

**Presidential Evaluation Report**  
**Jim C. Smith, Chair**  
**Florida State University Board of Trustees**  
**November 14, 2008**

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**Background:**

Every year the boards of trustees of Florida's eleven state universities evaluate their university presidents. The Florida State University (FSU) Board of Trustees has performed an annual assessment incorporating some specific statutory items included in questions on an evaluation form. The FSU Board of Trustees includes the following members: Derrick Brooks, Susie Busch-Transou, June Duda, David Ford, Manny Garcia, Andrew Haggard, Layman Hicks, James Kinsey, Harold Knowles, Richard McFarlain, Leslie Pantin, Jim Smith and Jayne Standley. On September 19, 2008, the Board of Trustees was given information on the President's Goals and Accomplishments and an evaluation form and asked to return the completed forms to the chair by October 6, 2008. This report summarizes the general results of the evaluation forms completed by the FSU Board of Trustees.

**Summarized Results of the Presidential Evaluation by the Board of Trustees:**

The evaluations were remarkably similar. The President was evaluated on the following areas: 1. Academic management and leadership; higher education administration; 2. Administrative Duties: Job Description; 3. Personal Qualities; and 4. General Comments. Detailed questionnaire responses are summarized below. The following is a broad summary of the assessment in each area.

1. Academic management and leadership. Dr. Wetherell faced many challenges during this contract year. He continued to guide the University through a Five-Year plan, successfully acquiring resources from the Legislature to fund the priorities in the midst of budget cuts and severe reductions in state government operations. Dr. Wetherell was evaluated on twelve factors that measure leadership, including two statutorily mandated items: the accountability process (s. 1008.46, F.S.) and the extent to which the gender equity goals in athletics have been met (s. 1006.71, F.S.). All of the completed evaluation forms ranked Dr. Wetherell in the strongest possible terms on leadership, knowledge, seizing opportunities to increase University resources, the accountability process, progress on achieving long term academic and employment diversity goals, and ensuring that gender equity goals in Athletics are met. Almost all trustee evaluations ranked him highest on work atmosphere, quality programs, delegation of authority and responsibility to staff, concern for students, and control over DSOs and athletics.

At President Wetherell's request, separate sections with 12 additional factors on the evaluation were added that address the Pathways to Excellence Initiative, the State University System, and the Board of Governors (BOG). Almost all of the evaluation

responses ranked Dr. Wetherell highly on the development of the Pathways to Excellence plan, lobbying to secure funds for the initiative, overseeing the cluster approval process, and continuing it as the uppermost priority. Almost all of the trustees gave the highest ranking for President Wetherell's leadership skills in relating to the other university presidents, his advocacy on State University System (SUS) issues before the Governor and the Legislature, and his communication with the SUS, BOG and community colleges to facilitate higher education advocacy efforts with government, business and nonprofit organizations. Finally, almost all of the evaluations ranked Dr. Wetherell's relations with the Board of Governors (BOG) highly in understanding the BOG goals, aligning university procedures with BOG procedures, and providing policy and budget support to the BOG.

2. Administrative Duties: Job Description. The job description of the President has many tasks in common across the state university system, although each University is unique. Dr. Wetherell was evaluated on nine administrative factors. All of the completed evaluation forms ranked Dr. Wetherell in the strongest possible terms on his leadership in developing and formulating plans and programs, promoting the University's objectives with the Legislature, administering university budgets, and availability to the trustees. Nearly all of the evaluation forms gave Dr. Wetherell the highest ranking for representation on state and national councils, successful fundraising, and conducting negotiations with entities to promote University objectives, and making presentations to academic community groups.

3. Personal Qualities. In addition to traditional assessment factors, the Board evaluated President Wetherell on eleven personal qualities related to his professional position as President. All of the completed evaluation forms ranked Dr. Wetherell in the strongest possible terms on enthusiasm and dedication to the job, being positive, accepting constructive criticism, being open-minded concerning suggestions for improvement, expressing ideas well, being articulate, having personal honesty and integrity, and zeal for the position of President. Nearly all of the evaluations rated Dr. Wetherell strongly on having vision and courage, encouraging input from the University community, and encouraging staff development and growth.

4. General Comments. Several trustees provided additional comments on their evaluation forms, praising Dr. Wetherell's leadership. Selected comments include: "Great job! I am well pleased with T.K." "T.K.'s proactive, continuous improvement, quality-driven student- and faculty-centered approach is exactly what is needed to lead us through his challenging time. His advocacy and passion are unmatched." "Outstanding job in the face of economic conditions." "I think T.K. is doing an excellent job." "President Wetherell's tenure as President has been characterized by focused goals, successful leadership, and overall excellence. As an effective leader and representative of the Florida State University, he has demonstrated the qualities of a magnificent President. We are both pleased and honored to have him at the university." "Dr. Wetherell is a gift to our university. He continues to challenge this university to be better each day. We're really lucky to have a President who has

made our university the best in the state of Florida—on all levels.” “I am very impressed how committed the staff and faculty are to Dr. Wetherell’s ‘vision’ for FSU. He and the staff are simply ‘top notch.’” “Outstanding overall. I continue to watch in amazement T.K.’s exceptional work and visionary leadership. Florida State has made an extraordinary selection from among Florida’s best and brightest. The university community and its constituent stakeholders are more than well served by retention and continuation of this most valued public servant’s contract. If the past is any indicator, the best is yet to come.” “T.K. and his team prepared FSU to survive the many budget cuts, by anticipating it and being super conservative in budgeting and spending, making the end result less painful. The President continues to be very effective with the Legislature. T.K. has FSU’s best interests as his motivation.” “In this very difficult financial climate T.K. has really done a super job that resulted in the faculty receiving a 3% [retention adjustment] and every paid employee receiving an increase.”

**Recommendation:**

All of the trustees completing the evaluation indicated that President Wetherell’s contract should be continued. Because of his superior rating, I am recommending that his contract be continued and in accordance with Section 3.2 of the employment agreement, the one- and three-year goals have been accomplished.

Detailed Results of the Evaluation (from Trustee Evaluation Forms—in some cases not all questions were answered):

**I. ACADEMIC MANAGEMENT AND LEADERSHIP**

**A. UNIVERSITY-WIDE**

<b>FACTOR</b>	<b>STRONG POINT</b>	<b>SATISFACTORY PERFORMANCE</b>	<b>SHOULD WORK ON THIS AREA</b>
1. Engenders confidence as an educational leader.	13		
2. Exhibits knowledge and understanding of a comprehensive university.	13		
3. Demonstrates leadership style that inspires others.	13		
4. Seizes every opportunity to increase the resources available to the University.	13		
5. Creates a work atmosphere that encourages high morale and maximizes individual performance.	12	1	
6. Appropriately delegates authority and responsibility to the administrative staff.	12	1	
7. Insists that all University programs be of the highest possible quality.	12	1	
8. Encourages broad access to higher education and sensitivity to the concerns of all students, including those in its Panama City Campus and International Programs.	11	1	
9. Demonstrates leadership and commitment for progress in meeting the performance goals established by the state university accountability process (S. 1008.46, F.S.).	13		
10. Demonstrates progress toward achievement of the annual and long-term academic goals and employment diversity goals at the University.	13		
11. Maintains control over the direct support organizations including the intercollegiate athletic program (NCAA Std.).	11		2
12. Ensures that gender equity goals in Athletics are met (S. 1006.71, F.S.).	12		

**I. ACADEMIC MANAGEMENT AND LEADERSHIP**

**B. PATHWAYS TO EXCELLENCE INITIATIVE**

<b>FACTOR</b>	<b>STRONG POINT</b>	<b>SATISFACTORY PERFORMANCE</b>	<b>SHOULD WORK ON THIS AREA</b>
1. Proposed and developed a University stakeholders-accepted plan to make FSU a top tier public graduate research institution/AAU member.	12	1	
2. Responsible for developing a plan to hire 200 net new tenured and tenure-track faculty.	11	2	
3. Responsible for implementing the plan to hire clusters of 5-8 faculty around common research themes.	12	1	
4. Responsible for approving different clusters and overseeing the hiring of new faculty.	11	2	
5. Responsible for lobbying and securing funds from the Legislature for the Pathways Initiative.	12	1	
6. Reaffirmation that the Pathways Initiative should be the uppermost priority of the President.	11	2	

**C. HIGHER EDUCATION**

**1. STATE UNIVERSITY SYSTEM**

<b>FACTOR</b>	<b>STRONG POINT</b>	<b>SATISFACTORY PERFORMANCE</b>	<b>SHOULD WORK ON THIS AREA</b>
1. Demonstrates leadership skills in relation to other universities in the state university system (SUS) and Board of Governors.	11	1	
2. Advocates for strategies and plans to lobby the Governor's office and the Legislature in conjunction with SUS institutions/BOG.	12		
3. Maintains communication with the SUS, BOG and community colleges to facilitate higher education advocacy efforts with government, business and nonprofit organizations.	11	1	

**I. ACADEMIC MANAGEMENT AND LEADERSHIP**

**2. BOARD OF GOVERNORS**

<b>FACTOR</b>	<b>STRONG POINT</b>	<b>SATISFACTORY PERFORMANCE</b>	<b>SHOULD WORK ON THIS AREA</b>
1. Demonstrates a comprehensive understanding of the BOG strategic goals and priorities.	11	1	
2. Aligns FSU's policies and procedures with the BOG's regulations.	10	1	1
3. Provides policy and budget expertise and staff support for to the BOG as needed.	11		1

**II. ADMINISTRATIVE DUTIES: JOB DESCRIPTION**

<b>FACTOR</b>	<b>STRONG POINT</b>	<b>SATISFACTORY PERFORMANCE</b>	<b>SHOULD WORK ON THIS AREA</b>
1. Responsible for developing and formulating plans and programs, and for providing overall direction to the University within the authority delegated by the Board of Trustees.	13		
2. Responsible for developing and administering University budgets.	13		
3. Responsible for planning and initiating programs concerning organizational, operational, and academic functions of the University and for overseeing their execution.	13		
4. Responsible for negotiating with administrative officials and representatives of business, community, and civic groups to promote the educational, research, and public service objectives and policies of the University.	12	1	
5. Represents the University on state and national councils and committees on matters related to the overall function of the University, particularly as they affect the State of Florida.	11	2	
6. Makes presentations to internal and external groups of the academic community.	12	1	
7. Demonstrates success as an effective fundraiser.	12	1	

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<b>FACTOR</b>	<b>STRONG POINT</b>	<b>SATISFACTORY PERFORMANCE</b>	<b>SHOULD WORK ON THIS AREA</b>
8. Demonstrates success as an advocate with the Legislature.	13		
9. Is readily available to the Board of Trustees when necessary.	13		

**III. PERSONAL QUALITIES:**

<b>FACTOR</b>	<b>STRONG POINT</b>	<b>SATISFACTORY PERFORMANCE</b>	<b>SHOULD WORK ON THIS AREA</b>
1. Is enthusiastic and dedicated to the job.	13		
2. Is calm, positive, and reacts in a rational manner.	13		
3. Accepts constructive criticism; recognizes own strengths and weaknesses.	13		
4. Open-minded concerning suggestions for improvement.	13		
5. Expresses ideas well.	13		
6. Is articulate.	13		
7. Has vision and courage to stand by fundamental beliefs.	12	1	
8. Encourages input from all elements of the University.	12	1	
9. Encourages staff to develop and grow, both personally and professionally.	12	1	
10. Maintains the highest standards of personal honesty and integrity.	13		
11. Exhibits a zest for the position of President.	13		

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