate as appropriate in broader planning efforts in the Pensacola Bay area.
- Increase the UWF presence in Okaloosa and Walton counties.
- Establish military liaisons for UWF.
- Increase UWF presence in Washington, DC to promote university projects.
- Continue efforts in Tallahassee to obtain authority for technology fee.