



Submitted by TTG Consultants

ICANN NOMCOM LEADERSHIP EVALUATION FOR THOMAS BARRETT

SUMMARY OF COMMENTS

Evaluation Conducted in June & July, 2026

ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR THOMAS BARRETT (CHAIR)

METHODOLOGY OVERVIEW

The following Summary expresses the opinions of individuals asked to participate in an online Evaluation and then in a separate interview session. The participants were asked to evaluate the current ICANN Nominating Committee - Chair, via the questions indicated below. The resulting answers are not statements of fact, and often are the result of one person's comments.

This Evaluation was conducted during the months of June & July, 2026.

Methodology of the Evaluation

There were two parts to the Evaluation...

1. The Written Evaluation was completed online. It contained 11 questions, each of which required a detailed explanation of why the rating was made.
2. An interview session was conducted, during which each participant was asked for any expansion or clarification of their answers to the 11 questions in the Written Evaluation, if applicable. In addition, other questions were asked regarding the NomCom leader's interaction with both ICANN Staff & the NomCom delegates along with the individual's management, leadership and operating styles.

The Written Evaluation

The questions in the Written Evaluation were...

1. **Demonstrates integrity** [For example – describe whether, and if so how, the individual has acted with honesty, upheld ethical standards, and/or maintained transparency in difficult situations].
2. **Participates in an open and honest manner** [For example – describe whether, and if so how, the individual has expressed opinions candidly and/or engaged in discussions with clarity and transparency].
3. **Demonstrates good judgment** [For example – describe whether, and if so how, the individual has assessed complex situations, weighed the pros and cons, and/or made sound decisions in furtherance of the NomCom's mandate].
4. **Effectively uses influence in an appropriate manner** [For example – describe a situation in which the individual guided others, built consensus, and/or advocated effectively while maintaining professionalism].

5. **Is an effective leader** [For example – discuss the individual’s leadership style, ability to motivate others, build trust, and/or lead towards fulfilling the NomCom’s mandate].
6. **Is a good listener** [For example – describe whether, and if so how, the individual demonstrates: attentiveness in discussions, openness to feedback, and/or consideration of diverse viewpoints].
7. **Treats others with respect** [For example – describe whether, and if so how, the individual has engaged with others in a courteous manner, fostered inclusive dialogue within the committee, and/or demonstrated openness and appreciation for different perspectives].
8. **Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines** [For example – provide insight into whether the individual has shown reliability, follow-through on commitments, and/or ability to drive committee progress].
9. **Demonstrates impartiality and neutrality** [For example – describe whether, and if so how, the individual has demonstrated fairness, avoidance of bias, and/or ability to set aside personal views in order to further the NomCom’s mandate].
10. **Demonstrates an understanding of the values a candidate would bring to the leadership position for which they are being considered.**
11. **Demonstrates an understanding of the criteria the NomCom uses to select a candidate for a given leadership position.**

Each question could be answered by indicating one of the following six responses...

Strongly Agree
Agree
Neutral (neither agree nor disagree)
Disagree
Strongly Disagree
N/A (not applicable – not enough information to rate this person)

Meanings of the Ratios

Individual Question Ratings

Each of the 11 questions has a maximum rating of 5. Thus, a 5.0 would mean that all raters provided a “Strongly Agree” response on that specific question.

Overall Ratings

The Evaluation provides for a maximum overall rating of 55. Thus, an overall rating of 55 out of 55 would mean the NomCom member received “Strongly Agree” responses on every question by all raters.

Evaluators/Raters

There were 19 Evaluators/Raters that were invited to participate in this NomCom Leadership Evaluation; 14 responded and submitted a completed questionnaire.

The Interview Session

Evaluators/Raters

There were 19 Evaluators/Raters that were invited to participate, 13 responded and participated in interview sessions.

Questions asked included...

Expansion and/or clarification is asked for responses to the 11 questions in the Written Evaluation questionnaire, if applicable.

1. How well did this member of the NomCom leadership team interact with both ICANN Staff and the NomCom delegates?
2. Please provide any other thoughts about the person being rated and/or issues involving the individuals...
 - a. *Leadership Style* (“how” he/she leads people and teams),
 - b. *Management Style* (“how” he/she manages projects and processes),
 - c. *Operating Style* (“how” he/she gets things done).

RESULTS FROM THE WRITTEN EVALUATION

Overall Evaluation Rating: **51.4 out of 55**

Combined Question Average Rating = **4.7 out of 5**

Ratings Totals:

Strongly Agree = 106

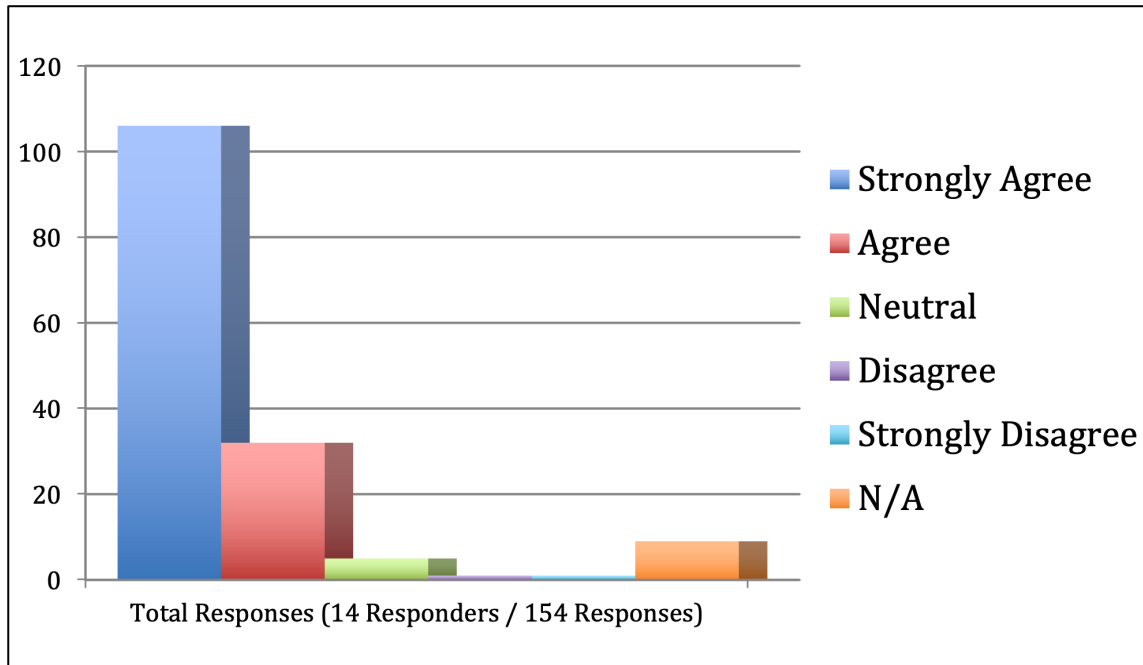
Agree = 32

Neutral (Neither Agree Nor Disagree) = 5

Disagree = 1

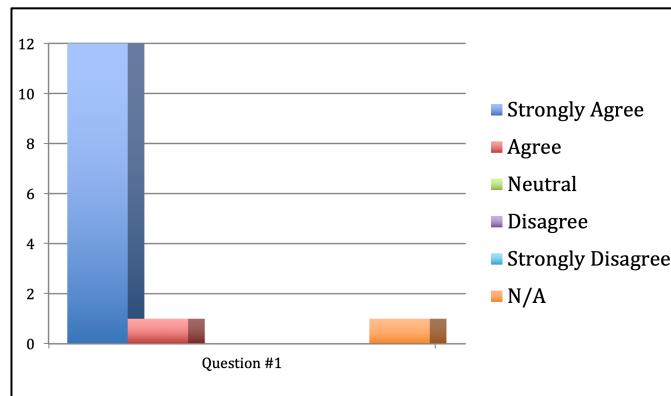
Strongly Disagree = 1

N/A = 9



Question #1: Demonstrates integrity [For example – describe whether, and if so how, the individual has acted with honesty, upheld ethical standards, and/or maintained transparency in difficult situations] –
4.9

Strongly Agree = 12
Agree = 1
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments:

Tom consistently demonstrated honesty, integrity, and high ethical standards throughout the NomCom process. He maintained transparency in his leadership, regularly reminded delegates of disclosure and conflict of interest requirements, and was consistently mindful of fairness to both delegates and candidates. His professionalism, independence, and commitment to the integrity of the process inspired confidence, and there was no indication of conduct that called his ethics or honesty into question.

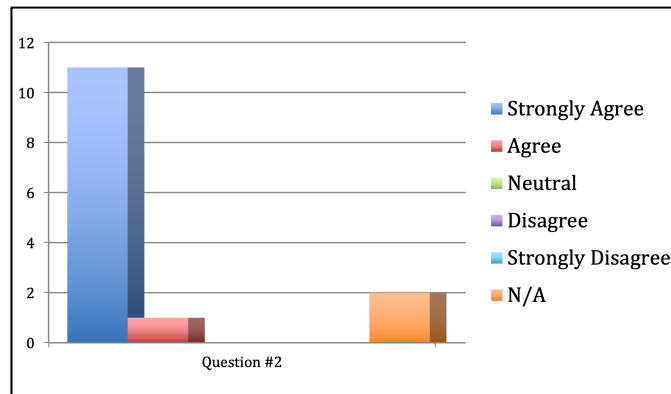
Tom carefully protected both his own integrity and that of the NomCom process, maintaining confidentiality while responsibly sharing institutional knowledge and lessons learned. He demonstrated patience, fairness, and respect in leading deliberations, made interventions only when necessary, and consistently balanced adherence to the rules with openness and transparency. He increased transparency about the NomCom process by publishing blogs, which helped manage the misconceptions in the community. He also responded openly and honestly to requests for clarification from the Board Governance Committee.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #2: Participates in an open and honest manner [For example – describe whether, and if so how, the individual has expressed opinions candidly and/or engaged in discussions with clarity and transparency] – **4.9**

Strongly Agree = 11
 Agree = 1
 Neutral = 0
 Disagree = 0
 Strongly Disagree = 0
 N/A = 2



Summary of Positive Comments:

Tom communicated openly, honestly, and transparently throughout the NomCom process. He clearly explained procedures, expectations, and the rationale behind leadership decisions, answered delegates' questions, and kept the committee informed about the progress of the process and upcoming activities. When appropriate, he was open about his interactions with ICANN leadership and explained how those discussions affected the NomCom. He also disclosed relevant knowledge of candidates and potential conflicts in a neutral and transparent manner.

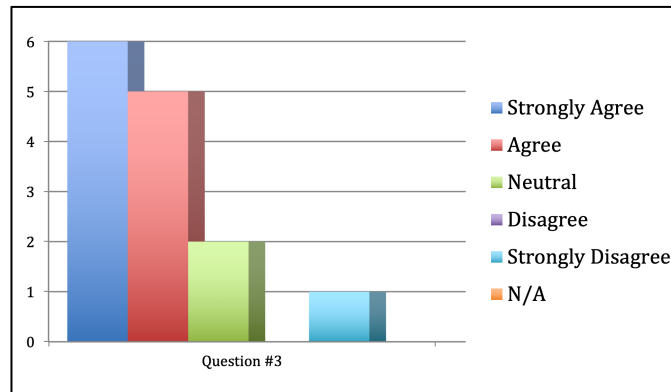
Tom fostered an environment of openness, collaboration, and mutual respect where differing viewpoints could be expressed candidly and receive fair consideration. He was approachable, receptive to feedback, and maintained constructive relationships with the Chair-Elect, ICANN Staff, and the delegates. While remaining neutral in candidate deliberations, he actively sought feedback on the NomCom process, explained the reasoning behind process decisions, and effectively built consensus around improvements, including reforms to streamline the nomination timeline and strengthen candidate outreach.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #3: Demonstrates good judgment [For example – describe whether, and if so how, the individual has assessed complex situations, weighed the pros and cons, and/or made sound decisions in furtherance of the NomCom’s mandate] – 4.1

Strongly Agree = 6
 Agree = 5
 Neutral = 2
 Disagree = 0
 Strongly Disagree = 1
 N/A = 0



Summary of Positive Comments:

Tom is an individual of very strong judgment, was a thoughtful decision-maker, and had a practical approach throughout the NomCom process. He carefully considered challenges, explained the reasoning behind decisions, and was willing to explore new approaches when existing plans were not working. When rules or situations were unclear, he encouraged open discussions where delegates could ask questions and share perspectives.

Tom successfully guided the committee through a complex and demanding cycle, including the implementation of a new nomination timeline, process improvements, and the use of AI tools to support the work. He balanced NomCom’s independence with the practical need to work effectively with ICANN Organization Staff, maintaining productive relationships while preserving the committee’s autonomy.

Tom demonstrated calm and effective leadership during sensitive situations. In one instance involving inappropriate behavior from a delegate, he addressed the matter through individual discussions and successfully de-escalated tensions. While one delegate expressed some disagreement with Tom’s softer approach to what they viewed as an unwarranted and egregious situation, they recognized that Tom handled the matter very effectively and helped restore a constructive environment.

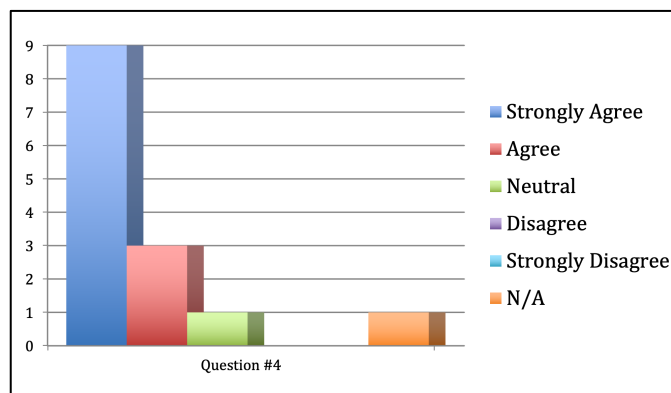
Summary of Responses Indicating Need for Improvement:

Tom demonstrated a strong commitment to improving the NomCom process, including implementing the use of AI and other new approaches. However, some felt he placed too much emphasis on usage of AI before there was broader confidence in its value, and that a more balanced consideration of benefits and limitations would have been helpful. There was also feedback that he sometimes relied heavily on past decisions rather than revisiting approaches where changes might be beneficial.

There were occasions where Tom's leadership approach could have been more adaptive, including situations where delegates sought leadership intervention and felt additional support may have prevented issues from escalating. Some delegates also felt that the pace of onboarding was too ambitious, with an expectation that members would quickly absorb the NomCom process while more time was needed for learning and adjustment. Importantly, Tom was receptive to feedback and made adjustments when these concerns were raised, helping ensure delegates were supported and able to fully participate in the process.

Question #4: Effectively uses influence in an appropriate manner [For example – describe a situation in which the individual guided others, built consensus, and/or advocated effectively while maintaining professionalism] – **4.6**

Strongly Agree = 9
Agree = 3
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments:

Tom provided effective guidance and leadership, helping delegates stay focused on the tasks at hand while maintaining a strong emphasis on progress. He listened to differing viewpoints, helped the group untangle complex situations, and guided discussions toward consensus through thoughtful persuasion rather than directing outcomes.

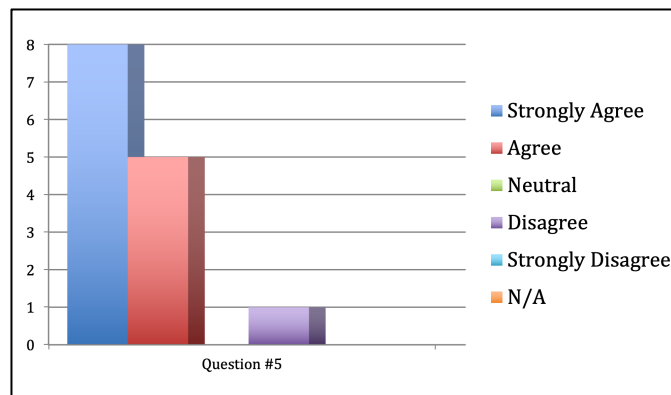
Tom demonstrated strong consensus-building skills, intervening at appropriate times and using influence in a way that built trust. He was attentive to the “temperature of the room,” addressed concerns before they became obstacles, and ensured that different perspectives were heard and understood. Even when he had a clear position, he allowed for deliberation, considered additional information, and maintained his role as a neutral Chair focused on supporting delegates in reaching their own decisions.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #5: Is an effective leader [For example – discuss the individual’s leadership style, ability to motivate others, build trust, and/or lead towards fulfilling the NomCom’s mandate] – **4.4**

Strongly Agree = 8
 Agree = 5
 Neutral = 0
 Disagree = 1
 Strongly Disagree = 0
 N/A = 0



Summary of Positive Comments:

Tom demonstrated highly effective leadership throughout an exceptionally demanding NomCom cycle. He engaged with delegates individually to understand their views, build trust, and motivate participation. He led sessions effectively, ensuring that all opinions were respected, discussions remained focused, and expectations and procedures were clearly explained.

Tom successfully guided the committee through a record volume of more than 200 applications, keeping the work moving forward and ensuring key milestones were met. His leadership style combined calm confidence, pragmatism, experience, and a strong focus on results. He motivated delegates to contribute significant time and effort, supported them through challenges, and consistently helped the committee achieve its objectives.

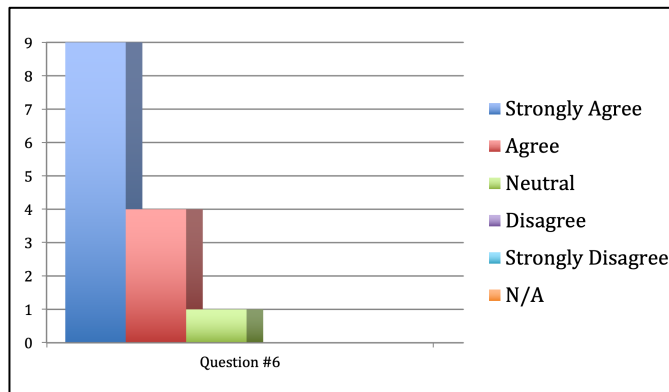
Tom's deep knowledge of NomCom history, reviews, procedures, and expectations was highly valued. His willingness to answer questions, acknowledge process challenges, and support delegates demonstrated his commitment to improving the NomCom process and fulfilling its mission.

Summary of Responses Indicating Need for Improvement:

Tom could improve by providing more consistent instructions and guidance to delegates. At times, he changed his mind or waffled on instructions, which created some uncertainty. There were also occasions where he could have better read the room and managed discussions, particularly during more chaotic moments. At times, his leadership approach was perceived as too strong.

Question #6: Is a good listener [For example – describe whether, and if so how, the individual demonstrates: attentiveness in discussions, openness to feedback, and/or consideration of diverse viewpoints]
– 4.6

Strongly Agree = 9
Agree = 4
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Tom demonstrated strong listening skills and created an environment where delegates felt heard, respected, and included. He welcomed open and honest feedback, encouraged others to contribute, and did not present himself as having all the answers. He took time to engage with delegates, including during breaks, and was consistently available for discussion and input.

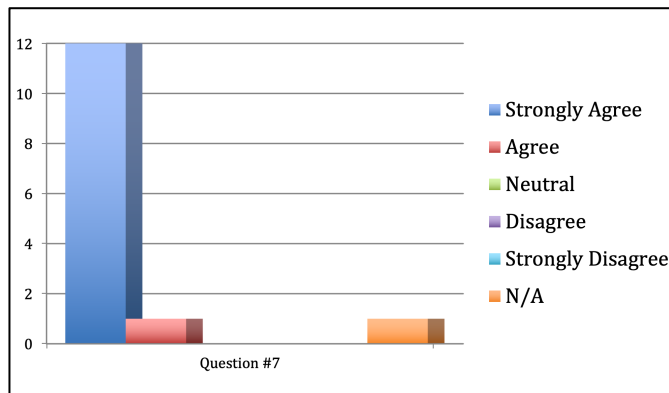
Tom was attentive during deliberations, open to alternative perspectives, and willing to incorporate feedback where appropriate. When discussions became complex or delegates lost track of the process stages, he allowed conversations to continue while helping the group regain clarity and reach consensus. His approach promoted trust, collaboration, and mutual respect within the committee.

Summary of Responses Indicating Need for Improvement:

Tom is generally a good listener and seeks input from delegates. However, there were some occasions where he was perceived as less open to suggestions or where the response to feedback was not fully satisfactory. In rare instances, he may have missed points raised during discussions, although these did not materially affect his overall performance.

Question #7: Treats others with respect [For example – describe whether, and if so how, the individual has engaged with others in a courteous manner, fostered inclusive dialogue within the committee, and/or demonstrated openness and appreciation for different perspectives] – **4.9**

Strongly Agree = 12
Agree = 1
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments:

Tom consistently demonstrated respect, courtesy, and professionalism in his interactions with delegates, candidates, and ICANN Staff. His communication style and demeanor showed genuine appreciation for others' perspectives, and delegates felt listened to, valued, and respected.

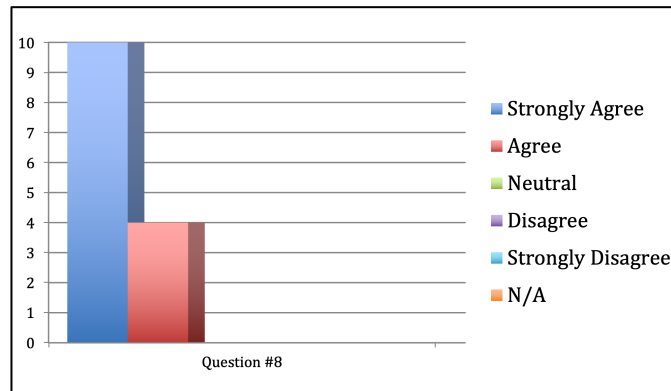
Tom was approachable, open, and accessible in both public and private interactions. He maintained a positive attitude and sense of humor, kept delegates informed, and regularly sought feedback. There was no indication of disrespect or behavior that suggested a sense of superiority toward others.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #8: Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines [For example – provide insight into whether the individual has shown reliability, follow-through on commitments, and/or ability to drive committee progress] – **4.7**

Strongly Agree = 10
 Agree = 4
 Neutral = 0
 Disagree = 0
 Strongly Disagree = 0
 N/A = 0



Summary of Positive Comments:

Tom demonstrated strong responsibility, accountability, and follow-through throughout the NomCom process. He took ownership of leadership decisions, acknowledged when improvements were needed, and reached out to others when additional support or input was required. He ensured delegates understood their commitments, adapted agendas when circumstances changed, and consistently tracked progress toward key milestones.

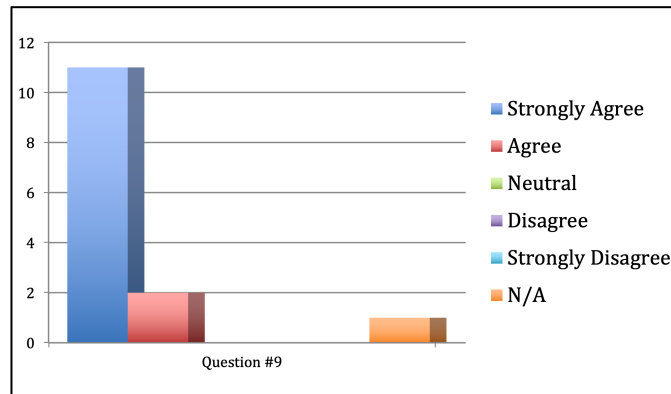
Tom's reform of the NomCom timeline was a significant achievement, moving the nomination period earlier and creating more time for candidate reviews and selections. His thorough, reliable, and results-oriented approach helped the committee meet its deadlines, although there were occasions where discussions could have been managed more tightly.

Summary of Responses Indicating Need for Improvement:

While Tom's efforts to avoid overly tight deadlines and excessive pressure on delegates were valuable, there was feedback that the pace may have been too aggressive at times and did not fully account for the learning curve of new delegates. However, overall, his approach to improving the timeline was viewed positively, and his commitment to ensuring the committee had sufficient time to complete its work was recognized as a significant strength.

Question #9: Demonstrates impartiality and neutrality [For example – describe whether, and if so how, the individual has demonstrated fairness, avoidance of bias, and/or ability to set aside personal views in order to further the NomCom’s mandate] – **4.9**

Strongly Agree = 11
 Agree = 2
 Neutral = 0
 Disagree = 0
 Strongly Disagree = 0
 N/A = 1



Summary of Positive Comments:

Tom consistently demonstrated fairness, impartiality, and neutrality throughout the NomCom process. He set aside personal views and biases, kept discussions focused on the committee’s mandate rather than individual interests, and encouraged balanced consideration of different perspectives.

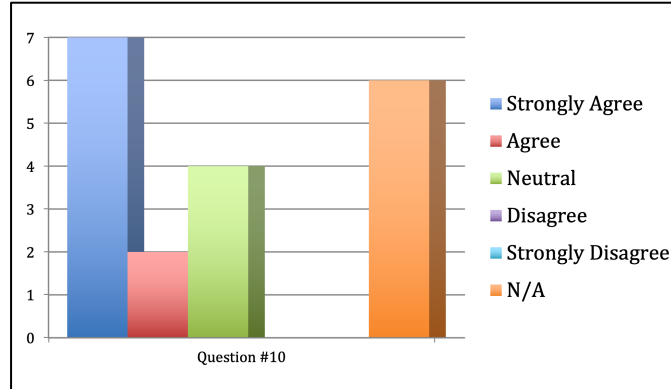
Tom took care not to inject personal preferences into discussions, explained issues from multiple viewpoints, and maintained a neutral Chair role. Delegates did not perceive any bias toward candidates or committee members, and his approach supported fair and objective deliberations.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #10: Demonstrates an understanding of the values a candidate would bring to the leadership position for which they are being considered – 4.8

Strongly Agree = 10
Agree = 1
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 2



Summary of Positive Comments:

Tom demonstrated a strong understanding of the leadership qualities, values, and experiences required for the positions under consideration. He helped the committee focus on the goals of the process, guided discussions on job descriptions and selection criteria, and ensured delegates understood the implications of the roles and candidate requirements.

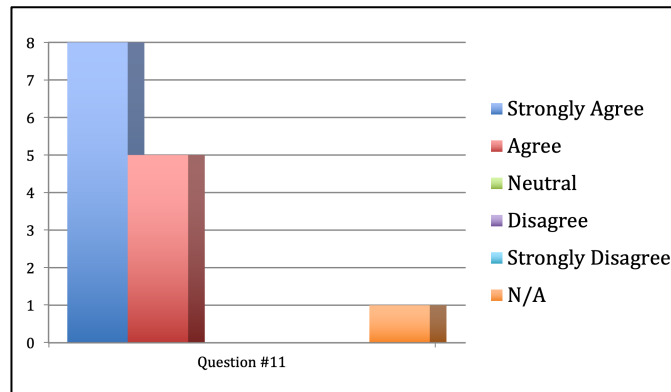
Tom effectively connected candidate assessments to the guidance provided by the Board and SO/ACs, as well as the established rubrics and job descriptions. While he brought significant experience and knowledge to the discussions, he maintained his role as a neutral Chair and did not influence outcomes or show preference toward any candidates.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #11: Demonstrates an understanding of the criteria the NomCom uses to select a candidate for a given leadership position – 4.6

Strongly Agree = 8
Agree = 5
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments:

Tom demonstrated a strong understanding of the NomCom selection criteria and responsibilities associated with each leadership position. He regularly brought the committee back to the relevant job descriptions and criteria, helping delegates evaluate candidates fairly against the requirements of the roles.

Tom effectively explained the expectations, metrics, and assessment frameworks used by NomCom, drawing on his extensive experience and knowledge of the process. He followed the criteria established by the assessment committee and supported delegates in applying those criteria without influencing voting outcomes.

Tom also contributed significantly to continuous improvement of the NomCom process, including developing criteria, supporting the use of AI tools and data-driven approaches, and contributing to skills matrix work to improve criteria mapping and candidate assessment.

Summary of Responses Indicating Need for Improvement:

There were no comments.

RESULTS FROM THE INTERVIEW SESSION

Questions asked included...

Expansion and/or clarification is asked for responses to the 11 questions in the Written Evaluation questionnaire.

- All expansion and/or clarification of individual's written evaluation responses were noted and updated. Any clarifications of scoring responses were also noted and updated.
1. How well did this member of the NomCom leadership team interact with both ICANN Staff and the NomCom delegates?

Summary of Positive Comments:

Tom demonstrated strong leadership in keeping delegates organized, focused, and moving the process forward. He was highly attentive, responsive to questions, and actively engaged through meetings and communication channels. He worked closely with ICANN Staff, used staff support effectively, and maintained respectful, professional, and collegial relationships with both staff and delegates.

Tom successfully drove significant process improvements, including advancing the NomCom timeline and introducing AI tools to streamline the work. While the accelerated timeline created some challenges, particularly around onboarding new delegates and increased pressure on ICANN Staff, Tom recognized these issues and introduced adjustments and buffers to improve the process. His willingness to accept feedback and make improvements was viewed positively.

Tom created an environment where delegates felt respected, heard, and encouraged to participate. He was accessible for discussions, listened carefully to different perspectives, and helped guide the group toward consensus when views differed. His balanced approach allowed delegates to express themselves with the need to keep discussions focused, using thoughtful questioning and guidance to bring conversations back to the committee's goals.

Overall, Tom was viewed as a professional, respectful, and effective leader who built strong relationships, treated everyone with kindness and fairness, and helped the NomCom successfully complete a demanding cycle.

Summary of Responses Indicating Need for Improvement:

Tom, as Chair, and the leadership team faced many challenges and tension among delegates this NomCom session. It was recommended that for more challenging or contentious conversations, leadership could consider developing clearer protocols or additional training to help manage conflicts, disagreements, and cultural differences. Reinforcing expectations and reminders from the beginning of the NomCom cycle may also help delegates navigate difficult situations more effectively.

Future NomCom cycles could benefit from creating additional opportunities for delegates to provide feedback and input, as well as encouraging broader participation in discussions.

There was also feedback that Tom and the leadership team could have been more flexible when considering proposed improvements to the NomCom process. While the collective leadership team's focus on fairness and consistency was recognized as a strength, some delegates felt there was an unwillingness at times to consider changes because of concern about departing from how things had traditionally been done.

One example related to the candidate rejection communications sent after the first round of candidate eliminations. A generic letter was sent thanking applicants for their time and explaining that, although their qualifications were strong, the large number of applicants required the pool to be narrowed. Some delegates felt this wording was not fully genuine because the size and competitiveness of the applicant pool varied across different ICANN community groups. They suggested that separate letters could have been developed for different groups, so that the communication more accurately reflected the circumstances of each candidate group. The leadership team's position was that a single standardized letter was preferable and that communications would not be tailored to specific individuals or groups. Some delegates felt that more flexibility could have been applied in this area.

2. Please provide any other thoughts about the person being rated and/or issues involving the individuals...

- a. *Leadership Style* ("how" he/she leads people and teams),
- b. *Management Style* ("how" he/she manages projects and processes),
- c. *Operating Style* ("how" he/she gets things done).

Leadership Style (“how” he/she leads people and teams):

Summary of Positive Comments:

Tom demonstrated strong and consultative leadership throughout the NomCom process. He encouraged delegates, acknowledged the challenges and frustrations they experienced, and used humor to help ease tension during a demanding cycle. He was willing to take responsibility as a leader, stand up for the NomCom and its delegates, and help the group navigate difficult issues.

Tom supported continuous improvement by developing tools and approaches to strengthen the NomCom process, including a skills matrix to help the Board and future NomComs better understand leadership needs and identify gaps. He respected the roles of others, avoided micromanagement, and worked effectively with the Chair-Elect and other leaders.

Tom’s leadership style empowered delegates to own decisions and actively participate in the process. He created an open environment where feedback was welcomed and demonstrated strong preparation, judgment, and the ability to guide the committee through complex challenges.

Summary of Responses Indicating Need for Improvement:

Tom’s facilitation and chairing could benefit from further development, particularly in conflict management, maintaining clear direction, and reinforcing agreed upon rules and processes. While he is viewed as a strong and respected leader, some felt that his accommodating style could sometimes result in uncertainty around expectations, tasks, and next steps.

During a highly contentious session in Seville, some delegates felt that stronger intervention was needed to address escalating tensions, restore calm, and ensure delegates felt safe and supported. There was feedback that the situation continued longer than it should have and that clearer leadership was needed to manage the conflict effectively.

Some also noted that Tom’s willingness to accommodate different perspectives was a strength, but that he should balance this with greater consistency in applying established rules and decisions. Strengthening his ability to manage difficult discussions, maintain structure, and provide firmer direction would further enhance his effectiveness as a NomCom leader.

Management Style (“how” he/she manages projects and processes):

Summary of Positive Comments:

Tom’s management style was empathetic, professional, and consultative. He provided guidance and direction while allowing delegates to share their perspectives and have ownership of the process. His communication style was direct, clear, and effective. He regularly sought input from the delegate group, explained his vision and objectives, and helped the group understand the changes he was working to implement.

Tom took on significant responsibility in coordinating with ICANN Staff, supporting outreach efforts, and preparing public summaries to improve transparency. He was decisive, fair, and methodical, introducing a number of transformative and innovative improvements that helped the NomCom process flow more smoothly than in previous years.

Despite the intense scrutiny surrounding this year’s process, Tom handled the challenges effectively and maintained a strong focus on timelines, objectives, and constructive collaboration. He balanced efficiency with meaningful discussion, allowing delegates to contribute while keeping the process on track. When issues arose, he worked respectfully with the group to identify solutions and move forward.

Summary of Responses Indicating Need for Improvement:

Tom’s management style was viewed by some as slightly aloof at times. This may have reflected his experience leading a large organization, where he was accustomed to working through managers rather than directly with implementers. In the NomCom environment, where there was less middle management structure and more direct interaction with staff, this may have created some challenges in fully understanding staff needs and perspectives. However, this did not significantly impact the overall process.

There was also feedback that Tom showed a strong interest in using AI tools and may have placed a high level of emphasis on incorporating AI into NomCom processes. Some felt that this reflected a strong preference toward AI adoption and suggested the need to continue balancing innovation with consideration of other approaches.

Operating Style (“how” he/she gets things done):

Summary of Positive Comments:

Tom demonstrated strong time management skills throughout the NomCom process. He was efficient with meeting time, allowing space for important comments and discussion while also recognizing when conversations were no longer productive and bringing them to a close.

Through strong preparation and coordination with ICANN Staff and the leadership team, Tom helped ensure that the group stayed on track and met deadlines, sometimes completing work ahead of schedule.

Summary of Responses Indicating Need for Improvement:

Some felt that Tom’s communication style could occasionally make it difficult to understand his thinking or expectations. At times, he was perceived as somewhat aloof, which created uncertainty for some delegates about the direction he wanted the group to take.

There was also feedback that Tom’s focus on moving the process forward quickly, combined with his willingness to allow everyone an opportunity to speak, could sometimes create challenges with meeting management. In some cases, discussions became difficult to control, leading to longer meetings and a loss of focus.

Nominating Committee Leadership Evaluations – 2026 Thomas Barrett (Chair)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
51.4	4.9	4.9	4.1	4.6	4.4	4.6	4.9	4.7	4.9	4.8	4.6

Meanings of the Rating Scores:

Overall Ratings

The Evaluation provides for a maximum overall score (the highest possible) of 55 – which would mean the Nominating Committee Leader received “Strongly Agree” ratings on every question by all raters. Thus, the above listed score for each Nominating Committee Leader is out of 55 total possible points.

For example: Overall Score = 50. The Overall Score is 50/55 or 50 out of 55 total possible points.

Individual Question Ratings

Each of the 11 questions has a maximum rating of 5. The above listed scores for each question are a combined average from all individual evaluators. Thus, the above listed average score for each question is out of 5 total possible points.

For example: Q1 Score = 4.5. Q1 Score is 4.5/5 or 4.5 out of 5 total possible points.