Committee on Governance Annual Report
Academic Year 2016-17
Submitted May 25, 2017

The Committee on Governance met 29 times during the 2016-2017 academic year. The issues addressed by the committee are grouped by category and described below.

Elections and Appointments:

1. COG elected Prof. Liz Ryder as Secretary. Prof. Ryder served as Secretary during fall 2016. COG elected Prof. Len Albano as Secretary for the remainder of the academic year.

2. COG appointed Prof. Gaudette (BME) as its representative on (and automatically the Chair of) the Conflict of Management Committee (CMC). Prof. Adams (BBT) was chosen as the alternate member of the CMC.

3. COG appointed Prof. Dempski (CBC) as its representative on the Judicial Appeals Board.

4. COG conducted the election of three faculty members to serve on the Dean of Arts and Sciences search committee. Profs. Boudreau (HUA), Scarlata (CBC), and Weekes (MA) were elected. On behalf of COG, Profs. Dominko and Richman also met with President Leshin and Provost Bursten to collaborate on Pres. Leshin's two appointments (Dean Soboyejo and S.V.P. Tichenor), Provost Bursten's appointment (Prof. Korkin), and COG's appointment (Prof. Tuzel) to the search committee. Prof. Weekes and S.V.P. Tichenor were chosen to serve as co-Chairs of the search committee.

5. COG nominated two full Professors to serve the final year of Prof. Burnham's term as a Faculty-appointee on the Board of Trustees' Academic Planning Committee (APC). Prof. Burnham was replaced because the Board now requires that the Faculty-appointee on APC be a full Professor. The trustees selected Prof. Weekes (MA) as its one-year replacement on the APC.

6. COG nominated two faculty members for each vacancy on the Board of Trustees' Academic Planning Committee (APC), Budget and Finance Committee (BFC), Facilities and Infrastructure Committee (FIC), Student Affairs Committee (SAC), and Marketing Committee (MC). Prof. Dominko obtained statements of interest from each faculty member and Prof. Richman forwarded the information to President Leshin for the Trustees who selected the new committee members at their May 11-12 meeting. The trustees selected: Prof. Loiacono (FBS) for the APC, Prof. Gaudette (BME) for the BFC, Prof. Spanagel (HUA) for FIC, and Prof. Elgert (SSPS) for SAC. Due to structural changes involving the MC, the selection of new members to that committee has not been finalized.

7. The Secretary of the Faculty conducted the nomination and election process for new members of COG, CTAF, and COAP. For COG: Prof. Spanagel (HUA) was elected to fill the remainder of Prof. Ryder's term; Prof. Roberts (CHE) was elected to serve a full three-year term (academic years 2018-2020). For CTAF: Profs. Deskins (CHE) and Iannacchione (PH) were elected to four-year terms (2018-2021). For COAP: Profs.

Loiacono (FBS), McNeill (ECE), and Weathers (BBT) and were elected to three-year terms (2018-2020).

8. COG solicited campus-wide faculty interest in serving on the remaining standing governance committees (CAO, CAP, CGSR, FAP, UOAC, CASL, FRC, and CHB), prepared a full ballot for all such committees, and conducted the elections.

9. COG discussed possible strategies that would make it more attractive for faculty members to serve on CTAF and COAP. These strategies included granting release time, encouraging departments to place increased value on such service, and increasing the number of members on CTAF and COAP to reduce the workload for each committee member.

10. COG re-appointed Prof. Miller (FBS) as its representative to FAP and Prof. Gaudette (BME) as the Chair of the Conflict Management Committee (CMC) for 2017-18. COG appointed Prof. Dominko (BBT) as an alternate to the CMC, and Prof. Karanjgaokar (ME) as its representative on the Educational Development Council (EDC).

11. COG appointed Prof. Paffenroth (MA) as its liasion on the Committee on Information Technology Policy (CITP) and worked with Prof. El-Korchi (CEE, FAP Chair) to solicit interest from continuing NTT faculty members to serve as liaisons to the Fringe Benefits Committee (FBC). The continuing NTTs (who get selected by FAP and by COG) are to be appointed for three-year terms of service (2018-2020) on FBC.

Faculty Evaluations of Administrators:

1. COG conducted Faculty evaluations of the following administrators: Provost Bursten, Dean Ginzberg (FBS), SVP Tichenor, and VP Flavin (Acad. and Corp. Engag.). In collaboration with these administrators, the survey formats were significantly revised to better align in more detail with each administrator's job responsibilities. Numerical results were disseminated to the Faculty, numerical results and anonymous comments were shared with each administrator, and results (numerical and comments) for all four administrators were shared with President Leshin and Jack Mollen (Chair, WPI Board of Trustees).

2. COG agreed that in 2017-18 the Faculty would conduct evaluations of the following administrators: President Leshin, Dean Soboyejo (Eng), Dean Heinricher (UGS), Dean Camesano (DoGS), VPR Vernescu, and EVP and CFO Solomon. If possible at the time, each administrator's roles and responsibilities will be included on the evaluation forms. Consistent with past practice, the Dean of IGSD will not be evaluated because the position is currently being filled on an interim basis.

Committee Structure and Memberships:

1. COG collaborated with FAP (with Prof. Dominko serving as the liaison between FAP and COG) on proposing a change in the membership of FAP to allow any one of the four faculty members (including the member appointed by COG) on FAP to serve as Chair of the Fringe Benefits Committee (FBC). This modification was approved by the Faculty at its October 14, 2016 meeting.

2. COG met with Prof. Humi (MA, CAP Chair) on one occasion and with Profs. Mathews (BBT, UOAC Chair) and Olinger (ME, CAP) on another, and collaborated with the Committee on Academic Policy (CAP) and the Undergraduate Outcomes Assessment Committee (UOAC) to propose a change to the membership of the UOAC to include the Director of Institutional Research as a voting member, to allow CAP to appoint a faculty member to the UOAC who was not a member of CAP, and to add IGSD to one of the three departmental groupings from which Faculty are elected to serve on UOAC. These modifications were presented by COG and CAP at the March 16, 2017 and April 13, 2017 Faculty meetings and were approved by the Faculty on April 13, 2017.

3. COG received a request from the Online Steering Committee (OSC) to make the OSC a standing Faculty committee. Based on the overlap between the responsibilities of the Academic Technology Center (ATC) and the mission of the OSC, COG instead suggested that to avoid duplication of effort, the OSC should work closely with the ATC to bring all relevant matters to the appropriate faculty committees (CAP, CAO, CGSR, COG, and CITP) for consideration and approval.

4. COG made progress on drafting updates to the language for the Faculty Handbook describing the duties and responsibilities of the Committee on Governance. The proposed changes will be further refined and presented to the Faculty for its approval in 2017-18.

Academic Promotions Issues and Actions:

1. COG discussed ideas for a new set of promotion criteria that focused on each candidate's overall contribution to the success of the University. The main principle was to progress beyond the usual categories of teaching, scholarship, and service by recognizing that elements of all of these activities contribute broadly to the mission of the University. These ideas were shared by COG with COAP at a COAP meeting on September 7, 2016.

2. COG proposed revisions to the Faculty Handbook description of the Committee on Appointments and Promotions. The proposal included the following revisions: increasing the number of COAP members from six to seven; introducing a Joint Promotion Committee for each promotion case; including the Nominator and Advocate as non-voting members of the Joint Promotion Committee; establishing a recusal mechanism for members of COAP on the Joint Promotion Committees; conducting the COAP elections in a manner and time used for CTAF elections; and requiring that COAP and COG collaborate on proposing future changes to the criteria for promotion from associate to full professor and for promotion of NTT faculty members. The proposal preserved the current possibility of a path to promotion from associate to full professor without Departmental involvement. The revisions were presented by COG at the December 16, 2016 and January 19, 2017 Faculty meetings and were approved by the Faculty on January 19, 2017.

3. COG proposed that a joint COG/COAP subcommittee be formed to develop proposals for new TTT promotion criteria and procedures. Ultimately, COG and COAP formed a working group charged instead with drafting proposals for professional mentoring for promotion of tenured and continuing NTT faculty members, modifications to promotion criteria for continuing NTT faculty members, and revisions to the appointment and

reappointment policies for Professors of Practice. The following faculty members were selected to serve on the working group: Prof. Albano (CEE); Prof Aravind (PH); Prof. Brisson (HUA); Prof. Heilman (CBC); Prof. Roberts (CHE); Prof. Skorinko (SSPS); and Prof. Wulf (FBS). Following his election to COG, Prof. Spanagel volunteered to serve on the working group. COG received updates on the progress of the working group from Profs. Albano, Spanagel and Roberts. The goal is for the working group to formulate proposals with input obtained from campus-wide discussions in fall 2017.

4. COG received a letter signed by 24 concerned Faculty members requesting that "…the process of revision to the promotion criteria be slowed down to allow for opportunities for faculty members to meaningfully engage with the proposed revisions." COG believed that the broader faculty sentiments needed to be respected and urged COAP to consider the request.

5. COG met with Prof. Hoffman (ME, FRC Chair) and collaborated with the Faculty Review Committee (FRC) to propose modifications to FRC's charge and operational procedures to add a mechanism for appeals of negative promotion decisions for TTT and continuing NTT faculty members. The grounds of the appeal are for alleged violations of academic freedom, improper procedure, or discrimination. The proposal was presented by COG and FRC at the April 13, 2017 and May 9, 2017 Faculty meeting and was approved by the Faculty on May 9, 2017.

Strategic Issues:

1. COG discussed the extent to which faculty members are engaged in the execution of the Strategic Plan and reached a consensus that faculty involvement should be substantive rather than symbolic.

2. COG requested that Provost Bursten provide clear descriptions of the roles, responsibilities, lines of authority, and budgets for the Deans and the Vice Provost for Research. The descriptions should also outline the interfaces between the administrators identified. The Provost set a goal of providing a draft document to COG (with its input) by the end of February 2017. Provost Bursten is working on a more complete description of the roles and responsibilities of the deans, which will be presented in the Fall.

3. COG requested that Provost Bursten develop a strategy for growth of the Faculty to achieve institutional goals (including credit delivery and research expenditures) with consideration given to resources available, and with attention paid to current constraints and possible strategies for overcoming them. The goal was to complete the work in time to incorporate it into COG's TTT/NTT report to the Faculty on March 16, 2017. A subcommittee (consisting of Profs. Gaudette, Loiacono, and Ryder) was formed to work with Provost Bursten on this issue. Prof. Ryder was later replaced by Prof. Richman on the subcommittee. COG spent parts of several meetings discussing considerations given to this issue by the Provost and by the subcommittee. However, the development of a growth strategy was not completed by the conclusion of the academic year.

4. COG prepared the annual report to the faculty on TTT/NTT Teaching Distribution at WPI, which continued to demonstrate a conflict between the academic credits delivered by TTT Faculty and the commitment of the TTT Faculty to deliver a significant majority

of WPI's credits. In AY2016, the percentage of credits delivered by NTT faculty was greater than that delivered by TTT faculty. COG also reported to the faculty the changes in the number of faculty as of the annual October 1 census date. The number of NTT increased by 12 plus part time NTT (total increase of 16 full time equivalent faculty), although there were no NTT faculty lines in the AY2017 budget. This was in contrast to a decrease of 3 TTT faculty. In this context, COG discussed the need to significantly grow the size of the TTT Faculty (by 40 to 50 additional faculty members) and the resource- and space-constraints that need to be overcome in order to so. For the first time, the TTT/NTT report also included a detailed breakdown of the credits (off-campus and on-line) currently attributed to CPE. Because the Provost and the COG subcommittee on Faculty growth had not presented a growth plan to COG, the COG TTT/NTT report to the Faculty did not include such a plan. The report was given by the Secretary of the Faculty at the March 16, 2017 Faculty meeting.

5. COG discussed possible mechanisms by which WPI could provide professional administrative development opportunities for faculty members that would tap into existing talent on campus to advance the strategic goals of WPI. Such opportunities included establishing short-term Assistant or Associate Dean positions with specific goals to be achieved. COG met with Dean Oates (A&S), Dean Camesano (DoGS), Dean Heinricher (UGS), and VPR Vernescu to discuss these ideas.

Faculty Policies:

1. COG invited Profs. Clark (HUA) and Demetry (ME) to discuss the status of updates to the policy for stopping the tenure clock. At the same meeting, COG finalized language related to proposed modifications to and clarifications of the policy related to stopping the tenure clock (Faculty Handbook, Part 2, Section 1.A). The changes were presented by COG and approved by the Faculty at its September 8, 2016 meeting.

2. COG collaborated with Prof. Vernescu (VPR), Gabe Johnson (Assoc. Dir Post-Award & Compliance), and Jon Bartelson (Chief Compliance Officer) to update WPI's Conflict of Interest Policy. The revised policy was presented by Prof. Vernescu for further feedback at the December 16, 2016 Faculty meeting, and it was approved by the Board of Trustees at their February 22-24, 2017 meeting.

3. COG met with Prof. Shue (Chair, Committee on Information Technology - CITP), who explained CITP's endorsement of WPI's IT decision to migrate faculty/staff email to Microsoft Office 365 on October 18, 2016. COG encouraged CITP to make the reasons for and the logistics of the migration clear to the Faculty. Prof. Shue provided details of the migration at the October 14, 2016 Faculty meeting.

4. COG considered a motion from CITP to update the existing myWPI policy to reflect the change to Canvas as our learning management system. The existing policy is not consistent with the change to Canvas because it explicitly refers to and includes terminology from myWPI. The motion also proposes changes in policy related to the retention of course sites. COG concluded that more discussion is needed and did not act on the proposal.

Respectfully submitted,

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