



UNIVERSITY OF CENTRAL FLORIDA

Presidential Candidate Evaluation Criteria

The next UCF president will be passionate about the university's mission and students it serves and will create a bold and compelling vision for the future that will excite the campus community, motivate donors, secure the support of the Legislature, and inspire faculty and staff. The successful candidate will be a tireless advocate for the university and possess exceptional interpersonal skills including the ability to communicate effectively to a wide variety of constituents. In addition, the successful candidate will exhibit the following:

Behavioral Traits

- A high level of integrity
 - Possess a track record showing a high degree of personal and professional integrity, ethics and honesty; the intellectual, analytical and interpersonal qualities that will foster respect among the university's myriad constituencies.
- Commitment to inclusion and diversity
 - Demonstrate a strong commitment to diversity, equity and inclusive excellence. A track record of creating a culture where the entire campus community collectively understands and embraces their roles in contributing to the success of diverse student, faculty and staff populations.
- A commitment to student success in all areas of the collegiate experience
 - Knowledge of student performance metrics coupled with experience implementing strategies for enhancing student achievement across all academic levels; a commitment to employing innovative and forward-thinking initiatives and programs for improving academic engagement, promoting a student-centric environment and creating a supportive environment for first-generation college students.
- A willingness to make strategic choices, timely decisions, and responsive actions
 - Possess a collaborative and transparent leadership style and a track record of making decisions in an effective and timely manner.
- Desire and ability to include access and inclusion
 - A demonstrated commitment to ensuring the accessibility of the university to the local community, the region and the citizens of the state of Florida.
- Appreciation for the significant role of intercollegiate athletics in the life of the university
 - Have an appreciation for and ability to leverage the university's athletics program to strengthen UCF's identity as a national competitor and community partner.

Personality Traits

- A sense of commitment to undergraduate education, as well as a dedication to and understanding of graduate and professional education and research
 - Possess a strong commitment to academic excellence in undergraduate, graduate and professional education, research and scholarship, and the ability to inspire confidence and encourage achievement among students and faculty.
- A respect and concern for students
 - Possess a genuine passion for student success; a knowledge, understanding and appreciation for the diversity of students served by UCF, including the nontraditional student; demonstrated interpersonal skills and a history of interacting with students coupled with the ability to enhance the student experience inside and outside of the classroom.
- An understanding and respect for the roles and responsibilities of the faculty
 - Demonstrated understanding and evidence of respect for the roles and responsibilities of faculty in a multi-faceted university. An appreciation for the principles of shared governance, the faculty's contributions toward teaching, research and student success, and a record of success working in partnership with faculty.
- Tolerant of risk and encourages creativity and innovation
 - Have a proven record of strategic risk taking; the ability to foster an environment that embraces a shared culture of innovation and entrepreneurship.
- Courageous decision maker, who embraces the responsibility to make tough calls
 - Possess the courage and fortitude to make difficult decisions and a history of leading an organization through transition and times of change.
- Resilient, able to learn from failures and move constantly forward
 - Have a history of progressive management experience in complex organizations that demonstrates the candidate's intellectual curiosity, compassion and resilience. The ability to showcase and leverage the university's existing strengths and identify new opportunities for success.

Organization and Context

- Anticipatory thinker
 - Possess knowledge and awareness of current and future trends impacting higher education and experience leading and managing an organization in navigating a shifting landscape.
- A strong personal and professional academic background
 - Possess a distinguished record of executive-level accomplishments, preferably in higher education, and an understanding of and a strong commitment to excellence in teaching, scholarship and research.

- A demonstrated record of building, nurturing, and working with a high-caliber leadership team
 - Have a track record of building and nurturing strong and effective leadership teams; the ability to lead a high-performing team committed to the further growth of a complex organization over a sustained period. Demonstrate a collaborative and inclusive leadership style and the ability to serve as an effective delegator and developer of talent; a demonstrated interest in investing in the professional development of faculty and staff at all levels.
- A demonstrated record of partnership and spirit of entrepreneurship
 - A history of success developing relationships and strategic partnerships with a wide range of entities including community organizations, local industry leaders, state government officials, key university stakeholders and other educational institutions (K-12, community colleges, universities and colleges).
- The ability to acquire resources from a variety of sources, including fundraising
 - Possess the ability to thoughtfully manage and grow resources in times of financial constraint; experience in identifying and developing new revenue streams from public, private and governmental sources through a variety of strategies. Demonstrated experience developing relationships with alumni, foundations, corporations and individual donors. A history of success in securing major and planned gifts for the purpose of financially supporting the university in its endeavors.
- The ability to work with a variety of governmental agencies
 - Have a track record of building and fostering close relationships with local government officials, corporations, nonprofits, foundations and cultural organizations.
- A keen understanding of the unique mission and the ability to lead a multisite metropolitan research university
 - Possess experience leading a large, complex organization and the ability to understand the university's unique history, assets and mission; the ability to translate these into effective strategies and measurable outcomes on behalf of the university.
- Effective facilitator in cultures where governance is shared and buy-in is critical
 - Possess a leadership style that emphasizes transparency and encourages openness in dealings with others and acceptance of diverging perspectives; exhibits a consultative decision-making style to foster collaboration and inclusion amongst all constituents and stakeholders that emphasizes openness, fairness and strategic decision-making.

Approved by the UCF Board of Trustees on February 20, 2020.