

Committee on the Evaluation of Central Office Administrators (EOCA)

Annual Progress Report for 2018-2019

Submitted by: Professor Laura Justice, Chair (6/16/2020)

The following served as EOCA Committee Members for FY19:

Trevor Brown, Dean, John Glenn College of Public Affairs

Allison Buenger, Administrative Coordinator, College of Arts and Sciences

Alicia Bunger, Associate Professor, College of Social Work

Joey Calabrese, Student (ended fall, 2019)

Lisa Florman, Professor, College of Arts and Sciences

Gary Gao, Associate Professor, College of Food, Agricultural, and Environmental Sciences

DaVonti' Haynes, Student and Council of Graduate Students Member

Tim Judge, Professor, Fisher College of Business

Laura Justice (Chair), Professor, College of Education and Human Ecology

Cameron Lindsey, Business Manager, College of Education and Human Ecology

Sue Sutherland, Associate Professor, College of Education and Human Ecology

Karla Zadnik, Dean, College of Optometry

Summary of Committee Work (August 2019 to May 2020)

The central charge to the EOCA is to conduct reviews of two central administrators annually “through review and interviews. It is an upward evaluation by faculty of key administrators. The evaluation is designed to provide feedback to the President and Executive Vice President and Provost on the effectiveness and role of both the office and the individual. Evaluators are identified for review by the Provost and President.

August, 2019:

The full committee convened in August 2019 (8/9/19) to welcome new members, orient the committee to their responsibilities, discuss the two selected central administrators for review by the committee, and organize sub-panels to coordinate and conduct each review. Prior to the meeting, the Senate Secretary had noted that one of the two selected central administrators had left the university and that the committee should conduct only one review. In the 8/9/19 meeting, the committee deigned to request that another administrator be selected so that the committee could meet its charge to review two central administrators. On the basis of recommendations from the President and Provost, the two central administrators selected for review by the EOCA during 2019-2020 were Kristine Devine, Vice President of Operations and Deputy Chief Financial Officer, and Adrienne Nazon, the Vice President of Marketing and Chief Marketing Officer.

Two sub-panels were formed among the committee members, one of which was charged to conduct the evaluation of Ms. Devine and the other of Ms. Nazon.

September-October, 2019:

During September, each of the sub-panels met with their assigned central administrators to discuss the evaluation process, gather materials related to the administrators' roles and responsibilities (e.g., organizational charts), and conduct an introductory interview. During the month, each sub-panel generated a list of persons to interview for each administrator's review, and this list was subsequently approved by both the President and Provost in October.

November, 2019-January, 2020

During November and December of 2019, and for part of January of 2020, interviews were conducted with a number of university administrators and staff for the purposes of the two administrators' evaluations. For the most part, interviews were conducted by two sub-panelists although in some cases only one sub-panelist was available. In general, interviews lasted approximately 45-60 minutes and followed a static set of questions.

January, 2020-March, 2020

Upon completion of all interviews by each of the sub-panels, an initial draft report was generated and reviewed by each sub-panel as well as the EOCA chair. Subsequently, a final report was completed by each sub-panel in March, 2020.

April, 2020-June, 2020

Typically, the EOCO committee meets with the Provost in-person to review each report and discuss the evaluation findings and recommendations. Given the closure of campus due to the COVID-19 pandemic, the scheduled April meeting with the Provost was cancelled and the final reports were submitted to him via email. If possible, it would be desirable for the sub-panel chairs and additional members, if possible, to meet with the Provost in Autumn semester, 2020, to discuss these reports and recommendations.

In May, 2020, a virtual meeting of the EOCA committee convened to review the year's work, elect a chair, and identify areas in which the committee's work could be improved.

The committee unanimously elected Sue Sutherland to become the EOCA chair; Dr. Sutherland was a sub-panel chair during the present year and is poised to provide excellent leadership. The committee also made a few recommendations to improve the committee's work:

- Ensure that administrators are evenly dispersed across the two sub-panels, as their time commitments (and availability to conduct interviews) can be restrictive and negatively affect a sub-panel's ability to complete all interviews in a timely way
- Request that each committee member complete a certain number of interviews to distribute interview efforts evenly across the committee
- Explore improved ways to schedule interviews, as the current approach seemed at times to be inefficient or overly cumbersome

Next Step Priorities for June 2020 to May 2020

Several next steps are priorities for the EOCO. First, while a chair has been identified, it is necessary to fully populate the committee for the forthcoming academic year, and that it be populated in accordance to sub-panel needs. Specifically, while the committee itself comprises eight members (six faculty, two administrators), the two sub-panels must each include:

- a. 3 faculty members
- b. 1 administrator

- c. 1 student
- d. 1 staff member
- e. 1-3 additional staff members

As can be seen, the committee composition itself is not sufficient to staff the two sub-panels; therefore, appointment of additional ad hoc members is needed in a timely way.

Second, the two central administrators to be evaluated need to be identified, and the 2019-2020 EOCA committee strongly feels that Susan Basso, Senior Vice President for Talent, Culture, and Human Resources should be considered given her critical roles in many pan-university initiatives in recent years.

Third, it may be useful to consider updating the roles and responsibilities of the committee as well as a revision to the timeline that the committee usually follows. In the recent two years of the committee's work (2018-2019, 2019-2020), the committee followed a calendar of activities that was divergent from that which appears on the senate website (see EOCA rules and responsibilities: C, Organization of review panels). The stated approach is for work to occur in the spring that currently occurs in the fall, as the committee membership changes during the summer of the year and disrupts the proposed work-flow and schedule.