



**The following served as members of the EOCA committee for FY17:**

Michael Mercil (.1) Art	Yael Vodovotz (.1) Food Science and Technology
Alan Michaels (.23) Dean, Law	William Martin (.7) Dean, Public Health
Dawn Anderson-butcher(.1) Social Work	Daniel Mendelsohn (.1) Mechanical and Aersp Engi
Larry Krissek (.1) Earth Science	Elizabeth Marschall (.2) Evol, Ecology & Org Biology
David Bowers (.461) Hum Dev. & Fam. (student)	Kevin Petrilla (.3) WOSU (staff)
Elizabeth Gordon-Canlas(.1) Res. Life (staff)	Jenna Gravalis (. 2) Comm/political science (student)

EOCA duties and responsibilities include the following

- a. Evaluate the effectiveness of the central administrator and the office in carrying out the responsibilities of the office. All deliberations are confidential. Only EOCA committee, president and provost are involved.
- b. Present a written report to the president and provost, and the administrator being reviewed.

Due to the confidential nature of this review, there is limited information that can be shared with the Senate. Two central administrators are evaluated every year, each by a separate panel composed of EOCA committee members. This year, one of the administrators that was selected for review left the University giving one of the panels time to reflect on various other issues facing the committee. The committee was tasked to re-evaluate their procedure and their tasks due to various concerns ranging from limited communications between the Provost and President on post-committee reports to a lack of information on the committee's results filtering to the University at large. After several meetings of the panel and input from the Provost, the following documents were generated and approved by the committee as a whole: a Reinvisioning document as well as a Best-practices informational sheet that details current methods used to conduct EOCA duties (see below).

## Committee for evaluation of central administrators Re-envisioning

1. **Criteria for selecting central administrators to evaluate: Choosing the VP for evaluation is a collaboration between executive committee of faculty council, the president and provost and chair of EOCA. However, no criteria exists to decide who should be selected for evaluation. This criteria may contain elements of years of being in the position, upcoming evaluations/promotions for the individual and current issues facing the university that fall under the scope of duties of the VP. It is the recommendation of EOCA to draft criteria that would be used to select the person to evaluate.**
2. **Mission of EOCA: EOCA has performed evaluations of central administrators without a clear understanding of how this evaluation was being used. Additionally, there is little feedback as to the usefulness of the evaluation and if it has met the intended purpose. Lacking is a mission statement for this committee that details the expectations for the evaluation and the follow up communication of the findings. It is the recommendation of this committee to clarify the intent of the evaluations and their ultimate use both by the Central administration and Senate.**
- 3.

(2) The review panels shall be responsible for evaluating the effectiveness of the central administrator and the office in carrying out the responsibilities of the office. The review will begin no later than the start of autumn semester of the following academic year, and finish no later than the end of **December**. **Need to change this to March, we rarely get things done by Dec.**

(3) The review panel will, after its review and evaluation, present a written report to the president and provost. The review panel will also send a copy of the written report to the person being reviewed and will inform the steering committee that the review process has been completed. **The portion of the review that deals with the evaluation of the office, should be publically available through the senate website. A letter summarizing the action items undertaken by the Provost or President regarding the findings by the panel will be sent to the chair of the committee before end of summer term.**

EOCA BEST PRACTICES: DRAFT

This document is meant as a guide for future EOCA members.

Current procedures for selecting panel members and conducting the administrator's review:

1. Early fall (typically Aug/Sept) when committee is fully populated, the chair will compose a draft selection of each panel (an administrator, staff and student in each panel, avoid potential conflicts, have diversity in each panel (male/female, arts and humanities/science/engineering etc, rank). A potential chair for each panel is selected (chair of the committee will likely contact these potential panel chairs and confirm their willingness to do this job). The chair will then

discuss this selection with the secretary of the senate and seek approval from the President and Provost (usually by email).

2. Often, the committee chair will then meet with the Provost to go over any topics/questions that should be definitely covered during the interview process.
3. Once the panels are approved, the committee chair will call a meeting of the entire EOCA. During the meeting, the committee chair will go over the rules and procedures for the evaluation, present the panel list and their chairs. Instructions of what to do next will also be discussed at this meeting. This is likely the last time the entire committee will meet.
4. The following steps take place for each panel review:
  - a. The panel chair contacts the Administrator to be reviewed, by email, asking to set up an initial meeting with the purpose to understand the scope of the job of this VP, their org. chart and to explain the review process. The administrator should bring a list of people they recommend to be interviewed that will be key to this process. This and subsequent panel meetings can be set up by senate staff.
  - b. In all meetings, it is critical for the chair of the committee/panel to remind everyone that all discussions are confidential.
  - c. After discussions with the VP, the panel chair, with the help of their panel, will arrive at a list of people (both direct and indirect reports) for the panel to interview and share this list with the committee chair.
  - d. Additionally, a list of questions to be asked to all those being interviewed needs to be generated by the panel. These questions are likely to reflect both the VP leadership qualities as well as information needed to be gathered about the position itself.
  - e. The committee chair with each of the panel chairs would meet with the provost to go over their interview list as well as questions and amend these lists with any recommendations given by the provost.
  - f. Once lists of interviewees and questions are finalized, they are shared by the panel chair with the panel members and scheduling begins for all the interviews.
  - g. Each interview is normally conducted by 2 panel members. The panel members remind the person they are interviewing that all that is said in the interview will remain confidential and the agreed upon questions are asked. Panel members can take written notes and these are kept for the final report.
  - h. At the conclusion of the interview process, if more people need to be interviewed to clarify a particular point or because new information comes to light during the interviews, then the process continues until the panel chair/panel is satisfied that they have gathered all necessary information to write the final report.
5. Once the interviews are completed, the panel chair informs the committee chair by email and schedules a meeting of the panel (and committee chair if available since they will be the ones delivering the final letter and should know the reasoning behind the statements made in the final letter) to discuss the findings. The panel will meet and discuss their findings.
6. The panel chair composes a draft letter. The letter has traditionally contained the following:  
*Introduction: Process and source: what was done, how it was done, dates if possible.*  
*Organization of the Report: what will be included in the report; Part 1: Overall impressions;*  
*Part 2: leadership style including personality, leadership characteristics, diversity; Part 3:*  
*Advice and recommendations (these should be first summarized then divided into specific recommendations; Final comments*

7. The panel chair sends the letter out to the panel and committee chair for comments. When an agreed upon letter is formulated, it is sent to the committee chair.
8. The committee chair sends the letter to the administrator that was reviewed and cc's the university provost and president.
9. The committee chair sets up a time to discuss the letter with the panel and Provost. This meeting is generally to clarify any parts of the letter that are needed.
10. The final commitment of the committee chair is to be involved (with senate leadership, the President and Provost) in the following year's selection of the administrators to be reviewed.