

# Presidential Assessment and Compensation Review 2023-2024

The 2023-2024 Presidential Assessment and Compensation Review was conducted pursuant to the Board Policy on Presidential Performance and Compensation Review. The purpose of the annual assessment is to enable the president to strengthen his performance, to enable the president and the Board to set mutually agreeable goals, and to inform annual decisions on the terms of the President's employment. This report summarizes the results of the completed assessment based on feedback provided by members of the Board of Trustees.

The task of organizing the annual assessment process is assigned to the Governance Committee. The assessment has two components: first, an Assessment of Leadership Competencies using criteria approved by the Board; second, the Assessment of Fiscal Year 2024 Goals set with the Board.

## Leadership Skills:

By a wide margin, the President is considered to have exceeded expectations as the University's leader. He excels as an academic leader with faculty focus, as a president who has a strong grasp on the changing landscape for collegiate athletics, and as an executive with a keen sense of the unique mission of a metropolitan university. He is recognized for his integrity, creativity, vision, and strong relationships with the Board and other governmental agencies. He is praised for his genuine nature, his curiosity, and openness to input and new ideas.

## Fiscal Year 2024 Goals and Metrics:

The Board also reviewed the President's achievement towards his Fiscal Year 2024 Goals, which are drawn from the University's Strategic Plan, *Unleashing Potential*. The Trustees agreed that the President has had marked achievement towards the goals. Specifically, Trustees highlighted research achievements, strategic partnerships, national recognition, and new state investment in the institution. However, other goals also require additional focus. For example, achievement of the four-year graduation rate is slower than expected but so close, and the Board is eager to reach that important milestone, particularly as it relates to reaching the university's goal of preeminence. The Board encourages the President to continue to focus on achieving the goals and metrics outlined in the strategic plan, and to work closely with the Board to ensure that the university remains on track towards achieving its long-term objectives.

## Highlights from Trustee Feedback:

Dr. Cartwright has done a great job of building and sustaining relationships. He is well-respected by state leadership and legislators. One Trustee highlighted that it is important to them and to the University that Dr. Carwright is so well-received and liked. As a corollary, Dr. Cartwright needs more exposure and engagement with industry, including outreach to mid-size industry in Central Florida region.

Dr. Cartwright does a great job, and the University is lucky to have him. Confident that he is well-equipped for coming challenges. Concerned about outside constraints that could negatively affect his ability to excel.

He is a visionary leader. Love the way he thinks big. We are excelling in research.

Dr. Cartwright has and expresses an exceptional level of care for students and their success. Dr. Cartwright is a respected academic and he understands and appreciates the challenges of faculty. Consistent communications to faculty and staff are critical in supporting the workforce. More small setting events would allow faculty and staff to get to know the President and his vision

Dr. Cartwright seeks Trustee advice and counsel, and Trustees appreciate that. Dr. Cartwright is an amazing communicator. Dr. Cartwright is welcoming of different viewpoints and wants to hear all sides; however, this can slow the pace of decision-making.

In making decisions, Dr. Cartwright is courageous, but it is not always clear plans and strategies for those decisions are in place. Dr. Cartwright needs to speed up the pace of decision-making. We need to move faster, do things more quickly.

Several Trustees expressed areas where they want to see more progress: in student success, brand recognition, and national reputation.

Dr. Cartwright has a proven track record in partnerships and pursuing revenue diversification. Several Trustees suggested continued focus in this area.

Additionally, on behalf of the State University Board of Governors, its chairman stated that President Cartwright is a standout leader with the Board of Governors. The President is viewed as a standard for others while also being a huge advocate for both UCF and the State University System. The BOG would like to see his continued focus on best in class outcomes while remaining restless on performance metrics.

## Conclusion and Looking Forward:

In conclusion, the Board would like to commend President Cartwright for his strong leadership and for the progress that has been made towards achieving the University's strategic plan goals and metrics. The Board looks forward to continuing to work with President Cartwright to ensure the ongoing success of the University and the achievement of preeminence.

## Compensation Recommendation:

In addition to the performance assessment, Board Policy required evaluation of the president's base and incentive compensation. Chair Martins considered an analysis of presidential compensation data for national, high-research universities comparable to UCF as well as total presidential compensation data for the Florida State University System (SUS) presidents. Using this information, considering President Cartwright's strong performance over the past year, and accounting for the stated desire of the Board to retain President Cartwright, the Board Chair will recommend incentive compensation and renewal terms for the President's contract for the Board's consideration.

The Board Chair is confident that President Cartwright will continue to lead UCF so as to Unleash the Potential of all who work, learn, teach, collaborate, partner, and research here at UCF – The University For the Future.

Prepared by: Youndy C. Cook, Vice President and General Counsel, in consultation with Alex Martins, Chair, UCF Board of Trustees

Submitted by: Alex Martins, Chair, UCF Board of Trustees