

# **PART V**

Assessment of the Viterbi School Associate Deans

February 20, 2014

Dear faculty:

This mail includes the ballot assessing the performance of the dean's office top administrators, the description of their missions and goals, and information on the structure of the office. This is a valid action of the Engineering Faculty Council because the EFC Bylaws allow it, and the EFC voted to approve this poll at its February meeting.

The ballot has both graded response and (optional) "open comments" response.

The deadline for the assessment process is set at 5pm on Monday, March 17, 2014. To have the assessment accurate, we have to have high response rate.

Thank you for your participation in the process.

Joe Kunc  
Chair of the Engineering Faculty Council  
kunc@usc.edu

## **Mission and Organization of the Viterbi School Dean's Office**

The Dean's office is committed to the advancement of the School's mission for the benefit of its students, faculty, and all of its internal and external constituencies. The mission can be encapsulated in the following four guiding principles:

1. Be the attractor of global talent, in students, faculty, and staff and provide the culture and environment for them to flourish.
2. Continuously add value to curriculum, programs, services and infrastructure to provide for constantly increasing and superior education and resources for our faculty students.
3. Conduct innovative research to advance solutions to world challenges, from energy and sustainability to security and infrastructure, to health and medicine, and to advance the scientific and technological discovery.
4. Use engineering+, the notion that engineering is empowering society, as the catalyst for innovation and entrepreneurship to fuel the economic growth of Los Angeles, Southern California, the United States, and the world.

In response to this blueprint, the dean's office is organized in the following groups of offices:

- Academic Affairs (student and faculty recruitment and affairs, and academic programs)
- Research and Innovation
- Financial, Staff, Space, Advancement and Communications

A brief description of the charges of the respective offices and the responsibilities of the corresponding individuals directing them is provided below. The related organization chart is attached at the end of the memo.

Responsibilities of the administrators in the dean's office are listed on pages 4-5.

**This is your ballot and its instructions.**

Possible grades: from 1 (substandard performance) to 10 (superb performance), or NBA (no basis to assess).

	Grade
Executive Vice Dean for Engineering John O'Brien, Ph.D.	
Vice Dean for Research Maja Matarić, Ph.D.	
Vice Dean for Academic Programs James Moore, II, Ph.D.	
Vice Dean for Faculty Affairs Timothy Pinkston, Ph.D.	
Vice Dean for Global Academic Initiatives Cauligi Raghavendra, Ph.D.	
Vice Dean for Administration Linda Rock	

(↑ Cut here ↑)

**Voting Instructions**

- (1) Place your marked ballot into the small envelope labeled "BALLOT".
- (2) Place the small envelope labeled "BALLOT" into the larger white envelope which has your name in the upper left hand corner and which is addressed to:  
Connie Roque, Academic Senate, UUC 419, MC-2991.
- (3) Sign the upper left hand corner of the larger white envelope before mailing. Ballots without the signature will not be counted.
- (4) You may attach to the ballot a page containing your own "open comments" addressed to the dean of the Viterbi School of Engineering (insert the page and the ballot into the envelope labeled "BALLOT").

***YOUR SIGNATURE MUST BE ON THE OUTER ENVELOPE IN THE UPPER LEFT HAND CORNER  
BENEATH YOUR NAME OR YOUR VOTE WILL NOT BE COUNTED.***

To mail the ballot from your house, use: Connie Roque, 817 W. 34th Street, Los Angeles, CA 90089-2991. To hand deliver the ballot to Connie Roque: Academic Senate Office, 4th floor of the United University Church. The church is next to JEP House. Connie's office hours are from 8:00am to 4:00pm. Her phone number is 213-740- 7169, email is [croque@usc.edu](mailto:croque@usc.edu)

**BALLOTS (without Voting Instructions) and the "OPEN COMMENT" must be received by**

**5:00 pm on Monday, March 17, 2014**



## **Responsibilities of the administrators to be assessed:**

**Executive Vice Dean John O'Brien (Faculty- 75% appointment):** Supervises and helps execute all academic affairs aspects of the School including student recruitment and services at all levels (number of enrolled students is 7,292), and faculty load profiles and course coordination (almost 1,100 lecture sections offered this year). He represents the Dean when scheduling conflicts prevents him from attending. During the past year, the EVD also served as Interim Executive Director of ISI (100% assignment) until the arrival of its new Executive Director. Position reports to the Dean.

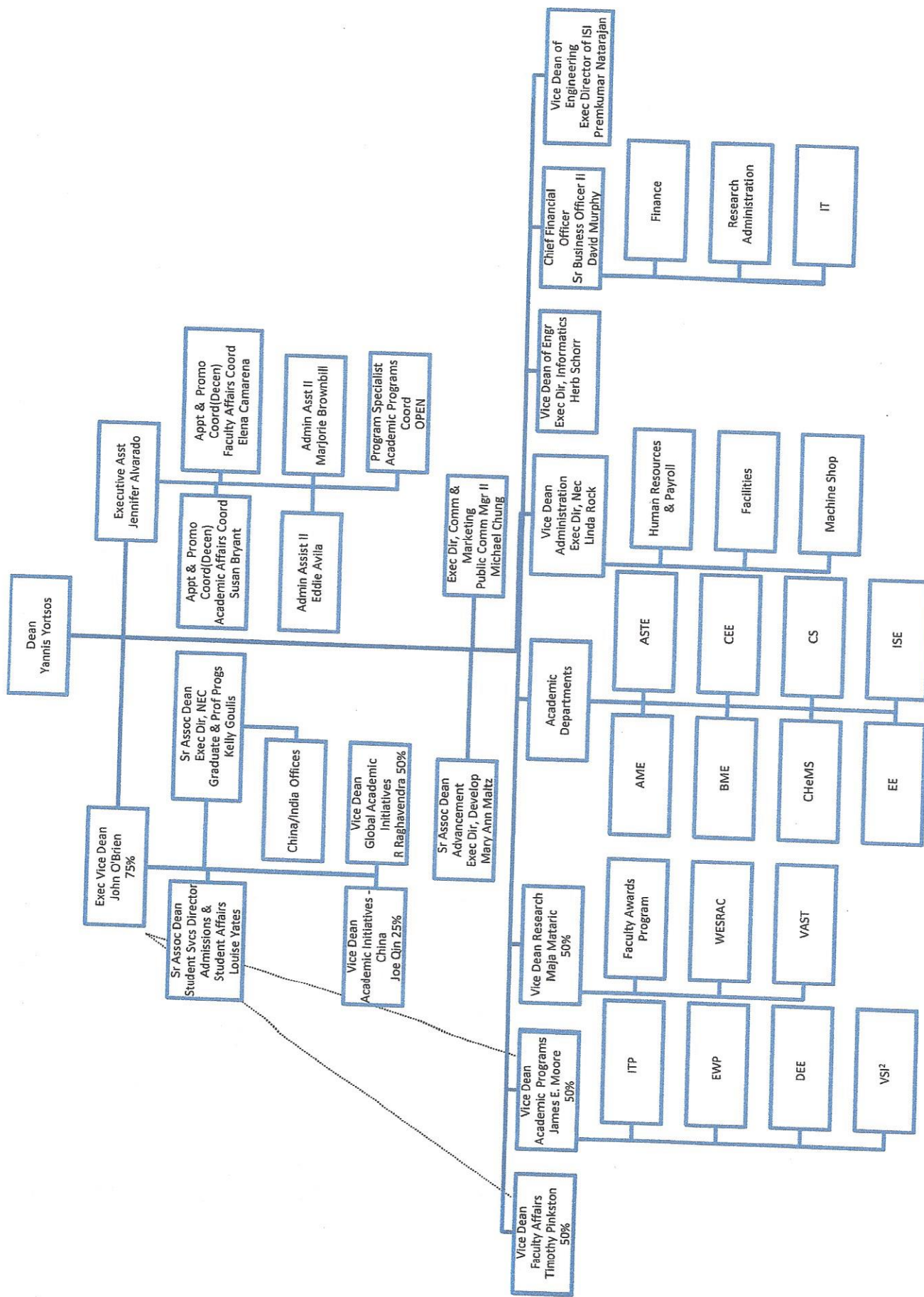
**Vice Dean for Research Maja Mataric (Faculty- 50% appointment):** Coordinates all current research and new research development efforts in the school, including all major research centers and institutes, with annual research expenditures exceeding \$70M. She manages the faculty awards office and research-related K-12 initiatives including the Viterbi Adopt a School Adopt a Teacher (VAST). She coordinates faculty development in collaboration with the Vice Dean for Faculty Affairs. Position reports to the Dean.

**Vice Dean for Academic Programs James Moore (Faculty- 50% appointment):** Supervises all academic programs related to curriculum, all interdisciplinary academic programs, as well as the programs in innovation and entrepreneurship. Coordinates ABET and Engaged Learning initiatives and supervises programs such as DEE, EWP, Informatics, iPodia, ITP and SAE. Position reports to the Dean with dotted line to the EVD.

**Vice Dean for Faculty Affairs Timothy Pinkston (Faculty- 50% appointment):** Faculty recruitment, appointment, promotion, retention and retirement, as well as all related faculty affairs for the more than 300 TT and NTT faculty in the School. He serves as a liaison to the APT committee and coordinates faculty recruitment (last year's faculty hiring cycle involved more than 70 candidates receiving formal interviews). Position reports to the Dean with dotted line to EVD.

**Vice Dean for Global Academic Initiatives Cauligi Raghavendra (Faculty- 50% appointment):** Coordinates international academic partnerships, MOUs, and delegation visits for all countries with the exception of China and East Asia.

**Vice Dean for Administration Linda Rock (Staff- Full-time):** Coordinates staff administration and compensation, human resources (staff of more than 330), payroll, space management (net square footage of more than 400,000), facilities maintenance and renovations (exceeded \$3M annually the last 10 years), emergency planning and safety, and supervision of the machine shop. Coordinates and executes general administration including policies, procedures and guidelines. Position reports to the Dean.



## USC Viterbi School of Engineering

*Dear Faculty:*

*Below is a report, prepared by John O'Brien for the Engineering Faculty Council, on the results of the recent Assessment of the Associate Deans in the Viterbi School of Engineering.*

*Best regards,*

*Joe Kunc  
Chair of EFC*

I want to start by emphasizing that Dean Yortsos is very open to feedback provided by faculty in any manner, formal or informal. Also, thanks to the EFC for organizing and conducting this formal evaluation.

In this process, there were 80 evaluations returned, 55 from the tenured and tenure-track faculty and 25 from the non-tenure track faculty. (I believe this was out of about 180 tenure/tenure-track ballots sent out and 120 non tenure-track ballots sent out.)

There were six individual Vice Deans evaluated.

The average scores given by the tenure/tenure-track faculty for the six Vice Deans, in descending order, were:

7.8, 6.5, 6.4, 5.9, 5.3, 5.0.

The average scores given by the non-tenure track faculty for the six Vice Deans, in descending order, were:

9.1, 8.6, 8.3, 7.9, 7.7, 7.6.

The average score for each of the Vice Deans, including both tenure/tenure-track and non-tenure track faculty, in descending order, were:

8.5, 7.5, 7.1, 6.9, 6.7, 6.5.



There were 11 responses that contained additional written comments.

Four were very substantive and contained specific feedback about each individual being evaluated. These were very helpful.

The rest were varied. One commented more generally on the school, one commented on an individual who was not being evaluated, one explicitly said the evaluation was based on one or two interactions, etc.

The evaluations were more detailed for those Vice Deans who regularly deal with faculty. However, with roughly 8,000 people in the school (students, faculty, and staff) some of the Vice Deans do not regularly interact with faculty and the feedback in those cases was not very specific.

The review process reinforced the need to have all Vice Deans have a closer interaction with the EFC and the faculty so that they are better aware of their job description and their accomplishments.

Only the Dean and I have seen all of the scores, but the Dean has made available the specific scores and comments to each of the Vice Deans and asked each of us to take this constructive feedback seriously.

I was asked about ideas for how the process should work going forward.

I think the general principle of evaluating the Vice Deans is a good one. I think that it might be useful for the School to provide a description of the responsibilities of each of the Vice Deans along with the expectations for this job performance prior to the next evaluation. With this in place, it should be possible to create an evaluation that might have about five specific questions on which to evaluate each Vice Dean based on his or her particular role. My opinion is that doing this evaluation every year is probably not productive. I think doing this on a time scale that is similar to the period on which department chairs are evaluated, once every three years, would be fine. Overall, with these caveats and suggestions, I think this could become a helpful mechanism for the school.

John O'Brien