MEMORANDUM TO: Members of the Faculty Assembly

The UNIVERSITY FACULTY ASSEMBLY will meet on Tuesday, November 10, 2015 at 4:00 p.m. in the Lisner Auditorium, 730 21st Street. A reception will be held immediately following the meeting in the lower lobby of the Lisner Auditorium.

1. Call to order

2. Approval of the minutes of the Faculty Assembly held on October 7, 2014.

3. New faculty member introductions from schools with new faculty:
   - Columbian College of Arts & Sciences
   - Elliott School of International Affairs
   - Graduate School of Education and Human Development
   - GW Law
   - Milken Institute School of Public Health
   - School of Business
   - School of Engineering and Applied Science
   - School of Medicine and Health Sciences
   - School of Nursing

4. Remarks by Nelson A. Carbonell, Jr., Chair, GW Board of Trustees

5. Remarks by Steven Knapp, University President

6. Remarks by Steven Lerman, Provost and Executive Vice President for Academic Affairs

7. ASSEMBLY ACTION on Resolutions:
   a) Board of Trustees Resolution FA 16/1
      “A Resolution to Amend the Faculty Organization Plan” (Board Resolution FA 16/1 is attached.)

8. Report of the Faculty Senate
   Charles A. Garris, Jr., Chair, Executive Committee of the Faculty Senate

9. Adjournment

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary
ATTACHMENT A

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

REGULAR FACULTY ASSEMBLY
October 7, 2014
Continental Ballroom, Marvin Center

CALL TO ORDER

The Assembly was called to order by President Knapp at 2 p.m. He welcomed all of the members of the Assembly, particularly the new faculty present.

APPROVAL OF THE MINUTES

The minutes of the regular Faculty Assembly held on October 1, 2013 were approved as distributed.

INTRODUCTION OF NEW FACULTY

President Knapp called upon the deans to introduce faculty members newly appointed in their schools.

REMARKS BY NELSON A. CARBONELL, JR., CHAIR, GW BOARD OF TRUSTEES

Chair Carbonell's remarks about faculty governance are included with these minutes.

REMARKS BY STEVEN KNAPP, UNIVERSITY PRESIDENT

President Knapp gave a special welcome to new faculty, including new faculty from the Corcoran College of Art and Design, which is now the Corcoran School of the Arts and Design within the Columbian College of Arts and Sciences. He reflected on the opening of three new buildings on campus: the Milken Institute School of Public Health’s new home, Science and Engineering Hall, and the new George Washington University Museum and Textile Museum. He also discussed construction on a new dormitory. Finally, he announced that the university is more than halfway to its $1 billion goal for its comprehensive campaign launched in June 2014.

REMARKS BY STEVEN LERMAN, PROVOST AND EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

Provost Lerman highlighted the great strides that the university has made towards achieving our goals under the strategic plan. He discussed recruitment efforts to attract students from both here and abroad. He also discussed international programs hosted which created unique opportunities for students from Brazil and China to attend George Washington University. Provost Lerman noted his work with the deans of the Columbian College of Arts and Sciences, the School of Engineering and Applied Science and the Graduate School of Education and Human Development to create a new cross-disciplinary organization called the
Science, Technology, Engineering and Mathematics (STEM) Academy. The purpose of this academy is to assist faculty in implementing effective teaching methods within the STEM fields, while also encouraging new student participation in the STEM fields. Provost Lerman discussed the different budget models used within the university and the development new model for the seven “open unit” schools. Lastly, he described ways in which the university has sought to decrease expenditures and increase enrollment.

REPORT OF THE FACULTY SENATE

Charles Garris, Chair of the Faculty Senate Executive Committee, gave a report on shared governance between faculty, administrators, and board members at George Washington University. He noted the importance of including faculty in decisions pertaining to the university, citing their distinct and rich knowledge on educational subjects. Professor Garris also highlighted the fact that faculty knowledge and expertise is pivotal in generating educational policies.

Professor Garris noted that the shared governance model within the Faculty Code has been successfully implemented at George Washington University. He also noted that this mode of operation has been highly beneficial to the university, as it has allowed the faculty to work alongside the Board of Trustees and the Administration on a range of imperative issues.

Professor Garris noted that from May 2013 through May 2014, the Faculty Senate held ten regular meetings. During those meetings, six resolutions were adopted. Additionally, four more resolutions were adopted at the meeting held on May 9, 2014. The resolutions are listed below as follows:

- Resolution 13/1 entitled, *A Resolution to Recommend Adoption of the Sexual Harassment and Sexual Violence Policy and Procedures*. This resolution was introduced by Professor Garris, and it advanced a new university policy entitled “Sexual Harassment and Sexual Violence Policy and Procedures.” The purpose of the policy was to prohibit sexual harassment and sexual violence, while encouraging victims to report instances of harassment or violence. The policy also encouraged the proper and timely adjudication of cases involving sexual harassment and sexual violence. Resolution 13/1 was adopted as amended.

- Resolution 13/2 entitled, *A Resolution to Amend the Policy on Conflicts of Interest and Commitment for Faculty and Investigators*. The Faculty Senate previously approved a Policy on Conflicts of Interest. This new resolution was introduced by Professor Garris, and it called for the Senate’s approval of the amended version of the Policy, which was distributed with the meeting agenda. Resolution 13/2 was adopted unanimously.

- Resolution 13/3 entitled, *A Resolution on the Established Procedures for Approving Any Changes to the Faculty Code or Faculty Policies that May Be Recommended by the Board of Trustees Governance Task Force*. Professor Garris introduced Resolution 13/3 on behalf of the Committee on Professional Ethics and Academic Freedom (PEAF). This resolution requires the Faculty Senate, as the elected representative and authorized agent of the Faculty, to consider changes to the Faculty Code and Faculty Policies that are proposed by the Board of Trustees and the Administration before such changes are submitted to the Board of Trustees for final approval. Resolution 13/3 was adopted as amended by a vote of twenty-nine in favor, two opposed, and none abstaining.

- Resolution 13/4 entitled, *A Resolution to Amend the Policy on Retaining Incomplete Grades on Students’ Transcripts*. Professor Robert J. Harrington, Chair, of the Educational Policy Committee, introduced
this resolution, which recommends that the grade notation of “I” must be removed once an actual grade has been reported to the registrar. Resolution 13/4 was adopted as amended.

- Resolution 13/5 entitled, *A Resolution to Alert Students Who Are Doing Substandard Academic Work Early in the Semester*. Professor Harrington, Chair, introduced the Resolution 13/5 on behalf of the Educational Policy Committee. This resolution encourages faculty to assign graded work to students early in the semester, but no later than the fifth week of the semester. This Resolution also encourages faculty to enter information about student’s academic performance into the Faculty Feedback System in Banner, so that the information may be accessed by undergraduate schools and athletic advisors. Resolution 13/5 was adopted as amended.

- Resolution 13/6 entitled, *A Resolution to Upgrade Information for Students Seeking to Register for Courses*. This resolution was introduced by Professor Robert J. Harrington, Chair, of the Educational Policy Committee. Resolution 13/6 encourages faculty to submit to the Registrar’s Office one of the following:

  1) A draft syllabus for the upcoming term, clearly designated as tentative and subject to revision before the course begins, or;

  2) A syllabus used in a previous version of the course, clearly marked as subject to change, or;

  3) A form provided by the Registrar including such information as the course aims in a paragraph briefly describing what students will be expected to learn.

Resolution 13/6 was adopted as amended by the Senate.

- Resolution 14/1 entitled, *A Resolution to Request Increased University Contributions towards Health Insurance Costs*. This resolution was introduced by Chair Murli Gupta, member of the Committee on Appointment, Salary, and Promotion Policies. This resolution urged the university and the Board of Trustees to pay a higher portion of the medical and prescription drug expenses without reducing increases to merit compensation. Resolution 14/2 was adopted as amended.

- Resolution 14/2 entitled, *A Resolution to Amend the Faculty Code with Respect to Academic Freedom*. This resolution was introduced by Professor Garris on behalf of the Committee on Professional Ethics and Academic Freedom (PEAF). The resolution proposed a modification to Article II of the *Faculty Code*, which pertains to Academic Freedom. Resolution 14/2 was adopted as amended. The Administration indicated that this resolution was recommended to the Board of Trustees for its approval, and the Board approved this amendment on June 19, 2014.

- Resolution 14/3 entitled, *A Resolution on the Need for a Long Term Budget Model*. This resolution was introduced by Professor Anthony Yezer, on behalf of the Committee on Fiscal Planning and Budgeting. The resolution led to the acceptance of a new financial model that would replace the Unified Budget Model used by seven colleges within George Washington University. The new model makes it possible to assess issues such as the fiscal implications of alternative future plans for development. Resolution 14/3 was adopted.

- Resolution 14/4 entitled, *“A Resolution of Appreciation”*. This resolution expresses the Senate’s appreciation for Professor Scheherazade Rehman’s three years of service on the Senate Executive
Committee. Resolution 14/4 was adopted by acclamation. President Knapp presented the Resolution to Professor Rehman, who expressed her appreciation for the sentiments expressed.

- Resolution 14/4 expresses the Senate's appreciation for Professor Scheherazade Rehman's three years of service on the Senate Executive Committee, the last session (2013-14) as Chair. Resolution 14/4 was adopted by acclamation. President Knapp presented the Resolution to Professor Rehman, who expressed her appreciation for the sentiments expressed. The Administration in its response heartily endorsed this resolution.

**ADJOURNMENT**

There being no further business before the Assembly, President Knapp adjourned the meeting.
Remarks by Nelson A. Carbonell, Jr. Chair, GW Board of Trustees
Faculty Assembly October 7, 2014

Thank you, Mr. President. I appreciate the opportunity to speak to all of you today. I have to say that, I am now one year older and hopefully more than one year wiser as chair, and it is an honor to serve the University in this capacity; one that is one of the greatest honors of my life so I appreciate all of the trust that has been invested in me.

If you look around the campus, you see a lot of construction: the Science and Engineering Hall, GW Museum, the Corcoran who recently became part of our family, and I think it is now under construction because if you're part of GW, you have to be under construction at some point. That's one of the rules.

The District Hall, which I think will create a fairly dramatic change in the campus, will house many of our students. Over the last 20 years one change has been that our students now live here and it's a different community when all the students are on campus than the one that was here when I came as an undergraduate or even the one that was here 20 years ago. So I think it's quite dramatic. But I think the rumors that GW is all about the real estate are untrue. We are building these facilities and renovating some of them in some cases because GW is about the people.

This gathering today of our faculty at the Assembly is about the people who make GW what it is and without all of you, we don't do anything here. We don't teach. We don't do research. We don't provide service to the community. So I want to first thank all of you for your service to George Washington University. It's very important that we have each and every one of our faculty members feel the honor of being here and that we honor your presence. I want to welcome the new faculty members to our community. I think it's a community that's warm and embraces new people. We do that with a couple thousand freshmen every year but we also do that with new faculty. Welcome to all of you here. There is something I think really exciting that's going on at the University.

Eighteen months ago the University adopted, and the Board adopted, a Strategic Plan. The plan's four pillars - innovation, globalization, governance and policy and citizenship and leadership - I think have served us well and allowed us to move with great speed toward our goals. So we are very happy with what took place under Provost Lerman's leadership and President Knapp's leadership with that plan.

Let me give you an update, but I need to first talk about what happened last year. So last year, I came to this Assembly and I was new. I said we were going to review faculty governance in one year and make a series of recommendations. That turned out to be overly ambitious and I have been accused of that in the past. So I have to say, with some apologies, that it's going to take us longer than that.

At the conclusion of last year, I think with a very fruitful collaboration with many of you, with the Faculty Senate, and with some of the committees of the Senate, we were able to outline five areas that were of interest to everyone. One of those was academic freedom and I'm happy to say that at our meeting in June, just prior to our Board of Trustees retreat, we adopted the new provisions in the Faculty Code for academic freedom. I think it's the cornerstone of the community we've built here that everyone has the academic freedoms that we expect. I think the new language is quite appropriate given some of the modernizations that have happened in terms of speech and where we send our faculty.

Other areas really required more study. So in June, the Board adopted a resolution that effectively set to work four working groups. Those working groups are charged with reviewing four areas which I'll talk about in a second and, they have a one year deadline. I think it's important to give people deadlines and then sometimes, they might miss them.

Let me just recap for you what those working groups are up to. So that's four working groups; 43 members. There are eight trustees, four members of the Faculty Senate executive committee. In
Remarks by Nelson A. Carbonell, Jr. Chair, GW Board of Trustees
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addition, there are 12 university and school administrators and 19 faculty members representing all
10 of our schools. By the end of this week, each of these working groups will have met three times
and they are charged with really looking at four areas in terms of how we govern ourselves as an
institution.

I just want to take one step back and note how important it is for the Board and the faculty to
collaborate on this because it's the way that we communicate what the framework is under which
we operate. You know, the Administration is different. They work for us and we have a different
hierarchical relationship with them. With you, it's a much more collaborative relationship. It's
collaborative with the administration as well. Each of these areas came out in a series of meetings
that we held last year. We held about 27 or 28 meetings, met with about 800 faculty members and
also had a questionnaire that circulated amongst the faculty and these areas emerged. The first is
participation. We have many full-time faculty that don't happen to be tenured that would like to
participate more actively in the governance of the institution. We need to look at where it's
appropriate to have that and there's a working group that is charged with looking at that. They are
also looking at eligibility, and who is full time and I think it's an exciting area because we want to
make sure that all of our faculty members feel like they're part of this community and have a say in
what we do.

The second group is working on appointment, promotion and tenure processes and really,
fundamentally, how the system currently works. Currently the Board of Trustees reviews every
tenure case. I have to be honest, we are not qualified to do that. We need to think about the
mechanisms by which we grant tenure. I think that working group has gotten off to a good start in
looking at what has been done at GW, and also what has been done in our different schools. There
are differences from school to school and the question is whether or not we can adopt some best
practices there.

The third area is appointment and review of academic administrators, in particular, deans. We
want to make sure that our deans get feedback from their faculty and the administration, and see
that is done in a way that can help them be better deans. Also, as we select them and move forward,
we can assess those processes and make sure, again, that we have the ability to get the best deans
that we possibly can at the institution.

The last area is school rules and procedures. This may seem somewhat mundane but in each school
and in some cases at the departmental level, the faculty have adopted certain procedures and we've
gotten over time a misalignment in terms of how those work. What we want to do is build a
framework that says, "We want you to have procedures about this in these areas."

In some cases those don't exist, and just because I'm an engineer I can draw this contrast. The
Engineering School rules and procedures are about three pages long and the Law School's are over
40. So, they must say exactly the same thing.

Anyway, those groups are off and running. I think we're expecting hard work from all the
members of those groups and also for them to bring to us collectively a set of recommendations in
each of those areas, which we will then use to decide how to move forward. We may, as we did last
year, adopt some changes. We may decide further review is necessary. I think it's really up to those
groups to make their recommendations.

I want to close with our goal as a Board, and I hope our goal collectively as a community at the
George Washington University, is to move the University to be amongst the most respected and
admired institutions of higher learning in the world. I can tell you that we can only do that
together. I'm counting on all of you for your support and I pledge to you our support. So thank you
very much for your attention.
APPENDIX B

A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN (FA 16/1)

WHEREAS, Article III.2(a) of the Faculty Organization Plan, entitled “Membership,” currently provides in paragraph 3:

3. The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, 11 seats; the Graduate School of Education and Human Development, 3 seats; the School of Engineering and Applied Science, 4 seats; the School of Business, 5 seats; the School of Medicine and Health Sciences, 5 seats; the Law School, 4 seats; the Elliott School of International Affairs, 3 seats; the School of Public Health and Health Services, 3 seats; and the School of Nursing, 2 seats. The faculty members shall be professors, associate professors, or assistant professors in full-time service who have tenure as of the academic year next succeeding the date of the election. Vice presidents, assistant vice presidents, deans, associate deans, assistant deans, and other faculty members whose duties are primarily administrative in nature shall be ineligible for election as faculty members of the Senate; and

WHEREAS, Article III.3 of the Faculty Organization Plan, entitled “Election of Faculty Members,” currently provides in paragraph 3:

3. Only members of the faculty in full-time service shall be eligible to vote;

NOW, THEREFORE

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

1. That paragraph 3 of Article III, Section 2(a) entitled, “Membership” be amended to read as follows:

3. The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, 11 seats; the Graduate School of Education and Human Development, 3 seats; the School of Engineering and Applied Science, 4 seats; the School of Business, 5 seats; the School of Medicine and Health Sciences, 5 seats; the Law School, 4 seats; the Elliott School of International Affairs, 3 seats; the Milken Institute School of Public Health, 3 seats; and the School of Nursing, 2 seats. The members of the Faculty Senate shall have completed at least three years of full-time academic service at the University and shall be either (1) tenured faculty members or (2) full-time faculty members (regular or specialized) who have attained the rank of associate professor or higher. Vice presidents, associate vice presidents, assistant vice presidents, vice provosts, associate vice provosts, deans, vice deans, associate deans and assistant deans shall be ineligible for election as members of the Senate. At least half of the faculty members of the Senate from each school shall be tenured faculty members.
2. That paragraph 3 of Article III, Section 3 entitled, “Election of Faculty Members” be amended to read as follows:

   3. All members of the faculty in full-time service shall be eligible to vote with the exception of visiting faculty.

President Steven Knapp (at the request of the GW Board of Trustees)
October 27, 2015

References:

Resolution to Arrange for Faculty Assembly Consideration of a Proposed Amendment to the Faculty Organization Plan, Board of Trustees, October 16, 2015.

A Revised Substitute Resolution on Recommended Changes to the *Faculty Organization Plan* Regarding Faculty Participation in the Faculty Senate (Revised Substitute 16/4), Faculty Senate, September 11, 2015.
Language from Faculty Senate resolution 16/4 that may be introduced as a possible amendment to the Board of Trustees’ Resolution FA 16/1.

The possible amendment is shown in “track change form” below:

“3. The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, 11 seats; the Graduate School of Education and Human development, 3 seats; the School of Engineering and Applied Science, 4 seats; the School of Business, 5 seats; the School of Medicine and Health Sciences, 5 seats; the Law School, 4 seats; the Elliott School of International Affairs, 3 seats; the School of Public Health and Health Services, 3 seats; and the School of Nursing, 2 seats. The members of the Faculty Senate shall have completed at least three years of full-time academic service at the University and shall be either (1) tenured faculty members or (2) regular full-time faculty members without tenure (regular or specialized) who have attained the rank of associate professor or higher. Vice presidents, associate vice presidents, assistant vice presidents, vice provosts, associate vice provosts, deans, associate deans and assistant deans shall be ineligible for election as members of the Senate. At least half of the faculty members of the Senate from each school shall be tenured faculty members.”