

Evaluation Report
Chancellor J. Robert Cavanaugh
LSU at Alexandria
October, 2004

In accordance with the provisions of the Louisiana State University System Procedures for the Evaluation of Chancellors, I visited Louisiana State University at Alexandria on Wednesday, October 6, 2004. During the course of my visit, I met with five separate groups representing faculty, staff, administrators, students, and alumni/community and other support organizations. Listed below is a synopsis of my discussions with each of these groups.

I. Alumni and Community Representatives

I first met with a group of individuals who represented the LSUA Foundation, LSUA Alumni, and the greater Alexandria community. Our discussions focused on the following questions:

1. The effectiveness of the chancellor in providing academic leadership for LSU at Alexandria.
2. The effectiveness of the chancellor in working with external support organizations in fostering the goals and objectives of LSU at Alexandria.
3. The role of LSU at Alexandria in Louisiana's system of higher education.

The members of this group were unanimous in their assessment that Dr. Cavanaugh is doing an excellent job as Chancellor of Louisiana State University at Alexandria. They see him as an effective leader, who is respected for his integrity, compassion, and honesty. He received high marks for his efforts to transform LSUA from a community college to a four-year institution. Chancellor Cavanaugh is a leader who possesses great common sense as well as a much appreciated sense of humor. They indicated that the LSU System is very fortunate to have him as one of its campus heads. The group complemented Dr. Cavanaugh on his open door policy and approachability. He is extremely active in community activities and has assumed leadership roles in numerous civic organizations. He is well trusted by the community and is looked upon as a voice of reason and compromise. He continuously promotes the goals and objectives of LSUA and is one of its most effective spokespersons. The Chancellor is very student oriented and shows a real interest in helping those in need. The Chancellor is personable, positive, and accessible. The members of the group commented on Dr. Cavanaugh's ability to manage the financial resources of the campus during very difficult times and his skill in working with all of the various constituencies of the university. They are pleased with his astute academic leadership and his plans to bring new degree programs to the campus. Dr. Cavanaugh was also commended for his administrative acumen in handling two separate reviews by the Southern Association of Colleges and Schools over the past two years.

Dr. Cavanaugh has greatly matured in his leadership role and admired for his dedication. He has the ability to show restraint in very difficult situations and has the skills to be both an effective communicator and a good listener. He is seen as a genuine person who is deeply committed to LSUA.

II. Administrators (Vice Chancellors, Deans, Directors, and Chairs)

I met separately with the Vice Chancellors, Deans, Directors, and Department Chairs, and their comments focused on the following questions:

Please provide your assessment of the following:

1. The effectiveness of the chancellor in providing academic leadership for the campus.
2. The effectiveness of the chancellor in fiscal management of the campus, including planning, budgeting, and personnel decisions.
3. The effectiveness of the chancellor in dealing with internal relations, including faculty and staff, students, alumni and other institutional groups.
4. The effectiveness of the chancellor in dealing with external relations, including the general public, state government, regional and national organizations, and other higher education entities.

The members of his administrative team were very complimentary of Dr. Cavanaugh's leadership abilities as Chancellor of LSU at Alexandria. He has been very successful in leading the transition from a two-year community college to a four-year university. Perhaps his most important strengths are his community involvement and his compassion for students. Dr. Cavanaugh is a skilled diplomat, who can work with all the university's constituents. The group particularly liked his open door policy. However, they thought that at times he takes on assignments or problems that should be delegated to other administrators on campus. The group gave Dr. Cavanaugh an unqualified commendation for his efforts in helping LSUA successfully complete two separate reviews by the Southern Association of Colleges and Schools. Dr. Cavanaugh is seen as a financially responsible administrator who is very careful with the resources of the campus. He also received high marks for his academic leadership and his efforts to bring new degree programs to LSUA. He encourages people to be innovative and is perceived as a very personable and friendly individual. His team is impressed with his stability and responsiveness to the myriad of requests that he receives from his faculty, staff, and students. He is articulate and has done a wonderful job in telling the LSUA story to the community. He is well respected both on campus and off. When people in the greater Alexandria community think of LSUA, Dr. Cavanaugh is foremost in their thoughts. The administrators at LSUA admire Dr. Cavanaugh for his thoughtfulness and dedication to the campus. He is committed to the vision of LSUA and bringing quality educational programs to Central Louisiana.

III. Staff

My meeting with the members of the staff at LSU at Alexandria focused on the same set of general questions listed above. The members of this group truly enjoy working for and with Dr. Cavanaugh. He is viewed as an excellent leader and a positive influence on his employees. As with the other groups I met with, Dr. Cavanaugh received high marks for his community involvement and his open door policy. He is very well respected by his staff, and they like his openness, friendliness, and fairness. He is seen as a "great boss", who listens and makes good decisions. Dr. Cavanaugh is a good money manager, and has served LSUA well during very difficult economic times. He is an effective communicator and shows a real interest in his employees and his students. He has created an atmosphere on campus that is truly "student-customer oriented." Dr. Cavanaugh has a good sense of humor and is very compassionate about his love for LSUA. He promotes the value of good team work and professional development. He

sets high expectations in terms of quality and certainly leads by example. He is extremely visible on campus and in the community. He is an outstanding chancellor.

IV. Students

My discussions with students were centered on the following general questions:

Please provide your assessment of the following:

1. The quality of the education you are receiving at LSU at Alexandria.
2. The effectiveness of the chancellor in providing academic leadership for your campus.
3. The quality of student services at your campus.

The students gave Chancellor Cavanaugh a very positive evaluation as chief executive officer for LSUA. They particularly like his accessibility and his willingness to listen. They like his open door policy and the fact that he is very visible on campus and in the community. He is never too busy to work with students or to help with their problems. He is seen as a tireless worker who is very dedicated to LSUA. The students were appreciative of his efforts to make LSUA a four-year institution. It appears that Dr. Cavanaugh manages the resources of the campus very well and that his employees like and respect him. He always has a positive attitude and is very likeable. He has a great vision for LSUA. The students appreciate the fact that LSUA is a great campus for non-traditional students. Dr. Cavanaugh also received a commendation for his strong support of the various student organizations on campus and his willingness to participate in their activities.

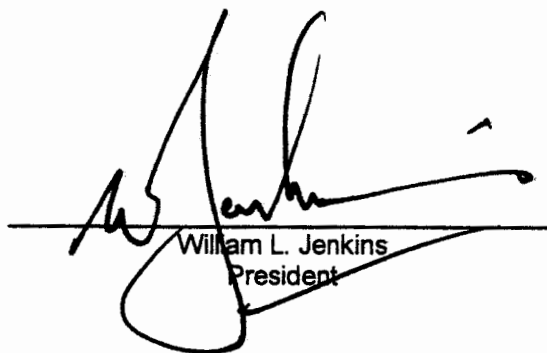
V. Faculty

My discussions with the members of the faculty focused on the same set of general questions that were presented to the administrators and staff.

The faculty members were extremely supportive of Dr. Cavanaugh's leadership as Chancellor of LSU at Alexandria. They trust his judgment and appreciate his honesty. He is a very approachable administrator, who listens carefully and lets you know exactly where you stand. As Chancellor, he has a keen sense of equality and treats everyone fairly. He has a great vision for LSUA. The faculty was very complimentary of Dr. Cavanaugh's efforts to lead the campus through two successful visits by external reviewers from the Southern Association of Colleges and Schools. He was also commended for this leadership during the transition from a two-year community college to a four-year university. The group praised the Chancellor for his financial management of the campus and his fund raising abilities. They agreed that LSUA, despite its limited financial resources, had accomplished more than other institutions in the state. The faculty was pleased with the Chancellor's open door policy and his willingness to listen. He does not shy away from tough decisions, and he is always objective and fair in dealing with controversies. Dr. Cavanaugh is viewed as an important community leader, who does an excellent job of communicating the LSUA story and promoting LSUA's programs. He supports faculty members in their pursuit of scholarly projects and serves as a mentor for new faculty. He is a strong advocate for the Faculty Senate. The "seed funds" that Dr. Cavanaugh made available for research projects have been very positively received. He is seen as an outstanding educational leader who is dedicated to the mission of LSU at Alexandria.

The group did voice some concern about the lack of diversity, namely African-Americans, on the faculty. They realize the low salary levels can make it difficult to attract qualified professors. They hoped that the problem of noncompetitive salaries can be addressed in the future. They also indicated that with its new four-year status, the university needs to address the

current promotion and tenure policy. The faculty is also interested in the impact that the new admissions requirements will have on student enrollment and academic offerings. They are very interested in the hiring of a new Vice Chancellor for Academic Affairs and the responsibilities that will be assigned to this position.



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