

Overview: The Committee on Governance met 29 times during the 2018-19 academic year. The following summary of COG activities for the year is organized by category, with descriptions of each item provided below.

### **A. COG Priorities and Major Policy Issues Addressed in 2018-19:**

1. **Laying out an Agenda.** In its first meeting, COG prepared a list of key items that committee members hoped to address during the year. The list included some unfinished business from previous years, major policies due for revision, as well as strategic matters about which WPI needed attention from the faculty:

- WPI's Academic Administrative Structure
- Mentoring and Professional Development of Professors at the Associate Level
- Status of NTT Faculty Members
- Undersupply of TTT Faculty
- Global School
- Faculty Conduct Policy

2. **WPI's Academic Administrative Structure.** For the third year in a row, 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. To date, COG has not received any written description of the Deans' roles and responsibilities.

3. **Mentoring and Professional Development of Professors at the Associate Level.** As a result of a two-year collaboration between COG, COAP, and the COG-COAP Joint Working Group on Promotion<sup>1</sup>, COG and COAP jointly proposed a new section to be added to the Faculty Handbook, Section 1 (Policies Regarding the Status of the Faculty), Subsection E, containing new guidelines for Mentoring and Professional Development of Professors at the Associate Level. At its October 4, 2018 meeting, the WPI Faculty approved the final proposal, which describes the composition of mentoring teams for each participating faculty member, preparation of individual professional development plans, training for mentors, expectations regarding the frequency of meetings among the mentorship teams, and provisions for confidentiality in reporting.

4. **Status of NTT Faculty Members.** COG received periodic updates from members of a 2018-19 task force appointed by Secretary of the Faculty Dominko on the status of NTT faculty. The NTT Status Task Force gathered data on NTT status and practices across WPI's various departments and programs, solicited feedback from two open meetings with NTT faculty, and considered several options to improve the job security of WPI's NTT faculty members. [For concrete steps taken toward ameliorating NTT Status in WPI's faculty governance, see also items A.6 (page 2) and D.3 (page 5).]

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<sup>1</sup> The following faculty members served on the joint COG-COAP working group in 2018: Prof. Albano (CEE); Prof. Brisson (HUA); Prof. Heilman (CBC); Prof. Roberts (ChE); Prof. Skorinko (SSPS); Prof. Spanagel (HUA); Prof. Weathers (BBT); and Prof. Wulf (FBS).

**5. Undersupply of TTT Faculty.** For several years running, COG had asked Provost Bursten to articulate a strategy for growth of the TTT 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. At the September 13, 2018 Faculty meeting, President Leshin informed the faculty that she and the Board of Trustees were developing an institutional growth plan to reach 300 TTT faculty members and a plateau level of 5000 undergraduates within the next five years.

The annual TTT/NTT teaching distribution analysis for 2017-18 disclosed further erosion<sup>2</sup> away from the Faculty-approved expectation that the number of TTT faculty members be sufficient to deliver a significant majority of the credit hours. Due to time constraints, COG delivered only a brief report to the faculty on the balance of credit hours delivered by TTT and NTT faculty at the May 2, 2019 Faculty meeting.

**6. Global School Proposal.** COG took an active role in the oversight and development of this proposal, in accordance with the Faculty Handbook's language regarding the creation, merging, realignment, or elimination of academic programs, sharing revisions with Provost *ad interim* Soboyejo between early November 2018 and the end of April 2019.

The Global School proposal was presented for discussion by Prof. Spanagel at the April 11, 2019 Faculty meeting. It was presented again for a vote by Prof. Boudreau, and was approved by the Faculty at the May 2, 2019 Faculty meeting.

In its second meeting, COG voted unanimously to make an exception to the Guidelines for Searches to Fill Academic Administrative Positions (Faculty Handbook - Part Two, Section 1.H), such that, when the search committee for the next Dean of the IGSD (or Global School) is formed, it be constituted "*with equal representation of TTT and NTT faculty members.*" [See also item D.3 (on page 5, below).]

**7. Faculty Conduct Policy.** The Conduct Policy Working Group<sup>3</sup> reconvened in the fall of 2018 to update the Faculty Conduct Policy. COG devoted portions of its fourth, seventh, eleventh, and twelfth meetings to responding to updates from the Conduct Policy Working Group. COG devoted the entirety of its thirteenth and fourteenth meetings to a line-by-line review and discussion of all proposed revisions to the general Faculty Conduct Policy.

A draft of the proposed new policy was presented for discussion by Prof. Richman at the January 10, 2019 Faculty meeting. COG reviewed all the feedback and concerns it then received, and discussed further necessary changes to communicate to the Conduct Policy Working Group during its sixteenth and seventeenth meetings. COG voted to approve a final version of the new policy at its eighteenth meeting. Prof. Richman presented the revised Faculty Conduct Policy once again for a vote, and it was approved at the February 7, 2019 Faculty meeting.

## **B. Other Policies:**

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<sup>2</sup> According to enrollment data provided for 2017-18, 46.7% of credits were delivered by TTT faculty (and 53.3% of credits were delivered by NTT faculty).

<sup>3</sup> The Conduct Policy Working Group was composed of: Prof. Boudreau (HUA); Prof. Dominko (Secretary of Faculty, BBT); and Prof. Richman (ME) representing the faculty and Marni Hall, Joan Szkutak, and Jack Mollen (Chairman of the Board) representing the Board of Trustees, with Mr. Bunis (the University Counsel) serving both as representative of the Administration and as liaison to the Board.

1. In its eighth meeting, COG discussed a proposal by the Department of Biology and Biotechnology to change its name to the Department of Biological & Biomedical Sciences. COG members approved the motion for inclusion on the agenda of the November 8, 2018 Faculty meeting, but the motion was withdrawn after the sponsors decided that more time was needed to address objections raised by other departments.
2. COG invited members of the Committee on Information Technology Policy (CITP) to attend its eleventh meeting to discuss updates to the policies for Academic & Research Computing User Accounts and for Research Data Retention. COG offered minor suggestions, and approved both policies (pending revision) for presentation at a future Faculty meeting. CITP revised both the draft policies and COG reviewed them in its twenty-fourth meeting. Both motions were slated for presentation to the Faculty at its April 11, 2019 Faculty meeting. The CITP Chair withdrew the motions from that meeting agenda to make further changes; COG expects them both to reappear at a future Faculty meeting.
3. In its nineteenth meeting, COG discussed a matter of concern reiterated by the Committee on Appointments and Promotions (COAP) regarding adherence to procedures for the reappointment of Professors of Practice (PoP). Although four Professors of Practice (PoP) were due for review this year, the materials required for review by COAP were submitted for only one of the four. Because reappointments of PoPs are handled by the Provost's office, COG recommended that the Provost's office institute a system of regular (annual) notification to PoPs and their Department Heads regarding the various steps of the departmental review, COAP review, and reappointment process, indicating where each PoP stands in that schedule each year.
4. In its twenty-third meeting, COG discussed a motion from the Committee on Tenure and Academic Freedom (CTAF) regarding the situation created when a faculty member is hired into a program that cuts across departmental lines. COG reviewed a draft proposal from CTAF to form a "Program Tenure Committee" to replace the Departmental Tenure Committee in this case. COG will work with CTAF in fall 2019 to finalize a proposal that clearly defines the Program Tenure Committee and how Joint Tenure Committees should be formed.

### **C. Faculty Elections and Appointments:**

1. In its first meeting, COG elected Prof. Richman as Secretary for the fall semester. In its fifteenth meeting, COG elected Prof. Kristin Boudreau as COG Secretary for spring 2019.
2. In its first meeting, COG also reviewed a slate of faculty nominees to recommend for faculty vacancies on Board of Trustee committees. COG formally approved two nominees for each Trustee Committee vacancy and sought to convey these recommendations to the Board, per Board-approved procedures as outlined in the Faculty Handbook. Contrary to these procedures and established past practice, however, the Board chose from nominees provided by the Deans (of Engineering, Arts and Sciences, and Business) instead of those provided by COG. The Board appointed the following faculty representatives to two-year terms (2018-20): Prof. Sullivan (ME) for Academic Planning; Prof. Roberts (ChE) for Facilities and Infrastructure; Prof. Miller (FBS) for Budget and Finance; Prof. Fischer (ME) for Economic Impact; Prof. Rolle (BME) for Student Affairs; and Prof. Huang (ECE) for the Technology Task Force.
3. In its second meeting, COG appointed Prof. Shue (CS) as its representative on (and automatically the Chair of) the Conflict of Management Committee (CMC) for 2018-19. Prof. Kazantzis (ChE) was chosen as the alternate member of the CMC for 2018-19. In COG's twenty-ninth meeting, COG appointed Prof. Kazantzis (ChE) as its representative on (and automatically the Chair of) the Conflict of Management

Committee (CMC) for 2019-20. Prof. Notarianni (FPE) was chosen as the alternate member of the CMC for 2019-20.

4. In its second meeting, COG appointed Prof. Koutmos (FBS) for a 3-year term (2018-21) and appointed Prof. Wodin-Schwartz (ME) to complete the remainder of a term (2018-20) on the Fringe Benefits Committee (FBC). In COG's twenty-ninth meeting, COG appointed Prof. DiMassa (HUA) for a 3-year term (2019-22) on FBC.

5. In its third meeting, COG appointed Prof. Faber (HUA) to serve a vacated position on COAP for the balance of the current academic year (2018-19); the next cycle of faculty elections would determine who would serve the remaining years of the unexpired COAP term.

6. In its fourth meeting, COG appointed Prof. Rao (ME) for a two-year term (2018-20) and Prof. Shivkumar (ME) for a one-year term (2018-19) to the Judicial Appeals Board. In its twenty-ninth meeting, COG appointed Prof. Sarkis-Martins (MA) for a two-year term (2019-21) to the Judicial Appeals Board.

7. During C-term 2019, the Secretary of the Faculty conducted the nomination and election process for new members of the Committee on Governance (COG), the Committee on Tenure and Academic Freedom (CTAF), and the Committee on Appointments and Promotions (COAP). For COG, Prof. El-Korchi (CEE) and Prof. Gaudette (BME) were elected to three-year terms (2019-22). For CTAF, Prof. Claypool (CS) and Prof. Olson (MA) were elected to four-year terms (2019-23). For COAP, Prof. Iannacchione (PH), Prof. Scarlata (CBC), and Prof. Wilcox (ChE) were elected to three-year terms (2019-22), while Prof. Faber was elected to fill the remainder of the unexpired term (2019-21).

8. During D-term 2019, COG solicited campus-wide faculty interest in serving on the remaining standing governance committees, prepared a full ballot for all such committees, and conducted the elections. For the Committee on Academic Operations (CAO), Prof. Cowlagi (ME) and Prof. Titova (PH) were elected to three-year terms (2019-22). For the Committee on Academic Policy (CAP), Prof. Hall-Phillips (FBS) and Prof. Weekes (MA) were elected to three-year terms (2019-22). For the Committee on Graduate Studies and research (CGSR), Prof. Demetriou (ME) and Prof. Korkin (CS) were elected to three-year terms (2019-22). For the committee on Financial and Administrative Policy (FAP), Prof. Fehribach (MA) was elected to a three-year term (2019-22). For the Undergraduate Outcomes Assessment Committee (UOAC), Prof. Bergendahl (CEE) was elected to a three-year term (2019-22). For the Committee on Advising and Student Life (CASL), Prof. Barton (HUA) and Prof. O'Cathain (MA) were elected to three-year terms (2019-22). For the Faculty Review Committee (FRC), Prof. P. Rao (ME) and Prof. Spanagel (HUA) were elected to three-year terms (2019-22). For the Campus Hearing Board (CHB), Prof. H. Higgins (FBS), Prof. Saeed (SPSS), and Prof. G. Smith (CS) were elected to two-year terms (2019-21).

9. During D-term 2019, COG conducted the election of three faculty members to serve on the Provost search committee. Prof. Heinricher (MA), Prof. Sullivan (ME), and Prof. Weekes (MA) were elected. On behalf of COG, Prof. Spanagel and Prof. Dominko also met with President Leshin to collaborate on Pres. Leshin's three appointments [Prof. Johnson (FSB), Prof. Rudolph (HUA), and V.P. Solomon] and on COG's appointment [Prof. Rundensteiner (CS)] to the search committee. Prof. Johnson and V.P. Solomon were chosen to serve as co-Chairs of the search committee.

10. In its twenty-ninth meeting, COG appointed Prof. Radzicki (SSPS) as its representative to FAP for 2019-20.

11. In its twenty-ninth meeting, the 2019-20 members of COG elected Prof. Gaudette to serve as their Chair for the coming academic year. They also elected Prof. Boudreau to serve as COG Secretary for fall 2019.

**D. Faculty Evaluations of WPI and of Selected Administrators:**

1. Continuing the annual practice and rotation of Faculty evaluation of administrators, four administrators were selected in turn -- Dean King (Arts and Sciences), Dean *ad interim* Rissmiller (Interdisciplinary and Global Studies Division), S.V.P. Tichenor (Enrollment & Institutional Strategy), and V.P. Flavin (Academic and Corporate Engagement). Each was invited to make a brief presentation at a Faculty meeting during C term 2019, describing how their administrative responsibilities intersect with the academic mission of the Institute.
2. During D-term 2019, COG conducted Faculty evaluations of WPI (using a refined set of institutional questions first piloted in spring 2018) and of the four selected administrators. In collaboration with each administrator, survey questions were revised to highlight those aspects of each administrator's job responsibilities most appropriate for faculty feedback.
3. For the first time, all full-time non-tenure track (NTT) faculty were invited to participate alongside all tenured and tenure-track (TTT) faculty in this evaluation process.
4. Numerical results for the WPI questions and for all four administrators were disseminated to all faculty members. Numerical results and a summary of comments were shared with each administrator. Results (both numerical and all raw comments) for the WPI questions, and results (both numerical and comment summaries) for all four administrators were shared with President Leshin and Jack Mollen (Chair, WPI Board of Trustees).
5. Provost *ad interim* Soboyejo investigated the possibility of integrating data from COG's Faculty Evaluations of Administrators into the 360-degree review process that V.P. for Talent/Chief Diversity Officer Jones-Johnson oversees.

**E. COG Self-Evaluation:**

1. Prof. Spanagel designed and distributed a committee self-evaluation Qualtrics questionnaire to all 2018-19 COG members following the final (twenty-ninth) meeting of the year. In addition to seeking critical feedback on meeting agendas, advance materials, the quality of discussion and deliberations, and the chair's facilitation, the evaluation solicited specific suggestions for what to continue doing, what to change or stop doing, as well as specific agenda items for the coming year. Prof. Spanagel will share the complete results of the evaluation with his successor, Prof. Gaudette.

Respectfully submitted by D. Spanagel, COG Chair (2018-19), on behalf of fellow 2018-19 COG members:

- L. Albano
- K. Boudreau, COG Secretary (C & D terms)
- T. Dominko, Secretary of the Faculty
- M. Elmes
- M. Richman, COG Secretary (A & B terms)

S. Roberts

W. Soboyejo, Provost *ad interim*