

Five-Year Administrative Review of Karen Klose

Report from the Vice President for Academic Affairs

In 2009-2010, SUNY Fredonia engaged in a campus-wide administrative review process of Ms. Karen S. Klose, Associate Vice President for Information Technology Services. The periodic review process was established by the Vice President for Academic Affairs, in consultation with the President, the VP Council in Academic Affairs, and the University Senate Planning and Budget Committee. Guidelines for this process were distributed in Fall 2009, and although the timeline was altered, the process was followed according to these guidelines.

Administrative Review Committee

The Administrative Review Committee members were appointed by the Vice President for Academic Affairs, with the composition consistent with the review process guidelines:

Two from ITS	John McCune (Mac/PC Support Specialist, ITS) Bruce Wilger (Network Manager, ITS)
One from a cognate unit	Katie Sacco (Coordinator of Systems/Assistant Director, Reed Library)
One from outside the division	Ben Hartung (Systems Administrator, Residence Life)
One from VP Council	Beez Schell (Director, Professional Development Center)

Information Sources

The Committee was diligent in seeking and using information and perspectives from multiple sources:

- Administrative portfolio.* Ms. Klose prepared an electronic administrative portfolio, which was published on the Academic Affairs website on March 1, 2010. This portfolio provided information for the campus and the public about the areas identified in the process guidelines: unit mission, accomplishments, leadership, resource management, and staff development. The portfolio was available to external evaluators and to all who visited the site. The link for the survey was included on this site, so that participants would have the opportunity to review information about Information Technology Services and Ms. Klose's leadership before they completed the survey.
- Online survey.* An electronic survey for all periodic administrative reviews was developed by the Vice President for Academic Affairs. It was piloted in two forms in the spring of 2009 and then, based on suggestions from multiple sources, revised to be used in this process. A link to the survey was sent in an email announcement to the Faculty/Staff Listserv at SUNY Fredonia on March 5, 2010. The survey was open until March 25, 2010. A total of 68 people started the survey, and 52 people completed each question:

Role at SUNY Fredonia	Response Percent	Response Count
Professional or clerical staff member in ITS	16.7%	11
Professional or clerical staff member outside ITS	40.9%	27
Faculty member	24.2%	16
Administrator	18.2%	12

3. *Open sessions.* Members of the campus community had the opportunity to participate in open session to discuss their perceptions of Information Technology Services and Ms. Klose's effectiveness. The Committee's report did not indicate how many people chose to participate in these sessions.
4. *Interview of Karen Klose.* Before submitting its confidential report, the Administrative Review Committee met with Ms. Klose to ask questions about her portfolio and about issues raised in the open sessions.
5. *External reviews.* The Vice President for Academic Affairs had solicited reviews from several external evaluators, some of whom were nominated by Ms. Klose and some who have similar roles on their campuses but were not known by Ms. Klose. Two evaluators submitted useful reports of strengths and suggestions to the Vice President for Academic Affairs, and these were shared in their entirety with the Administrative Review Committee and with Ms. Klose:
 - Mr. Brad Morton, Chief Technology Officer College at Saint Elizabeth
 - Mr. Michael Notarius, Chief Technology Officer at the SUNY Information Technology Exchange Center

Confidential Report

As directed in the guidelines for this process, the Administrative Review Committee submitted a confidential report to the Vice President for Academic Affairs on May 20, 2010. A copy of this report was given to Ms. Klose for discussion with the Vice President for Academic Affairs.

Results of the Process

Information gathered through this process became a rich context for conversation as part of the annual Performance Evaluation process between Ms. Klose and the Vice President for Academic Affairs. Over several sessions, they discussed the details of the survey, external evaluations, and committee report. In addition to looking at the ratings items in the surveys, they also reviewed each of the comments submitted through the survey or reported to the Administrative Review Committee. They also discussed the questions posed by the Committee and the suggestions for future growth. Perceived areas of both strength and improvement were reflected in the July 2010 Performance Evaluation and setting goals on the 2010-2011 Performance Program. At the end of the process, Ms. Klose stated, "I believe the entire process was beneficial as well as a learning experience for me and those who participated."

Lessons of the Process

Because this was the first round of five-year administrative reviews, all involved learned much from this process that will be useful for next time. The campus is not used to such a process, so communicating about its purpose and encouraging people to bring ideas forward are essential. The participation level for the survey and open sessions was fairly low: there may be a perception that reviews are conducted only when there are problems, so one need not participate except to share concerns. Although ITS serves over 400 faculty, for example, just 16 faculty members completed the survey. The portfolio was intended to provide information as the basis for understanding the administrator's roles, approaches, and effectiveness, but it was not clear how many of those who completed the survey had looked at the portfolio. The external reviews were valuable, and having more of these completed would have been useful.