

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
MAY 8, 2009 IN THE STATE ROOM

The meeting was called to order by President Knapp at 2:15 p.m.

Present: President Knapp, Executive Vice President for Academic Affairs Lehman, Registrar Amundson and Parliamentarian Charnovitz; Deans Barratt, Dolling, Phillips, and Scott; Professors Barnhill, Benton-Short, Boyce, Biles, Castleberry, Cordes, Corry, Dickson, Galston, Garcia, Garris, Griffith, Harrington, Helgert, Hotez, Johnson, Klaren, Lipscomb, Pagel, Parsons, Plack, Rehman, Robinson, Wilmarth, Windsor, and Wirtz

Absent: Deans Brown, Burke, Futrell, Lawrence, and Reum; Professors Costanza and Simon

APPROVAL OF THE MINUTES

The minutes of the meeting held on April 10, 2009 were approved as distributed.

INTRODUCTION OF NEW MEMBERS

President Knapp announced the names of newly elected Senate members and asked them to stand as he did so. Newly elected Senate members were: Professors Theodore M. Barnhill, Douglas Boyce, Bruce Dickson, Jorge Garcia, Peter F. Klaren, and Scheherazade S. Rehman.

Re-elected Senate members were: Professors Brian L. Biles, Michael S. Castleberry, Charles A. Garris, Jr., Diana E. Johnson, Scott B. Pagel, Donald O. Parsons, and Gary L. Simon. (Professor David P. Costanza was absent from the meeting.)

CHANGE IN THE ORDER OF THE AGENDA

Professor Robinson requested and received unanimous consent to change the order of the agenda so that Dean Scott's report could be heard as the next item of business.

REPORT ON THE SCHOOL OF MEDICINE AND HEALTH SCIENCES

Dean Scott began his report by observing that GW's School of Medicine and Health Sciences (SMHS) is the eleventh oldest medical school in the country, as it was established in the 1820's. The School has had a nomadic existence at various sites in Washington D.C. and has also been associated with various hospitals, none of which exist anymore. It was not until 1973 that the Medical School was moved to the Foggy Bottom Campus, next to the old GW Hospital on Pennsylvania Avenue N.W., which was built in 1947. Between 1973 and 2008, only one other medical school was established in the U.S., so, paradoxically, the

SMHS is not only one of the oldest, but also one of the youngest medical schools in the country.

During the 1970's and 80's, the whole tenor of medical education, or rather the way that medical centers were viewed, changed, with an increasing emphasis on research enterprises. State schools, which had not previously focused on this area, invested billions of dollars, with many building new research facilities using state and federal funding. Other sources of revenue for these enterprises included significant research funding, earmark funding, and often large endowments, none of which are currently available to GW.

Dean Scott related that, when he came to GW in 1984 as a resident in Emergency Medicine, he was told that before he finished his residency in two years that a new hospital would be built, because if it was not, it would not be possible to sustain the enterprise in downtown Washington. This, of course, did not happen until 2003 when, following years of discussions with various potential partners, an arrangement was finally reached between the University and United Health Services to build a new GW Hospital.

According to Dean Scott, the construction of the new Hospital has brought a renewed enthusiasm and excitement to the GW Medical Center. The separate incorporation of GW's medical faculty into a practice plan has brought relatively more advantages than challenges as it makes it possible to keep pace with the market in medicine, which changes very quickly.

Dean Scott described some of the complexities of the Medical School, which has 23 departments: 5 in basic science (four downtown in Foggy Bottom and a new department of Systems Biology at Children's Hospital, a hospital where there are 308 faculty). There are also 3 health sciences departments: Nursing, Health Sciences, and the newly named Clinical Research Management department which is a research development department. There are in addition 15 clinical departments, from pediatrics at Children's Hospital to all of the surgical departments, medicine, and anesthesia.

In total, the Medical School includes 2,400 faculty around the city and the region. Over 700 of these faculty are full-time. The largest clinical partner is Children's Hospital without which it would be very hard for the Medical School to exist as there are no pediatricians downtown related to GW. The University's pediatrics department is the Children's National Medical Center which houses more than 50% of the Medical School's total research portfolio included in the School's ranking. All GW medical students do their residencies in pediatrics there.

The Medical School also maintains a relationship with the Veteran's Administration Hospital, which is a complicated arrangement because, in addition to GW students, the VA Hospital also takes students from the other three medical schools in the D.C. area: Georgetown University, Howard University, and Uniformed Services University, which is located in Bethesda. The Medical School also partners with INOVA Fairfax Hospital, another complicated arrangement, as it is a branch campus of the Medical College of Virginia (Virginia Commonwealth University's Medical School in Richmond, Virginia.) All of the MCV medical students' residency programs are GW residency programs, including medicine, surgery, psychiatry, neurology, urology, emergency medicine, and more. Virtually every third and fourth-year GW medical student does a rotation at INOVA Fairfax Hospital. Other partners of the Medical School, and they are numerous, include Holy Cross

Hospital, the Psychiatric Institute of Washington, Northern Virginia Mental Health, and Saint Elizabeth's. The Medical School has quite a complex organizational structure which requires that the Medical School treat all of its partners well as these are active partners necessary both to ensure continued success educationally and in research.

In terms of applicants, Dean Scott observed that in 2002, a year before he became Dean, there were 8,126 applications to the Medical School. This year, there are 13,586 applications for approximately 140 openings, the number remaining after 35 students are preselected. Overall there is about a 1% acceptance rate, and the School leads the nation for the fourth year in a row in having more applicants than any other. Secondary applicants are also numerous, approximately 10,557 this year. In addition, there are Ph.D. programs in three concentrations, as well as a partnership with the National Institutes of Health.

Dean Scott described several of the numerous health sciences programs, which include a Physician's Assistant program that was ranked 5th in the county. A Doctor of Physical Therapy program is headed by Professor Plack. There are 5 Master's in Nursing programs as well as a Doctor of Nursing Practice. There is also a new program for undergraduates who did not major in nursing but return to school for a two-year Bachelor's in Nursing degree. There also over 1,000 online students enrolled for next year, predominantly in the field of clinical lab science but also in several of the advanced nursing programs.

Dean Scott briefly touched on important benchmarks in a medical student's career, one being an examination that they take at the end of their first two years. Every medical student in the country must take this exam. Last year, GW medical students were at 96%, which is the national average. Another examination occurs at the end of a student's four year course of study, and the second part of the exam requires them to go to Philadelphia and examine eleven patients over the course of the day. In five years, only five students, total, have failed that examination. Graduating seniors go through a process of matching in order to find their residency programs. Once again this year, GW was slightly above the national average at 95%. These students are going to well-established and well-known residency programs, including Children's Hospital, Pennsylvania, which is the premier Children's Hospital in the country. Other students will be doing general surgery residencies at the University of California at San Francisco Hospital, or Massachusetts General Hospital. Four students will also go to Johns Hopkins for their residency programs. As far as residency programs within the GW Medical Center are concerned, Dean Scott reported that for the third year in a row, 100% of all positions in all of GW's 38 residency programs have been filled. All of these programs are fully accredited over an average cycle length of 3.7 years.

Dean Scott then discussed matters concerning the Medical School Faculty. Since the incorporation of the practice plan (the Medical Faculty Associates) in 2001, the number of faculty at Foggy Bottom has increased by more than 30%. The number of patients have increased by about that same number in that period of time. The Medical Center is currently in the process of a search for a Surgery Department Chair. The pool of 30 viable applications has been winnowed down to 10, and two of candidates have already completed the interview process. Key hires have also been made – Professor Kumar of Biochemistry, who comes to the University from M.D. Anderson with four active R01 grants, does research in the area of co-regulators of cancer. A new member of the renal division has been hired, an individual Dean Scott said was the first clinician head of a division who came to the

University with NIH funding on the way in. There are also presently four members of the Institute of Medicine on the faculty: Professors Vanessa Northington Gamble, Fitzhugh Mullen, Jordan Cullen, and Peter Hotez. Three of these four hold endowed professorships. The caliber of hires the Medical School is attracting mean that with a stable financial system and a base in an attractive city, the School has stopped discussing the possibility of moving or relocating the Medical Center and is now focusing on building programs and facilities. This will, of course, require significant resources, both for facilities and for attracting new faculty and expanding the research enterprise. Ross Hall was built in 1973 and will at least need a facelift, if not more substantial work. If the Science and Engineering Complex is constructed, this will be right across the street from Ross Hall (the Medical School building), and this will provide numerous opportunities for collaboration.

There are challenges in the resource area which include the fact that GW Medical School is the third most expensive in the country with a relatively small scholarship base. This will need enhancing, and money will have to be found to sponsor residents who want to go away for a year or finish their Master's in Public Health. Most important, resources will be required to bring in high-caliber faculty and protect their time so they do not have to see patients four and half days a week and can devote themselves to their research.

Dean Scott concluded by giving an update on the status of the Medical School's reaccreditation following its placement on probation. Since his report in November, Dean Scott said that the meeting scheduled with the Liaison Committee on Medical Education (LCME) had taken place in February and the SMHS corrective action plan was accepted without a change. In fact, three of the previous findings were withdrawn. The accreditors will be back for another visit from October 18 – 20 following submission of more reports by SMHS. In terms of required improvements, the new curriculum management structure is now in place, as is the database. The new lounge is completely open, and the new study space in the Library will be finished pending the arrival of new, specially built furniture, in mid-June or early July. Dean Scott said he hoped to come back to the Senate next May, if invited, and tell everyone that the reaccreditation issues have been laid to rest. In the meantime, other reaccreditations are ongoing. The Physical Therapy and Physician's Assistant programs have both been recredited. The School's 38 residency programs are fully accredited on an individual basis, and an institutional residency accreditation procedure which covers all of GW programs taken together has just been completed as well.

CHANGE IN THE ORDER OF THE AGENDA

Professor Robinson requested and received unanimous consent so that Tributes to Retiring Faculty Who Have Served on the Faculty Senate, and the Chair's Remarks, could be heard as the next items of business.

TRIBUTES TO RETIRING FACULTY WHO HAVE SERVED ON THE FACULTY SENATE

Professor Plack read a tribute to Joseph M. Giordano, Professor Emeritus of Surgery. Professor Wirtz read a tribute to Debra Sheldon, Professor Emeritus of Accountancy. (The tributes are attached.)

CHAIR'S REMARKS

President Knapp thanked both Professors for reading the tributes. As he had been absent at the April meeting when Professor Wilmarth completed his term as Chair of the Senate Executive Committee, the President added his personal thanks for Professor Wilmarth's service.

President Knapp noted with sadness that Professor Cornelius Bennhold of the Physics Department recently passed away and he expressed sympathy to his family and friends. Professor Bennhold was an active University citizen, a very well-respected member of the faculty, and an outstanding teacher who was a recipient of the distinguished teaching award, among other recognitions. He will be sorely missed.

President Knapp also commented on the untimely death of Laura Treanor, an undergraduate student who was found deceased in her residence hall room at the beginning of the year. At the time, the Metropolitan Police Department determined that this was a death from natural causes. The release of the results of the medical investigator's findings last week was a sad reminder of her passing when it was announced that the cause of death had been acute alcohol intoxication. President Knapp said he had asked Dolores Stafford, Chief of the University Police Department, and Dean of Students Linda Donnels, to review the circumstances surrounding this student's death, and determine what further steps the University might take in response to this. He said he had been surprised to learn that it is possible for a student to return to a residence hall under her own power after consuming a large amount of alcohol, and several hours later for the student's blood alcohol level to rise to the point it could cause death during sleep. It may be that that the University needs to intensify its efforts, which have been strong and systematic in the area of alcohol awareness, to educate students on the general risks of alcohol, with a particular focus on the risk of acute alcohol intoxication, which may not be well understood.

President Knapp reported briefly on events that unfolded when two probable (but as yet unconfirmed) cases of influenza resulting from infection by the H1N1 virus were discovered at GW. Both students have now recovered, and there have been some other probable cases, but there is no sign of contagion that would cause University events such as final examinations or Commencement to be rescheduled. There is a very strong University-wide oversight group led by Senior Associate Vice President Ed Schonfeld and Associate Vice President Jeffrey Lenn that is keeping in touch with medical experts, coordinating communications across the University, and standing by to advise on any other steps the University needs to take. The concern is that this virus may return during the regular fall and winter flu season in a more virulent form, so the University needs to be prepared for that eventuality.

President Knapp gave an overview of administrative changes that have taken place this semester. Lorraine Voles has been appointed as Vice President for External Relations, a new position that combines two previously separate vice presidential areas, Communications, and Government Relations. There is a tremendous overlap between these two areas, and President Knapp said he expected that better coordination of these two functions will occur as a result of uniting them under one office.

The University has also filled the newly created position of Vice President for Research. Dr. Leo Chalupa came to the University in April and is already very actively

involved in his area of responsibility. A University-wide group has been established to examine possible funding that may be available from the budget stimulus package. Given the particular strengths of the University's faculty, the group is also looking at University-wide initiatives that might cut across departmental/divisional lines and help to strengthen GW's visibility and contributions as a research institution.

President Knapp also announced that Ron Bonig, Vice President for Information Services and Technology, has retired. The position has been converted to that of Chief Information Officer, and a search will be conducted to fill it. In addition, Val Berry, Vice President for Human Resources, has also departed. That position will be converted to that of Chief Human Resources Officer. Neither position will be a cabinet position in future. President Knapp assured everyone that this does not mean a lessening of interest in these areas, but rather, is a result of trying to introduce a little more verticality into the structure of the University.

President Knapp noted that when he arrived at GW, he set up a task force to review policies and procedures in GW's safety and security programs. This was done in response to two official reports on the tragedy at Virginia Tech. The task force's work is now complete, and a number of recommendations were made. Implemented last year were measures to strengthen communication across the various areas in which safety and security was being handled, as well as the University's procedures for evaluating troubled individuals who were of concern to their colleagues, whether students, faculty, or staff. This year the task force identified several areas for further study. One was whether or not the UPD or some portion of it should be armed. Witt Associates, a well-established consultancy firm in this area, was engaged and issued a report. President Knapp said he also consulted widely on this matter. Last week, President Knapp announced his decision not to proceed with arming the UPD, but to seek stronger connections with the Metropolitan Police because one of the concerns that had triggered this recommendation were questions about the response time of that unit if an emergency were to arise such as the one at Virginia Tech. In addition, President Knapp settled upon a plan to integrate all of the University's safety and security operations under a single new administrator who will be an expert in this area. The University will conduct a national search to fill this new position. The new Assistant Vice President will bring together the UPD, the part of Risk Management that concerns safety, and the Emergency Preparedness Office. These are three separate units that were really quite distinct from each other and while they have cooperated together quite effectively, more consistent coordination of those operations was recommended by the consulting firm. This consolidation is also in line with the best practices of other institutions.

President Knapp also reported that this past semester he took two international trips, one to the Dominican Republic, and the other to the Middle East. While in the Dominican Republic, he met with President Fernandez to discuss GW's initiatives there, including a possible extension of work on neglected tropical diseases in that country. President Knapp was accompanied on his Middle East trip by Dean Brown of the Elliott School, and former Ambassador Gnehm, now a faculty member at the School. The group traveled to Kuwait, Saudia Arabia, Abu Dhabi, and Dubai. One purpose of the trip was to express the University's appreciation to the Prime Minister of Kuwait, who had made it possible for the Kuwaiti government to provide additional funds (\$1 million) to their already generous donation of \$3.5 million to GW for Middle Eastern Studies. Another objective of the trip was to connect with academic partners in the Middle East, and with GW alumni, many of whom are highly placed there. President Knapp shared several anecdotal observations

about his trip and concluded by observing that, although the Middle East is a complicated part of the world, there are a number of opportunities for partnership and educational programs there.

In terms of campus highlights, President Knapp related that this year Earth Day has become Earth Week, and at GW the week began and ended with academic symposia, one on carbon neutrality, and the other on solar energy. He said he thought the week's events were quite successful. The results of GW's climate survey were announced during Earth Week and the report on the University's carbon emissions will provide a baseline so that the University can measure its progress as it tries to reduce its own impact on the environment. As most know, the University has established an Office of Sustainability headed by Meghan Chapple-Brown, who is very experienced in the public and private sectors in this area. Over the long term, GW hopes to develop academic programs that will respond in ways that make sense in terms of the expertise and interests of its faculty. The University already has a Solar Energy Institute, and there are strengths in the Law School and the Engineering School in this area. Across the institution there are many interested in sustainability, public health, and education. There is probably more that can be offered academically than at present to provide intellectual leadership on all sides of these issues.

In conclusion, President Knapp noted the rapid approach of the date for Commencement ceremonies, and he invited everyone to attend. Three honorary doctorates will be conferred, on White House Chief of Staff Rahm Emanuel (the Commencement speaker) Jeanne Narum of Project Kaleidoscope, and John Safer, a GW alumnus who has had a remarkable, varied, and distinguished career as a banker, a lawyer, and an internationally renowned sculptor. A number of his works, including the Quill sculpture in the Gelman Library, grace the GW campus.

Professor Griffith asked about the acceptance rate in May for the freshmen class. President Knapp said he had received a report on this that morning, and the numbers this year are the same as last. In the current economic circumstances, there is no way to tell if, or to what extent, the number of students accepted and paying deposits who do not elect to attend the University will "melt" over the summer. Vice President Lehman confirmed that approximately 2,600 undergraduate deposits have been received. If the "melt" amounts to 10% this would still produce a class numbering 2,300 to 2,400. From the viewpoint of the budget, the target number is 2,350 and thus admissions seem to be right on track. At the graduate level, there are approximately 20% more students committed to attend than expected, so this also looks good.

Professor Wirtz said he thought the University has done an excellent job of preparing for contingencies involving the influenza situation, but at some point GW may face an emergency that requires it to shut down operations for a prolonged period. He asked if there are contingency plans in place, or some other emergency mechanism that could be invoked, to continue academic operations if it becomes necessary to shut down the Foggy Bottom campus. President Knapp responded that although he had inquired about business continuity plans when he arrived two years ago, he could not answer Professor Wirtz's question in detail. He also assured the Senate that this problem has been thought through and that he could report back to the Senate on details he did not have with him at the moment. As Assistant Vice President John Petrie of Emergency Management has left the University, these responsibilities will fall under the area of the new Assistant Vice President for Safety and Security. Vice President Lehman confirmed that over the last three years, all

of the schools have developed not only contingency plans, but also continuity plans. There is no question, he added, that these will need to be evolved to a higher level.

RESOLUTION 09/1, “A RESOLUTION TO AMEND THE GEORGE WASHINGTON UNIVERSITY EQUAL EMPLOYMENT OPPORTUNITY POLICY (EEOP) TO INCLUDE ‘GENDER IDENTITY OR EXPRESSION’ ”

Professor Robinson introduced Resolution 09/1 and yielded the floor to Professor Wilmarth, who offered an amendment on behalf of the Senate Executive Committee. Professor Wilmarth distributed copies of the amendment, which he characterized as a technical one. The amendment addresses two concerns and desires of the Executive Committee. First, the Executive Committee wanted to ensure that the GWU EEOP Policy would be consistent in all respects with federal law, the D.C. Human Rights Act, and other applicable law. Second, when the Executive Committee reviewed the D.C. Human Rights Act, it became clear that there were several grounds for prohibited discrimination in the D.C. statute that are not specifically mentioned in the GWU EEOP Policy, and the Executive Committee wanted to insert appropriate language to make clear that the list of prohibited reasons for discrimination in the Policy is a non-exclusive list. After drafting its proposed amendment, the Executive Committee referred the amendment to the University’s Office of General Counsel. Susan Kaplan of that Office was very helpful in providing advice and in suggesting additional changes to make sure that the Executive Committee’s purposes were accomplished. Thus, the language of the amendment before the Senate was also recommended and approved by the General Counsel’s Office. As there was neither objection nor debate, the amendment was accepted as a friendly amendment.

Professor Robinson requested and received unanimous consent to yield the floor to Professor Alan Wade, Faculty Co-Chair of the Joint Committee of Faculty and Students. Professor Wade said that in the interests of time, he would not speak to the Resolution as there were four people present who wished to do so. Professor Robinson received unanimous consent for the Senate to hear the speakers.

Each of the four speakers in turn expressed appreciation to the Senate for the opportunity to speak to the Resolution. Catherine Chandler spoke first, saying she has been employed at the University for five years as a full-time academic advisor in the University Honors Program, and also as a part-time lecturer in the Art Department and the Honors Program. In her time at the University she said she has come to really enjoy the spirit of community at GW. She added that she did not want to say anything in particular about the proposal embodied in the Resolution except that it is perfectly in line with the policies and practices of the University which actively does not discriminate. Accepting this change to the EEOP simply puts GW in line with its peers and what it already does on an everyday basis.

Aaron Fox, the staff Coordinator of the Lesbian, Gay, Bisexual and Transgender (LGBT) Resource Center and a current student in the Graduate School of Political Management spoke next. The Resource Center was just established this year, and in doing research to establish it, GW reviewed what other schools are doing to provide resources for LGBT students as well as policies and procedures in place that affect LGBT students, faculty, and staff. As the Senate is aware, *U.S. News and World Report* releases its findings every year about the top 100 schools in the U.S. All of the top 10 include “gender identity or expression” in their nondiscrimination policies. Only 2 of the top 25, Notre Dame and the

University of Virginia, do not include this phrase in their policies. By amending the University's EEOP Policy, Mr. Fox said he thought GW could take a step into this top tier of schools.

Michelle Tanney, a current student in the Graduate School of Political Management, spoke next. Ms. Tanney noted that she is the only graduate student on the Joint Committee of Faculty and Students, and served last year as a senator in the Student Association representing the College of Professional Studies. She also Chairs the Student Association Student Life Committee, and authored the Student Association Resolution regarding specific issues concerning the EEOP Policy. Ms. Tanney said that, although she is not a member of the LGBT community, she is an ally, and as a student at GW for six years, she added that she is very happy to see such progress during that time being made on an issue which she feels is extremely important. The language of Resolution 09/1 was drafted in cooperation with Mr. Fox, members of the LGBT community, and Professor Wolf, who has also spoken and written on this issue. The language was not settled upon in haste, but was carefully considered before the final version was agreed upon. Ms. Tanney concluded her remarks by saying that this issue is inherently important in promoting the diversity GW has on its very progressive campus, and she urged adoption of the Resolution.

Kaden Trifilio, an undergraduate in the Columbian College of Arts and Sciences and a transgender student, also spoke in support of the Resolution as a representative of the community of transgender students on campus who have been working very diligently for the past five years to amend the University's EEOP Policy. Amending the EEOP Policy would benefit the entire GW community as well as any students new to the University as it sends a clear signal that GW does indeed recognize, and is determined to protect, the transgender community. Over 50 faculty and 60 students have signed the letter in support of Resolution 09/1 (included with the agenda for the May Senate meeting), and since the letter was submitted, 5 more faculty members have added their names.

Professor Castleberry said he was asked to read a statement in support of Resolution 09/1 by one of his colleagues in the Graduate School of Education and Human Development. The author of the statement, Professor Mueller, served two terms on the Senate and has served on the Senate Executive Committee. He also was Faculty Co-Chair of the Joint Committee of Faculty and Students, and Chaired the Senate Committee on Educational Policy. His statement reads as follows:

I urge my former Senate colleagues to vote in favor of the Resolution before them. Through my intimate involvement a few years ago in bringing domestic partner benefits to GW I am aware of both the technical and emotional sides of issues related to today's discussions. I am convinced the time is right for the proposed inclusion. In fact, from the supplied background materials and the Resolution itself, it is evident that this action is long overdue. Please vote in favor, to include "gender identity or expression" to GW's nondiscriminatory statement. Thank you.

Discussion followed between Professors Wade, Griffith, Wilmarth, Parsons, Galston, and Helgert on various aspects of the Resolution. A vote was taken and Resolution 09/1 was adopted as amended by unanimous vote. (Resolution 09/1 is attached.)

RESOLUTION 09/2, "A RESOLUTION TO RECOMMEND MODIFICATION OF THE UNIFIED BUDGET MODEL"

Professor Joseph Cordes, Chair of the Fiscal Planning and Budgeting Committee introduced and moved the adoption of Resolution 09/2 and the motion was seconded. Resolution 09/2 was originally proposed by Professors Yezer and Boulier of the Economics Department.

Under the current process for allocating revenues under the Unified Budget, if a situation arises where a student from School A decides to double major in School B, 100% of his or her tuition revenues are credited to School A, and none to School B. There is a concern that this might cause Schools to be reluctant to engage in these kinds of double major arrangements. Resolution 09/2 provides that in this situation, revenues would in future be split. If adopted by the Senate, Resolution 09/2 would need to be discussed by the Council of Deans before the actions recommended are implemented.

There being no discussion or debate, a vote was taken, and Resolution 09/2 was adopted by unanimous vote. (Resolution 09/2 is attached.)

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

REPORT ON THE UNIVERSITY'S FY 2009 BUDGET PROJECTIONS IN LIGHT OF THE UNIVERSITY'S FINANCIAL RESULTS AS OF 3/30/09

Professor Cordes, Chair of the Senate Committee on Fiscal Planning and Budgeting (FP&B), distributed the University's Third Quarter Report for FY '09 prepared by the Executive Vice President and Treasurer for the Trustees' Committee on Finance and Audit. He also distributed a report entitled "University Budget Overview, FY 2009 and Beyond" from the FP&B Committee. Both reports are attached.

Professor Cordes gave a brief overview of the University budget framework which requires that projected budgets be balanced before the Board of Trustees gives its approval. When budgeting projections indicate that operating results are negative, there is a gap that has to be closed in order for the budget to be approved. This year, an above the line operating surplus (the difference between operating revenue and operating expense) was projected at approximately \$27 million. That surplus can be used to cover debt service and mandatory expenses, and can also include depreciation allowances for capital projects. The Board also determines the amount of endowment support each year. Figures provided are for the University operating budget (excluding the Medical Center), and not the capital budget. Professor Cordes said that the Budget Office monitors the budget throughout the year and revises revenue and expense forecasts as information is received. At this point, it appears that the FY 09 budget will remain balanced and that no budget gap will need to be covered.

Professor Cordes's report includes detailed information on the University's third quarter results for FY 09, and on Increases and Decreases in Net Assets. The difference between operating revenues and expenses is smaller this year than last as the result of a deliberate decision to slow the increase in tuition rates going forward. This amounts to

some \$10 million. On the revenue side, there is quite a significant shortfall from projected numbers for net fundraising contributions. Professor Cordes noted that in addition to the difficult economic situation, numbers projected were significantly increased over last year and the University was hoping to double the amount of net contributions in FY 09.

Professor Cordes's report also includes information on planning for the FY 10 budget. He noted that last year the same document contained some preliminary projected budget numbers for the next fiscal year, but this year that information is not included. He added that this probably reflects uncertainty about what is going to happen over the summer. Right now, it appears that projections are for a relatively stable enrollment with some reduction in on-campus enrollment offset by an increase in off campus enrollment. This is important information because net tuition and fees represent 71% of GW's revenue, and an additional 13% is derived from housing and other enrollment-based revenues.

The University's overall budget strategy is set forth on page 15 of the report and in essence, Professor Cordes said the University's budget strategy amounts to staying the course while monitoring economic conditions throughout the year and making adjustments as circumstances dictate. On page 16 the report indicates that two key areas in which adjustments may be made are in the category of operating expenditures, including the proposed 4% merit pool for faculty and staff salary increases, and revision of the timeline for capital project spending.

Information on maintaining affordability -- slowing the rate of tuition increases and increasing student financial aid -- is provided on pages 17-21 of the report. It is proposed that approximately \$10 million from the University's reserves will be used to increase student financial aid, and this will mean a \$10 million adjustment in net tuition revenues. Ultimately, the University's goal is to quadruple the financial aid available by increasing philanthropy rather than drawing down reserve funds, which were created by taking money out of the University's operating revenues and tuition in past years. The University's Strategic Plan for Academic Excellence will require additional funding for improvements in several areas (page 22).

In terms of planning for new facilities, up to \$10 million has already been provided (from reserves) for the planning, design and programming of the proposed Science and Engineering Complex (SEC). While the capital budget assumes there will be no new borrowing (except for the \$200 million already arranged this year), planning for additional academic and/or research space at the Mount Vernon and Virginia campuses will continue. A summary of key points concerning funding the University's budget, student demand, and the University's financial position are set forth on pages 24 and 25 of the report.

Discussion followed. Professor Griffith inquired about the amount of the University's reserves. Professor Cordes said he thought this was approximately \$160 million. There is, of course, a limit to the amount that can be drawn from these accounts and ultimately, vastly increased philanthropy will be required to replenish them and finance additional activities. Professor Griffith also inquired about financing increased student financial aid from reserve funds. Professor Cordes responded that he does not have exact figures on these expenditures. Professor Griffith then asked if the Budget Working Group is receiving less information on future budgets than in previous years.

Professor Cordes confirmed that this year there is less numerical information (at this point in time) than last. Additional information will be presented to the Board at their meeting on May 15, but that information was not available at the meeting of the Budget Working Group. Professor Cordes said his sense was that the budgeting process began later, in part because there was some uncertainty about enrollment numbers. Certainly, he added, in previous years one would not have seen a statement that one of the variables that might be used to balance the budget would be an adjustment in the 4% merit pool for salary increases.

Professor Helgert asked how reserve accounts are funded. Professor Cordes said that in past year reserve accounts have been enhanced by revenues drawn from the University's operating budget. Other ways to fund reserve accounts include favorable debt service results by achieving a reduction in interest rates, which allows the University to pay less for debt service and deposit the difference in reserve accounts. Professor Cordes said he thought it would be useful next year for the Budget Working group to inquire about reserve accounts in more detail as this is becoming an increasingly important mechanism for dealing with uncertainties in the economy, the SEC, and student financial aid.

Professor Wilmarth thanked Professor Cordes for all of his work in pulling together the budget information for the Senate as this is highly valuable information for the Senate to consider when contemplating the University's current financial position and future prospects. Professor Wilmarth also inquired about the additional \$200 million the University borrowed this year and the impact of that on the operating budget. Professor Cordes said that he had not as yet had an opportunity to examine this, but there is some impact on the budget, obviously.

Professor Wilmarth said he found it extremely troubling that the 4% merit increase pool for faculty and staff now appears to be under consideration for possible reduction or elimination. The University's third quarter budget report shows that the University has collected almost \$13 million in student tuition and fees above the originally budgeted amount. At the same time, while this is a difficult fundraising environment, the Board of Trustees has invested large amounts of additional resources into the development office. In spite of these additional investments, net contributions are \$6 million below the originally budgeted amount. In addition, student financial aid is \$7 million higher than originally budgeted. Thus, the efforts of the faculty and staff in helping to generate \$13 million of additional tuition and fees have essentially covered the University's higher cost of student financial aid and the University's shortfall in contributions this year.

Professor Wilmarth also observed that the University's current operating reserves have been created in large part by the fact that (i) the University's tuition has consistently been among the highest in the nation, (ii) the efforts of the faculty and staff have frequently helped to produce even higher amounts of tuition than budgeted (as indicated by the enrollment figures shown on page 13 of the third quarter budget report), and (iii) the faculty and staff have received compensation that is far below the average compensation paid at market basket schools. For example, the table entitled "AAUP Faculty Compensation Averages for Market Basket Schools," which is attached to the Annual Report of the ASPP Committee, shows that GW's average faculty compensation ranks twelfth out of fifteen among market basket schools on a non-adjusted basis and thirteenth out of fifteen when adjusted for the comparative cost of living. Thus, GW's average faculty compensation compared to other market basket schools is very poor. The below-average compensation of

GW's faculty and staff results in part from two salary deferrals, each for a 6-month period, between 2000 and 2005. Those salary deferrals helped to fund the University's current reserve accounts.

Professor Wilmarth noted that the Administration previously stated on several occasions that it expected to provide a 4% merit increase pool for faculty and staff salaries in 2010. In Professor Wilmarth's view, a reduction or elimination of next year's salary increase for faculty and staff would unfairly penalize those who have contributed the most toward creating the University's strong financial position, and it would be unconscionable for the University to penalize faculty and staff while continuing to commit large amounts of funds to capital projects and development efforts whose ultimate payoffs are highly uncertain. Professor Cordes said that he thought, in all fairness, that the commitment is still there for a 4% merit pool, but that might have to change in response to altered circumstances. Vice President Lehman said that the University had a good revenue return this year, but because of uncertainties concerning enrollments, which look positive at this juncture, the University is just trying to exercise caution in anticipating revenues and be prepared to respond to circumstances that may arise.

GENERAL BUSINESS

I. NOMINATION FOR ELECTION OF PROFESSOR PETER F. KLAREN (ESIA) TO THE SENATE EXECUTIVE COMMITTEE FOR THE 2009-10 SESSION, AS RECOMMENDED BY THE NOMINATING COMMITTEE

Professor Arthur E. Wilmarth, Jr., Convener, moved the nomination of Professor Klaren, who was elected by unanimous vote.

Professor Robinson requested that items II.-- XI. be approved together. All items were approved by unanimous vote, with the addition of two Committee members under item III. (See note below.)

II. APPROVAL OF DATES FOR REGULAR SENATE MEETINGS IN THE 2009-10 SESSION RECOMMENDED BY THE EXECUTIVE COMMITTEE

| | |
|--------------------|-------------------|
| September 11, 2009 | January 15, 2010 |
| October 9, 2009 | February 12, 2010 |
| November 13, 2009 | March 12, 2010 |
| December 11, 2009 | April 9, 2010 |
| | May 14, 2010 |

III. NOMINATIONS FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 2009-10 SESSION

The list distributed at the meeting was approved along with the addition of the following faculty members to the indicated Committees: Admissions Policy, Student Financial Aid, and Enrollment Management: Bruce Dickson; Research: Robert Hawley

IV. NOMINATIONS FOR APPOINTMENT BY THE PRESIDENT OF FACULTY MEMBERS TO ADMINISTRATIVE COMMITTEES

Joint Committee of Faculty and Students: Alan G. Wade, Faculty Co-Chair; Heidi Bardot, Geoffrey Carter, Dorothy E. Holmes, Catheeja Ismail, Lisa W. Martin, and Amy Mazur

V. NOMINATIONS FOR APPOINTMENT OF FACULTY MEMBERS BY THE BOARD OF TRUSTEES TO TRUSTEES' COMMITTEES

Committee on Advancement: Joseph J. Cordes; Committee on Academic Affairs: Lilien F. Robinson; Committee on Student Affairs: Alan G. Wade; External Affairs: Christine J. Zink

VI. NOMINATIONS FOR ELECTION BY THE FACULTY SENATE OF FACULTY MEMBERS TO THE STUDENT GRIEVANCE REVIEW COMMITTEE:

Joseph Arleth, Heidi Bardot, Geoffrey Carter, Molina Dayal, Dorothy E. Holmes, Susan LeLacheur, Venetia L. Orcutt, Rumana Riffat, George Stephens, and Karen A. Wright.

VII. REPORT OF THE EXECUTIVE COMMITTEE

Professor Robinson presented the Report of the Executive Committee, which is enclosed.

VIII. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

Annual Reports distributed at the meeting included those from the following Standing Committees: Admissions Policy, Student Financial Aid, and Enrollment Management; Appointment, Salary, and Promotion Policies; Libraries; Physical Facilities; and Professional Ethics and Academic Freedom. Professor Parsons also submitted a report from the Joint Subcommittee on Educational Quality which is examining the experiences of undergraduate students at the University. The report outlines some of the issues the Joint Subcommittee is pursuing. Professor Parsons said he would welcome suggestions about areas that the Committee might perhaps add to its agenda. (The reports are attached.)

BRIEF STATEMENTS (AND QUESTIONS)

Professor Parsons distributed clarifications to two of the statements he had made in the minority report at the April Senate meeting concerning the Science and Engineering Complex. Following the Senate meeting, the majority report was redrawn. When this was presented for Committee approval, Professor Parsons said that he thought the new document was reasonable enough for him to sign on with the majority. However, with respect to two items in the oral informational report given at the April meeting, Professor Parsons offered the following clarifications. Professor Parsons said he reported that research space in the SEC would be allocated on a cash basis when he should have said it "will be assigned competitively based on the funding level of the principal investigators who are proposing to occupy the space" [Donald Lehman, Faculty Senate, December 12, 2008]. Professor Parsons said that there are very real questions about the model the SEC will follow

– campus resource, or an industrial park for generating revenue. Professor Parsons' report also clarifies his statement that there are no known provisions for improving the lab experiences of GW science and engineering students until the completion of the new building (SEC) in 2014. Professor Parsons apologized for this characterization when he should have said there are no known provisions for renovating GW science and engineering lab facilities -- renovation and improvement being two different things. Professor Parsons said he thought the University needs to think seriously about educating students as the goal rather than focusing on the SEC, which is a means of achieving that goal and will not happen for at least five years. Attention should be paid to improving the educational experience for current students as well as integrating that with longer term solutions, such as new construction. A more detailed account of Professor Parsons' concerns is set forth in his report, which is attached.

Professor Windsor reported briefly on the decanal search in the School of Public Health and Health Services. A plan for the search process has been drafted and will be considered at a faculty meeting scheduled for April 17th.

ADJOURNMENT

There being no further business before the Senate, Vice President Lehman thanked Senate members for all of their work and wished everyone a pleasant and productive summer. With unanimous consent, the meeting was adjourned at 5 p.m.

Elizabeth A. Amundson

Elizabeth A. Amundson
Secretary

A TRIBUTE TO JOSEPH M. GIORDANO, M.D.
Professor Emeritus of Surgery

Joseph Giordano, M.D., has been with The George Washington University Medical Center since 1968, when he began his General Surgery Residency. He has devoted his entire academic and clinical career to this institution, and will retire this year, in 2009.

Dr. Giordano came to George Washington University, having completed his undergraduate studies at Georgetown University in 1963, and M.D. degree at Jefferson Medical College in 1967. After serving as Chief Surgical Resident in 1973, he joined the Department of Surgery faculty at GW as Assistant Professor. It took little time for Dr. Giordano to establish his presence, as he became the Acting Director of the Emergency Room in 1976, and Director and Founder of The George Washington University Hospital Trauma Team--his duties in this capacity highlighted by the outstanding surgical and critical care of President Ronald Reagan in the 1981 assassination attempt.

Clinically, Dr. Giordano is a technically superb surgeon and teacher in all areas of general and thoracic surgery. As a subspecialist, he is a highly respected vascular surgeon, with one of the most outstanding success records in the field of carotid endarterectomy in the country. He has been a sought-after speaker on vascular surgery, and has published extensively, on topics ranging from Takayasu's disease to vascular disorders in diabetics. He was a founding member and President of the Chesapeake Vascular Society and the Eastern Vascular Society, and active member of numerous other national and international societies and associations.

Dr. Giordano became the Chairman of the Department of Surgery in 1992. Along the way, he has been on practically every Medical Center and Hospital committee. Considering the dramatic developments that this Medical Center and Hospital have gone through in the past 40 years, Dr. Giordano has been at the epicenter of every major challenge and change, as a stabilizing and guiding force. As Chairman, he built the Department of Surgery from a small localized group of general surgeons to a highly respected department with multiple divisions and functions. He navigated through the most profound transformation within General Surgery, the open to minimally invasive (laparoscopic) era, by building the most respected and comprehensive Division of Minimally Invasive Surgery in the region.

As Chairman, Dr. Giordano was responsible for the continued excellence of the residency program of the Department of Surgery. The surgery clerkship has for years been noted to be one of the finest educational experiences at the Medical Center. Dr. Giordano is responsible for the training of hundreds of surgical residents, many of whom have honored Dr. Giordano by continuing the tradition of superb clinical skills and teaching at other institutions across the country.

Dr. Giordano served on the University Faculty Senate for two years, 1990-91 and 1991-92. He was the chairman of the Executive Committee of the Medical Center from 1991 to 1994, and served as chairman of the Search Committee for Vice President of the Medical Center in 1987 and again in 1992. He was one of the founding members of the Board of Trustees for the newly independent Medical Faculty Associates in 2000, and previously served for many years on the governing board of the MFA.

Dr. Giordano is most admired for his leadership skills and his camaraderie and consensus- building abilities that were so crucial in helping the Surgery Department and the Medical Center succeed through these transforming times.

Respectfully submitted,

**Paul Lin, MD
Vice Chairman, Department of Surgery**

**Read into the Record of the Faculty Senate meeting
May 8, 2009**

A Tribute to Debra Sheldon, Professor Emeritus of Accountancy

Debra Sheldon retired at the end of the Fall, 2008 semester after 29 years of service to The George Washington University, including active participation on the Faculty Senate.

Professor Sheldon is a graduate of The George Washington University, completing her doctorate in 1981 in Accountancy, Finance, Applied Economics, and Administrative Theory and Practice. Prior to her GW tenure, Dr. Sheldon worked at the Brookings Institution, Johnson Research Foundation, as Assistant Director of the First National Bank of Atlanta, and on the faculty of George Mason University and the Georgetown University School of Business.

Professor Sheldon has served on the GWU faculty since the early 80's, when she accepted a position as an Assistant Professor. She guided the Accountancy Department as Chair from 1991 to 1994 and from 1996 to 1999, and oversaw a significant departmental expansion in both faculty and course offerings. In her capacity as Associate Dean for Graduate Studies from 2001 to 2005, Dr. Sheldon greatly expanded the visibility and quality of the Business School's graduate program.

Dr. Sheldon's Faculty Senate service was no less consequential. Serving on the influential Senate Committees on Appointment, Salary, and Promotion Policies; Faculty Development and Support; and Fiscal Planning and Budgeting (which she chaired during a particularly important chapter in the University's history), she most ably represented the School of Business and Public Management (now the "GW School of Business") from 1998 to 2000.

Professor Sheldon is the author of five books, including most recently a timely treatise on how to make organizations function better not only for their own benefit, but also for the benefit of the publics they serve. Well before others, she identified the looming crisis in public confidence over private-sector dealings, and offered what are now regrettably unheeded prescriptions for heading off the disaster in which we are currently enmeshed.

Through her many dedicated years of service to The George Washington University, Debra Sheldon has shown a deep devotion to her students and colleagues, to the academy, to the field of Accountancy, and to the University. While we will miss her day-to-day wisdom, guidance, and humor, her legacy will endure. We wish her the very best as she moves to the next passage in her journey.

Read into the record at the Faculty Senate meeting, May 8, 2009

A Resolution to Amend The George Washington University Equal Employment Opportunity Policy (EEO) To Include “Gender Identity or Expression” ((09/1)

WHEREAS, the current EEO does not specifically include “gender identity or expression” as a basis for which the University does not unlawfully discriminate; and

WHEREAS, over 260 colleges and universities have included “gender identity or expression” in their non-discrimination policies; and

WHEREAS, the inclusion of “gender identity or expression” would be consistent with provisions in the District of Columbia Human Rights Act that prohibit educational institutions from discriminating against individuals on this basis; and

WHEREAS, the inclusion of “gender identity or expression” assures current and prospective transgender students, faculty and staff that GW is a nurturing and supportive campus community; and

WHEREAS, the GW Student Association has voted unanimously to support the inclusion of such language in the EEO; and

WHEREAS, GW students have expressed their belief that the inclusion of “gender identity or expression” in the EEO would result in an increased sense of safety and security; NOW, THEREFORE

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

That the EEO be amended to read as follows:

“The George Washington University does not unlawfully discriminate against any person ~~on the basis of~~ on any basis prohibited by federal law, the District of Columbia Human Rights Act, or other applicable law, including without limitation, race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, or gender identity or expression. This policy covers all programs, services, policies and procedures of the University, including admission to educational programs and employment. ~~The University is subject to the District of Columbia Human Rights Act.~~”

BE IT FURTHER RESOLVED THAT THE FACULTY SENATE supports the amending of all University non-discrimination statements, including those in the Guide to Student Rights and Responsibilities and the GW statement on Discrimination and Harassment Prohibited in the Workplace, to include “gender identity or expression.”

Joint Committee of Faculty and Students

April 8, 2009

Adopted as amended, May 8, 2009

**A RESOLUTION TO RECOMMEND MODIFICATION OF THE UNIFIED
BUDGET MODEL (09/2)**

WHEREAS, the Administration has adopted the “Unified Budget Model” (UBM) and that model is playing a significant role in determining the funding for, and strength of, academic programs in the various Schools of the University;

WHEREAS, the UBM specifically claims that “(o)nly those activities that a school can control are included in determining the budgeted margin” and has interpreted that control to refer to the “continuing undergraduate students enrolled in a school’s on-campus programs during the academic year”, so that, for example, “under the Unified Budget Model, no tuition revenue is allocated to one school for teaching students enrolled in other schools”;

WHEREAS, these two provisions of the UBM are incompatible with an environment where students should not be impeded in seeking inter-school majors and minors which require the resources and attention of at least two schools and which schools could control by denying students access to these interschool majors and minors and course enrollment;

WHEREAS, the current system provides an undesirable financial incentive for departments and faculty to discriminate among students majoring in the same subject based on the school in which they are enrolled;

WHEREAS, the *Faculty Code* Section IX.A. entitles faculty to “an active role ...” including “an opportunity to make recommendations” when budgetary decisions under schemes such as the UBM have substantial implications for the strength and continuation of academic programs, the welfare of students, and the teaching and learning environment; NOW, THEREFORE

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

That the potentially dysfunctional provision of the UBM be eliminated by amending the provisions in the “Closing Out the Budget at Year End” sections (pages 3 and 4) of the current Unified Budget model to provide for equal division of tuition revenue from undergraduate students based on their declared candidacy for majors offered by the various schools rather than based solely on school of enrollment. This recommended change is to take effect in fiscal year 2010.

Committee on Fiscal Planning and Budgeting
April 21, 2009

Adopted May 8, 2009

The George Washington University

The George Washington University
Committee on Finance & Audit
Third Quarter Report
FY 09

Office of the Executive Vice
President and Treasurer

May 13, 2009

The George Washington University

University Third Quarter Report FY 09

The University is projected to end the fiscal year with a balanced budget.

Revenues are projected to be \$4.0 million better than budget offset by an increase in expenses and other changes in net assets. The increase in revenue is attributed to additional off campus enrollment and higher other income offset by lower contribution revenue.

Expenses are \$7.6 million above budget. Of this amount \$4.0 million is funded by additional revenues and \$3.6 million is funded from reserves, including funding for the Unified Web Presence and e-Procurement projects.

The Unified Web Presence project will improve GW website navigation allowing students, parents and University staff to find desired content with ease. The project will also provide a new dynamic technology platform that will significantly improve content management. The e-Procurement initiative will enable us to systematically maintain product preferences and pricing agreements with vendors, thereby ensuring we receive the standard of goods and services we expect at the lowest possible cost. Both initiatives support the Strategic Plan.

Including the Medical Center, the University's operating revenue is projected to grow 3.9 percent over the last year while expenses are estimated to increase 6.6 percent for same period.

The George Washington University

University Third Quarter Report FY 09

(Dollars in Thousands)

| | Approved Budget (1) | 1st Quarter Forecast | 2nd Quarter Forecast | 3rd Quarter Forecast | Variance to Budget |
|-----------------------------|---------------------|----------------------|----------------------|----------------------|--------------------|
| Revenue | \$ 573.7 | \$ 580.2 | \$ 576.7 | \$ 577.7 | \$ 4.0 |
| Expenses | 544.6 | 551.1 | 550.4 | 552.2 | (7.6) |
| Other Changes in Net Assets | (29.1) | (29.1) | (26.3) | (25.5) | 3.6 |
| OPERATING RESULTS | \$ - | \$ - | \$ - | \$ - | \$ - |

- (1) The Approved Budget has been restated to reflect budget reallocations within expense categories that have no impact on the operating results.

The George Washington University

University Third Quarter Report FY 09

The University is projected to end the year with a balanced budget.

Revenue is \$4.0 million higher than the approved budget and \$1.1 million above the second quarter forecast.

Net Tuition and Fees revenue is \$5.7 million above budget.

- \$0.6 million in additional undergraduate and graduate revenue from enrollment; \$1.4 million lower than second quarter forecast due to an increase in financial aid for the spring semester and additional tuition distribution to the Medical Center.
- \$6.0 million in additional off campus revenue which is \$2.3 million above the second quarter forecast.
- \$4.0 million in additional Law School tuition revenue which is \$0.1 million below the second quarter forecast. The additional revenue is offset by \$3.4 in financial aid.
- Summer tuition revenue is forecasted to be \$1.5 below budget due to revised enrollment projections.

Auxiliary Enterprise revenue is projected to be \$0.6 million above budget. The increase is related to parking and student housing revenue. The estimate is \$1.2 million below the second quarter estimate due to a forecasting error.

Contributions Net revenue is estimated at \$15.5 million which is \$2.5 million above the prior year but \$6.1 million below the approved budget. The contribution revenue shortfall is partially offset by \$1.0 million in lower Development Office spending.

Other Income revenue is projected to be \$3.8 million above the approved budget driven largely by academic programs and activities (\$3.0 million).

Total Expenses are forecasted to be \$7.6 million above budget and \$1.9 million above the second quarter forecast. The major variances include:

Compensation expense is \$2.6 million above the approved budget and \$3.2 million above the second quarter forecast. In addition to the previously reported variances related to the Assistant Professor salary adjustments and the Global Media Institute, the forecast has been updated to include additional Law School compensation (\$1.9 million funded by the school), reallocations from other expense categories that have no budget impact, and a lower than anticipated vacancy rate.

Purchased Services expense is projected to be \$5.1 million over the approved budget and \$1.6 million over the second quarter. The variance includes \$2.7 million related to IT projects, including the next phase of Unified Web Presence, E-Procurement and Cable TV upgrade, \$2.5 million for additional expenses related to off campus programs and \$2.3 million in regulatory and compliance costs. These increases are offset by lower Study Abroad provider payments due to lower enrollment.

Equipment expense is \$1.1 million above budget and \$0.3 million lower than the second quarter forecast due to costs associated with expansion of the wireless network and carryover funding.

Bad Debt expense is \$1.1 million below budget and \$0.5 million better than the second quarter forecast reflecting improved management of receivables.

Occupancy expense is \$2.3 million above budget due to reallocations from other expense categories.

Other expense is \$2.8 million below budget and \$4.8 million below the second quarter estimate. Most of the change reflects reallocations to other expense categories that have no budget impact.

Debt Service is expected to be \$2.6 million below budget as a result of interest rate savings and discontinuing the amortization of internal advances on Virginia Campus land (Building 2 and Research 2).

Support/Investment is projected to be \$3.2 million below budget and \$1.0 million more than the second quarter estimate due to a reduction in revenue sharing distributions to Academic reserves. The variance includes \$5.8 million of transfers to the operating budget:

- \$1.7 million from Academic Reserves related to prior year carryover for academic units (\$0.9m), draw on revenue reserves (\$1.4m) offset by increase in revenue sharing (\$0.5m).
- \$4.1 million from administrative reserves for the Unified Web Presence and E-Procurement projects and funding carried over from the prior year.

These transfers are offset by a \$2.6 million addition to reserves as result of debt service savings.

The George Washington University

University Third Quarter Report FY 09

(Dollars in Thousands)

| | Approved Budget ⁽¹⁾ | 1st Quarter Forecast | 2nd Quarter Forecast | 3rd Quarter Forecast | Variance to Budget |
|--|--------------------------------|----------------------|----------------------|----------------------|--------------------|
| REVENUES | | | | | |
| Student Tuition & Fees | 582,715 | 592,771 | 593,725 | 595,622 | 12,908 |
| Less University Funded Scholarships | (148,200) | (153,342) | (153,497) | (155,418) | (7,218) |
| Net Student Tuition & Fees | 434,515 | 439,428 | 440,228 | 440,204 | 5,690 |
| Indirect Cost Recoveries | 10,088 | 9,293 | 9,771 | 10,088 | 0 |
| Auxiliary Enterprises | 89,039 | 90,855 | 90,811 | 89,620 | 582 |
| Contributions Net | 21,639 | 21,639 | 16,839 | 15,502 | (6,137) |
| Other Income | 18,420 | 19,004 | 18,991 | 22,277 | 3,857 |
| Total Revenues | 573,700 | 580,219 | 576,640 | 577,692 | 3,992 |
| EXPENSES | | | | | |
| Salaries & Wages | 293,331 | 293,709 | 291,961 | 296,518 | (3,188) |
| Fringe Benefits | 69,595 | 69,578 | 70,371 | 69,054 | 541 |
| Purchased Services | 76,482 | 79,733 | 80,022 | 81,612 | (5,131) |
| Supplies | 7,464 | 7,603 | 8,246 | 7,816 | (353) |
| Equipment | 14,674 | 16,869 | 16,078 | 15,798 | (1,124) |
| Bad Debt | 3,000 | 3,000 | 2,390 | 1,900 | 1,100 |
| Occupancy | 45,566 | 45,778 | 44,429 | 47,838 | (2,272) |
| Scholarships & Fellowships | 8,132 | 8,317 | 8,110 | 8,270 | (138) |
| Communications | 4,855 | 4,853 | 4,868 | 4,594 | 262 |
| Travel & Training | 11,720 | 11,890 | 12,111 | 11,759 | (39) |
| Other | 9,823 | 9,774 | 11,791 | 7,059 | 2,764 |
| Total Expenses | 544,642 | 551,104 | 550,377 | 552,219 | (7,577) |
| OTHER (DECREASES)/INCREASES IN NET ASSETS | | | | | |
| Debt Service & Mandatory Purposes | (53,095) | (51,462) | (50,873) | (50,518) | 2,577 |
| Endowment Support | 35,028 | 35,028 | 35,108 | 35,138 | 110 |
| Capital Expenditures | (11,597) | (11,560) | (13,269) | (13,929) | (2,332) |
| Support/Investment | 607 | (1,121) | 2,771 | 3,837 | 3,230 |
| Total Other Changes in Net Assets | (29,058) | (29,115) | (26,263) | (25,472) | 3,586 |
| OPERATING RESULTS | 0 | 0 | 0 | 0 | 0 |

(1) The Approved Budget has been restated to reflect budget reallocations within expense categories that have no impact on the operating results.

The George Washington University

University Third Quarter Report FY 09

Endowment Budget Support University and Medical Center

(Dollars in Thousands)

| | FY 08 | Estimated FY 09 | | | |
|--|--------------|--------------------------|--------------------------------|-------------------------------|----------------------------|
| | | As of May ⁽⁶⁾ | As of September ⁽⁷⁾ | As of December ⁽⁸⁾ | As of March ⁽⁹⁾ |
| Market Value of Endowment ⁽¹⁾ | | | | | |
| Average | 1,201,942 | 1,088,883 | 1,205,120 | 1,137,449 | 1,126,078 |
| Average Excluding Square 54 | 1,120,842 | 926,683 | 1,042,920 | 975,249 | 963,878 |
| Gifts Designated for Endowment ⁽²⁾ | 17,744 | | 4,670 | 6,831 | 14,612 |
| University Additions ⁽³⁾ | 4,220 | | (136) | 902 | 1,817 |
| Base Payout | 43,597 | 45,324 | 45,459 | 45,533 | 45,597 |
| Supplemental Payout: | | | | | |
| Strategic Plan | 4,695 | 4,900 | 4,900 | 4,900 | 4,900 |
| Development | <u>1,000</u> | <u>1,000</u> | <u>1,000</u> | <u>1,000</u> | <u>1,000</u> |
| Total Payout Excluding Square 54 | 49,292 | 51,224 | 51,359 | 51,433 | 51,497 |
| Payout Rate Excluding Square 54 ⁽⁴⁾ | 4.4% | 5.5% | 4.9% | 5.3% | 5.4% |
| Square 54 Payout ⁽⁵⁾ | 4,546 | 5,428 | 5,667 | 5,741 | 5,787 |
| Total Payout Including Square 54 | 53,838 | 56,652 | 57,026 | 57,174 | 57,284 |
| Payout Rate Including Square 54 ⁽⁴⁾ | 4.5% | 5.2% | 4.7% | 5.0% | 5.1% |

(1) Net of liabilities.

(2) Cash basis.

(3) Payout reinvested and University funds transferred to the endowment.

(4) In calculating the payout rate, the market value of the following separately invested funds (currently \$6.6 million) was excluded: Katzen, Cheney, Ramsey Student Investment and Undergraduate Investment Class.

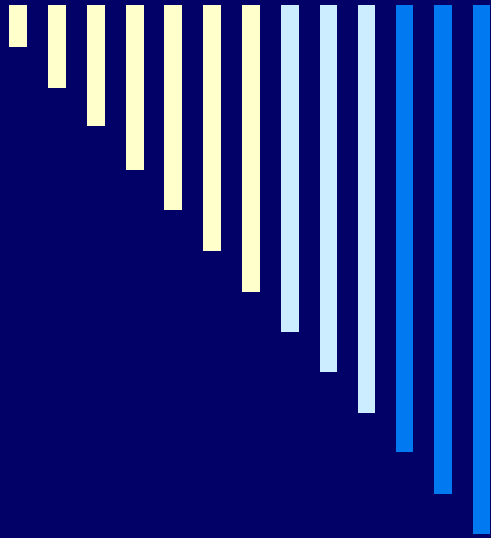
(5) Square 54 payout represents the reimbursement of site development costs. The remaining \$3.3 million in ground rent distributions in excess of estimated site development costs will be reinvested in the endowment. About \$1 million of the \$1.8 million in University Additions through March 2009 represents the reinvestment of ground rent distributions.

(6) Market value as of March 31, 2008. Base payout based on funds invested as of Mar. 2008 and a payout rate of \$3.38 per unit.

(7) Average market value for the first three months of FY 09. Payout based on funds invested as of Sep. 2008 and a payout rate of \$3.38 per unit.

(8) Average market value for the first six months of FY 09. Payout based on funds invested as of Dec. 2008 and a payout rate of \$3.38 per unit.

(9) Average market value for the first nine months of FY 09. Payout based on funds invested as of Mar. 2009 and a payout rate of \$3.38 per unit.



University Budget Overview FY 2009 and Beyond

**Briefing to the George Washington University Faculty Senate
by
Joseph Cordes
Chair, Faculty Senate Committee on Fiscal Planning and
Budgeting
May 8, 2009**



Outline

- Overview of Budget
- Fiscal year 2009
 - Budget projections
 - 3rd Quarter Performance
- University Budget Working Group:
Looking Ahead to Fiscal year 2010



Comments and Caveats

- Data on operating budgets, expenses, and “gaps” refer to “university budget” which does not include the medical center.
- Focus on operating budget, not capital budget.



Annual Budgeting Framework

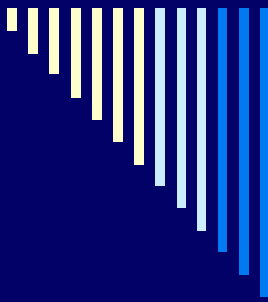
- ❑ Submission to Board of Trustees of budget that must be balanced
- ❑ Budget balance: budgeted (projected)
Operating Results (next slide) must equal \$0
- ❑ When budget projections indicate that $\text{Operating Results} < \0 there is a budget gap
- ❑ Budget gap needs to be addressed in order for budget to be approved.



The Budgeting Framework (Approved FY 2009 Example)

| Approved Budget | FY 2009 |
|---|----------------|
| Operating Revenue | \$575.1 |
| Operating Expense | \$547.9 |
| (Operating Revenue - Operating Expense) | \$27.3 |
| Other Decreases (Increases) in Net Assets | -\$27.3 |
| Operating Results | \$0.0 |

Budget Submitted to GWU Board of Trustees
Approved May 2008



Components of the Budget Category:
Other (Decreases) Increases in Net Assets:

| | Budgeted FY 2009 |
|-----------------------------------|-----------------------------|
| Debt Service & Mandatory Purposes | -\$53.1 |
| Endowment Support | \$34.5 |
| Capital Expenditures | -\$11.0 |
| Support/ Investment | \$2.3 |
| Total | -\$27.3 |

University Third Quarter Report FY 09

(Dollars in Millions)

| | Approved Budget (1) | 1st Quarter Forecast | 2nd Quarter Forecast | 3rd Quarter Forecast | Variance to Budget |
|-----------------------------|---------------------|----------------------|----------------------|----------------------|--------------------|
| Revenue | \$ 573.7 | \$ 580.2 | \$ 576.7 | \$ 577.7 | \$ 4.0 |
| Expenses | 544.6 | 551.1 | 550.4 | 552.2 | (7.6) |
| Other Changes in Net Assets | (29.1) | (29.1) | (26.3) | (25.5) | 3.6 |
| OPERATING RESULTS | \$ - | \$ - | \$ - | \$ - | \$ - |

(1) The Approved Budget and the 3rd Quarter Forecast have been restated to reflect budget reallocations within expense categories that have no impact on the operating results.

University Third Quarter Report FY 09 (Dollars in Thousands)

| | Approved Budget ⁽¹⁾ | 1st Quarter Forecast | 2nd Quarter Forecast | 3rd Quarter Forecast | Variance to Budget |
|--|--------------------------------|----------------------|----------------------|----------------------|--------------------|
| REVENUES | | | | | |
| Student Tuition & Fees | 582,715 | 592,771 | 593,725 | 595,622 | 12,908 |
| Less University Funded Scholarships | (148,200) | (153,342) | (153,497) | (155,418) | (7,218) |
| Net Student Tuition & Fees | 434,515 | 439,428 | 440,228 | 440,204 | 5,690 |
| Indirect Cost Recoveries | 10,088 | 9,293 | 9,771 | 10,088 | 0 |
| Auxiliary Enterprises | 89,039 | 90,855 | 90,811 | 89,620 | 582 |
| Contributions Net | 21,639 | 21,639 | 16,839 | 15,502 | (6,137) |
| Other Income | 18,420 | 19,004 | 18,991 | 22,277 | 3,857 |
| Total Revenues | 573,700 | 580,219 | 576,640 | 577,692 | 3,992 |
| EXPENSES | | | | | |
| Salaries & Wages | 293,331 | 293,709 | 291,961 | 296,518 | (3,188) |
| Fringe Benefits | 69,595 | 69,578 | 70,371 | 69,054 | 541 |
| Purchased Services | 76,482 | 79,733 | 80,022 | 81,612 | (5,131) |
| Supplies | 7,464 | 7,603 | 8,246 | 7,816 | (353) |
| Equipment | 14,674 | 16,869 | 16,078 | 15,798 | (1,124) |
| Bad Debt | 3,000 | 3,000 | 2,390 | 1,900 | 1,100 |
| Occupancy | 45,566 | 45,778 | 44,429 | 47,838 | (2,272) |
| Scholarships & Fellowships | 8,132 | 8,317 | 8,110 | 8,270 | (138) |
| Communications | 4,855 | 4,853 | 4,868 | 4,594 | 262 |
| Travel & Training | 11,720 | 11,890 | 12,111 | 11,759 | (39) |
| Other | 9,823 | 9,774 | 11,791 | 7,059 | 2,764 |
| Total Expenses | 544,642 | 551,104 | 550,377 | 552,219 | (7,577) |
| OTHER (DECREASES)/INCREASES IN NET ASSETS | | | | | |
| Debt Service & Mandatory Purposes | (53,095) | (51,462) | (50,873) | (50,518) | 2,577 |
| Endowment Support | 35,028 | 35,028 | 35,108 | 35,138 | 110 |
| Capital Expenditures | (11,597) | (11,560) | (13,269) | (13,929) | (2,332) |
| Support/Investment | 607 | (1,121) | 2,771 | 3,837 | 3,230 |
| Total Other Changes in Net Assets | (29,058) | (29,115) | (26,263) | (25,472) | 3,586 |
| OPERATING RESULTS | 0 | 0 | 0 | 0 | 0 |

(1) The Approved Budget has been restated to reflect budget reallocations within expense categories that have no impact on the operating results.

University Third Quarter Report FY 09 (Dollars in Thousands)

Endowment Budget Support University and Medical Center

| | FY 08 | Estimated FY 09 | | | |
|--|--------------|--------------------------|--------------------------------|-------------------------------|----------------------------|
| | | As of May ⁽⁶⁾ | As of September ⁽⁷⁾ | As of December ⁽⁸⁾ | As of March ⁽⁹⁾ |
| Market Value of Endowment ⁽¹⁾ | | | | | |
| Average | 1,201,942 | 1,088,883 | 1,205,120 | 1,137,449 | 1,126,078 |
| Average Excluding Square 54 | 1,120,842 | 926,683 | 1,042,920 | 975,249 | 963,878 |
| Gifts Designated for Endowment ⁽²⁾ | 17,744 | | 4,670 | 6,831 | 14,612 |
| University Additions ⁽³⁾ | 4,220 | | (136) | 902 | 1,817 |
| Base Payout | 43,597 | 45,324 | 45,459 | 45,533 | 45,597 |
| Supplemental Payout: | | | | | |
| Strategic Plan and Advancement | 4,695 | 4,900 | 4,900 | 4,900 | 4,900 |
| Development | <u>1,000</u> | <u>1,000</u> | <u>1,000</u> | <u>1,000</u> | <u>1,000</u> |
| Total Payout Excluding Square 54 | 49,292 | 51,224 | 51,359 | 51,433 | 51,497 |
| Payout Rate Excluding Square 54 ⁽⁴⁾ | 4.4% | 5.5% | 4.9% | 5.3% | 5.4% |
| Square 54 Payout ⁽⁵⁾ | 4,546 | 5,428 | 5,667 | 5,741 | 5,787 |
| Total Payout Including Square 54 | 53,838 | 56,652 | 57,026 | 57,174 | 57,284 |
| Payout Rate Including Square 54 ⁽⁴⁾ | 4.5% | 5.2% | 4.7% | 5.0% | 5.1% |

(1) Net of liabilities.

(2) Cash basis.

(3) Payout reinvested and University funds transferred to the endowment.

(4) In calculating the payout rate, the market value of the following separately invested funds (currently \$6.6 million) was excluded: Katzen, Cheney, Ramsey Student Investment and Undergraduate Investment Class.

(5) Square 54 payout represents the reimbursement of site development costs. The remaining \$3.3 million in ground rent distributions in excess of estimated site development costs will be reinvested in the endowment. About \$1 million of the \$1.8 million in University Additions through March 2009 represents the reinvestment of ground rent distributions.

(6) Market value as of March 31, 2008. Base payout based on funds invested as of Mar. 2008 and a payout rate of \$3.38 per unit.

(7) Average market value for the first three months of FY 09. Payout based on funds invested as of Sep. 2008 and a payout rate of \$3.38 per unit.

(8) Average market value for the first six months of FY 09. Payout based on funds invested as of Dec. 2008 and a payout rate of \$3.38 per unit.

(9) Average market value for the first nine months of FY 09. Payout based on funds invested as of Mar. 2009 and a payout rate of \$3.38 per unit.



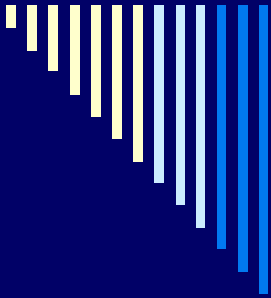
The Budget Working Group FY 10 Budget Planning

Office of the Executive Vice President and Treasurer
May 1, 2009



Agenda

- ❑ Enrollment Assumptions
- ❑ Strategy
 - Maintain Affordability
 - Invest in the Strategic Plan
 - Continue Planning for Investment in Facilities
- ❑ Funding



Enrollment

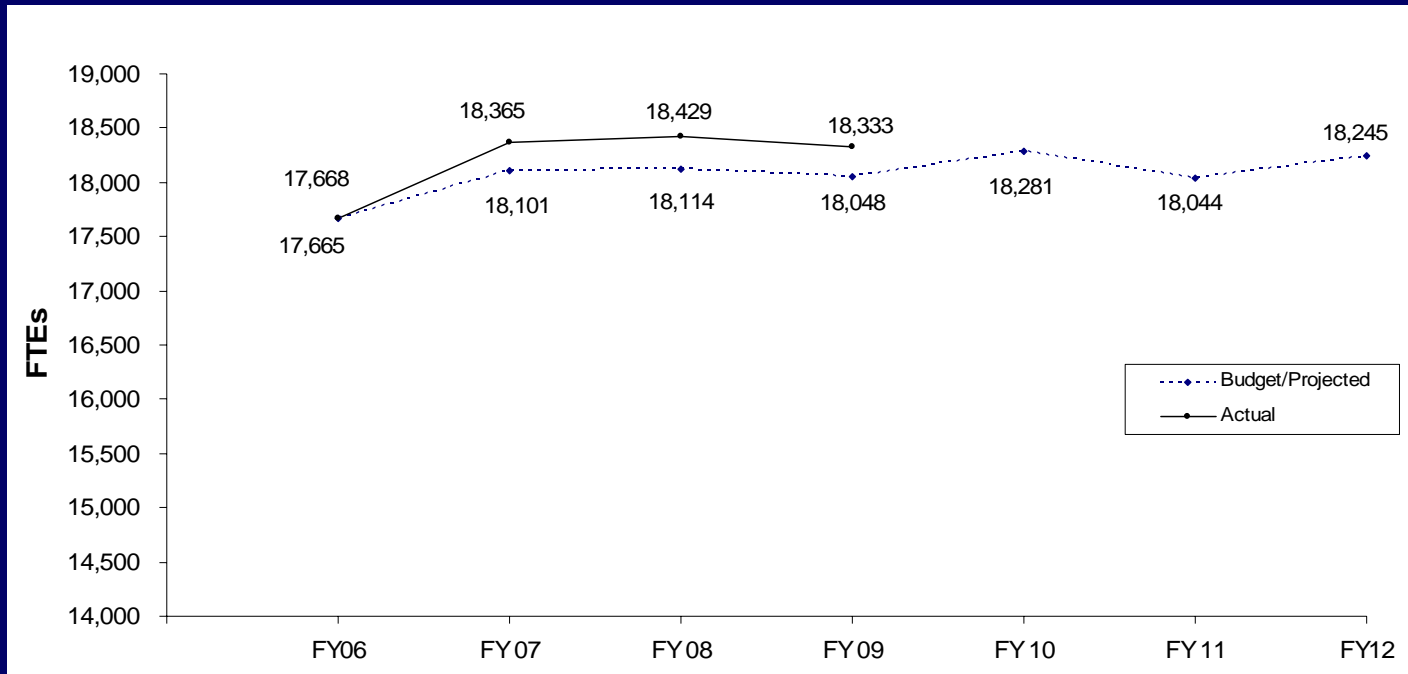
Enrollment is projected to remain relatively stable through FY 2012.

Consistent with enrollment targets, on campus enrollment is projected to decrease 1 percent.

The projections reflect a 3 percent increase in off campus enrollment.

Fall Enrollment History

Summary (Including Law/Non-Degree)



- ❖ Represents Fall undergraduate and graduate enrollment. On campus enrollment is as of Fall census and off campus enrollment is as of the end of term. FY 09 actual date reflects enrollment as of the end of the third week of classes. Does not include SMHS and SPHHS.
- ❖ FTEs are calculated as follows:
 - FT Undergraduate students and FT JD
 - + PT Undergraduate, PT-JD and PJD students credit hours divided by 12
 - + Graduate, Off Campus and Non-Degree students credit hours divided by 9
 - = Total FTEs



Enrollment

Enrollment will continue to be the primary source of revenue:

- ❖ Net tuition and fees revenue represents 71 percent of revenue
- ❖ With housing and other enrollment-based revenue, enrollment accounts for over 84 percent of revenue



Our Strategy

Our progress to date has created a momentum that would be difficult and costly to resume were we to suspend these efforts until economic conditions improve:

- ❖ Maintain affordability
- ❖ Proceed with investments in the Strategic Plan for Academic Excellence and fundraising
- ❖ Continue planning for investments in academic, research, and student life facilities



Our Strategy

Monitor economic conditions throughout the year and adapt should circumstances dictate.

As always, failure to achieve enrollment targets could necessitate changes to proposed spending:

- ❖ Operating expenditures, including the proposed 4 percent merit pool for faculty and staff, could be adjusted
- ❖ The timeline for capital project spending could be revised



Maintain Affordability

❖ Undergraduate

- ❖ Fixed Price Tuition
- ❖ Increases below competition and in line with inflation trends
- ❖ Based on preliminary information, our increases are below the average for peer institutions



Comparative Tuition and Fees First Year and Total Cost for Four Years of Attendance

The following data compare the tuition and fees paid by GW students in their four years of attendance under the Fixed Price Tuition Plan with comparable costs at 41 peer institutions.

| | New Students | | GW Rank | |
|--------------------------|--------------|----------------------|------------|---------------------------|
| | GW | Peers ⁽¹⁾ | First Year | Four Years ⁽²⁾ |
| Class Entering Fall 2004 | 15.9% | 5.5% | 1 | 7 |
| Class Entering Fall 2005 | 6.1% | 5.5% | 1 | 3 |
| Class Entering Fall 2006 | 3.9% | 5.7% | 1 | 5 |
| Class Entering Fall 2007 | 3.8% | 5.4% | 1 | 10 |
| Class Entering Fall 2008 | 3.0% | 5.2% | 1 | 12 |
| Class Entering Fall 2009 | 3.0% | 3.9% | 2 | 14 |

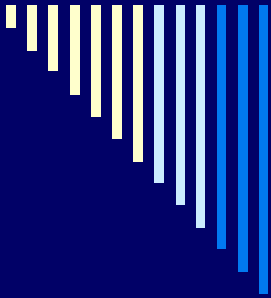
(1) The Fall 2009 increase is based on available information for 29 of the 41 institutions.

(2) Based on available Fall 2009 pricing information. Otherwise a 4 percent tuition increase is assumed. Later years assume 3 percent increases for GW and 4 percent increases for peers.



Maintain Affordability Undergraduate

- ❖ Financial aid:
 - Normal adjustments based on changes in enrollment and pricing
 - Commitment to provide additional funding for financial aid:
 - Near term – from reserves
 - Longer term – five year plan to quadruple fundraising for financial aid



Maintain Affordability Undergraduate

To assist families in dealing with the current economic situation:

- ❖ \$10 million in supplemental funding will be needed for new and continuing students next year
- ❖ Students receiving funds will continue to receive funding as long as they remain enrolled
- ❖ Total cost of initiative over next four years to six years ranges between \$24 million and \$47 million



Maintain Affordability Graduate & Professional

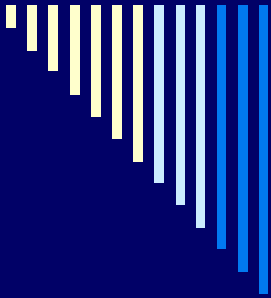
- ❖ Maintain competitive market position
- ❖ Financial aid adjustments based on enrollment and pricing



Strategic Plan

Additional funding for:

- ❖ Strategic Plan initiatives, growth in off campus programs, and the Law School
- ❖ Enhancing research capacity
- ❖ Gelman Library and Academic Technologies
- ❖ Unified Web Presence Initiative



Planning for New Facilities

To maintain momentum, we will continue planning for several key projects:

- ❖ Science and engineering complex
- ❖ Renovation of additional space on the Mount Vernon Campus for academic use
- ❖ Build out/renovate additional academic and research space at the Virginia Campus

Proceeding with planning for these projects will put us in a position to move forward subject to Board approval.

Capital budget assumes no new borrowing.



Funding the Budget

In the past, the growth in reserve balances has allowed us to internally finance capital projects.

We have treated these internal advances the same as external debt, and have repaid ourselves from the operating budget.

This funding model has allowed us to:

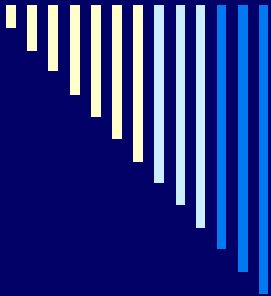
- ❖ Continue to make capital investments without increasing our debt burden
- ❖ Create a reserve that allows us to respond to strategic opportunities and unexpected events



Funding the Budget

Well-positioned to face the challenges presented by current economic conditions:

- ❖ Strong demand characteristics
- ❖ Financial capacity (liquidity and reserves)



Student Demand

Undergraduate applications and admissions are running slightly ahead of last year.

Compared to the same period last year, graduate applications are 15 percent higher and admissions are up 20 percent.



Financial Position

- ❖ Because we are less dependent on endowment payout and gifts than peer institutions, the consequences of the economic downturn have not been as significant
- ❖ Realigned our debt structure to lock in favorable interest rates
- ❖ Issuance of 2009 Bonds provides additional liquidity
- ❖ Ability to internally finance capital projects
- ❖ Standard & Poors upgraded our rating from A to A+; Moody's affirmed its A1 rating



Funding the Budget

The reserves we have developed, along with converting more of our debt to fixed rates, provide us with the flexibility to:

- ❖ In the short term, fund the increases in financial aid
- ❖ Proceed with our investments in the Strategic Plan and fundraising.

Admissions Policy, Student Financial Aid and Enrollment Management Committee

Membership

Chair: Corry, Michael, Education Technology
Marroquin, Jaime, Spanish
Mohamed, Mohamed A., Newborn Services
Smith, Carol, Pathology
Ullman, Daniel, Mathematics
Zderic, Vesna, Electrical and Computer Engineering

ex officio:

Amundson, Elizabeth A., Registrar
Chernak, Robert A., Senior Vice President for Student and Academic Support Services
Johnson, Diana E., Biological Sciences, Executive Committee Liaison
King, Crystal, Manager Gelman Library System Financial Services
Lehman, Donald R., Executive Vice President for Academic Affairs
Napper, Kathryn, Director of Undergraduate Admissions
Rypkema, Geri, Director, Office of Graduate Student Support
Small, Daniel, Director of Student Financial Assistance
Williams, Kristin, Director, Graduate Student Enrollment Management
Wollner, Kim, Student Liaison

May 2009 Final A Y Report

There have been no items on the agenda of the Admissions Policy, Student Financial Aid and Enrollment Management Committee during the 2008-09 Academic Year. However, the committee met twice during this time period. During the first meeting there was a presentation from Kristin Williams, Assistant Vice President of Graduate Student Enrollment Management, regarding graduate student admissions and enrollments. During the second meeting there was a presentation from Kathryn Napper, Executive Dean of Undergraduate Admissions, regarding undergraduate admissions and enrollments. Following both of these presentations there were lengthy question and answer periods followed by discussions.

FACULTY SENATE COMMITTEE
on
APPOINTMENT, SALARY, AND PROMOTION POLICIES
Annual Report (2008-09)

The ASPP Committee held five meetings during academic year 2008-09. In addition, one subcommittee of the ASPP committee held a number of meetings during the year. Here are the major issues considered this year:

Peer Review of Faculty Teaching

A joint subcommittee of ASPP and PEAFF (Professional Ethics and Academic Freedom) was formed to review GW policies and practices for assessment of faculty performance. Members of this subcommittee from ASPP were Carol Hayes (First Year Writing Program), Ellen Dawson (Nursing Education), and Eugene Abravanel (Psychology). Members from PEAFF were Kurt Darr (Hospital Administration) and Maria Cseh (Human and Organizational Learning), who was on sabbatical during the 2008-09 academic year but had been involved in the preceding year.

There was an extensive discussion of the issues included under the broad heading of “faculty assessment,” in which PEAFF Chair Charles Garris participated. Based upon the discussion, the ASPP Committee narrowed the subcommittee’s charge and asked it to concentrate on peer review of faculty, rather than the full range of issues associated with faculty assessment. It is the Committee’s understanding that broader issues of faculty assessment will be undertaken by the Faculty Development Committee.

During the year, the subcommittee developed a series of questions to ask Department Chairs (and Deans in those Schools without departments) as its method of gathering information. Altogether 90 academic units were surveyed, 40 of them in CCAS. The departments were promised anonymity in the hope that the Chairs would be more forthcoming than might be the case if their Deans would eventually see the Chairs’ reports to the subcommittee. The subcommittee members have begun receiving replies from those surveyed, but had not received enough by ASPP’s last meeting to make generalizations. They will meet again in May and hope to begin writing up the results at that time.

Feedback to Faculty on Annual Reports

At the January meeting, EVP Don Lehman briefed the Committee on the process whereby faculty should receive feedback on their Annual Reports. With the exception of the Law School and Elliot School, both of which have no departments, all reviews are performed by the department chairs. In Law and Elliot, they are performed by the Deans.

The Chairs/Deans are required to fill out a separate report evaluating each faculty member’s Annual Report using the strategic plan of the department/program/school as a bench mark. This report should be returned to the faculty member for the sole purpose of making sure that no factual errors were made by the Chair/Dean. In the case of Chairs, the reports are then sent to the Dean for comment. Once a Dean has commented on the report, the Chair (or Dean in the Elliot

or Law Schools) should meet personally with each faculty member to discuss the Annual Report. Faculty can respond to comments of the Chair or Dean at that meeting. When the faculty member agrees to the report, s/he signs it, and the signed reports ultimately go to EVP Lehman's office for review and filing. There appears to be significant variation among departments and schools as to how well this procedure is followed.

According to EVP Lehman, there is a small percentage of contested evaluations. Some of these may be due to errors not corrected by the Chairs at an early stage in the process. He also noted that raises are determined based on the Annual Reports, but this process is done separately, using a different set of instructions from EVP Lehman's office.

Change in process for deducting certain premium and related deductions. At present, most faculty are paid their salary over nine months. Health and dental insurance premium payments and Flex Fund deductions (medical and child care) are deducted in nine equal amounts. Other faculty receive their salary on a ten, eleven, or twelve month basis. For faculty who choose to have their salary paid on a ten or eleven month basis, the computer system must be adjusted manually to spread these deductions out in equal payments over the year. This has occasionally led to errors, with no deductions made in the summer months. The missed summer deductions are accumulated and then deducted in the fall, with the entire summer's deficiency deducted in the first salary check received in the fall or by some other method that captures the arrears.

To correct for the need to handle some faculty deductions manually and the resulting problems, HRS proposed a nine-month system for all faculty other than those who are paid on a twelve month basis. On the new system, the health, etc., deductions for ten and eleventh month faculty will be made in January–May and September–December, with no deductions in the summer months. The twelve month deduction schedule for faculty paid on a twelve month basis remains unchanged.

Report on Faculty Salaries. EVP Don Lehman reported to ASPP on faculty salaries twice this year. In the fall, he walked the Committee through the final 2007-08 figures situating GW salaries against the AAUP 80th percentiles and the University's "market basket" schools. Funds were found to bring all three ranks up to (or above) the 80th percentile. Associate Professors were in the 85th percentile. Some GW salaries exceed those at market basket schools, but EVP Lehman estimated that it would take more than \$5 million for GW to be at the mean of the market basket schools and \$6.4 million to be at the median. EVP Lehman reported on these figures to the Faculty Senate.

At ASPP's last meeting of the year, EVP Lehman distributed the salary figures for 2008-09. He noted that Full and Associate Professors improved from the preceding year, but Assistant Professors dropped slightly below the 80th AAUP percentile. It will take \$38,130 to move them to the 80th percentile, which he will do. He also noted that Full Professors were ranked 11th among the market basket schools; Associate Professors, 6th; and Assistant Professors, 10th. It would take slightly less than \$5 million to be at the market basket mean, and over \$5 million to be at the market basket median. These charts are attached.

EVP Lehman also distributed a chart (attached) showing GW salaries broken down by gender and he noted that the University's gender equity efforts have worked. There were three salary challenges during the year, but there were no changes made as a result of the challenges.

Retirement Plans

Human Resources/Benefits has decided to contract with Fidelity Investments to provide management and related administrative functions regarding all three employee retirement plan options (TIAA-CREF, Vanguard, and Fidelity). This means that Fidelity will be responsible for paperwork that requires the statistics for all three retirement plan options to be combined for reporting purposes. Since the three companies do not keep their records in a consistent manner, Fidelity will assume responsibility for merging the information in a consistent way for reporting purposes. Although the vast majority of GW employees use TIAA-CREF, that company did not have the capacity to perform this function. Vanguard does have the capacity, only to a lesser degree than Fidelity does, and it would not put all of Fidelity's funds on its platform. Since one purpose of the change is to give GW employees one-stop shopping, *i.e.*, a single web site to access all their accounts, Fidelity was chosen. TIAA-CREF will continue to administer transfers among its own funds. There will be no increased costs or fees from the new arrangement with Fidelity.

At ASPP's March meeting, VP Val Berry (Human Resources) and John Rose, Director, Employee Benefits Administration, told the Committee that to facilitate the change, there would be a blackout period lasting approximately one month, starting March 20th. (The blackout period was postponed, however, until the fall.) At the April meeting, Jennifer Lopez, the newly appointed Executive Director of Tax, Payroll, and Benefits Administration, told the Committee that Benefits will be reviewing the Fidelity contract this summer to assure that it will achieve the efficiencies and improvements that led them to design the new arrangement in the first place. In addition, Benefits (which will no longer be under HR) will undertake a "robust communication effort" to improve the information flow to faculty and staff. Among other things, communications will now highlight especially important information and also tailor the information sent to the needs of different audiences. For example, those who invest their retirement assets with TIAA-CREF do not need to receive the instructions for those who direct their funds to Vanguard or Fidelity.

Respectfully,
Miriam Galston, Chair
ASPP
May 5, 2009

2008-09 Median Salaries by Gender for GW *Regular Faculty (Continuing and New)

| Professors | Number of Faculty | | Mean | | Median | | Quartile 1 | | Quartile 3 | |
|------------------------|-------------------|------|---------|---------|---------|---------|------------|---------|------------|---------|
| | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male |
| CCAS Humanities | 15 | 24 | 92,923 | 97,325 | 90,097 | 97,622 | 86,073 | 86,952 | 103,272 | 112,306 |
| CCAS Physical Sciences | 4 | 34 | 99,943 | 114,437 | 94,914 | 103,998 | 82,992 | 94,833 | 116,893 | 125,152 |
| CCAS Social Sciences | 13 | 53 | 119,980 | 123,091 | 111,995 | 116,199 | 106,495 | 106,903 | 130,554 | 135,485 |
| Education | 10 | 10 | 114,914 | 112,624 | 115,682 | 109,224 | 109,095 | 92,270 | 122,426 | 117,510 |
| Elliott School | 4 | 19 | 138,161 | 119,603 | 133,703 | 111,343 | 107,063 | 102,518 | 169,259 | 141,990 |
| Engineering | 3 | 45 | | 135,931 | | 130,089 | | 114,770 | | 150,000 |
| Business | 5 | 29 | 127,600 | 131,379 | 123,400 | 122,300 | 122,400 | 113,000 | 134,300 | 139,000 |
| Law School | 11 | 30 | 184,774 | 210,763 | 192,852 | 203,635 | 164,680 | 180,304 | 208,158 | 231,527 |
| Public Hlth&Hlth Svc | 5 | 21 | 154,515 | 143,438 | 129,173 | 155,454 | 129,173 | 101,590 | 175,949 | 172,843 |
| Total | 70 | 265 | | | | | | | | |

| Associate Professors | Number of Faculty | | Mean | | Median | | Quartile 1 | | Quartile 3 | |
|------------------------|-------------------|------|---------|---------|---------|---------|------------|---------|------------|---------|
| | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male |
| CCAS Humanities | 22 | 23 | 77,801 | 75,983 | 77,186 | 77,440 | 70,206 | 71,549 | 85,966 | 80,139 |
| CCAS Physical Sciences | 7 | 18 | 82,422 | 79,396 | 81,808 | 78,908 | 80,349 | 75,100 | 84,564 | 81,440 |
| CCAS Social Sciences | 29 | 23 | 83,028 | 87,099 | 81,254 | 87,588 | 74,430 | 78,934 | 91,423 | 90,870 |
| Education | 17 | 11 | 78,533 | 87,032 | 78,443 | 81,910 | 71,190 | 69,885 | 85,072 | 98,078 |
| Elliott School | 2 | 10 | | 87,647 | | 80,990 | | 75,340 | | 90,000 |
| Engineering | 3 | 11 | | 103,727 | | 99,128 | | 92,066 | | 105,370 |
| Business | 12 | 27 | 120,817 | 109,317 | 119,400 | 106,900 | 96,100 | 101,200 | 140,600 | 116,650 |
| Law School | 9 | 15 | 155,850 | 170,166 | 152,960 | 174,230 | 147,560 | 144,600 | 161,970 | 184,000 |
| Public Hlth&Hlth Svc | 6 | 5 | 89,389 | 153,537 | 87,713 | 134,517 | 85,321 | 117,285 | 91,397 | 196,614 |
| Total | 107 | 143 | | | | | | | | |

| Assistant Professors | Number of Faculty | | Mean | | Median | | Quartile 1 | | Quartile 3 | |
|------------------------|-------------------|-------|---------|---------|---------|---------|------------|--------|------------|---------|
| | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male |
| CCAS Humanities | 34 | 28 | 65,083 | 64,465 | 64,032 | 62,562 | 58,485 | 57,028 | 70,000 | 70,329 |
| CCAS Physical Sciences | 9 | 14 | 67,056 | 71,445 | 68,710 | 70,497 | 62,000 | 66,262 | 70,000 | 74,974 |
| CCAS Social Sciences | 20 | 24 | 74,323 | 71,757 | 71,366 | 71,376 | 66,620 | 63,750 | 85,698 | 79,135 |
| Education | 9 | 8 | 62,683 | 65,671 | 60,170 | 66,258 | 56,900 | 64,500 | 63,000 | 69,550 |
| Elliott School | 6 | 3 | 75,291 | | 72,620 | | 68,640 | | 76,947 | |
| Engineering | 2 | 10 | | 93,592 | | 95,217 | | 89,500 | | 96,600 |
| Business | 14 | 18 | 129,561 | 116,739 | 127,550 | 110,750 | 103,900 | 99,300 | 160,200 | 135,000 |
| Law School | n/app | n/app | | | | | | | | |
| Public Hlth&Hlth Svc | 4 | 1 | 85,510 | | 83,142 | | 76,865 | | 94,154 | |
| Total | 98 | 106 | | | | | | | | |

* Excludes University Professors, instructors, clinical law faculty, SMHS and cells with fewer than four faculty.

FACULTY SENATE COMMITTEE
on
LIBRARIES
Annual Report (2008-2009)

The Faculty Senate Committee on Libraries addressed a number of issues during the past year. While most communications were accomplished via e-mail, the Committee held one meeting and one joint meeting with the Committee on Research. Here are the major issues considered this year:

Resolution on Scholarly Publications

At the request of the Executive Committee, the Committee on Libraries drafted a resolution that would require faculty members to deposit copies in the Electronic Repository at the Gelman Library of those publications for which a license could be granted to the University. The Committee forwarded it to the Committee on Research for consideration. After modifications recommended by the Committee on Research were made, both committees voted to adopt the resolution and it was forwarded to the Executive Committee. The Executive Committee has forwarded the resolution to the Office of the General Counsel for comment before presenting it to the Senate.

Resolution on Funding for the Gelman Library

Pursuant to Resolution 05/7 regarding funding for the Gelman Library, the Committee on Fiscal Planning and Budget prepared a resolution calling for an increase of 10% in the collection budget of the Gelman Library until parity with the average collections expenditures of market basket schools had been achieved. The resolution was forwarded to the Committee on Libraries for its approval and to the Executive Committee. However, before the Committee on Libraries could take any action, the Executive Committee voted to decline to send the resolution to the full Senate. The Committee on Libraries subsequently sent an alternative resolution to the Committee on Fiscal Planning and Budget asking that the University include a goal of increasing the endowment for the Gelman Library by \$51 million as part of its capital campaign as a means to increase funding for the Gelman Library collections expenditures to achieve parity with the average collections expenditures of market basket schools and, that until that goal is reached, the base budget for collections of the Gelman Library be increased each fiscal year on a par with the percentage by which student tuition was increased by the University in the preceding academic year. The Committee on Fiscal Planning and Budget will consider the fiscal implications of the alternative resolution in the next academic year.

Proposal on Faculty Copyright Risks

The Committee on Educational Policy approved a proposal asking that the University establish a faculty copyright education program. The Committee on Libraries voted to support the proposal.

Respectfully Submitted

Scott B. Pagel

Scott B. Pagel, Chair

May 6, 2009

Members

Scott Pagel (Chair), Simon Berkovich, Brian Casemore, Vincy Fon, Valentina Harizanov, Jennifer James, Christine Pintz, Daniele Poodini

ex officio:

Donald Lehman, Anne Linton, Jack Siggins, Nicole Welsh (student liaison), Philip Wirtz (Executive Committee Liaison)

The George Washington University
Faculty Senate Committee on Physical Facilities
Final Report
April 30, 2009

During the academic year 2008/09 the Senate Committee on Physical Facilities met on four occasions.

At its first meeting the committee focused on three major aspects of the planned Science and Engineering Complex:

- The current plans for the size and scope of the building
- The progress to date of the planning process
- The current estimates of the cost of the building and supporting infrastructure

Mr. Arthur Bean, Director of Facilities Project Management, offered a tentative outline of the building parameters, including gross and net square footage, laboratory, office and classroom space allocation, and parking facilities. He also provided preliminary estimates of construction costs, taking into account special requirements for building services, and reported on the engineering progress to date.

Mr. Bean also offered details on the planned building for the School of Public Health, currently scheduled for occupancy in 2012.

Various other projects were also discussed by the Physical Facilities team. Among these were an inventory of available classroom space on the main campus and an assessment of needed improvements, and plans for the renovation of the second floor classrooms in Fungler Hall. The committee also heard a progress report on the construction of Pelham Hall at the Mt. Vernon campus.

At its second meeting the committee focused exclusively on the planned Science and Engineering Complex. It discussed in detail the report to the Faculty Senate presented by the Faculty Senate

Special Committee on the Science and Engineering Complex on November 14, 2008.

Mr. Juan Ibanez offered an update on engineering work performed to date and addressed the issue of replacement for the parking spaces eliminated by the removal of the university parking garage. He also provided an overview of the current development timeframe, including programming, architectural design, zoning approval, and start and completion of construction.

At its third meeting Associate Vice President for Academic Operations Jeffrey Lenn provided a detailed update on the three-year classroom improvement project currently being conducted by the Division of Academic Operations. Dr Lenn outlined various improvements to Bell, Corcoran, Fungler, Gelman, Old Main, Phillips and Rome implemented during the current academic year, as well as the Division's plans for repairs and renovations over the following two academic year.

The last meeting of the academic year was dedicated to a discussion of the Science and Engineering Complex. Mr. Juan Ibanez and Dr. Jeffrey Lenn presented information on similar projects undertaken at various universities in the United States and overseas. Of particular importance was a discussion of the key features typically incorporated into the design of such facilities. Mr. Ibanez also discussed the present state of planning for the complex and outlined a potential timeline for the benchmarking, programming and early design phases.

Members: Linda Gallo, Hermann Helgert (Chair), Hugo Junghenn, Edward L. Murphree, Maida Withers

Ex-Officio: Elizabeth Amundson, Brian Biles (Executive Committee Liaison), Juan Ibanez, Louis Katz, Craig Linebaugh (replaced by Jeffrey Lenn), Jean Pec, Abigail Wolfe (Student Liaison)

Faculty Senate
PROFESSIONAL ETHICS AND ACADEMIC FREEDOM COMMITTEE
ANNUAL REPORT 2008-2009
May 6, 2009

The Professional Ethics and Academic Freedom (PEAF) Committee met two times during the academic year and extensively communicated electronically throughout the year. The following is a summary of the issues considered and the current status.

1. **Committee Report and Resolution to Amend Faculty Code with Respect to the Appointment of Academic Administrative Officers**

On February 4, 2008, the Executive Committee informed the PEAf committee that the practices that some schools have followed with regard to the selection of Associate Deans, Assistant Deans, and similar academic officers are at variance with the Faculty Code. We were therefore requested to review appropriate documents and practices at the various schools and make recommendations. Subsequently, the PEAf committee reviewed the by-laws of all schools with reference to such appointments. Professors Wilmarth and Garris met with the Council of Deans and sought their views and recommendations. PEAf committee members sought feedback from the Faculty on this issue. The Council of Deans subsequently met privately and further discussed the issue and their views were expressed to PEAf both through a meeting with EVPAA Donald Lehman and a memorandum. Some of the concerns expressed by the deans included:

- a. Appointing only regular active status faculty to these positions may serve to reduce the level of scholarly activity at the school. Faculty membership should therefore not be a requirement for such appointments.
- b. Each school has its own particular needs and concerns regarding administrative positions so that all schools should not be required to follow the same procedures.
- c. Research faculty should not be appointed as associate deans although they may serve as assistant deans when approved by the Faculty.
- d. Deans wish to be empowered to select appropriate Faculty for these positions, subject to removal by Faculty by majority vote of the regular active status faculty.
- e. The deans were concerned that Procedures of the Faculty Code requiring Faculty participation were too onerous.

A draft resolution to amend the Faculty Code was distributed to the committee to form the basis of discussion. After a considerable amount of consideration of all views and current practices, the committee came to the conclusion that most of the concerns of the deans and the concerns of the Faculty can be accommodated under the current version of the Faculty Code, provided that appropriate School procedures are incorporated in the school by-laws. The conclusion of the committee was that the current provisions in the Faculty Code for the appointment of Associate and Assistant Deans and similar academic officers offer the flexibility that the deans seek, and promotes harmonious cooperation with the Faculty that everyone agrees is in the best interest of every school and will assist the academic officers in performing their duties. It was therefore decided to abandon the resolution to amend the Faculty Code but to provide a Committee Report to assist schools in interpreting the Faculty Code and to provide helpful suggestions on how they might modify their school by-laws in order to expedite their procedures in appointing academic officers in the school. A copy of the report is attached herewith.

2. **Study of Proportionality of Senate Representation.**

The Executive Committee informed PEAFF that some faculty of CCAS believed that the number of Faculty Senate representatives from CCAS should be increased. The PEAFF Committee discussed the issue and sought input from the Faculty. The committee also reviewed the history of Senate composition at GW and the manner in which Senate representation is determined at other universities. Current practice at GW is that each school has three representatives regardless of enrollment, revenue, etc. with some exceptions. The CCAS is viewed as consisting of three distinct divisions, each having 3 representative, with a total of 9 representatives. ESIA and SPHHS have two representatives, rather than three, because of their size and age, but will eventually be entitled to three representatives each. The committee was not aware of any compelling reason that changing this balance will better enable the Faculty Senate to serve the university. It has provided harmonious cooperation among Senate members for many years. Our research discovered that while many universities have systems similar to GW's, other universities do have proportionate representation based on such factors as enrollment, number of faculty, revenue generated, etc. While the PEAFF committee could not find any compelling reason to change the current representation, PEAFF decided to allow the Faculty Senate to express its views. Thus, the committee drafted **A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE (08/2)** which was presented to the Faculty Senate at the September 12, 2008. In effect, the resolution added two senate representative to CCAS while keeping representation from the other schools the same. The resolution was tabled. While it was noted that some CCAS faculty felt very strongly on the issue of increasing CCAS representation, it became clear that many Faculty Senate members consider this a highly divisive issue. In the spirit of continuing our tradition of collegiality and in focusing our attention on the more important issues which our university faces, it was agreed that the committee will take no further action on the resolution unless directed to do so by the Executive Committee.

3. **Compliance of SPHHS and GSEHD with Article I.B.1 of the Faculty Code**

The PEAFF committee was informed that there is progress in both schools. On March 13, Professor Cherian, Chair of the Joint Subcommittee Regarding Compliance by SPHH, reported to the Faculty Senate that Interim Dean Josef Reum presented a very detailed report on the plans to achieve compliance at SPHHS, and Dean Mary Futrell made a positive presentation to the Senate on April 10, 2009 on progress in GSEHD.

4. **Faculty Performance Evaluation**

In the Spring of 2008, the Executive Committee requested that the PEAFF Committee and the ASPP Committee form a joint subcommittee to review current GWU methodology and that at other institutions and to provide a report to the Faculty Senate. A joint committee was formed. The joint subcommittee has met several times and has endeavored to limit the scope of its activities to that which will provide maximum impact on academic excellence at GW. It is therefore studying policies and procedures in all departments and schools for evaluating teaching. The committee is in the process of formulating a survey and will provide a report in the Fall 2009.

5. **AAUP Report "Freedom in the Classroom"**

The AAUP report "Freedom in the Classroom" was published in September 2007. It addresses the conundrum faced today in modern academia of supporting the faculty's

right to academic freedom while avoiding abuse of this right in a litigious and consumer oriented environment. Perceived abuse falls into four categories: I. Instructors are said to “indoctrinate” rather than “educate”; II. Instructors are accused of failing to present conflicting views on contentious subjects in a fair way, thereby depriving students of educational “balance”; III. instructors are sometimes accused of being intolerant of students’ religious, political, or socioeconomic views, thereby creating a hostile atmosphere inimical to learning; and, IV. Instructors are accused of persistently interjecting material, especially of a political or ideological character, irrelevant to the subject of instruction. The AAUP report attempts to find a balance and suggest helpful guidelines. While it is not clear that this is a general problem at GW, it may be helpful to have recommendations in place when complaints occur. The AAUP report provides guidelines that might be helpful to faculty and administrators in setting the boundaries. While the committee discussed the issue in passing, it did not have time to consider it in detail. The committee was also advised of another report on the same subject that it might consider. If the committee finds one of these reports useful, a possible outcome would be a resolution adopting its recommendations. This issue may be considered on the Fall 2009 committee agenda.

6. **Patent Policy**

The PEAFC Committee was asked to review the new proposed GWU Patent Policy. The new policy was distributed to the committee and general feedback obtained. However, the Patent Policy inherently involves conflicting interests including revenue generation for the university, diverting faculty attention from purely academic pursuits, research, contributing to the business world, retaining and recruiting creative faculty. Furthermore, the Patent Policy involves the legitimate interests of the faculty in retaining intellectual property rights in their course materials and research results, except with respect to "works for hire" as properly defined in accordance with well-established legal doctrine. It was therefore decided by the Executive Committee to form a Joint Subcommittee between PEAFC and Research. This subcommittee will probably begin its work over the summer and report to PEAFC and Research in the Fall.

Respectfully Submitted on behalf of the Committee:

Charles A. Garris, Jr.
Chair

Senate Committee on Professional Ethics and Academic Freedom

Maria Cseh, Counseling, Human and Organizational Studies
Kurt J. Darr, Health Services Management and Leadership
Molina Dayal, Obstetrics and Gynecology
Charles A. Garris, Chair, Mechanical & Aerospace Engineering
Walter K. Kahn, Electrical and Computer Engineering
Murray H. Loew, Electrical and Computer Engineering
David Robinson, Emeritus, Law
Lisa Torres, Sociology
Lynda West, Teacher Preparation & Special Education
Arthur A. Wilmarth, Law, Executive Committee Liaison

ex. officio:

Marguerite Barratt, Dean, Columbian College of Arts & Sciences

Robin Kinder, Coordinator of Reference Services, Gelman Library
Frederick M Lawrence, Dean, GW Law School
Carol Sigelman, Associate VP for Graduate Studies and Academic Affairs
Richard Weitzner, Associate General Counsel

Committee Report

on

The Appointment of Academic Administrative Officers

Faculty Senate Committee on Professional Ethics and Academic Freedom (PEAF)

Chair: Garris, Charles A., Jr., Mechanical and Aerospace Engineering
Cseh, Maria, Counseling, Human and Organizational Studies
Darr, Kurt J., Health Services Management and Leadership
Kahn, Walter K., Electrical and Computer Engineering
Loew, Murray H., Electrical and Computer Engineering
Robinson, David, Emeritus, Law
Torres, Lisa, Sociology
Watkins, Ryan, Educational Leadership
West, Lynda L., Special Education

ex officio:

Barratt, Marguerite (Peg), Dean, Columbian College of Arts and Sciences
Kinder, Robin, Coordinator of Reference Services, Gelman Library
Lawrence, Frederick M., Dean, GW Law School
Sigelman, Carol, Associate Vice President for Graduate Studies and Academic Affairs
Weitzner, Richard, Associate General Counsel
Wilmarth, Arthur E. Jr., Law, Executive Committee Liaison

The Executive Committee in its memorandum of February 4, 2008 (Attachment 1) requested that the PEAFF Committee consider the procedures of the Schools with respect to the selection of Associate Deans, Assistant Deans, and similar academic officers and to consider the current requirements of the Faculty Code, the By-Laws of the various schools, and to seek counsel of the faculty and deans on the issue. The Executive Committee was prompted to make this request by reports of violations in certain schools of the Faculty Code in making such appointments.

The Faculty Code currently provides a substantial role for the regular-active status Faculty in making such an appointment only for “academic administrative officers.” [Procedures for Implementation of the Faculty Code; C.2.] The reason that the Faculty has such a role is rooted in the principle of shared governance between Faculty and administration as described in Article IX (A) of the Faculty Code where it states that:

“The regular, active-status faculty shares with the officers of the administration the responsibility for effective operation of the departments and schools of the University as a whole. In the exercise of this responsibility, the regular, active-status faculty plays a role in decisions on the appointment and promotion of members of the faculty and the appointment of the President, deans, department chairs, and other administrative officials with authority over academic matters. The regular active-status faculty also participates

in the formulation of policy and planning decisions affecting the quality of education and life at the University. . .”

Thus, unlike operating procedures in hierarchical business or government organizations, the current Faculty Code requires a shared-governance role of regular active-status faculty, and seeks a process where the regular active-status faculty and the administration work in parallel in a collegial and productive manner with mutual respect and who can collaborate effectively as a team in formulating policy and planning decisions affecting the quality of education and life at the University. Conversely, there are those that feel that the business or government model is more appropriate and that the Faculty Code should be changed.

The PEAf Committee had three meetings where this was a prominent agenda item. The By-Laws of each of the schools (Attachment # 2) were studied. Professors Wilmarth and Garris met with the Council of Deans to solicit input. Subsequently, the Council of Deans met and discussed the issue at length. They then provided the PEAf committee with its recommendations (Attachment #3). Furthermore, in order to convey these recommendations to the PEAf committee, EVPAA Lehman attended the PEAf meeting of May 2, 2008 to convey and discuss the concerns and recommendations of the deans.

EVPAA Lehman explained that the deans would like to:

- a. Directly appoint Associate and Assistant Deans without a faculty committee and without faculty approval of the criteria. The feeling is that these positions are integral members of the dean’s team and the dean can best select the individuals whom he/she feels most comfortable working. Further, the feeling of the deans was that the recruitment process would be very much streamlined. The deans felt that the faculty could be consulted after the dean selects the candidate, and the faculty could remove a candidate deemed unacceptable to them through a vote of no-confidence. The deans felt faculty would be more enthusiastic about assuming such roles if they did not have to undergo such scrutiny from their colleagues.
- b. The deans felt that Research Professors should not be eligible for appointment in administrative positions since the effort certification required by sponsors becomes unmanageable.
- c. The deans felt that individual schools have different needs and the by-laws of each school can determine many of the particulars of the process such as which faculty committee may or not be consulted, who votes in votes of no-confidence, etc.
- d. The Council of Deans felt that Assistant Deans should certainly be directly appointed by the deans even if Associate Deans are deemed to require more scrutiny from the faculty.

This valuable perspective from the Council of Deans was carefully considered by the PEAf Committee. The following observations were made by the PEAf Committee:

1. The term “academic administrative officers” as it appears in the Faculty Code [Procedures, C.2.a] should be clarified. There seemed to be consensus that it involved administrators who deal with faculty personnel actions, curricula, research, teaching assignments, faculty development, and the like. There was also a feeling that administrative officers who deal with student recruiting, finance, physical facilities, etc.

- do not constitute “academic . . .”
2. The concept that the only faculty input was through a vote of no-confidence was generally rejected. Votes of no-confidence are generally extreme and cast a terrible stigma on the faculty concerned. The feeling was that it was better to head this off by allowing the faculty to offer its recommendations before the appointment is made.
 3. There was a feeling that the process required by the Faculty Code is not unwieldy if it is set up in an efficient manner through the respective schools’ by-laws. For example, the elected committee can be a standing committee that serves other purposes within the school, such as the Dean’s Council in the CCAS. The elected committee can be designated through the by-laws to be the Faculty of the whole, where the “election” takes place pro forma. Similarly, the criteria can be established in advance and approved by the faculty, and subsequently used for many appointments. Thus, the criteria does not have to be developed and voted on each time an appointment is made.
 4. There is an advantage in having the administrator endorsed by the faculty prior to assuming the office. While it is in the interest of the dean to have a harmonious team, the functioning of the school should improve if the members of the team have a harmonious relationship with the faculty. Thus , there was a feeling among the PEAf committee that there is benefit from having prior faculty endorsement of candidates. Clearly, the dean can express his/her preferences and the faculty committee would give great weight to this recommendation in their recommendation.
 5. The issue of whether or not Assistant deans should be treated differently from Associate Deans was discussed at length. If the Assistant deans do not deal with “academic” issues as discussed above, the Faculty Code does not currently require the dean to follow the process defined in the Faculty Code [Procedures, C.2] . Hence, the dean can appoint them without faculty consultation. However, if the Assistant Dean does deal with “academic” matters, then the feeling was that he/she should not be treated differently from Associate Deans.
 6. It was also observed that often lower level administrators are called upon to perform the duties of a higher level administrator. Thus, Assistant Deans may be called upon to do the work normally required by an Associate Dean. Furthermore, if the appointment of Assistant Deans were treated differently than Associate Deans, it is not unlikely that Deans would appoint Assistant Deans to fill positions normally held by Associate Deans in order to evade the faculty scrutiny. This was a substantial argument in favor of not treating the appointment of Assistant Deans differently than Associate Deans.
 7. On the concern of the Council of Deans for the appointment of research faculty to administrative positions, there was very little discussion. It was noted that, currently, the Faculty Code does not prohibit such appointments. Further, the concerns of the deans relating to allocation of effort seem sponsor related. Thus while the concern may be very valid in certain instances with certain sponsors, it was not clear that such a prohibition should be included in the Faculty Code.
 8. There was concern among PEAf members that changing the Faculty Code should only be done with extreme care when major issues arise. After much discussion, the PEAf committee concluded that there was considerable wisdom in the process currently defined by the Faculty Code, and that there is much flexibility that could be better taken advantage of by the deans.

SUGGESTIONS ON STREAMLINING THE PROCESS

- **Appointment of “academic administrative officers”**
In accordance with the Faculty Code’s references to “academic administrative officer,” it would be helpful if in accordance with the administrative structure of each school, the by-laws specifically state which appointments are academic and which are not. Such clarification would enable the dean to make appropriate appointments of non-academic officers without concern for the need for faculty consultation. It would also clarify the role of each administrator.
- **“Appointments to such positions shall be made only after a special or standing committee, elected by the regular, active-status faculty involved from among the faculty’s tenured members . . . considered nominations, and reported its recommendations in accordance with the procedures established under Section A, above to the faculty that elected it or to the appropriate academic administrative officer.”**
The By-Laws of the school can authorize a standing committee to perform the functions of the Associate Dean and Assistant Dean search committee. Some schools have a standing “Dean’s Council Committee” or the like which, if it is composed of tenured faculty, can be empowered through the by-laws to perform this function. If the committee is composed of both tenured and non-tenured faculty, the by-laws can empower only the tenured members to perform this function. Similarly, if the Faculty of the respective School wish the process to be more inclusive so as to allow non-tenured faculty, research faculty, students, etc. to participate in the process, provisions defining their roles can also be included in the by-laws. The issue of conducting an actual election can be avoided by designating the “Faculty of the whole” as the appropriate committee, and the election is pro forma. Such statements in the school by-laws can avoid the need to conduct an election and to convene a special committee, and is completely consistent with the Faculty Code. The by-laws could also specify who the committee should make its recommendations to.
- **“ . . . has established criteria (subject to the approval of that faculty as a whole**
For Associate and Assistant Dean positions, the criteria for selection can be established, approved by the faculty, maintained as standing criteria until such time as the faculty vote to amend them. The by-laws of the school should so specify that the criteria for a specific position, which was voted on by the faculty as a whole at the last convened faculty meeting, remain in effect until amended at a full school-wide faculty meeting.
- **“The academic administrative officers . . . shall be qualified for faculty membership by training and experience.”**
This requirement does not limit the appointment of “academic” Associate and Assistant Deans to members of the faculty. It is recognized that many of these administrative positions may be better managed by skilled and experienced administrators rather than scholars. Conversely, extracting a productive scholar and teacher from an enriching academic career to pursue operational and administrative exigencies may not be in the best interest of the University. Thus, academic administrative officers need only be qualified for faculty membership by training or experience. It not necessarily require that

the person meet the requirements for tenure or appointment at a specific faculty grade. These requirements, however, can be included in the “criteria” if the respective faculty consider them to be important. Similarly, the Council of Deans suggested that Research Faculty be barred from appointments as “academic administrative officers” because of various difficulties that may arise. Such a bar does not exist in the Faculty Code. However, such bars can be implemented in the respective school by-laws if the faculty so decide.

- **“such appointees shall hold office only as long as they retain the confidence of the faculty concerned.”**

The PEAFC Committee considers the current procedures in this regard which are outlined in Article C.2.c) of PROCEDURES FOR THE IMPLEMENTATION OF THE FACULTY CODE. However, expanding on these procedures in the by-laws of the respective school may be advantageous.

In conclusion, the PEAFC Committee recommends that the current procedures for the Appointment of Associate and Assistant Deans in the Faculty Code remain unchanged. We believe changes can be made to school bylaws, as described above, in order to streamline the procedures of appointing academic administrative officers within the Schools.

Respectfully Submitted

Faculty Senate Committee of Professional Ethics and Academic Freedom
December 12, 2008

Progress Report 2008-2009

Senate Joint Subcommittee on Educational Quality The George Washington University

The Joint Subcommittee has a “wide mandate” to examine and report back to the Senate on issues of educational quality (the charge from Arthur Wilmarth, Chair of the Senate Executive Committee is appended).

Formally the Joint Subcommittee reports to the following three standing Senate committees:

- (i) the Committee on Admission Policy, Enrollment Management and Student Financial Aid;**
- (ii) the Committee on Educational Policy; and**
- (iii) the Committee on Fiscal Planning and Budgeting.**

Active Members for Academic Year 2008-2009

Faculty

Muriel Atkin (CCAS)
Bryan Boulier (CCAS)
Michael King (CCAS)
Donald O. Parsons (CCAS), Chair
Peter Rollberg (CCAS)
Lawrence Singleton, (SB)
Lynda West (GSEHD)
Anthony Yezer (CSAS)

Ex Officio

Timothy Little, Undergraduate Student
Kevin Homiak, Undergraduate Student

ACTIVITIES IN ACADEMIC YEAR 2008-2009

The Joint Subcommittee has taken seriously its wide mandate to explore issues of educational quality at GW, with one important limitation—to date it has focused solely on the *undergraduate* program. It has interpreted its charge to mean that it should define the current undergraduate experience and then propose ways to improve that experience without putting undo strain on the university's resources.

The broad scope of the study and the limited support resources available to us has left the study very much "in midstream." At this point we have no interim studies to circulate. Below we list various works-in-progress to give you a sense of the shape of the Subcommittee's final report.

We would like to acknowledge the assistance of Cheryl Beil, Assistant Vice President for Academic Planning & Institutional Research.

Joint Subcommittee on Educational Quality

Works-in-Progress (2008-2009)

- (i) The outside world's description of the GW undergraduate experience;
- (ii) What GW thinks about itself;
- (iii) How does GW compare to local market basket schools, GU and AU?
- (iv) Historical analysis of undergraduate admissions quality, and student costs and financial aid
- (v) Historical analysis of quality of undergraduate quality, including
 - o Retention of qualified students
 - o Quality of transfers
- (vi) Assessment of the GW experience:
 - o Objective value added evidence
 - o Student assessments (Senior Surveys)
 - o Cross-time performance in large introductory discipline courses
 - o Other measures of success (retention, etc.)
- (vii) Specific issues impacting the undergraduate experience:
 - o Grading policies
 - Grade inflation—is it justified by increased quality?
 - Grade inequality across identical course offerings
 - o The Honors Program
 - Goals of the new program
 - Are goals being met?
 - o The Closed Course Problem, its dimensions and what can be done about it.
 - o The proper mix of regular tenure/tenure track faculty, contract faculty, adjunct faculty, and graduate teaching associates.

CHARGE TO THE SUBCOMMITTEE

Email From Art Wilmarth on Behalf of the Senate Executive Committee
Friday April 25, 2008

Dear Don:

At our meeting today, the Faculty Senate Executive Committee approved the creation of a Joint Subcommittee on Educational Quality. We are very grateful for your willingness to chair the Joint Subcommittee. We would ask your Joint Subcommittee to report to the following three Faculty Senate Committees:

- (iv) the Committee on Admission Policy, Enrollment Management and Student Financial Aid;
- (v) the Committee on Educational Policy; and
- (vi) the Committee on Fiscal Planning and Budgeting.

I will be sending you a more formal "charge," but the Executive Committee would like your subcommittee to look at issues involving the recruitment and retention of highly qualified undergraduate students and issues related to the faculty and other academic resources that are needed to enhance the quality of our undergraduate academic programs. I note that there has been recent discussion about the structure of the Honors Program and its effect on the choice of student majors and minors. If this issue seems relevant to your work, you might consider how the four-course structure of the Honors Program curriculum interacts with the five-course structure of our general undergraduate program. Your subcommittee has a wide mandate, and I want you to feel free to organize and focus your work in the way that seems most effective to you and your colleagues.

The Executive Committee has approved the following faculty members as members of your subcommittee:

Muriel Atkin (CCAS)
Jonathan Chaves (CCAS)
Joe Cordes (CSAS-SPP)
Ernie Englander (SB)
Michael King (CCAS)
Peter Rollberg (CSAS)
Lynda West (GSEHD)
Tony Yezer (CSAS).

Would you please contact these faculty members and inform them that they have been invited to serve on your subcommittee?

Thank you again for your willingness to lead this very important subcommittee. The Executive Committee very much looks forward to receiving the product of your efforts.

Best regards, Art Wilmarth

Arthur E. Wilmarth, Jr.
Professor of Law
Chair, Faculty Senate Executive Committee

CLARIFICATIONS OF SENATE SCIENCE AND ENGINEERING COMPLEX MINORITY REPORT (APRIL 10, 2009)

Donald O. Parsons
May 8, 2009

The Administration raised objections and requested clarification of two slides that I presented when giving the minority report “fact show” at the last meeting of the Senate. These appear in pages 5 and 7 of the printed slide show:

- (i) characterization of how space in the proposed SEC is to be allocated Page 5 of Report (EVPAA Lehman); and
- (ii) characterization of short term plans for existing science and engineering facilities Page 7 of Report, (Dean Dolling).

Because the whole point of the Senate SEC committee is to increase transparency in SEC planning, I certainly do not want to provide misleading information. Below I revisit both statements, and provide more careful restatements of each, with some additional discussion of these two issues.

Proposed Space Allocation Method in the SEC

WHAT I SAID:

Research lab space will be allocated on a cash basis, to researchers in engineering, sciences, and medicine who generate external support for their work.

WHAT I WISHED I HAD SAID:

Research lab space “will be assigned competitively based on the funding level of the principal investigators who are proposing to occupy the space.”

WHAT IS THE FACTUAL BASIS FOR THE STATEMENT?

Lengthy discussion of just this point with Senate SEC Committee by Board of Trustee Vice Chair (and Chair, Board of Trustee’s SEC Committee) Nelson Carbonell.

“At this point, the University wants to follow the model utilized at most universities, which provides for laboratory space to be assigned competitively based on the funding level of the principal investigators who are proposing to occupy the space.”

Vice President Lehman

**Minutes, Regular Faculty Senate Meeting
December 12, 2008, P.4**

WHY IS THIS ISSUE IMPORTANT TO THE FACULTY?

The question of whether the SEC is to be well integrated into the teaching and research environment of the University or is to be used, in the short run at least, as a source of funds to construct the building is one that should be openly debated. Call them the campus resource model and the industrial park model. Recently constructed science buildings of both types are easy to find. I assume, but do not know, that the same holds in engineering.

Beyond the obvious issue of what we want the main campus to be, there are serious financing questions as well. The first model, with its emphasis on service to students and current faculty, is likely to have more appeal to donors, but will be less likely to generate appropriable external contract and grant funds that can be used to construct the building.

**OBSERVATION ON SCIENCE AND ENGINEERING FACILITIES
FOR CURRENT GENERATION OF STUDENTS
(NEXT FIVE YEARS)**

WHAT I SAID:

- **Current Science and Engineering Students**
 - **There are no known provisions for improving the lab experiences of GW science and engineering students until the completion of the new building in 2014.**

WHAT I WISHED I HAD SAID:

- **Current Science and Engineering Students**
 - **There are no known provisions for renovating GW science and engineering lab facilities until the completion of the new building in 2014.**

WHAT IS THE FACTUAL BASIS FOR THE STATEMENT?

The original statement was much too general for the point I was trying to make. Of special note, a key change in the two statements is the use of the word renovation instead of improvement. In a report about facilities, I took the two as synonyms, but in a lengthy email Dean Dolling explained that the two are distinctly different to engineers—and perhaps others—with improvements including for example updated computers. It was not my intent to suggest that, and I am happy to apologize for the confusion and change the wording to be clearer on my meaning.

On the renovation issue itself, I stress the “known” condition. At the end of his lengthy email on the distinction, Dean Dolling concludes, “So our general strategy has been, and will continue to be, a combination of some renovations and improvements.” (April 14, 2009). Given the obvious sensitivity of the issue, I e-wrote back seeking confirmation of the general sense of the letter, “I THINK you are saying that no substantial renovations of the engineering lab facilities are budgeted at this point, but, given the importance of the issue, I would much

appreciate confirmation of that.”, but I have yet to receive a response.”

WHY IS THIS ISSUE IMPORTANT TO THE FACULTY?

The absence of discussions of ways of renovating the physical facilities of science and engineering students, not only next year, but for the next five years and perhaps longer, is disturbing. It certainly feeds into campus concerns that new buildings are more interesting than education.

It is now an oft-told tale that group X (Fill in trustees, national advisory groups, etc.) was taken on a tour of the current science facilities and came away SHOCKED at the condition. (I assume, but do not know, that the same statement applies to engineering.)

To a professional educator, one question immediately pop to mind:

- (i) How quickly can we remedy this perceived disgrace?**

A project planner might then jump forward to encourage a coordinated plan that would economically integrate short term solutions with long term ones:

- (ii) How can we coordinate meeting the needs of current students with those who will come in the next decade or two?**

Both professional educators and planners might then naturally turn to questions of governance:

- (iii) How could administrators have let key university facilities decay in this way? The current situation is not the result of an earthquake or flood, but of decades of inattention and inaction. What is that all about?**

Minority Report of the Special Ad Hoc Committee on Financial and Operational Planning for the Science and Engineering Complex (SEC).

**Donald O. Parsons
Anthony Yezer**

Charge to the Special Committee

- **I [Arthur Wilmarth] would request that the Special Committee report back to the Executive Committee and the Senate as early as possible in the fall semester with respect to the following issues:**
 - **(i) the projected size and scope of the SEC;**
 - **(ii) the projected costs of building the SEC and providing the SEC with the requisite equipment and other furnishings;**
 - **(iii) the anticipated sources of funding to meet those costs; and**
 - **(iv) the projected impact of the SEC on the University's operational and capital budgets during the next several years.**

A Summary of Findings

- **Administration Decisions to Date**
 - **Single Building For Science and Engineering covering much of the non-dormitory space on the block currently occupied by the 22nd St parking garage.**
- **Cost of the Project**
 - **Unknown at this point. The administration is currently spending up to \$10 million to get some idea.**

- **Financing of the SEC**
 - (i) philanthropy;
 - (ii) some unspecified portion of Square 54 revenues; and
 - (iii) augmented indirect revenues from increased science and engineering external activities.

- **Plans for Allocating Space in the SEC**
 - **Space will be provided for a “substantial fraction” of student labs**
 - **Office space for a number of departments**
 - **Research lab space will be allocated on a cash basis, to researchers in engineering, sciences, and medicine who generate external support for their work. This will ultimately determine the distribution of lab space across departments and colleges.**

- **Timing of the Project**

- **January Estimate**

- **Start 2011, complete 2014**
 - **Start linked to completion of Square 54**

- **Late Breaking News**

- **Indefinite delay in first stage, fund raising feasibility studies**
 - **Hatchet report that Administration does not expect delays in fundraising to affect timetable.**

Additional Issues of Note

- **Current Science and Engineering Students**
 - **There are no known provisions for improving the lab experiences of GW science and engineering students until the completion of the new building in 2014.**

Parking

A problem

Special Future Faculty Senate Concerns

- **The President's promise to limit funds on the project to (i) philanthropy, (ii) increased indirect cost recoveries, and (iii) some portion of Square 54 Revenues;**
- **Monitoring of space provided to undergraduate and graduate laboratories;**
- **Review of Administration's policy to allocate research lab space solely on a cash basis.**

May 8, 2009

FACULTY SENATE COMMITTEES
2009-10 Session

STANDING COMMITTEE CHAIRS

Exec. Cmt.
Liaison

1. ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND ENROLLMENT MANAGEMENT
Chair: Professor Jorge Garcia
Corry
2. APPOINTMENT, SALARY, AND PROMOTION POLICIES (INCLUDING FRINGE BENEFITS)
Chair: Professor Miriam Galston
Wirtz
3. ATHLETICS AND RECREATION
Acting Chair: Professor Jack H. Friedenthal
Simon
4. EDUCATIONAL POLICY
Chair: Professor Diana E. Johnson
Harrington
5. FACULTY DEVELOPMENT, INCLUDING ACADEMIC AND ADMINISTRATIVE SUPPORT
Chair: Professor David P. Costanza
Pagel
6. FISCAL PLANNING AND BUDGETING
Chair: Professor Joseph J. Cordes
Biles
7. HONORS AND ACADEMIC CONVOCATIONS
Chair: Professor Diane Lipscomb
Klaren
8. LIBRARIES
Acting Chair: Carol H. Hoare (to be elected)
Pagel
9. PHYSICAL FACILITIES
Chair: Professor Hermann J. Helgert
Biles
10. PROFESSIONAL ETHICS AND ACADEMIC FREEDOM
Chair: Professor Charles A. Garris, Jr.
Robinson
11. RESEARCH
Chair: Professor Peter J. Hotez
Simon
12. UNIVERSITY AND URBAN AFFAIRS
Acting Chair: Professor Christine J. Zink
Klaren
13. JOINT COMMITTEE OF FACULTY AND STUDENTS
Faculty Co-Chair: Professor Alan G. Wade
Harrington

MEMBERS OF THE FACULTY SENATE COMMITTEES
2009-10 Session

EXECUTIVE COMMITTEE (AS OF MAY 1, 2009)

| | | |
|--------------------------------------|---|----------|
| Smith Hall of Art, #112 | Lilien F. Robinson, Chair (CCAS) | 4-7094 |
| 2021 K Street, NW, #800 | Brian L. Biles (SPHHS) | 416-0066 |
| 2134 G Street, #103 | Michael Corry (GSEHD) | 4-9295 |
| Phillips Hall, #609 | Robert J. Harrington (SEAS) | 4-7179 |
| Phillips Hall, #313 | Peter F. Klaren (ESIA) | 4-6233 |
| Burns Law Library BM01A | Scott B. Pagel (GWLS) | 4-7337 |
| ACC, 5 th Floor, Room 411 | Gary L. Simon (SMHS) | 741-2234 |
| Funger Hall, # 415 | Philip W. Wirtz (SB) | 4-6369 |
| Rice Hall, 8th Floor | Steven Knapp (President), <i>ex-officio</i> | 4-6500 |

DISPUTE RESOLUTION COMMITTEE

Chair: Professor Kurt J. Darr (SPHHS)

ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND ENROLLMENT MANAGEMENT

*Chair: Garcia, Jorge, Counseling
Carter, Geoffrey, English

*Dickson, Bruce
Fu, Sidney, Biochemistry
Smith, Carol A., Pathology
Zderic, Vesna, Electrical Engineering & Computer Science

ex officio:

Amundson, Elizabeth A., Registrar
Chernak, Robert A., Senior Vice President for Student and Academic Support Services
* Corry, Michael, Executive Committee Liaison
Lehman, Donald R., Executive Vice President for Academic Affairs
Napper, Kathryn, Executive Dean, Undergraduate Admissions
Rypkema, Geri, Director, Office of Graduate Student Support
TBA, Student Liaison
Siegel, Fred, Associate Vice President and Dean of Freshmen
Small, Daniel, Executive Director, Student Financial Assistance
Stewart, Andrea W., Associate University Librarian for Administration, Advancement, and Human Resources, Gelman Library
Williams, Kristin, Director, Graduate Student Enrollment Management

***Member of the Senate**

The most current Committee List is available on-line at www.gwu.edu/facsen/faculty_senate/pdf/CmtList.pdf

APPOINTMENT, SALARY, AND PROMOTION POLICIES, (INCLUDING FRINGE BENEFITS)

***Chair: Galston, Miriam, Law**

Abravanel, Eugene, Psychology

Achrol, Ravi, Marketing

Green, Colin, Teacher Preparation and Special Education

Gupta, Murli M., Mathematics

Lanthier, Richard, Counseling, Human and Organizational Studies

Vincze, Eva, Forensic Sciences

Zaghloul, Mona, Electrical Engineering and Computer Science

ex officio:

Chief Human Resources Officer

Katz, Louis H., Executive Vice President and Treasurer

Lehman, Donald R., Executive Vice President for Academic Affairs

Stewart, Andrea W., Associate University Librarian for Administration, Advancement,
and Human Resources, Gelman Library

***Wirtz, Philip W., Executive Committee Liaison**

ATHLETICS AND RECREATION

***Acting Chair: Friedenthal, Jack H., Law**

Dew, Donald, Counseling, Human and Organizational Studies, Emeritus

Lee, T.N., Electrical Engineering and Computer Science

McGraw, Stephen, Clinical Management and Leadership

McHugh, Patrick, Management

ex officio:

Chernak, Robert A., Senior Vice President for Student and Academic Support Services
TBA , Student Liaison

Julien, Andre Assistant Athletic Director

Kvancz, Jack, Director of Athletics and Recreation

Linebaugh, Craig, Associate Vice President for Academic Planning and Development

***Simon, Gary L., Executive Committee Liaison**

Warner, Mary Jo, Senior Associate Director of Athletics and Recreation

***Member of the Senate**

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EDUCATIONAL POLICY

*Chair: Johnson, Diana E., Biological Science
Abrams, Lowell, Mathematics
Butler, Joan, Clinical Management and Leadership
Churchill, R. Paul, Philosophy
Doebel, Hartmut, Biology
Kim, Mikkyong M., Higher Education Administration
Seavey, Ormond, English
von Barghahn, Barbara, Art

ex officio:

Amundson, Elizabeth A., Registrar
Beil, Cheryl, Director, Academic Planning and Assessment
TBA Student Liaison
Chernak, Robert A., Senior Vice President for Student and Academic Support Services
Etschmaier, Gale S., Associate University Librarian for Public Services, Gelman Library
Futrell, Mary H., Dean, Graduate School of Education and Human Development
*Harrington, Robert J., Executive Committee Liaison
Lehman, Donald R., Executive Vice President for Academic Affairs
Konwerski, Peter, Associate Vice President and Chief Administrative Officer
Napper, Kathryn, Executive Dean, Undergraduate Admissions
Small, Daniel, Executive Director, Student Financial Assistance

FACULTY DEVELOPMENT, INCLUDING ACADEMIC AND ADMINISTRATIVE SUPPORT

*Chair: Costanza, David P., Psychology; Organizational Sciences
Chalofsky, Neal, Human and Organizational Learning
Deitch, Cynthia, Women's Studies
Larson, Kathleen, University Writing Program
Presser, Pamela, University Writing Program
Ryan, Julie, Emergency Medicine
Spurney, Sian, Medicine
St. Pierre-Smith, Valerie, Theatre & Dance

ex officio:

Beil, Cheryl, Director of Academic Planning and Assessment
Hertzler, Randy, Collection Development Co-Coordinator, Gelman Library
Lenn, Jeffrey D., Associate Vice President for Academic Operations
*Pagel, Scott B., Executive Committee Liaison
TBA, Student Liaison

***Member of the Senate**

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FISCAL PLANNING AND BUDGETING

***Chair: Cordes, Joseph J., Economics**

Cherian, Edward J., Information Systems and Technology Management

Dawson, Ellen M., Nursing

Freund, Maxine, Teacher Preparation and Special Education

***Griffith, William B., Philosophy**

Lang, Roger H., Electrical and Computer Engineering

Lindahl, Frederick, Accountancy

***Parsons, Donald O. Economics**

Yezer, Anthony M., Economics

ex officio:

Bass, Gerald H., Associate V.P. for Health Economics, Medical Center

***Biles, Brian L., Health Policy, Executive Committee Liaison**

Boselovic, Don, Associate Vice President for Finance

Brown, Michael E., Dean, Elliott School of International Affairs

Charles, Leroy, Assistant Vice President for Health Affairs

Chernak, Robert A., Senior Vice President for Student and Academic Support Services

Katz, Louis H., Executive Vice President and Treasurer

Lehman, Donald R., Executive Vice President for Academic Affairs

Phillips, Susan M., GW School of Business

Price Jones, Laurel, Vice President for Advancement

Siggins, Jack A., University Librarian

Burke, Kathleen, Dean, College of Professional Studies

HONORS AND ACADEMIC CONVOCATIONS

***Chair: Lipscomb, Diana L., Biological Science**

Cropp, Dwight, Public Policy and Public Administration

Esseesy, Mohssen, Classic/Semitic Languages and Literatures

Khamooshi, Homayoun, Management Science

ex officio:

Anderson, G. David, University Archivist and University Historian, Gelman Library

Vice President for Communications

Kasle, Jill F., University Marshal

*** Klaren, Peter F., History and International Affairs, Executive Committee Liaison**

Lehman, Donald R., Executive Vice President for Academic Affairs

TBA, Student Liaison

Siegel, Fred, Associate Vice President and Dean of Freshmen

***Member of the Senate**

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LIBRARIES

***Acting Chair: Hoare, Carol H., Counseling and Organizational Studies (to be elected)**
Berkovich, Simon, Engineering and Applied Science
Ekmekci, Ozgur, Clinical Management and Leadership
Garlock, Lisa Raye, Art Therapy
Gomez, Carmen, Theatre and Dance
Harizanov, Valentina, Mathematics
Pintz, Christine, Nursing Education

Ex officio:

Bader, Shelley A., Director, Medical Library
Lehman, Donald R., Executive Vice President for Academic Affairs
***Pagel, Scott B., Executive Committee Liaison**
TBA, Student Liaison
Siggins, Jack A., University Librarian

PHYSICAL FACILITIES

***Chair: Helgert, Hermann J., Electrical and Computer Engineering**
Gallo, Linda L., Biochemistry and Molecular Biology, Emeritus
Junghenn, Hugo, Mathematics
Murphree, Edward L., Engineering Management
Plack, Margaret, Health Care Science
Stephens, George, Geography
Ullman, Daniel, Mathematics

ex officio:

Amundson, Elizabeth A., Registrar
TBA, Student Liaison
***Biles, Brian L., Health Policy, Executive Committee Liaison**
Dubrow, Eve, Associate Vice President for Operations
Katz, Louis H., Executive Vice President and Treasurer
Lenn, Jeffrey D., Associate Vice President for Academic Operations
Pec, Jean A., Head, Collection Management Services, Gelman Library

***Member of the Senate**

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PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

- *Chair: Garris, Charles A., Jr., Mechanical and Aerospace Engineering
- Cseh, Maria, Human and Organizational Learning
- Darr, Kurt J., Health Services Management and Leadership
- Dayal, Molina, Obstetrics and Gynecology
- Kahn, Walter K., Electrical and Computer Engineering
- Robinson, David, Emeritus, Law
- Tschudi, Paul, Health Sciences
- Van Cleemput, Geert, University Honors Program

ex officio:

- Barratt, Marguerite (Peg), Dean, Columbian College of Arts and Sciences
- Kinder, Robin, Coordinator of Reference Services, Gelman Library
- Lawrence, Frederick M., Dean, GW Law School
- *Robinson, Lilien F., Executive Committee Liaison
- Sigelman, Carol, Associate Vice President for Graduate Studies and Academic Affairs
- Weitzner, Richard, Associate General Counsel

RESEARCH

| | |
|---|--|
| <ul style="list-style-type: none"> *Chair: Hotez, Peter J., Microbiology and Tropical Medicine *Boyce, Douglas, Music Friedman, Leonard, Health Services Management and Leadership Gastwirth, Joseph, Statistics Hawley, Robert Ishizawa, Hiromi, Sciology Jeremic, Aleksandar, Biology Martin, Lisa W., Medicine, Cardiology Przytycki, Josef H., Mathematics | <ul style="list-style-type: none"> Wright, Karen A., Health Care Sciences Zea, Maria Cecilia, Psychology |
|---|--|

ex officio:

- Barratt, Marguerite (Peg), Dean, Columbian College of Arts and Sciences
- Chief Research Officer
- Dolling, David S., Dean, School of Engineering and Applied Science
- Ladisch, Stephan, Director, GWU Institute of Biomedical Sciences
- TBA, Student Liaison
- Mandeville-Gamble, Steven, Associate University Librarian for Collections and Scholarly Communication, Gelman Library
- *Simon, Gary L., Executive Committee Liaison

+ Representatives from Advisory Council on Research

***Member of the Senate**

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UNIVERSITY AND URBAN AFFAIRS

Acting Chair: Christine J. Zink, University Writing Program

Acquaviva, Kimberly, Nursing Education

Arleth, Joseph, Naval Science

***Benton-Short, Lisa, Geography**

Erickson, Chris, Counseling

Ismail, Catheeya, Health Care Sciences

LeLacheur, Susan, Health Care Sciences

Nashman, Honey, Sociology

Stoker, Robert, Political Science

ex officio:

**Cannaday Saulny, Helen, Assistant Vice President, Student and
Academic Support Services**

Demczuk, Bernard, Assistant Vice President for District of Columbia Affairs

Hyatt, Susan, Director of Advancement, Gelman Library

Katz, Louis H., Executive Vice President and Treasurer

Konwerski, Peter, Associate Vice President and Chief Administrative Officer

Klaren, Peter F., History and International Affairs, Executive Committee Liaison

TBA, Student Liaison

Robinson, Sammie, Associate Director, Undergraduate Admissions

***Member of the Senate**

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The following Committee is not a Standing Committee of the Faculty Senate, but is listed for your information:

JOINT COMMITTEE OF FACULTY AND STUDENTS

Faculty Members:

***Co-Chair: Wade, Alan G., Theatre and Dance**
Bardot, Heidi, Art Therapy
Carter, Geoffrey, English
Holmes, Dorothy E., Psychology
Ismail, Catheeya, Radiology
Martin, Lisa W., Medicine
Mazur, Amy J., Teacher Preparation and Special Education

Student Members

Co-Chair:

TO BE APPOINTED BY THE STUDENT ASSOCIATION

ex officio:

Guenther, Roy, Associate Dean, Columbian College of Arts and Sciences
Beil, Cheryl, Director of Academic Planning and Assessment
Chernak, Robert A., Senior Vice President for Student and Academic Support Services
Donnels, Linda, Associate Vice President and Dean of Students
Holmes, Shannon, Gelman Library Student Liaison
***Harrington, Robert J., Electrical and Computer Engineering, Executive Committee Liaison**
Konwerski, Peter, Associate Vice President and Chief Administrative Officer
Wooldridge, Annie B., Assistant Vice President, Faculty Recruitment and Personnel

***Member of the Senate**

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REPORT OF THE EXECUTIVE COMMITTEE

May 8, 2009

Lilien F. Robinson, Chair

On behalf of the Executive Committee, I offer the following report.

ACTIONS OF THE EXECUTIVE COMMITTEE

RESOLUTIONS

The Executive Committee reviewed and placed on the May Faculty Senate agenda two resolutions.

- “A Resolution Recommending Modification of the Unified Budget Model”
(Committee on Fiscal Planning and Budgeting)
- “A Resolution to Amend the GWU Equal Employment Opportunity Policy to
Include ‘Gender Identity or Expression’” (Joint Committee of Faculty and Students)

REPORTS

The Executive Committee received an update on the University’s FY 2009 budget projections from Professor Joseph Cordes, Chair, Committee on Fiscal Planning and Budgeting.

SENATE COMMITTEES

Committee on Professional Ethics and Academic Freedom

The Executive Committee forwarded an inquiry to the Committee on Professional Ethics and Academic Freedom regarding expansion of access to secondary and courtesy appointments. The specific question is the eligibility of Professors of Practice for such appointments.

Committee on Appointment, Salary, and Promotion Policies

As previously reported to the Faculty Senate, the administration has decided to contract with Fidelity Investments to provide management regarding TIAA-CREF, Vanguard, and Fidelity retirement funds. Because some of that work will be taking place over the summer and given its importance to the faculty, the Executive Committee hopes to arrange to meet with Executive Vice President and Treasurer Katz and a representative from the Office of Human Resources to receive a briefing on the matter during the summer.

Special Ad Hoc Committees

The Executive Committee has reappointed, as originally constituted during the 2008-2009 Senate session, two Special Committees: the Special Ad Hoc Committee on Financial and Operational Planning for the Science and Engineering Complex and the Special Joint Subcommittee on Educational Quality.

Budget Working Group

The Executive Committee will be submitting to Executive Vice President for Academic Affairs Lehman their recommendation with respect to the faculty membership on the Budget Working Group.

PERSONNEL MATTERS

GRIEVANCES

Two grievances, both in Columbian College, were reported on previously. In the case of the first grievance, the Dispute Resolution Committee affirmed the decision of the Hearing Committee and the grievance was dismissed.

In the second grievance, the Hearing Committee determined that the grievance should be dismissed. Pursuant to the Faculty Code, the Hearing Committee's determination has been referred for automatic review by the Dispute Resolution Committee.

NONCONCURRENCES

The Executive Committee has not received any administration nonconcurrences with faculty personnel recommendations

EXECUTIVE COMMITTEE MEETING

The next meeting of the Executive Committee is scheduled for August 28. Resolutions, reports, and any other matters should be submitted prior to that date.

On behalf of the Executive Committee I extend thanks for your dedication and work on behalf of the University and look forward to the academic year ahead . I also extend the very best wishes for a healthy and productive summer.