

**THE GEORGE WASHINGTON UNIVERSITY**  
Washington, D.C.

The Faculty Senate

September 4, 2008

The Faculty Senate will meet on Friday, September 12, 2008, at 2:10 p.m. in the State Room, 1957 E Street, N.W., 7<sup>th</sup> Floor

**AGENDA**

1. Call to order

2. IN MEMORIAM:

Professor Phillip D. Grub, Aryamehr Professor Emeritus of Multinational Management

3. Approval of the minutes of the regular meeting of May 9, 2008, as distributed

4. Resolutions

**A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE (08/2):**

Professor Charles A. Garris, Jr., Chair, Committee on Professional Ethics and Academic Freedom (The Resolution is attached.)

5. Introduction of Resolutions

6. Response of the Administration to Senate Resolutions for the 2007-08 Session (Administration's Response and Resolutions are attached.)

7. Presentation on the Employee Assistance Program: Dr. Lee Smith, Director of the University Faculty/Employee Assistance Program

8. Presentation on Alumni Relations and opportunities for faculty involvement: Dr. Adrienne A. Rulnick, Associate Vice President for Alumni Relations and Development

9. General Business:

(a) Nominations for election to Senate Standing Committees:  
University and Urban Affairs: Christine J. Zink, Co-Chair  
Appointment, Salary and Promotion Policies: Ravi S. Achrol, Ellen M. Dawson, Margaret M. Plack; Research: Fatah Kashanchi

(b) Nomination for appointment by the by the Board of Trustees to the following Committee: Trustees' Committee on External Affairs: Christine J. Zink, Co-Chair, Senate Committee on University and Urban Affairs

- (c) Report of the Executive Committee: Professor Arthur E. Wilmarth, Jr., Chair
  - (d) Annual Reports of Senate Standing Committees: Faculty Senate Executive Committee; Athletics and Recreation, Honors and Academic Convocations, Physical Facilities, and University and Urban Affairs (the Reports are attached)
  - (e) Chair's Remarks
10. Brief Statements (and Questions)
  11. Adjournment

*Elizabeth A. Amundson*  
Elizabeth A. Amundson  
Secretary

Attachments

Enclosures

**A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH  
REGARD TO THE COMPOSITION OF THE FACULTY SENATE AND THE  
FACULTY SENATE EXECUTIVE COMMITTEE (08/2)**

**WHEREAS**, as codified in 1987, Article III, Section 2, subsection (a)(3) of the Faculty Organization Plan provided that the Faculty Senate consisted of twenty-six members, of which nine members (34.6%) were elected by the full-time faculty members of the Columbian College of Arts and Sciences (CCAS); and

**WHEREAS**, as a result of subsequent amendments to Article III, Section 2, subsection (a)(3) of the Faculty Organization Plan, the Faculty Senate has grown from twenty-six to twenty-eight members, but the number of members elected by CCAS faculty has remained at nine; and

**WHEREAS**, the full-time faculty of CCAS has accounted for approximately 40-45% of the University's full-time faculty during the past two decades: and

**WHEREAS**, the Faculty Senate believes that, effective on May 1, 2009, the size of the Faculty Senate should be increased to thirty members and the number of members representing CCAS should be increased to eleven members (36.6% of the full Senate), so that the proportion of Senate members representing CCAS will be closer to the proportion stipulated in the 1987 codification of the Faculty Organization Plan; and

**WHEREAS**, Article III, Section 5, subsection (b) of the Faculty Organization Plan currently provides that the Faculty Senate Executive Committee consists of eight faculty members of the Faculty Senate. However, a technical amendment is needed to conform the text of the fourth sentence of Article III, Section 5(b) to the present size of the Executive Committee; **NOW, THEREFORE**,

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE  
WASHINGTON UNIVERSITY**

- (1) That the first sentence of Article III, Section 2, subsection (a)(3) of the Faculty Organization Plan be amended to read as follows, effective as of May 1, 2009:

“The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, eleven; the Graduate School of Education and Human Development, the School of Engineering and Applied Science, the School of Business, the School of Medicine and Health Sciences, and the Law School, three each; and the Elliott School of International Affairs and the School of Public Health and Health Services, two each.”

- (2) That the fourth sentence of Article III, Section 5, subsection (b) of the Faculty Organization Plan be amended to read as follows:

“The Chairman shall be elected first by the Senate; and the Senate shall thereafter elect the other seven elective members of the Executive Committee, subject to the restriction that the Executive Committee may not include two or more members who have been elected to the Senate by the same school or faculty group.”

- (3) That the President, as Chair of the Faculty Assembly, is requested to place on the agenda of the Faculty Assembly at its meeting on October 3, 2008, the foregoing proposed amendments to the Faculty Organization Plan.
- (4) That, upon approval by the Faculty Assembly, the President is requested to forward the foregoing proposed amendments to the Faculty Organization Plan for final approval by the Board of Trustees as soon as conveniently possible.

Faculty Senate Committee on Professional Ethics and Academic Freedom  
August 11, 2008

**RESOLUTIONS 2007-08 SESSION**

	Date of Meeting	Title of Resolution	Action	Response of Administration
07/1	5-11-07	A Resolution of Appreciation (for Stephen J. Trachtenberg)	Adopted 5-11-07 Transmitted to President's Office 5/07	Response already received. The sentiments are received with gratitude and reciprocated in kind.
07/2	9-7-07	A Resolution to Amend the <i>Faculty Organization Plan</i> With Regard to the Composition of the Faculty Senate	Adopted 9-7-07 Transmitted to President's Office 9/07	Administration concurred with Resolution 07/2; thus an identical Resolution, Resolution FA-07/1, was considered and adopted by the Faculty Assembly on 9-10-07
FA-07/1 (Faculty Assembly)	9-10-07	A Resolution to Amend the <i>Faculty Organization Plan</i> With Regard to the Composition of the Faculty Senate	Adopted 9-10-07 Transmitted to the Board of Trustees via the President's Office	Approved by the Board of Trustees 10/07
07/3	9-7-07	A Resolution on Establishing a Steering Committee for Undergraduate Curriculum Review	Adopted 9-7-07	<i>Resolution 07/3 accepted. The Chair of the Faculty Senate Executive Committee and the EVPAA appointed and charged the committee by memo on 26 November 2007.</i>
07/4	12-14-07	A Resolution Concerning Secondary Appointments For Regular, Active-Status Faculty Members (07/4)	Remanded to Committee with amendments 12-14-07	No response required; included for information only. See Resolution 07/6 below.

RESOLUTIONS 2007-08 SESSION

	Date of Meeting	Title of Resolution	Action	Response of Administration
07/5	1-18-08	A Resolution to Amend the <u>Faculty Code</u> to Provide A Parental Childcare Leave Benefit	Adopted as amended 1-18-08	Forwarded immediately to administration. Approved by the Board of Trustees 2/8/08
07-6	3-14-08 4-11-08	A Resolution Concerning Secondary And Courtesy Appointments for Regular, Active-Status Faculty Members	Tabled, March 14, 2008  Adopted as amended 4-11-08	Response already received. Forwarded immediately to administration. Approved by the Board of Trustees 5/08
07-7	4-11-08	A Resolution of Appreciation (Lilien Filipovitch Robinson)	Adopted by acclamation 4-11-08	<i>President Knapp and his senior staff members thank Professor Robinson for her service to The George Washington University.</i>
08-1	5-09-08	A Resolution to Amend the Time Limitation on Reporting of Final Grades by Faculty Members	Adopted May 9, 2008 At first (May) meeting of the 2008-09 session; forwarded for administrative response with 2007-08 resolutions	<i>Resolution 08-1 is accepted. The time limit for reporting of final grades will be implemented as proposed – “five working days after the final examination.”</i>

**A RESOLUTION OF APPRECIATION ( 07/1)**

**WHEREAS, Stephen Joel Trachtenberg has served for nineteen years as President of The George Washington University with imagination and energy during a period of significant growth and transformation for the University, including the construction of new residence halls and academic buildings, a redesign of the Foggy Bottom campus, acquisition of the Mount Vernon campus, and further development of the Virginia Campus, and**

**WHEREAS, he has announced that he is leaving this position in July 2007 to become a member of the faculty, and**

**WHEREAS, the Board of Trustees of The George Washington University, in recognition of his achievements, has appointed him University Professor of Public Service;  
NOW, THEREFORE,**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY**

**That the Faculty Senate expresses its appreciation to Stephen Joel Trachtenberg for his many years of service to The George Washington University and his efforts to promote a wider recognition of the University's accomplishments throughout the nation and the world, and welcomes him as a faculty colleague.**

**\_\_\_\_\_/s/\_\_\_\_\_  
Lilien F. Robinson, Chair  
Executive Committee of the Faculty Senate  
May 11, 2007**

**SEAL**

**Adopted May 11, 2007**

**A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE (07/2)**

WHEREAS, the Faculty Organization Plan currently allocates a single seat in the Faculty Senate and on the Senate's Executive Committee to the School of Public Health and Health Services; and

WHEREAS, the Faculty Organization Plan, under Article II, Section 5, subsection (a), currently establishes a three-year consecutive term limit on membership on the Senate's Executive Committee; and

WHEREAS, limiting the School of Public Health and Health Services to a single seat on the Faculty Senate and on the Senate's Executive Committee may come into conflict with the above term limit, NOW, THEREFORE

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY**

(1) That Article III, Section 2, subsection (a) (3) of the Faculty Organization Plan be amended to read:

“The faculty members of the Senate shall be elected by and from their faculties as follows: Columbian College of Arts and Sciences, nine; the Graduate School of Education and Human Development, School of Engineering and Applied Science, School of Business, School of Medicine and Health Sciences, and the Law School, three each; the Elliott School of International Affairs and the School of Public Health and Health Services, two each.”

(2) That the President, as Chair of the Faculty Assembly, is requested to place on the agenda of the Faculty Assembly at its meeting on September 10, 2007 the proposed amendment to the Faculty Organization Plan; and

(3) That, upon approval by the Faculty Assembly, the President is requested to forward at the earliest opportunity the proposed amendment to the Faculty Organization Plan to the Board of Trustees for final approval, to become effective by January 1, 2008.

Executive Committee of the Faculty Senate  
August 24, 2007

Adopted September 7, 2007

**A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE (FA 07/1)**

WHEREAS, the Faculty Organization Plan currently allocates a single seat in the Faculty Senate and on the Senate's Executive Committee to the School of Public Health and Health Services; and

WHEREAS, the Faculty Organization Plan, under Article II, Section 5, subsection (a), currently establishes a three-year consecutive term limit on membership on the Senate's Executive Committee; and

WHEREAS, limiting the School of Public Health and Health Services to a single seat on the Faculty Senate and on the Senate's Executive Committee may come into conflict with the above term limit, NOW, THEREFORE

**BE IT RESOLVED BY THE FACULTY ASSEMBLY OF THE GEORGE WASHINGTON UNIVERSITY**

- (1) That Article III, Section 2, subsection (a) (3) of the Faculty Organization Plan be amended to read:

“The faculty members of the Senate shall be elected by and from their faculties as follows: Columbian College of Arts and Sciences, nine; the Graduate School of Education and Human Development, School of Engineering and Applied Science, School of Business, School of Medicine and Health Sciences, and the Law School, three each; the Elliott School of International Affairs and the School of Public Health and Health Services, two each.”

- (2) That, upon approval by the Faculty Assembly, the President is requested to forward at the earliest opportunity the proposed amendment to the Faculty Organization Plan to the Board of Trustees for final approval, to become effective by January 1, 2008.

Executive Committee of the Faculty Senate  
August 24, 2007

Adopted by the Faculty Assembly, September 10, 2007

**THE WORDING OF THE AMENDMENT PROPOSED BY FA 07/1 IS IDENTICAL TO THAT PROPOSED BY SENATE RESOLUTION 07/2, TO BE CONSIDERED AT THE SEPTEMBER 7, 2007 MEETING OF THE FACULTY SENATE**

**A RESOLUTION ON ESTABLISHING A STEERING COMMITTEE ON  
UNDERGRADUATE CURRICULUM REVIEW (07/3)**

**WHEREAS, During the 2006-2007 academic year the Faculty Senate and School faculties engaged in considerable discussion of the report of the Joint Administration/Faculty Task Force and its recommendation of the adoption of a 4x4 undergraduate curriculum “scenario;” and**

**WHEREAS, After reviewing a report and recommendations of a Special Committee of the Faculty Senate, which evaluated the Joint Task Force Report, the Faculty Senate adopted Resolution 06/5 on March 9, 2007, which recommended that the faculties of the several Schools should be given “a reasonable opportunity to undertake a comprehensive review of their respective curricula” prior to any decision by the University to adopt the 4x4 “scenario;” and**

**WHEREAS, Resolution 06/5 further stated that “the Faculty Senate urges the faculties of the several Schools, beginning in the Fall of 2007, to undertake a comprehensive curriculum review in their Schools, in collaboration with the incoming administration of President-elect Steven Knapp;” and**

**WHEREAS, Resolutions passed by School faculties were basically consistent with the conclusions and recommendations of Faculty Senate Resolution 06/5; and**

**WHEREAS, President Knapp has expressed the Administration’s support of a comprehensive review of the undergraduate curriculum and its accomplishment as a collaborative effort of the Deans, their faculties and the Faculty Senate; NOW, THEREFORE,**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY**

**That the Faculty Senate recommends the establishment of a Steering Committee on Undergraduate Curriculum Review, which should undertake a comprehensive review and evaluation of the University’s undergraduate curriculum and, based on that review, should issue recommendations for revisions to that curriculum consistent with the University’s stated aspirations for academic excellence, and**

**That the Steering Committee should consist of:**

- 1. Five Deans (Columbian College, the Elliott School of International Affairs, the School of Business, the School of Engineering and Applied Science, and the School of Public Health and Health Services), one of whom should serve as Committee Co-Chair, and**
- 2. Five faculty members, nominated by the Executive Committee for election by the Faculty Senate, one of whom to be designated as Committee Co-Chair, and**
- 3. Five faculty members, one from each of the foregoing Schools, elected by the faculty of the school and appointed by the Dean of the respective School.**

**BE IT FURTHER RESOLVED**

**That the Steering Committee should work in concert with each of the standing or specially established School Committees undertaking the comprehensive review of its School curriculum.**

**Executive Committee of the Faculty Senate  
August 24, 2007**

**Adopted, September 7, 2007**

**A RESOLUTION CONCERNING SECONDARY APPOINTMENTS FOR  
REGULAR, ACTIVE-STATUS FACULTY MEMBERS (07/4)**

**WHEREAS,** certain schools within the University have granted secondary appointments (sometimes called courtesy appointments) to regular, active-status faculty members who hold their primary appointments in other schools: and

**WHEREAS,** certain departments within a single school have granted secondary appointments to regular, active-status faculty members who hold their primary appointments in other departments within the same school;

**WHEREAS,** secondary appointments can encourage and facilitate interdisciplinary collaboration among faculty members from different schools or departments; and

**WHEREAS,** the Faculty Code does not refer to secondary appointments; and

**WHEREAS,** the Faculty Senate believes that it would be desirable to amend the Faculty Code to provide explicit authorization for secondary appointments; and

**WHEREAS,** the Faculty Senate believes that a secondary appointment should not confer any of the rights to participate in faculty governance that are provided under the Faculty Code and the Faculty Organization Plan;  
**NOW, THEREFORE**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE  
WASHINGTON UNIVERSITY:**

That the Faculty Code be amended by adding the following new subsection at the end of Article I.B.:

- 6. Secondary Appointments:** A faculty member holding a regular, active-status appointment in one department or school may be granted a secondary appointment (sometimes called a courtesy appointment) in another department or school for a ~~limited~~ specified renewable term. A secondary appointment shall require the recommendation of the appropriate faculty and officers of administration of the unit granting the appointment and shall comply with rules and procedures for secondary appointments established by the Vice President for Academic Affairs. A secondary appointment does not automatically confer any of the rights provided by the Faculty Code and the Faculty Organization

Plan to participate in faculty governance in the department or school that granted the secondary appointment, but the granting unit may confer governance rights with the approval of that unit's voting faculty. A secondary appointment terminates automatically upon expiration of its ~~stated~~-specified term or upon termination of the faculty member's regular, active-status appointment.

Faculty Senate Committee on Professional Ethics and Academic Freedom  
December 5, 2007

Remanded to Committee with amendments December 14, 2007

**A RESOLUTION TO AMEND THE FACULTY CODE TO PROVIDE A PARENTAL  
CHILDCARE LEAVE BENEFIT (07/5)**

- WHEREAS,** the Executive Vice President for Academic Affairs and the Chair of the Executive Committee of the Faculty Senate jointly appointed a Parental Leave Task Force to make recommendations for revising the University’s policies for childbirth and parental leave for regular, active-status faculty members: and
- WHEREAS,** on July 23, 2007, the Parental Leave Task Force issued a report (the “Task Force Report”) that presented two recommendations; and
- WHEREAS,** the second recommendation in the Task Force Report was a proposal to amend the Faculty Code and revise the Faculty Handbook to provide each regular, active-status faculty member who is the primary or coequal caregiver for a newborn or newly adopted child with a parental leave benefit, which would consist of one semester’s paid release from teaching and administrative duties, subject to certain terms and conditions; and
- WHEREAS,** the Task Force Report found that the recommended parental leave benefit was desirable because a full-time faculty member who becomes a parent of a newborn or newly adopted child should be allowed to devote a reasonable period of time to care for the child without suffering a career-related penalty and without incurring the financial cost of taking unpaid leave at a time when the faculty member’s household expenses have risen substantially due to the arrival of a new child; and
- WHEREAS,** the Task Force Report found that the recommended parental leave benefit was desirable because it would bring the University into line with parental leave policies at numerous institutions of higher education with which the University competes in attracting and retaining full-time faculty members; and
- WHEREAS,** the Task Force Report concluded that the recommended parental leave benefit was desirable because it would help to assure a family-friendly workplace for full-time faculty members and would encourage a more equitable gender balance within the full-time faculty; and
- WHEREAS,** the Chair of the Faculty Senate Executive Committee referred the Task Force Report to the Faculty Senate Committees on Administrative, Salary, and Promotion Policies (“ASPP”) and Professional Ethics and Academic Freedom (“PEAF”), and those Committees appointed a joint subcommittee (the “Subcommittee”) to review the Task Force Report and make recommendations for action by the Faculty Senate; and
- WHEREAS,** in response to the second recommendation of the Task Force Report, the Subcommittee prepared a proposed resolution that would amend the Faculty Code to provide a parental leave benefit to regular, active-status faculty members who become parents of newborn or newly adopted children or newly placed foster children;
- WHEREAS,** the Subcommittee’s proposed resolution was approved by the ASPP and PEAF Committees with the stipulation that the parental leave benefit for adopted or foster children should apply only to minor dependent children;
- WHEREAS,** the Faculty Senate believes that the Faculty Code should be amended to provide for the parental leave benefit recommended in the Task Force Report and endorsed (with revisions) by the ASPP and PEAF Committees; **NOW, THEREFORE**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE  
WASHINGTON UNIVERSITY:**

- (1) That the Faculty Code be amended by adding the following new section at the end of Article VI:

**D. Parental Childcare Leave:** A regular, active-status member of the faculty shall be entitled to parental childcare leave upon certifying that he or she will provide at least half of the child's care during the leave period, subject to the terms and conditions set forth in this section. Parental childcare leave shall include release from teaching responsibilities and service responsibilities for one semester with full salary and benefits, and such leave shall terminate within twelve months after a minor dependent child is born or adopted or enters the faculty member's home under a foster care arrangement. During such leave, faculty members shall continue providing thesis and dissertation advising to students whom they advised prior to the leave unless adequate alternative arrangements are made. For faculty members engaged in externally funded grant or contract related activities, parental childcare leave shall include release from responsibilities to the University, but shall not include release from responsibilities to the external funding sources unless alternative arrangements are approved by such sources. A regular, active-status faculty member is entitled to parental childcare leave for a maximum of two minor dependent children who are born or adopted or enter the faculty member's home as foster children after the starting date of the faculty member's appointment at the University. Parental childcare leave under other circumstances or for other faculty, including leave with full or partial salary, may be granted at the discretion of the Vice President for Academic Affairs, after consultation with the appropriate department chair (if applicable) and dean.

- (2) That, upon adoption by the University's Board of Trustees of the foregoing amendment to the Faculty Code, the Faculty Handbook should be revised to describe the parental childcare leave benefit set forth in that amendment.

Faculty Senate Committee on Appointment, Salary, and Promotion Policies  
January 15, 2008

Faculty Senate Committee on Professional Ethics and Academic Freedom  
January 16, 2008

**Adopted as amended January 18, 2008**

**A RESOLUTION CONCERNING SECONDARY AND COURTESY  
APPOINTMENTS FOR REGULAR, ACTIVE-STATUS FACULTY MEMBERS  
(07/6)**

**WHEREAS,** a small number of faculty members in the University hold joint appointments, and each joint appointment (i) provides the faculty member with a regular, active-status appointment in two or more schools or departments, and (ii) is separately budgeted in each school or department granting that appointment; and

**WHEREAS,** Article I.B.1. of the Faculty Code contemplates joint appointments, because the holder of a joint appointment receives a separate regular, active-status appointment from each participating school or department;

**WHEREAS,** certain schools and departments have also granted appointments that are not regular, active-status appointments to faculty members who hold regular, active-status appointments in other schools or departments within the University;

**WHEREAS,** such appointments are generally of two types – (i) appointments that confer specified governance privileges in the school or department granting the appointments (hereinafter referred to as “secondary appointments”), and (ii) appointments that do not confer any governance privileges in the school or department granting the appointments (hereinafter referred to as “courtesy appointments”);

**WHEREAS,** secondary and courtesy appointments can encourage and facilitate interdisciplinary collaboration among faculty members from different schools or departments; and

**WHEREAS,** the Faculty Code does not refer to secondary and courtesy appointments; and

**WHEREAS,** the Faculty Senate believes that it would be desirable to amend the Faculty Code to provide explicit authorization for secondary and courtesy appointments; and

**WHEREAS,** the Faculty Senate believes that a secondary or courtesy appointment should not automatically confer any of the rights to participate in faculty governance that are provided under the Faculty Code or the Faculty Organization Plan; and

**WHEREAS,** the Faculty Senate believes that a secondary appointment should confer one or more specified faculty governance privileges but such privileges should be approved by the regular, active-status faculty of the school or department granting that appointment; and

**WHEREAS,** the Faculty Senate believes that a courtesy appointment should not confer any faculty governance privileges; and

**WHEREAS,** the Faculty Senate believes that the terms, conditions, and designations of existing secondary and courtesy appointments should not be changed by the proposed amendment to the Faculty Code; **NOW, THEREFORE**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:**

That the Faculty Code be amended by adding the following new subsection at the end of Article I.B.:

- 6. Secondary and Courtesy Appointments:** A faculty member holding a regular, active-status appointment in one department or school may be granted a secondary or courtesy appointment in another department or school for a specified term. A secondary or courtesy appointment shall require the recommendation of the appropriate faculty and officers of administration of the unit granting that appointment and shall comply with rules and procedures for such appointments established by the unit granting that appointment and by the Vice President for Academic Affairs. A secondary or courtesy appointment is not a regular, active-status appointment and does not automatically confer any of the rights provided by the Faculty Code and the Faculty Organization Plan to participate in faculty governance in the unit granting that appointment. Unlike a courtesy appointment, a secondary appointment shall allow the faculty member to exercise one or more specified governance privileges in the faculty unit granting the appointment, but such privileges shall be approved by that unit's regular, active-status faculty. A secondary or courtesy appointment terminates automatically upon the expiration of its specified term or upon termination of the faculty member's regular, active-status appointment. This paragraph does not affect the terms, conditions, and designations of secondary and courtesy appointments in existence as of May 1, 2008.

Faculty Senate Committee on Professional Ethics and Academic Freedom  
March 27, 2008

Adopted, as amended, April 11, 2008

A RESOLUTION OF APPRECIATION (07/7)

WHEREAS, Lilien Filipovitch Robinson has earned the highest level of respect, gratitude, and admiration of the University community; and

WHEREAS, her term of service on the Executive Committee of the Faculty Senate has reached its statutory limit; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the following citation be issued:

Lilien Filipovitch Robinson has provided distinguished service as a member of the Faculty Senate for twenty-nine years. In addition, she has served on the Executive Committee for sixteen years and has chaired it for the last fourteen years of her service on the Committee. She has performed admirably in managing Senate affairs, providing stellar leadership tempered with great common sense as well as a sense of humor that is much appreciated by her colleagues. As required by Senate regulations, she vacates her seat on the Executive Committee after three years. The members of the Senate applaud her dedication to the concept of a strong faculty's role in university affairs, her willingness to serve in leadership positions, and her unfailing kindnesses to all of the colleagues with whom she works.

THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY  
HEREBY EXPRESSES ITS DEEPEST APPRECIATION AND GRATITUDE TO  
PROFESSOR LILIEN FILIPOVITCH ROBINSON  
FOR HER DISTINGUISHED SERVICE

  
Steven Knapp  
President

[SEAL]

Adopted by acclamation, April 11, 2008

**A Resolution to Amend the Time Limitation on Reporting of Final Grades by Faculty Members  
(08/1)**

- Whereas,** the quality of final examinations and overall course assessments by faculty members are dependent on the availability of adequate time for thoughtful consideration;
- Whereas,** the University is offering more writing-intensive courses, which require a substantial amount of additional grading time;
- Whereas,** the Faculty Senate recognizes that timely reporting of final grades by faculty members is essential so that the University can provide important academic and financial assistance services to students; **NOW, THEREFORE**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY**

**That the time limit for reporting of final grades by faculty members be changed from “72 hours” to “five working days after the final examination.”**

**Faculty Senate Educational Policy Committee, April 10, 2008**

**Adopted, May 9, 2008**

**ANNUAL REPORT**  
**of**  
**THE EXECUTIVE COMMITTEE OF THE FACULTY SENATE**

**2007-2008 SESSION**

During the 2007-2008 session the Executive Committee established the agenda for eight regular meetings of the Faculty Senate.

The Faculty Senate considered seven resolutions. Five were adopted without emendation, and one was adopted as amended. One resolution was remanded to Committee when initially presented. A revised version was subsequently presented and tabled. The final version was presented and approved as amended.

The administration's response to the resolutions is attached to this report. Six of the resolutions considered by the Faculty Senate are briefly summarized below.

**FACULTY SENATE RESOLUTIONS**

***“A Resolution to Amend the Faculty Organization Plan with Regard to the Composition of the Faculty Senate”***

Presented by the Executive Committee, this resolution provides for a second seat on the Faculty Senate for the School of Public Health and Health Services.

The addition of a seat was necessitated by term limits on the Executive Committee of the Faculty Senate. One representative from each school is elected for a one-year term. There is a three-year consecutive term limit. Because it had only one representative on the Faculty Senate, the School of Public Health and Health Services could not have continuous representation on the Executive Committee.

The resolution was approved by the Faculty Senate and, as required for changes to the Faculty Organization Plan, it was also approved by the Faculty Assembly.

***“A Resolution on Establishing a Steering Committee on Undergraduate Curriculum Review”***

This resolution is a follow up on a resolution the Faculty Senate adopted in March 2007. In that resolution the Senate recommended that the faculties of the several schools concerned with undergraduate education undertake a comprehensive review of their respective curricula rather than making any decisions on the proposed 4x4 curriculum “scenario.”

Presented by the Executive Committee, the resolution recommends the next step. It proposes a comprehensive curriculum review by the faculty and the academic deans of the five schools concerned with undergraduate education (Columbian College of Arts and Sciences, the

Elliott School of International Affairs, the School of Engineering and Applied Science, the School of Business, and the School of Public Health and Health Services).

The resolution was approved by the Faculty Senate.

***“A Resolution to Amend the Faculty Code to Provide a Parental Childcare Leave Benefit”***

Pursuant to the recommendations of the University’s Parental Leave Task Force which examined the University’s parental leave policies, the Joint Subcommittee of the Committee on Professional Ethics and Academic Freedom and the Committee on Appointment, Salary, and Promotion Policies reviewed the recommendations and presented a resolution on parental childcare leave.

The resolution endorses the conclusions of the Parental Leave Task Force and proposes amending the Faculty Code by adding a new section on parental childcare leave. This section specifies the circumstances, terms, duration, and benefits with respect to parental childcare leave available to regular, active-status faculty.

The resolution was approved by the Faculty Senate.

***“A Resolution Concerning Secondary and Courtesy Appointments for Regular Active-Status Faculty Members”***

Presented by the Committee on Professional Ethics and Academic Freedom, this resolution was drafted in light of the fact that the Faculty Code does not provide for secondary appointments between schools and between departments in the same school. Nevertheless, such appointments have been made and have increased in response to a general need for and emphasis on interdisciplinary research.

The resolution provides language for the Faculty Code which authorizes and regularizes secondary and courtesy appointments in departments and schools. It distinguishes between secondary appointments that grant governance privileges, as determined by the regular, active-status faculty, and courtesy appointments that do not provide such privileges.

The resolution was adopted as amended by the Faculty Senate.

***“A Resolution of Appreciation”***

Adopted by acclamation, this resolution was presented to Stephen J. Trachtenberg, President of the University.

### ***“ A Resolution of Appreciation ”***

Adopted by acclamation, this resolution was presented to Lilien F. Robinson, Chair of the Faculty Senate Executive Committee.

### **REPORTS**

The Executive Committee arranged for the presentation of seven reports to the Faculty Senate. These included the annual report of the College of Professional Studies (Dean Roger Whitaker), annual report of the School of Public Health and Health Service (Dean Ruth J. Katz), annual report on the composition of the faculty (Executive Vice President for Academic Affairs Donald R. Lehman), biennial report on women and faculty of color (Executive Vice President for Academic Affairs Donald R. Lehman), update on Square 54 and the Science and Engineering Complex as related to the 2008-2009 Budget (Executive Vice President and Treasurer Louis H. Katz), and update on emergency preparedness (Assistant Vice President for Public Safety and Emergency Management John N. Petrie).

In addition, the Executive Committee continued a process it instituted during the 2001-2002 session of presentation of school status reports by the deans. Accordingly, the Senate received a presentation from the School of Engineering and Applied Science (Dean Timothy W. Tong).

### **PERSONNEL MATTERS**

#### ***Grievances***

Three grievances were in process during the 2007-2008 session, one in the School of Engineering and Applied Science and two in Columbian College of Arts and Sciences.

The two cases in Columbian College are in mediation. The case in the School of Engineering was heard by a Hearing Committee of the Faculty Senate's Dispute Resolution Committee, which upheld the decision of the University. The decision of the Hearing Committee was upheld on appeal.

#### ***Nonconcurrences***

No administration nonconcurrences with faculty personnel recommendations were received by the Executive Committee.

During the 2007-2008 session the Faculty Senate considered and dealt with matters central to the success of the faculty role in governance at the University. The Executive Committee is most grateful to Faculty Senate members and the many colleagues throughout the University for their hard work, dedication and support. The Committee is appreciative of the time and effort extended by

President Knapp and Executive Vice President Lehman on the challenging issues of this session. The Executive Committee also extends very special thanks to Sue Campbell for her conscientious, effective, and cheerful assistance in the work of the Faculty Senate.

Respectfully submitted,

Lilien F. Robinson, Chair

Members of the Executive Committee:

Brian L. Biles  
Charles A. Garris, Jr.  
Ernest J. Englander  
Michael S. Castleberry  
Robert W. Rycroft  
Gary L. Simon  
Arthur E. Wilmarth, Jr.  
Richard A. Windsor

Enclosure

## REPORT OF THE FACULTY SENATE COMMITTEE ON ATHLETICS AND RECREATION

June 24, 2008

The Committee did not formally meet during the 2007-2008 academic year. There were two major reasons. First, no special issues arose that required action by the Committee or by the Senate. Second, the University has been preparing for the National Collegiate Athletic Association's ten-year, on-campus, evaluation of George Washington's intercollegiate athletic program and the Committee Chair has been deeply involved in the preparation of the self-study and other steps necessary for that event that will take place September 14-16, 2008.

The Committee Chair was asked by President Knapp to serve on the steering committee for the impending evaluation and was the chair of the subcommittee on governance matters, requiring a number of meetings with personnel involved in making policy decisions regarding the University's athletic enterprise.

One significant issue was the need to resurrect a university-wide committee to continuously consider matters of intercollegiate athletics, including academic performance of athletes as well as other issues such as the hiring of coaches, recruitment of athletes, and financial support. For the past few years only the Senate Committee on Athletics and Recreation has exercised any oversight over intercollegiate athletics (other than that normally exercised by administrative personnel). The Chair of that Committee discussed the propriety of utilizing the Senate Committee to cover the broad requirements of oversight with members of the Senate Executive Committee. It was agreed by all that the interests of the Senate differed from the needs for a special oversight committee that would cover the many phases of athletic administration. Of course the two committees would work side by side on matters involving items on the agendas of both.

Submitted by Jack Friedenthal, Acting Chair of the Senate Committee on Athletics and Recreation

**Annual Report of the Senate Committee on Honors and  
Academic Convocations  
Academic Year 2007/2008**

The Senate Committee on Honors and Academic Convocations met electronically on February 4, 2008, at the request of Marshall Jill Kasle. We approved a nomination for Mike McConnell to receive an honorary degree in 2008.

Sylvia A. Marotta, Chair

The George Washington University  
Faculty Senate Committee on Physical Facilities  
Final Report  
June 12, 2008

During the Fall semester 2007 the Senate Committee on Physical Facilities met twice.

At its first meeting the committee considered four major issues of concern:

- The use of technology-equipped classrooms, including their availability, equipment infrastructure, and maintenance.
- The need for building security during weekends, especially the prevention of theft from offices frequently left unlocked by maintenance and cleaning staff.
- The development of campus-wide plans for emergency response
- The status of various projects and plans at the Virginia Campus.

At the committee's second meeting Mr. Juan Ibanez offered a comprehensive update on the status of various construction projects on the main campus, including Square 54 and Square 80 (School without Walls), and improvements to existing academic buildings. Mr. Ibanez also provided an overview of the efforts of Facilities Services in the areas of sustainability, energy efficiency and waste management.

During the Spring semester 2008 the committee met on two occasions. At its first meeting it received a report from Craig Linebaugh, Chief Academic Operating Officer, about the state of the Virginia Campus and his strategic vision for the development of the campus into a first-tier teaching and research component of the University. Dr. Linebaugh presented a three-phase

implementation plan centered on existing research projects and new educational initiatives.

At its second meeting in the spring semester 2008 the committee received a report from the Mount Vernon Campus Facilities Management Office on the status of various construction and maintenance projects at that site. The report provided details on various infrastructure improvements to academic buildings such as lighting, heating and air conditioning. It was also given a presentation of the current state of construction for the Pelham Replacement Project, including detailed site and landscape plans, and building layout.

Members: Linda Gallo, Hermann Helgert (Chair), Hugo Junghenn, Young-Key Kim-Renaud, Edward L. Murphree, Arthur Robinson, Pat Schwallie-Giddis, Catherine Turley, Paul Wahlbeck, Richard Windsor

Ex-Officio: Elizabeth Amundson, Brian Biles, Eve Dubrow, Juan Ibanez, Louis Katz, Craig Linebaugh, Jean Pec,

**END OF THE YEAR Report  
Faculty Senate Standing Committee on  
University and Urban Affairs**

**August 30, 2008  
Acting chair, Prof. Stuart Umpleby  
Department of Management  
[umpleby@gwu.edu](mailto:umpleby@gwu.edu)**

**UAUA Members 2007-2008**

**FACULTY**

Acting Chair, Fall 2007: Lisa Benton-Short, Geography  
Acting Chair, Spring 2008: Stuart Umpleby, Management  
Dwight Cropp, Public Policy and Public Administration  
John Dudte, Emergency Medicine  
Susan LeLacheur, Health Care Sciences  
Honey Nashman, Sociology  
Gregory Squires, Sociology  
Kathleen Steeves, Teacher Preparation and Special Education

**EX-OFFICIO:**

Michael Akin, Director, District of Columbia and Foggy Bottom/West End Affairs  
Rob Cannady, Counselor, Multicultural Student Services  
Greg Colati, Head, Special Collections, Gelman Library  
Bernard Demczuk, Assistant VP for District of Columbia Affairs  
Susan Hyatt, Director of Advancement, Gelman Library  
Tim Kane, Office of Community Services  
Louis Katz, Executive Vice President and Treasurer  
Scott Mory, Executive Director of alumni Programs  
Emily Morrison, ISCOPE  
Scott Pagel, Law, Executive Committee Liaison

The Committee on University and Urban Affairs (UAUA) helps to foster continued good relationship between GWU and the greater Washington, DC, metropolitan area. By tracking GW's already allocated resources and initiatives, the UAUA examines GW's community relationship and provides the university with a valuable source of advice on continuous improvement and possible future endeavors.

For academic year 2007-2008, the UAUA committee focused our energy on furthering community relations initiatives particularly in the Foggy Bottom/West End neighborhood. We worked on the following activities:

1. We supported the community building work of the FRIENDS initiative (in its fourth year). UAUA members have attended monthly meetings and social events (such as the annual October Blockparty, the December Holiday Party and the Spring BBQ).
2. Last year the members of the UAUA Committee reviewed the "Service-Learning at GW" report and unanimously endorsed its objectives and proposals. Several of the UAUA members, including Honey Nashman (Sociology), Stuart Umpleby (Management), Emily Morrison (ISCOPEs) and Lisa Benton-Short (Geography) have integrated Service-Learning into their courses and are particularly interested in ways that other faculty members could learn more about Service-Learning.
3. A highlight of our work this year is our own initiative, now in its third year, a monthly Faculty Speaker's Series that takes place off campus, at St. Mary's Court, a senior residential complex. UAUA members initiated and organized this series in conjunction with Iona Senior Services at St. Mary's Court. We scheduled our speaker's series to take place at lunch (St. Mary's sponsors a subsidized lunch program that is available to all seniors living in Foggy Bottom/West End). A list of speakers is attached.
4. The UAUA chair, Stuart Umpleby, attended a meeting with the GW Board of Trustees External Affairs Committee in Spring 2008 as a Faculty Representative. He provided an oral summary of UAUA activities and mentioned the increased

faculty use of the internet for co-authoring papers with colleagues on other campuses and often in other countries. Although administrators continue to focus on brick and mortar institutions, faculty members increasingly see themselves as members of an international community of scholars. One consequence of the increased international contacts is the spread of teaching methods such as service learning to other countries.

5. At the March 27, 2008 meeting a brainstorming meeting was held to discuss actions that the UAUA Committee might undertake in the future. See the report attached.

Christy Zink was unanimously elected to be the Chair of the UAUA Committee in the 2008-1009 academic year.

**UAUA Speaker Series**  
**LIST OF SPEAKERS 2007-2008**  
**St. Mary's Court Speaker Series**

**September 19, 2007:** Lisa Benton Short, Professor of Geography, "Immigrants in Washington, DC"

**November 1, 2007:** Jennifer Brinkerhoff, "Diaspora Philanthropy and the Loyalty of New Americans"

**December 11, 2007:** Mary Anne Saunders, speaking on interpersonal relationships

**January 25, 2008:** Christy Zink, Assistant Professor of Writing, "Where Shore Succumbs to Ocean: A Fiction Writer Standing at the Edge of Research"

**February 29, 2008:** Dylan Conger, Assistant Professor in the Trachtenberg School of Public Policy and Public Administration, "The No Child Left Behind Act"

**March [?] 2008:** Lori Brainard, Associate Professor and Director of the MPA, Trachtenberg School of Public Policy and Public Administration on the internet and community policing

**April 21, 2008:** Didi Hermann on stroke prevention for senior health

**May 8, 2008:** Bernard Demczuk, Assistant VP for District of Columbia Affairs, Historic U Street tour with lunch at Ben's Chili Bowl

**May [?] 2008:** Charis E. Kubrin, Associate Professor of Sociology, and Jessica Grosholz, graduate student in Sociology: "Crime in the News: How Crimes, Offenders, and Victims are Portrayed in the Media"

**POSSIBLE FUTURE ACTIVITIES FOR  
THE UNIVERSITY AND URBAN AFFAIRS COMMITTEE OF  
THE GW FACULTY SENATE**

Stuart A. Umpleby

Department of Management  
The George Washington University  
Washington, DC 20052  
[Umpleby@gwu.edu](mailto:Umpleby@gwu.edu)

March 27, 2008

Results of a Discussion during the March 2008 UAUA Meeting

## **INTRODUCTION**

On March 27, 2008, the University and Urban Affairs (UAUA) Committee of the GW Faculty Senate used a group facilitation method to brain-storm possible future activities for the committee. Stuart Umpleby facilitated the conversation. Other members present were Greg Squires, Tim Kane, Honey Nashman, Emily Morrison, Mike Akin, Christy Zink and Susan LeLacheur.

The Participatory Problem Solving (PPS) process, a modification of the Technology of Participation developed by the Institute of Cultural Affairs, involves two steps:

1. Identifying features of the problem
2. Specifying needed actions

Each step of the PPS process uses the Consensus Workshop method. This method entails five steps:

1. Context
2. Brainstorm
3. Cluster
4. Name
5. Resolve

In addition to guiding a conversation on possible activities for the committee, the exercise also demonstrated group facilitation methods, which can be used in organizational improvement activities both within GW and in organizations in the community.

The focus question was, **What future activities should the committee undertake?**

Before we began the discussion of future activities, Honey Nashman reminded the group of what the UAUA committee had accomplished in the past. The committee added a “service” category to the faculty annual report. The committee published Community Commitments and then helped it to move to a website. The committee discussed having a film festival in the summer to bring together university and community people. The committee considered holding a marathon. Recently the committee has organized a lecture series at St. Mary’s Court, a retirement home near campus. During the discussion it was noted that we should work with faculty as well as with the community.

## **RESULTS OF THE EXERCISE**

### **FEATURES OF THE PROBLEM**

*GW students are not well connected with DC students*

Inner city education is often poor

More DC students should be coming to GW

*Uneven development in the metropolitan area due to poverty, segregation, inequality*  
Insufficient programs for community members  
Homelessness and gentrification

*Disconnected faculty*  
Some faculty members are missing a sense of community involvement  
Service is not a priority in promotion and tenure

*Insufficient publicity is given to current service activities*  
Unrecognized current involvement of faculty in the community

*Unexploited international service opportunities (students can work with clients overseas through the internet)*

*Noisy undergraduate students disturb people in nearby apartments, especially on weekend evenings*

*There is an opportunity for GW to be known as the leading “green university” in the metropolitan area*

## **ACTIONS THAT THE COMMITTEE COULD UNDERTAKE TO SOLVE THESE PROBLEMS**

*Organize a civic engagement awareness campaign*  
Create a collective sense that it is important that GW is seen as a “good neighbor”  
Expand the Service Learning brown bag lunch for faculty dialogue  
Create service incentives  
Explore relationships with public schools  
Invite Mayor Fenty and Chancellor Rhee to speak about schools and education

*Create a modified faculty annual report*  
Require detailed descriptions of service activities in annual reports -- service to university, profession, and community  
Create a common database for annual reports, so information on current activities can be more easily assembled. Sedona is an example now used in the School of Business  
Work with surveillance people in public health (Tim Kane knows Dan Hoffman). Use similar methods to find out what community service is currently being done

*Make GW a premier urban research university*  
Work with the Center for Washington Area Studies  
Explore community partnerships  
Broaden community outreach

*Create social opportunities to link DC and GW students*

Hold lectures in community settings (MLK, East of Anacostia River)

Facilitate a town hall meeting involving community youths and GW students each year

Provide free beer

*Provide avenues for service learning recognition*

Include service in promotion and tenure decisions

Survey all departments on service activities and tenure decisions

*Make UAUA a forum for specific city research needs*

Organize a lecture series or conference on uneven development

*Provide awareness of GW as a green university*

Do a conference in October