Ad Hoc Committee on Multi-Campus Faculty Development, Governance, And Integration

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Mission of Committee

- At the Executive Board meeting last Spring, our mission statement was given as:

  “As GT diversifies geographically, what hurdles, if any, are encountered in applying the policies and procedures for faculty governance as currently constituted in the Faculty Handbook?”

- We have interpreted this charge as one of looking at all issues related to faculty development, governance, and integration within a multi-campus institute.
Committee Members

- Yves Berthelot – ME, Director of GTL
- Molly Cochran – INTA, Study Abroad
- Monson H Hayes, Chair – Associate Director GTS
- Tom Horton – GTRI
- Jack Lohmann – Vice Provost for Institutional Development
- Howard Rollins – Associate Vice Provost for International Programs
- G.T. Zhou – ECE, Shanghai Program co-Director
- Chen Zhou – ISYE
GT as a Distributed Campus

- Georgia Tech is becoming geographically diverse as new “outposts” appear throughout the world.

- As GT extends its boundaries, it is important to understand and identify any issues related to faculty governance before problems arise.
Program Categories

- Each campus and each program is unique, and issues important to one may not be for another.

- Our Committee defined four Categories of programs and activities to consider:
  - Faculty on Rotation to GTx
  - Permanent GTx Faculty
  - Faculty in Study Abroad Programs
  - Research Faculty outside Atlanta
Faculty on Rotation to GTx

GT-Lorraine, GT-SJTU, GT-Singapore
Faculty on Rotation to GTx

- Connectivity to the Atlanta Campus
- Reappointment, Promotion, and Tenure
- Travel to GTA
- Residence Issues
Connectivity with Atlanta Campus

- **Travel Expense Forms**
  - Timely submissions, original receipts, foreign language, currency conversion.

- **Grade Submission**
  - Connectivity to OSCAR
  - Exam periods not aligned due to different calendars

- **Teaching Assessment and Student Evaluations**
  - Important for RPT, but requires student access to internet.

- **Research Project Collaboration – Colleagues and GRAs**
  - Should institute support current technologies to enhance capabilities to communicate with people on main campus? (MSM, Skype, Conference XP, Netmeeting, Polycom, international phones or phone cards.)

- **OCA and OHR**
RPT and Faculty Travel

- **Reappointment, Promotion, and Tenure**
  - What might be the effect on RPT for faculty at GTx for more than one term?
  - How will RPT committees view faculty participation in GTx? Supportive?
  - How should the Institute support faculty when critical resources at GTx are not in place?

- **Travel to GT-Atlanta**
  - Should the Institute or GTx support faculty visits to Atlanta campus?
  - Should there be a travel budget tied to length of stay away from Atlanta?
Residence Issues

- **Local Support**
  - What type of administrative and secretarial support should be provided? Culture issues.

- **Laboratory Facilities**
  - Should GTx facilitate obtaining use of labs in neighboring schools, universities, and companies

- **Support Infrastructure**
  - Equipment and technology such as computers, network connections, printers, and digital senders should be available to the faculty

- **Housing**
  - Faculty should be educated on what to expect

- **Medical Insurance**
  - Faculty must be educated on the issues of medical insurance and health care costs.

- **Orientation**
  - Faculty should be given an introduction to culture, educated on issues such as banking and schools for children.
Permanent GTx Faculty

GT-Savannah

With others on horizon, what have we learned?
Permanent GTx Faculty

- The Main Categories
  - Reappointment, Promotion, and Tenure
  - Organizational Structure
  - Faculty Hiring
  - Faculty Integration
  - Faculty Services
  - Distance Learning
  - International Issues

- For GTx there are two phases to consider:
  - Start-up phase when resources and infrastructure are being established, and recruiting of students and hiring of faculty is taking place, and the
  - Operational phase.
RPT Issues

- Faculty Evaluation
  - What are the guidelines for evaluation at GTx if:
    - Faculty have been in the start-up phase or
    - The mission of GTx differs from that of Atlanta?
  - What is the evaluation process?
  - Who writes evaluation letters?
  - What committees are local to GTx?
  - How does the RPT process tie back into Atlanta?

- Faculty Representation
  - An issue of concern for faculty at GTx is representation on RPT committees and faculty who are familiar with the GTx environment.
  - Video conference?
RPT Issues (cont.)

- **Location of Tenure**
  - Section 5.8 of the Faculty Handbook states that “Tenure resides at the institutional level.”

- **Faculty Home Unit**
  - Section 5.12 of the Faculty Handbook states:
    “The Faculty of a Department of Instruction is defined as those individuals who devote 0.38 or more EFT to that unit and have the rank of Regents Professor, Professor, Associate Professor, Assistant Professor, or Instructor.”
  - Money flow through Atlanta?

- **Joint and Courtesy Appointments**
At the heart of many faculty governance issues is the question:

“What is the organizational structure of GTx vis a vis the Institute?”

The administrative structure of the multi-campus institute will define many operations, such as

- Who GTx faculty report to,
- How GTx faculty are hired and evaluated,
- What the reporting chain is between units at GTA and GTx,
- What services Atlanta offers to GTx.

Should there be a “corporate” headquarters to manage all campuses?
- The campuses should be as cohesive set as possible – do not want to get into the “branch campus” mindset.
Faculty Hiring

Faculty Hiring Procedure

- Should candidates be interviewed by faculty and administration at both GTx and GTA?
  - For international campuses, is this feasible?
  - Should interviews be conducted using video conferencing?
- Which unit makes the hiring decision, GTx, GTA or both?
Faculty Integration

- **Seminars, Workshops, Faculty Meetings, Webcasts**
  - Ability of faculty to participate in Institute activities, to extent possible, is critical for campus integration.

- **Committee Membership**
  - Institute committees and the Academic Senate
  - School committees and Thesis committees

- **Faculty Rotations to GTA**
  - Should a process be put in place to formalize cross-campus rotations?
  - Viewed as extremely beneficial for GTx faculty development and integration.
Faculty Services

- What GTA services should GTx faculty expect and be provided?
  - Registration – Banner
  - Grades – Oscar
  - Admissions and Recruitment
  - OCA
  - OHR
  - WebCT
  - Library – Lends
  - Software Licenses
Distance Learning

- **DLPE Support of DL Courses to/from GTx**
  - What should the support level be?
  - Who manages and maintains DL classrooms at GTx?
  - What is the financial model for the participating units and DL instructors?
  - What commitments must the Atlanta units make to support the course needs of GTx?
International Issues

Money
- Faculty salaries – GTA salaries in India and China?
- Faculty moving from GTA to an International GTx and vice versa.
- Research dollars - $100k in Atlanta supports 2 GRA’s, same amount in India supports 10.
- Movement of money between GTA and GTx.

Benefits
- Health care. Is insurance offered by GTA or is coverage from local company?
- Disability

Taxes, IP, Grants and Contracts
Faculty in Study Abroad Programs

Argentina, Australia, Brazil, Chile, China, Denmark, Egypt, England, France, Germany, Japan, Korea, Mexico, Netherlands, New Zealand, Scotland, Singapore, Spain, Sweden, Switzerland, Turkey
+ 19 Summer Programs
Faculty in Study Abroad Programs

- **Connection with GT-Atlanta administrators and colleagues**
  
  Same issues as with Faculty on the Rotation model

- **Travel Expense Forms**
- **Submitting Grades**
- **Teaching Assessment and Student Evaluations**

- **Reappointment, Promotion, and Tenure**

  There is a general concern of the effect on RPT for faculty who are directors of Study Abroad Programs due to large amount of course planning (new every term) and site visit planning.
Research Faculty Outside Atlanta

GTRI
Research Faculty Outside Atlanta

- **Medical Insurance**
- **Promotion**
  - Off-campus research faculty do not have access to many professional activities and to faculty governance participation that can play a role in a successful promotion package.
- **Collaboration**
  - Increasing the capability to collaborate with on campus faculty in research initiatives remains problematic.
  - As the number of research faculty located off campus increases, we must continue to increase connectivity to ensure we remain as much of a single, “virtual” campus as possible.
Research Faculty: Foreign Country

- **Export control**
  - Issues under new ITAR regulations may directly affect research that can be undertaken.

- **HR laws and statutes of foreign country**
  - Wage administration, discrimination, employment practices – important if GT has separate HR system are hires locally
  - Disability or death in foreign country, workman’s compensation issues.

- **Educational assistance**
  - Researchers who continue to pursue an MS or Ph.D.

- **Periodic trips back to Atlanta**

- **Consulting and/or teaching**
Recommendation

- Have a central office on the Atlanta campus to address issues/problems, disseminate information.
- There is often a need for faculty to be able to get in touch with someone by phone and/or email and get a timely response.