

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
MAY 9, 2008 IN THE STATE ROOM

Present: President Knapp, Executive Vice President for Academic Affairs Lehman, Registrar Amundson and Parliamentarian Charnovitz; Deans Brown and Phillips; Professors Artz, Benton-Short, Biles, Castleberry, Cordes, Corry, Costanza, Galston, Garris, Griffith, Harrington, Helgert, Johnson, Lipscomb, Marotta, Miller, Pagel, Parsons, Robinson, Rycroft, Simon, Wilmarth, Windsor, and Wirtz

Absent: Deans Barratt, Futrell, Katz, Lawrence, Scott, Tong, and Whitaker; Professors Becker, Englander, Hotez, and Plack

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

INTRODUCTION OF NEW MEMBERS

President Knapp read the names of newly elected Senate members for the 2008-09 session. These were Professors Lisa M. Benton-Short, Diana L. Lipscomb, and Barbara D. Miller. (Professors Peter J. Hotez and Margaret M. Plack were absent from the meeting.)

Re-elected Senate members were: Professors Joseph J. Cordes, Michael D. Corry, William B. Griffith, Robert J. Harrington, Hermann J. Helgert, Lilien F. Robinson, Arthur E. Wilmarth, Jr., and Richard A. Windsor. (Professors Miriam Galston and Philip W. Wirtz were absent from the meeting.)

Professor Steve Charnovitz, the newly appointed Parliamentarian for the 2008-09 session was also introduced.

APPROVAL OF THE MINUTES

The minutes of the meeting held on April 11, 2008 were approved as distributed.

RESOLUTIONS

RESOLUTION 08/1, "A RESOLUTION TO AMEND THE TIME LIMITATION ON REPORTING OF FINAL GRADES BY FACULTY MEMBERS"

Professor Donald O. Parsons, Chair of the Educational Policy Committee, introduced Resolution 08/1 which changes the present requirement that faculty members hand-deliver final grades to the Registrar's Office within 72 hours of final examinations. This requirement is printed on final grade sheets, and Professor Wilmarth advised that it

appears in the Faculty Handbook, which has apparently not been updated since 1999. Professor Parsons reported that the subcommittee examining this issue thought the requirement out of date and proposed a more reasonable deadline as set forth in the Resolution. The Registrar was asked what impact the proposed change would have on the scheduling of final examinations, particularly for graduating students, and she responded that no change would be required, as the Registrar's Office does not clear students for graduation until after the official Commencement ceremony. Professor Wilmarth clarified that neither the old policy nor the proposed one would affect the Law or Medical Schools, which have separate records offices and procedures. Discussion followed, with Professors Robinson and Griffith speaking in support of the Resolution. A vote was taken, and Resolution 08/1 was adopted without opposition or abstention. Following the vote, Professor Wilmarth said that he hoped that Executive Vice President Lehman would work with the Educational Policy Committee to revise and bring the Faculty Handbook up to date in this and other areas. (Resolution 08/1 is attached.)

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

UPDATE ON THE FY '09 BUDGET WITH A LOOK FORWARD TO FY '10 AND FY '11

Professor Joseph J. Cordes, Chair of the Fiscal Planning and Budgeting (FP&B) Committee, distributed his report, entitled, "University Budget Overview FY 2008-2011." (The report is attached.)

Professor Cordes began by giving an overview of the budgeting process at the University, noting that the report provides data on operating budgets and expenses and does not include the Medical Center, whose operations are reported separately. The focus is on the operating and not the capital budget, although the latter has an impact over time on the operating budget. In May of each year, the University administration is required to submit a balanced budget projection for the following fiscal year to the Board of Trustees for its approval. In the event that projected net operating results are less than zero, there is a budget gap, which must be accounted for in the final budget to be approved.

Professor Cordes reviewed the budget approved last year for the fiscal year ending June 30, 2008 (FY '08). The University projected operating revenues of \$538.8 million and operating expenses of \$500.1 million, leaving a budget surplus of \$38.7 million. Professor Cordes pointed out that two entries not reflected in the University Budget appear in the report which he referred to as above and below the line amounts. These entries are helpful in understanding how net operating results are finally calculated. For FY '08, the surplus of \$38.7 million was to be offset by an identical projected decrease in net assets (below the line amounts). As set forth on page 6 of the report, these components consist of an additional \$32.1 million in endowment support; \$52.7 million was projected for debt service and mandatory purposes, \$11.5 million for capital expenditures, and \$6.6 million for support and investment reserves. Taken together, these amounts add up to a net charge of \$38.7 million -- +32.1 million – 52.7 million, -11.5 million – 6.6 million – that when offset against the above the line operating surplus of \$38.7 million produces a balanced projected budget with projected net operating results of \$0.0 million.

Professor Cordes briefly reviewed the University's process for determining how much of the endowment is paid out each year. Two years ago, that payout approximated 5% of the endowment, but in years since, the absolute dollar amount that was paid out that year was indexed for inflation, the thinking being that in years when the endowment is growing very rapidly, this would likely produce a percentage payout of less than 5%, and in years where the endowment does not increase as rapidly, more. Professor Cordes also explained that the line reflecting support/investment is essentially a collection of reserves where the University transfers money from the operating budget and deposits it into this account. These funds can be carried over to the next fiscal year.

Professor Cordes reviewed data in the report pertaining to the most recent information supplied to the Budget Working Group the previous day. Overall, data projected for the third quarter of FY '08 show that revenues will be approximately \$14 million higher than projected in the balanced budget approved last May. Expenses are expected to be \$10 million higher, but the changes in net assets are somewhat less than projected. While these projections will probably change once fourth quarter results are in, the University presently is looking at an operating surplus of approximately \$4.6 million, which would become part of the R funds (reserves). A breakdown of the University third quarter results for FY '08 is given on page 8 of the report.

Professor Cordes commented briefly on how the initial budget gap of \$2 million projected for FY '08 had increased to \$4.2 million as of March of 2008. This was due largely to the decision made to reduce tuition increases from 3.5% per year to 3% at the undergraduate level. This will also have a fiscal impact in future years, as it changes the baseline upon which projections are based. At the same time, the University also has enrolled more graduate students and projected tuition increases for that segment of the population is expected to increase on average from the present rate of 4% per year to 5.2%. While final figures are not yet in, there has been an increase in the number of tuition hours, [and amount of tuition revenues] for summer school. There are a number of options for closing the budget gap, but unlike in years past where the first recourse might have been to go back to University units and require them to cover the shortfall, a very serious option this year is to tap the reserve account to essentially reduce or eliminate the planned contribution to reserve funds.

Professor Cordes turned next to the proposed FY '09 operating budget on page 14 of the report. He directed the Senate's attention to the bottom line which sets forth projected net operating results and observed that this number is zero. For those members of the Fiscal Planning and Budgeting Committee – himself, Professor Griffith, and Professor Parsons, who have reviewed the budget numbers for a long time, this is noteworthy because it is the first time this number has not been a negative number. In the past, some allowance has been made each year to remove money from the operating budget and put it into reserves. For FY '09 this will not happen and in fact it is expected that some reserve funds will be used to offset the impact of reduced tuition, balance the budget, and ramp up resources for fundraising.

Professor Cordes reviewed the section of the report which provides information on the proposed FY '09 budget and preliminary FY '10 and FY '11 budget estimates. These

estimates are found in the baseline FY '09 projected budget and indicate that in FY '10 the estimated budget gap will amount to a little more than \$4 million. If that is carried over to FY '11, then the budget gap for both years will total \$9.077 million. These projections reflect an aggregation of all of the budget projections that units within the University submit to the Budget Office. Options for reducing projected budget gaps include above the line adjustments in revenue or expenses, and/or below the line adjustments in mandatory/debt service, endowment support, capital expenditures, and money devoted to support/investment (reserves).

In conclusion, Professor Cordes gave an overview of planning assumptions with respect to enrollments, which are expected to decrease modestly through Fall 2010 (FY '11) except for summer enrollments which are expected to be stable. Compensation assumptions include a 4% annual merit increase for faculty and staff effective January 1st of each year beginning in 2009. In the area of research, a 12% increase in indirect cost recoveries is projected for FY '09 with a 6% annual increase thereafter, and these increases will augment funds for research support. Substantial additional investments in fundraising are projected for the next three years, totaling \$12.3 million, with these increases to be funded by additional contributions which will support the operating budget. With a \$7.9 million increase in fundraising investments in FY '09, the Development Office will add about 50 positions and be staffed at a level of 170 full-time employees, excluding staff working in fundraising at the Law School and the Medical Center. Planning assumptions about the endowment payout state the expectation that the payout rate will increase annually based on increases in the Consumer Price Index (CPI) and units added to the endowment during the year. Approximately \$5 million of the payout annually will be used to support initiatives under the Strategic Plan for Academic Excellence. Finally, the endowment payout for FY '09 will represent approximately 4.7% of its market value as of March 2008.

Professor Wilmarth observed that, as reflected on page 15 of the report, the University's annual expenditures for debt service are projected to rise from \$53 million to \$62 million between FY '09 and FY '11. Since interest rates are not very high at present, he requested an explanation of the reasons for this rapid increase in expenditures for debt service. Professor Cordes responded that this is where the linkage between the operating and capital budgets is evident. Construction expenses for Pelham Hall at the Mount Vernon campus and for the residence hall at the School Without Walls site on F Street at the Foggy Bottom campus will consume significant funds, as will the planned Smith Center renovation. While a \$10 million contribution toward the latter has been received, it will take another \$25 million to complete the project and this will exert additional pressures on the University's debt service.

Professor Wilmarth also observed that net contributions are credited in the University Budget on page 14 as "Revenues" (above the line), while endowment support appears under "Other (Decreases)/Increases in Net Assets" (below the line). It appears that the entire amount of the University's endowment support is being used to offset debt service costs that the University is incurring to finance capital projects. Vice President Lehman said that it is true that in the first year or two when residence halls are built there is a debt that has to be carried on the construction loans which adds to the total debt load. However, once they are built, the revenue to cover the debt service actually is provided by

building operations. President Knapp added that the University is aiming to ramp up very significantly the funds being raised, for example, for student aid, which is one of the University's primary operating expenses – something on the order of \$118 million per year. Almost all of that aid comes out of tuition revenue. When the University is described as being tuition dependent, that primarily means that the University has too few funds supporting its operating budget, but it also means the University has too little in the way of annual contributions. Over the next five years, President Knapp estimated that GW will have to meet a goal of quadrupling the total amount of money brought in annually, which would include both contributions to endowment and also gifts for current use, both of which should help the operating picture.

Professor Windsor asked if there was a reason that financial information on the Medical Center was not included in the report. Vice President Lehman said that has been done in the past and Professor Cordes said that he would be happy to present this information next year. Professor Griffith, a former FP&B Committee Chair, advised that the Committee has included this data in its reports whenever there was a member of the Committee from the medical side who could assist in deciphering the information.

Professor Griffith noted that the report indicates that the University has a revenue and expense gap that is expected to rise. He confirmed Professor Cordes's observation that, in the past, the temptation would have been for the University to turn to the schools and require these units to make up the deficit. Now that the FP&B Committee and the Budget Working Group have been given access to early and timely information, it is possible to determine alternative ways to close budget gaps. In the past a great deal of the University's capital expenditures have been essentially financed out of the operating budget by taking money out and placing it in the reserve funds. Now, reserve funds will be used to close the budget gap. Professor Griffith cautioned that this is not without consequences, inasmuch as reserve funds have been put to use in the initial capitalization of projects so the University did not have to seek start-up funding immediately from the debt markets. On the whole, the early disclosure and discussion of budget information and alternatives with the two established faculty groups has proved constructive. Professor Cordes agreed with this point and said that Professor Griffith, his predecessor on the FP&B Committee, deserved a lot of the credit for this collaboration.

Professor Simon followed up on Professor Wilmarth's question by inquiring about the debt service for the two new residence halls. Vice President Lehman responded that the total approximates \$130 million, but once the halls are occupied, the income flow from rentals will cover that portion of the debt service. Professor Simon also inquired about the \$10 million annual payment to be received from Boston Properties now that the Square 54 arrangement has been finalized. President Knapp responded that the purpose for which those funds will be used has not yet been determined. Professor Simon asked if that sum was included in the budget. Vice President Lehman said it was included in the budget in the sense that the first \$10 million has already been spent on work completed this far, after which the annual \$10 million will be included in the budget.

President Knapp commended Professor Cordes for his report and his comments illuminating the way in which the endowment payout works. The U.S. Senate Finance Committee recently requested that all universities with endowments larger than \$500 million

give a very detailed report on the sources and uses of endowment funds. This was in response to a concern that universities might be hoarding funds rather than expending them appropriately. There were even rumors that a benchmark 5% payout might be imposed legislatively. President Knapp said that because of the mechanism for calculating endowment payouts described by Professor Cordes, the percentage fluctuates from year to year. The endowment payout for this year is somewhat below 5% because GW's endowment grew on the order of 20% in one year, making the dollar amount a smaller percentage of the increased value of the endowment. Over the last ten years, the average payout has been 5.6%.

Professor Cordes said he thought President Knapp's letter on behalf of the University to the U.S. Senate Finance Committee was quite illuminating, and Professor Cordes said he would supply, for inclusion in the minutes, the weblink to President Knapp's letter

http://www.gwu.edu/~newsctr/Senate_Finance_Committee_Response.pdf

so that everyone could review the correspondence.

Professor Parsons expressed surprise at Vice President Lehman's comment that the \$10 million amount already received and expended for start-up expenses on the Lot 54 project was not reflected in the budget. Professor Cordes said that he thought the expenses (but not the initial payment) were reflected in the budget report, but that he would have to verify this information. A short discussion followed about the 60-year stream of income the University will receive from the Square 54 development, after which the land reverts back to the University. President Knapp reiterated that the Board of Trustees has not yet determined the use of that revenue. Professor Griffith said that the faculty is very eager to be part of the discussion about the uses of the income stream from Square 54. President Knapp said the purpose to which the funds will be devoted is a very important strategic question for the institution, and this is certainly a discussion in which faculty are involved in a very substantial way via the Strategic Plan and other means.

After thanking Professor Cordes for an excellent and informative report, Professor Wilmarth asked Professor Cordes and the FP&B Committee to prepare a similar analysis of the University's capital budget and debt service obligations, for presentation to the Senate early in the fall semester. Professor Cordes said he would do so, but further detail from Vice President and Treasurer Louis Katz would have to be obtained in order to complete the report.

GENERAL BUSINESS

Professor Wilmarth requested and received unanimous consent to add the following item of business to the agenda:

I. NOMINATION FOR ELECTION TO THE FACULTY SENATE EXECUTIVE COMMITTEE FOR THE 2008-09 SESSION

Professor Wilmarth moved the election of Barbara D. Miller, Professor of Anthropology and International Affairs [Elliott School of International Affairs] to the Senate

Executive Committee. He explained that the Elliott School had not held its election for a Faculty Senate representative until after the April Senate meeting, and the Senate therefore could not vote on the Elliott School's representative on the Executive Committee at its April meeting. Professor Miller, as the Faculty Senate member elected by the Elliott School in April, is the only qualified candidate for election as the Elliott School's representative on the Executive Committee, because Professor Rycroft, the School's other representative, recently completed three consecutive years of service on the Executive Committee and is not eligible to succeed himself under the Faculty Organization Plan. A vote was taken, and Professor Miller was elected by unanimous vote.

II. APPROVAL OF DATES FOR 2008-09 SENATE MEETINGS

Professor Wilmarth requested approval of the dates for regular Senate meetings in the 2008-09 Session. The following dates were approved:

September 12, 2008	January 16, 2009
October 10, 2008	February 13, 2009
November 14, 2008	March 13, 2009
December 12, 2008	April 10, 2009
	May 8, 2009

III. NOMINATIONS FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 2008-09 SESSION

Professor Wilmarth moved the nominations for election of Chairs and members of Senate Standing Committees as indicated on the list distributed at the meeting. Professor Cordes moved the election of Diana Lipscomb (CCAS) and Maxine Freund (GSEHD) to the Fiscal Planning and Budgeting Committee, noting that both had agreed to serve. He also moved the election of Stephanie Cellini to the Committee on Athletics and Recreation. The nominations were seconded and no other nominations were made. The entire slate was approved.

IV. NOMINATIONS FOR ELECTION TO THE DISPUTE RESOLUTION COMMITTEE

Professor Wilmarth moved the nominations for election of Robert J. Cottrol (GWLS) for a two-year term to expire May 1, 2010 and Hugo D. Junghenn (CCAS) for a three-year term to expire May 1, 2011. Both nominations were approved.

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

Professor Wilmarth moved the following nominations for appointment: Committee on the Judicial System: Michael S. Castleberry and Michael Keidar; University Hearing Board: Ozgur Ekmekci and Michael Seneff; Joint Committee of Faculty & Students: Alan G. Wade, Faculty Co-Chair; Heidi Bardot, Bernard Bouscarel, Laura Eisen, Amy Mazur, Mohamed A. Mohamed, and Harry E. Yeide, Jr. The entire slate was approved.

VI. NOMINATIONS FOR APPOINTMENT OF FACULTY MEMBERS BY THE BOARD OF TRUSTEES TO THE FOLLOWING COMMITTEES

Professor Wilmarth moved the following nominations for appointment: Trustees' Committee on Advancement: Joseph J. Cordes; Trustees' Committee on Academic Affairs: Arthur E. Wilmarth, Jr.; Trustees' Committee on Student Affairs: Alan G. Wade; Trustees' Committee on External Affairs: Lisa Benton-Short; Trustees' Committee on Information Technology: Philip W. Wirtz. The entire slate was approved.

VII. NOMINATIONS FOR ELECTION OF FACULTY MEMBERS TO THE STUDENT GRIEVANCE REVIEW COMMITTEE

Professor Wilmarth moved the following nominations for election: Heidi Bardot, Andrea Brassard, Colin Green, Susan LeLacheur, Mikyong M. Kim, Faye Moskowitz, Edward Robinson, Rumana Riffat, Sian Spurney, and Eva Vincze. The entire slate was approved

VIII. REPORT OF THE EXECUTIVE COMMITTEE

Professor Arthur E. Wilmarth, Jr., Chair, presented the Report of the Executive Committee, which is enclosed.

Professor Wilmarth augmented his written report by offering remarks on two topics. With respect to the University Writing Program, Professor Wilmarth explained that the Executive Committee expressed three primary concerns to the Administration. First, the Executive Committee emphasized that writing programs are absolutely essential to the success of the undergraduate program and their effectiveness should not be impaired. Second, although the Senate approved a change to the Faculty Code in 2006 to add a special service faculty designation for faculty members who are not engaged in all three areas of teaching, research, and service, the Executive Committee strongly believes that it would not be a desirable outcome if regular, active-status faculty positions are converted to special service positions. Such conversions would threaten to undermine the Faculty Code requirement that 75% of the regular, active-status faculty in each school must hold tenured or tenure-accruing appointments and 50% of each department's regular, active-status faculty must hold such appointments. Third, because the University Writing Program is not organized as a regular faculty department with the Columbian College, guidelines within Columbian College should be modified to provide faculty in the Writing Program with some type of meaningful faculty representation and a faculty process they can utilize if they have concerns about the conditions of their work.

With respect to the Annual Report submitted by the Committee on Appointment, Salary, and Promotion Policies, which was distributed at the meeting, Professor Wilmarth thanked Professor Gupta, the Acting Chair, for presenting a very helpful and comprehensive report. Professor Wilmarth asked those present to turn to page 3 of the Annual Report, which summarizes a salary survey which was done with the help of Executive Vice President Lehman's Office. The ASPP Committee's Annual Report indicates that, overall,

salaries for GW's regular, active-status faculty members rank ninth out of the 14 schools within GW's market basket group. GW ranks tenth in the market basket group for full professor salaries, eighth for associate professor salaries, and at tenth for assistant professor salaries. Professor Wilmarth said he thought these numbers are likely to raise serious concerns among faculty members across the University, as they do with him.

Professor Wilmarth also noted that, on page 4 of the ASPP Committee's Annual Report, information is supplied which indicates that GW is below the 80th AAUP percentile for assistant professor salaries on a University-wide basis, and that two GW Schools are below the 60th percentile for faculty salaries at all levels. This has been true for quite some time in the Graduate School of Education and Human Development, and the Senate has repeatedly expressed its concern about this. What seems to be new is that faculty salaries in Columbian College have fallen below the AAUP 60th percentile at all levels. Professor Wilmarth said he thought these are matters for great concern, and added that he hoped the Senate and the administration could work together to address these matters, as it is unlikely that GW can achieve its ambitions of becoming a premier, top-tier research institution given this salary picture.

IX. ANNUAL REPORTS FROM SENATE STANDING COMMITTEES

Professor Donald O. Parsons, Chair of the Educational Policy Committee, submitted the Committee's Annual Report, which includes the final report on the decline in elite student enrollments at GW. Professor Parsons distributed the few available copies of the report at the meeting, indicating that the report would be included with the minutes of the May Senate meeting. Annual reports were also received from the Committee on Appointment, Salary, and Promotion Policies, the Committee on Professional Ethics and Academic Freedom, and the Senate Committee on Research. (The reports are attached.)

BRIEF STATEMENTS (AND QUESTIONS)

President Knapp said he hoped that as many faculty members as possible would attend commencement ceremonies in the next week, both at the school level, and the University-wide ceremony on May 18th. Faculty participation means a great deal both to graduating students and their families and the President added that he hoped to see everyone at the ceremonies.

President Knapp also said that he appreciated the collegial response he had received at GW from the Senate and other faculty bodies during his first academic year, and that he joined Professor Wilmarth in wishing everyone a happy, restful, and fruitful summer.

Vice President Lehman said he wanted to respond to two points made by Professor Wilmarth. First, he said it was his understanding that Columbian College does not contemplate converting full-time contract faculty lines to special service faculty lines. Rather, the objective is to create eight additional special service faculty lines that will be derived from funding that comes from the elimination of part-time faculty lines in the University Writing (UW 20) Program. The objective relative to hiring people in those areas is to be able to get coverage to the UW 20 sections that will be relevant to students in the Business and Engineering Schools.

With respect to salaries, Vice President Lehman reminded Senate members that the University was actually below the AAUP 80th percentile for full professors, but that Academic Affairs had found additional monies through fund reallocations to raise these salaries. At the assistant professor rank, the gap between the 80th percentile and present salaries is somewhere on the order of \$170,000 and Vice President Lehman said that he was hopeful that funding to raise these salaries would be found over the summer months. Over the last several years, maintaining assistant professor salaries at the 80th percentile level has been a constant challenge, in large part due to competitive factors such as other educational institutions raising salaries at this rank. With regard to the issue of the 60th percentile AAUP “floor,” Vice President Lehman said that, as far as he knew, neither Columbia College nor the Graduate School of Education and Human Development (GSEHD) had ever ranked above the 60th percentile. He reminded the Senate that the Elliott School of International Affairs had faced a similar situation, but that has now been resolved. It requires a lot of time and effort to meet these goals, and of course, a lot of resources, but salary rankings are always a priority issue relative to other areas.

ADJOURNMENT

There being no further business before the Senate, the meeting was adjourned at 3:50 p.m.

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary

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

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

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

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

Faculty Senate Educational Policy Committee, April 10, 2008

Adopted, May 9, 2008

University Budget Overview FY 2008-2011

Briefing to the
George Washington University Faculty Senate
by
Joseph Cordes
Chair, Faculty Senate Committee on Fiscal Planning and
Budgeting
May 9, 2008

Outline

- Overview of Budget
- Fiscal year 2008
 - Budget projections
 - 3rd Quarter Performance
- Fiscal years 2009-2011

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 2008 Example)

Approved Budget	FY 2008
Operating Revenue	\$538.8
Operating Expense	\$500.1
(Operating Revenue - Operating Expense)	\$38.7
Other Decreases (Increases) in Net Assets	-\$38.7
Operating Results	\$0.0

Budget Submitted to GWU Board of Trustees
Approved May 2007

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

	Budgeted
Debt Service & Mandatory Purposes	-\$52.7
Endowment Support	\$32.1
Capital Expenditures	-\$11.5
Support/ Investment	-\$6.6
Total	-\$38.7

University Third Quarter Report FY 08

(Dollars in Millions)

	Approved Budget ⁽¹⁾	1 st Quarter Forecast	2 nd Quarter Forecast	3rd Quarter Forecast	Variance from Approved Budget
Revenue	\$ 538.8	\$ 549.3	\$ 553.0	\$ 553.3	\$ 14.4
Expenses	500.1	510.1	510.4	510.8	(10.7)
Other Changes in Net Assets	(38.7)	(34.2)	(35.6)	(37.8)	0.9
OPERATING RESULTS	\$ -	\$ 5.0	\$ 7.0	\$ 4.6	\$ 4.6

(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 08

(Dollars in Thousands)

	Approved Budget ⁽¹⁾	1st Quarter Forecast	2nd Quarter Forecast	3rd Quarter Forecast	Variance
REVENUES					
Student Tuition & Fees	559,239	568,731	570,749	569,365	10,126
Less University Funded Scholarships	(143,917)	(144,335)	(146,900)	(144,529)	(611)
Net Student Tuition & Fees	415,322	424,396	423,849	424,836	9,514
Indirect Cost Recoveries	9,007	9,007	9,007	9,507	500
Auxiliary Enterprises	85,501	85,168	85,360	85,152	(349)
Contributions Net	11,739	13,139	15,164	11,794	55
Other Income	17,253	17,586	19,609	21,971	4,718
Total Revenues	538,822	549,296	552,988	553,261	14,439
EXPENSES					
Salaries & Wages	271,034	272,558	271,811	274,375	3,341
Fringe Benefits	65,127	65,209	64,735	61,719	(3,408)
Purchased Services	66,657	74,201	74,380	77,177	10,520
Supplies	7,161	7,315	8,075	8,060	899
Equipment	15,130	14,844	15,388	16,093	963
Bad Debt	3,428	2,628	2,628	1,028	(2,400)
Occupancy	40,880	41,179	40,777	40,070	(810)
Scholarships & Fellowships	7,579	7,983	8,108	8,441	862
Communications	4,826	4,722	4,725	4,906	80
Travel & Training	8,802	9,304	9,974	10,482	1,680
Other	9,469	10,129	9,826	8,469	(1,000)
Total Expenses	500,093	510,071	510,427	510,820	10,727
OTHER (DECREASES)/INCREASES IN NET ASSETS					
Debt Service & Mandatory Purposes	(52,749)	(49,063)	(49,519)	(51,246)	1,503
Endowment Support	32,124	33,037	33,035	33,445	1,321
Capital Expenditures	(11,522)	(11,977)	(11,939)	(11,455)	67
Support/Investment	(6,582)	(6,222)	(7,137)	(8,585)	(2,003)
Total Other Changes in Net Assets	(38,729)	(34,225)	(35,561)	(37,840)	888
OPERATING RESULTS	0	5,000	7,000	4,600	4,600

University Third Quarter Report FY 08

(Dollars in Thousands)

Endowment Budget Support University and Medical Center

	FY 07	Estimated FY 08			
		As of May ⁽⁴⁾	As of September ⁽⁵⁾	As of December ⁽⁶⁾	As of March ⁽⁷⁾
Market Value of Endowment ⁽¹⁾					
Beginning of Year	963,697				
End of Year	1,147,451				
Average	1,055,574	1,039,297	1,148,589	1,148,433	1,118,167
Gifts Designated for Endowment ⁽²⁾	12,800		9,843	13,286	16,388
University Additions ⁽³⁾	5,901		1,635	2,137	2,856
Base Payout	40,179	41,701	43,420	43,530	43,589
Supplemental Payout:					
Strategic Plan	4,496	4,695	4,695	4,695	4,695
Development	1,000	1,000	1,000	1,000	1,000
Total Supplemental Payout	5,496	5,695	5,695	5,695	5,695
Total Payout	45,675	47,396	49,115	49,225	49,284
Annual Payout Rate	4.3%	4.6%	4.3%	4.3%	4.4%

(1) Net of liabilities.

(2) Cash basis.

(3) Payout reinvested and transfers.

(4) Market value as of March 31, 2007. Base payout based on funds invested as of March 2007 and a payout rate of \$3.27 per unit.

(5) Average market value for first three months of FY 08. Payout based on funds invested as of 2007 and a payout rate of \$3.27 per unit.

(6) Average market value for first six months of FY 08. Payout based on funds invested as of 2007 and a payout of \$3.27 per unit.

(7) Average market value for the first nine months of FY 08. Payout based on funds invested as of 2008 and a payout rate of \$3.27 per unit.

Going Forward: Fiscal Year 2009

- FY 2009:
 - May 2007 Budget Projection
 - Mar. 2008 Budget Projection
 - Sources of Difference
 - Proposed Budget

Projected FY 2009 Budget Gap

- FY 2009 (May 2007):
Operating Revenue – Operating Expense –
Other Changes in Net Assets* = - **\$2, 119**
 - FY 2009 (Mar. 28, 2008)
Operating Revenue – Operatng Expense –
Other Changes in Net Assets* = - **\$4, 816**
- * Other (Decreases) Increases in Net Assets

Sources of Difference Between March 28 Projected FY 2009 Gap and FY 2009 Gap Projected in May 2007

Shortfall as of May 2007		(2,119)
Changes in Estimates Since May:		
Enrollment/Pricing		
Undergraduate (net of aid)	(3,160)	
Graduate (net of aid)	1,711	
Summer	<u>735</u>	
Total - Enrollment/Pricing		(714)
Indirect Cost Recoveries		541
Other Revenue		588
Faculty & Academic Programs		(4,712)
Debt Service		1,086
Other Changes		<u>514</u>
Total Changes in Estimates Since May		(2,697)
Current Estimate of Shortfall		(4,816)

Source: Data from presentation by EVP Katz and AVP Boselovic to Senate Fiscal Planning and Budgeting Committee, March 28 Meeting

Closing the Projected FY 2009 Gap

- Additional adjustments to projected revenue and expenses
 - Reduction in overall gap \approx \$600K
- Gap remaining to be closed
 - \approx -\$4.2 million
- Options for eliminating the remaining gap
 - Contributions to reserve funds
 - Reduce/eliminate contribution to reserve funds in FY 2009 shown in Support/Investment line item of “Other Changes in Net Assets”
 - Admission of additional 50 new/transfer students (circumstances permitting)

Proposed FY 09 Operating Budget

(Dollars in Thousands)

	FY 08		FY 09 Proposed	Increase/(Decrease) vs. FY 08 Approved	
	Approved Budget	3rd Quarter Forecast		\$	%
REVENUES					
Student Tuition & Fees	559,239	569,365	583,228	23,989	4.3%
Less University Funded Scholarships	(143,917)	(144,529)	(148,334)	(4,417)	3.1%
Net Student Tuition & Fees	415,322	424,836	434,894	19,572	4.7%
Indirect Cost Recoveries	9,007	9,507	10,088	1,081	12.0%
Auxiliary Enterprises	85,501	85,152	90,026	4,525	5.3%
Contributions Net	11,739	11,794	21,639	9,900	84.3%
Other Income	17,253	21,971	18,476	1,223	7.1%
Total Revenues	538,822	553,260	575,123	36,301	6.7%
EXPENSES					
Salaries & Wages	271,034	274,375	290,912	19,878	7.3%
Fringe Benefits	65,127	61,719	69,167	4,040	6.2%
Purchased Services	66,657	77,177	77,686	11,029	16.5%
Supplies	7,161	8,060	7,987	826	11.5%
Equipment	15,130	16,093	15,374	244	1.6%
Bad Debt	3,428	1,028	3,000	(428)	-12.5%
Occupancy	40,880	40,070	45,264	4,384	10.7%
Scholarships & Fellowships	7,579	8,441	8,963	1,384	18.3%
Communications	4,826	4,906	4,679	(147)	-3.0%
Travel & Training	8,802	10,482	11,068	2,266	25.7%
Other	9,469	8,469	13,761	4,292	45.3%
Total Expenses	500,093	510,820	547,861	47,768	9.6%
OTHER (DECREASES)/INCREASES IN NET ASSETS					
Debt Service & Mandatory Purposes	(52,749)	(51,246)	(53,087)	338	0.6%
Endowment Support	32,124	33,445	34,528	(2,404)	-7.5%
Capital Expenditures	(11,522)	(11,455)	(10,991)	(531)	-4.6%
Support/Investment	(6,582)	(8,585)	2,288	(8,870)	-134.8%
Total Other Changes in Net Assets	(38,729)	(37,841)	(27,262)	(11,467)	-29.6%
NET OPERATING RESULTS	0	4,600	0	0	

Proposed FY 09 Budget and Preliminary FY 10 and FY 11 Budget Estimates

(Dollars in Thousands)

	Proposed FY 09	Estimated FY 10	Change %	Estimated FY 11	Change %
Revenues					
Net Student Tuition & Fee Revenue	434,894	448,131	3.0%	461,575	3.0%
Other Revenue	140,229	148,073	5.6%	155,726	5.2%
Total Revenues	575,123	596,204	3.7%	617,301	3.5%
Expenses					
Compensation	360,079	375,273	4.2%	389,971	3.9%
Other	187,782	194,755	3.7%	203,153	4.3%
Total Expenses	547,861	570,028	4.0%	593,124	4.1%
Other (Decreases)/Increases in Net Assets					
Debt Service	(53,087)	(57,966)	9.2%	(62,035)	7.0%
Other	25,825	27,781	7.6%	29,781	3.6%
Total Other Changes in Net Assets	(27,262)	(30,185)	10.7%	(33,254)	10.2%
Total Expenses and Other Changes to Net Assets	575,123	600,113	4.4%	626,378	4.4%
Net Operating Results ⁽¹⁾	0	(4,009)		(9,077)	

Broad budgetary options for addressing projected FY 2010 and 2011 Gaps

- “Above the line adjustments”
 - Adjustments in revenue?
 - Adjustments in expenses?
- “Below the line adjustments”
 - Mandatory/Debt service?
 - Endowment support?
 - Capital Expenditures?
 - Support/Investment?

Planning Assumptions

Enrollment

Enrollment projections reflect modest decreases in all categories of enrollment over the next three years.

Through Fall 2010 (FY 11) academic year enrollment is projected to decrease 3 percent.

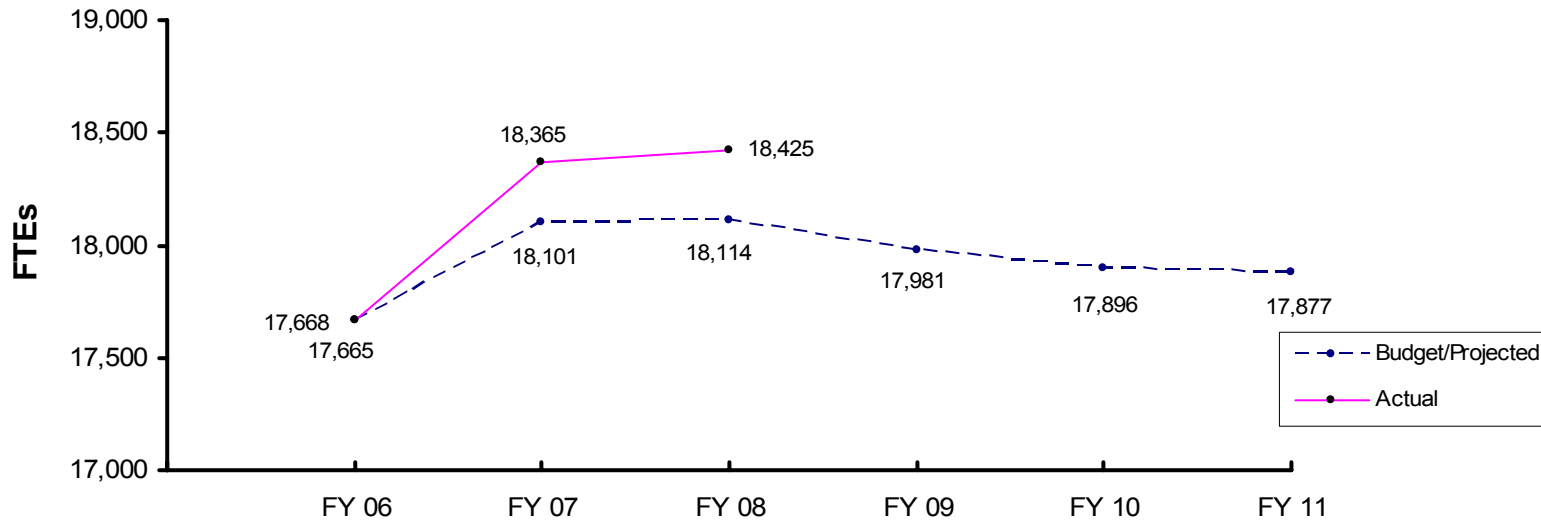
The decrease is consistent with enrollment targets.

Summer enrollment is expected to be stable.

Planning Assumptions

Enrollment

Summary



- Represents Fall undergraduate, graduate and Law School enrollment. On campus enrollment is as of Fall census and off campus enrollment is as of the end of term. Does not include SMHS and SPHS.
- 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

Planning Assumptions

Research

Indirect cost recoveries are projected to grow 12 percent next year and 6 percent thereafter.

The increase will provide additional funding for research support.

Planning Assumptions

Compensation

The budget estimates assume 4 percent annual merit increases for faculty and staff. The increases will be effective:

- ❖ January 1, 2009
- ❖ January 1, 2010
- ❖ January 1, 2011

Planning Assumptions

Endowment Payout

The payout rate will increase annually based on:

- ❖ CPI increases
- ❖ Units added to the endowment during the year

Approximately, \$5 million of the annual payout will fund initiatives in support of the Strategic Plan for Academic Excellence.

Next year's payout represents 4.7 percent of the endowment market value as of the end of March.

FACULTY SENATE COMMITTEE
on
APPOINTMENT, SALARY, AND PROMOTION POLICIES
Annual Report (2007-08)

ASPP Committee was quite active this year. The committee held five meetings during this academic year. In addition, various subcommittees of the ASPP committee held a number of meetings during the year. Here are the major issues considered this year:

Resolution on Parental Childcare Leave.

A joint sub-committee of ASPP and PEAFF (Professional Ethics and Academic Freedom) committees was formed to review the report of the University's Parental Leave Task Force. The sub-committee consisted of Miriam Galston (chair), Lorien Abrams, and Pamela Davidson, as well as Art Wilmarth and Maria Cseh from PEAFF. After a series of meetings, the subcommittee drafted "A RESOLUTION TO AMEND THE FACULTY CODE TO PROVIDE A PARENTAL LEAVE BENEFIT" (see Appendix A). The Resolution was approved by the two committees and subsequently adopted by the Faculty Senate on January 18, 2008. This resolution was accepted by the Board of Trustees at their February 8, 2008 meeting, and is now a part of the FACULTY CODE effective January 1, 2008.

There are two aspects of this Resolution: normal leave, and disability leave which must be certified by a physician. Questions were asked about how many people take disability leave (infrequent; about five months paid disability leave is granted) and how many ask for a tenure clock extension (about 12 cases in three years, and 1/3 of them are from males). There was concern about how to replace those going out on leave; EVPAA Lehman has stated that this benefit would have to come out of the Deans' budgets.

With regard to the University's Parental Leave Task Force, Item #2 (Parental Childcare Leave) has now been addressed. Item #1 (Temporary Disability Leave Policy for Faculty) will be handled by the office of the EVPAA and HR. There are two ways a person can get paid leave: Through disability insurance and up to a semester for parental leave; the combination cannot exceed 100% of his or her salary.

TIAA/CREF stock funds and investment options

ASPP committee appointed Moses Schanfield (as a sub-committee of one) to investigate the CREF options available to GW employees, in response to the concern that there are few options for value funds. He found that CREF actually has several value funds available for GW employees. Even though the University's initial contribution may only be invested in a limited number of CREF funds, the participants' CREF money can be invested in any of the available CREF funds and the investments can be moved anytime by the participants to any of the CREF funds. In order to maximize flexibility, the participants should allocate their entire contribution and GW's matching contribution to CREF. The funds already in TIAA accounts can also be moved to CREF, but only over a 10 year time span (or at retirement, at which time the entire amount in TIAA can be moved). The subcommittee prepared an explanation of the investment options in TIAA-CREF and this report is reproduced below.

TIAA-CREF Subcommittee Report approved by the ASPP Committee:

There has been concern raised that those GWU faculty participating in TIAA-CREF are limited in their choices of investment opportunities. While it is true that the information packet lists the TIAA-CREF Variable Annuity Accounts, it is not true that GWU faculty are limited in their choice of TIAA-CREF investment choices, with certain restrictions. All GWU participants in TIAA-CREF have access to all of the Variable Annuity and Retirement Class Mutual Funds listed in the TIAA-CREF quarterly performance guide through their on-line account access. However there are restrictions on what you can move. Funds contributed to any TIAA fund cannot be moved at the discretion of the participant. Thus, contributions to the TIAA Traditional Annuity and TIAA Real Estate funds cannot be moved. However, all contributions to CREF can be divided among any of the other retirement class funds. Thus, if participants are interested in other of the funds, one possibility is to make initial contributions to CREF Money Market Fund and then transfer them to other funds.

It should be noted that investment strategies are the choice and responsibility of the participants and that GWU and TIAA-CREF cannot be held accountable for individual participant's decisions. Further, TIAA-CREF is more than willing to discuss investment options with participants.

Early Retirement Options for Faculty and Medical Care Costs for Retired Faculty.

This topic arose out of an article “When & Why Professors Retire” from Inside Higher Education, where a comment from a senior GW faculty member indicated that it was not well known to GW faculty that they are entitled to eight (8) years of continued medical coverage through the GW health plans. Faculty Handbook contains information on this continuing health benefit for faculty considering retirement; Offices of EVPAA and HR are asked to send periodic reminders to faculty about the existence of this important benefit. We also considered if additional incentives are needed for faculty considering retirement. The partial retirement option has been available to GW faculty and many are using this as a step-down to retirement; the partial retirement option is for a maximum period of 5 years, and it is irrevocable.

Faculty considering retirement before they are eligible for Medicare (at age 65) should coordinate with HR or the consequences can be scary. For the faculty who continue working past the age of 65, GW continues to be the primary carrier and Medicare is secondary. It is important for faculty to sign up for Medicare-A when one becomes eligible (within 6 months of attaining 65 or even before) because there is a payment penalty when one joins Medicare-B on retirement if one didn't join Medicare-A when he/she first become eligible at 65.

HR does provide seminars on retirement periodically during the year, and one can request individual sessions. Various vendors also schedule advising sessions from time to time, and there are special sessions during open enrollment.

Healthcare costs and considerations for retiring faculty.

According to the Faculty Handbook, the University allows the retired faculty and spouse to continue their Health and Dental Plans at the “group rate” and “makes a monthly contribution to defray the cost of insurance within the first eight years of retirement for retirees enrolled in health

plans offered through GW” at the time of their retirement. GW’s current contributions are \$120 per month, which the retiree can apply toward supplemental coverage if he/she is eligible for Medicare-B which would be the primary coverage after retirement. The supplemental coverage is likely to cost the faculty member between \$300-350 per month. Medicare-B currently costs \$91 per month, and Medicare-A is free.

Healthcare is the largest share of HR’s budget and it is going up at the rate of 12% a year, whereas University funding is going up at only 4% per year. Last year, the University spent \$25.6 million in health care costs; just like other institutions, we have a crisis in the rising costs of health care. At GW, there are 6300 employees (all covered by some plan), of which 1800 choose the basic pay-nothing PPO option. The basic pay-nothing PPO coverage costs the University about \$2-2.5 million a year. An alternative to the present system is to pass this cost gradually on to new hires, but it would not be fair to pass this over to those on family coverage where the costs are already approaching \$500 per month. In order to control costs, the University is “thinking about” charging a nominal sum (perhaps \$50 per month) for the basic PPO coverage which has so far been free. HR will bring any future proposals to the ASPP committee before moving forward.

We also had a conversation about the benefits of self-insurance, and discussed if the GW faculty and staff could pool with a consortia of local universities, or pool with GW students. Several points were learnt: self-insurance means that we are not at the mercy of insurers, which protects us from unexpected rate increases; pooling with other universities probably won’t save in insurance costs but might save on administrative costs; if we pick up more older people, it might increase costs; we might save more by offering fewer plans (e.g., just one HMO with a High and Low option). Any proposed changes to GW health plans will be brought to ASPP committee in advance.

Report on Faculty Salaries. EVPAA Lehman reported a preliminary analysis of the latest AAUP figures for faculty salaries and provided data on GW salaries.

Benchmark: GW’s stated goal is to be above the AAUP 80th percentile for all ranks.

Average Salaries:

Full Professors this year are at 80.8 percentile, which is a drop from 82.1 percentile mainly due to the summer stipends of Law faculty being excluded from this year’s salary calculations; Associate Professors are at 85.1 percentile (down from 88.3); and Assistant Professors are at 78.6 percentile (this is expected to go up next year due to the large increases of new hires in Finance, Accounting and International Business). We rank 9th overall compared to our Market Basket schools (Note: there are 14 schools in our Market Basket). Specific GW rankings relative to our Market Basket are: Full Professors: 10th, Associate Professors: 8th, Assistant Professors: 10th.

Salary Averages in Dollars

Total budget for GW faculty salaries this year is \$84.3 million.

		2006	2007	Change
Full	AAUP	121.2K	127.5K	+5.2%
	GW	123.9K	128.5K	+3.7%
Assoc.	AAUP	85.9K	89.7K	+4.4%

	GW	89.4K	92.7K	+3.6%
Asst.	AAUP	71.8K	75.8K	+5.6%
	GW	72.1K	75.1K	+4.1%

(There are 347 full professors with a total salary budget of \$44.6 million, up 6.8% from the previous year. There are 243 associate professors with a total salary budget of \$22.5 million, up 9.5% from the previous year. There are 229 assistant professors with a total salary budget of \$17.2 million, up 4.1% from the previous year. Approximately \$171,000 is needed to close the gap at the assistant professor level to bring this group to the 80th percentile).

Median Salaries in Dollars

	Median	3rd Quartile	1st Quartile
Full	114.6k	117.0k	91.9k
Assoc.	83.5k	83.0k	72.0k
Asst.	68.6k	71.8k	57.8k

Two schools at GW (CCAS and GSEHD) are below the 60th percentile of AAUP averages at all levels. The College of Professional Studies now has faculty at the assistant professor level and they are below the AAUP's 60th percentile.

60th Percentile Salaries in Dollars

	AAUP 60th percentile	CCAS	GSEHD	CPS
Full	115.7k	112.5k	110.5k	
Assoc.	81.7k	77.7k	80.3k	
Asst.	68.9k	65.6k	63.0k	65.3k

Subcommittee to Review Faculty Performance Assessment. The Faculty Senate Executive Committee recently asked ASPP and PEAFC committees to form a joint subcommittee to review the criteria for faculty performance assessment, as requested by Professor David Costanza. Members of this subcommittee are: Professors Maria Cseh, Kurt J Darr, Ellen Dawson and Pamela Davidson. The subcommittee would commence work in the fall semester.

Respectfully Submitted

Murli Gupta
Murli Gupta, Chair
May 7, 2008

Members

Murli Gupta (Chair), Eugene Abravanel, Lorien Abrams, Ravi Achrol, Pamela Davidson, Ellen Dawson, Miriam Galston, Amy Mazur, Margaret Plack, Moses Schanfield, Sheryl Sodaro-Spomer

ex officio:

Val Berry, Michael Castleberry, Louis Katz, Donald Lehman, Andrea Stewart

A RESOLUTION TO AMEND THE FACULTY CODE TO PROVIDE A PARENTAL CHILDCARE LEAVE BENEFIT (07/05)

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

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

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

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

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

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

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

Adopted as amended by the Faculty Senate
January 18, 2008

Accepted by Board of Trustees
February 8, 2008

The George Washington University

Compilation of Top Administration Salaries; Comparison with Faculty Salaries and Tuition Increases

May 14, 2008

GW Compensation Data from IRS Form 990 Schedule A (Salaries reported to IRS.)

<u>President and Vice Presidents</u>		Year Ending Dec-06	Year Ending Dec-04	2 year % Change 12/04-12/06	Year Ending Dec-03	3 year % Change 12/03-12/06	Year Ending Dec-02	4 year % Change 12/02-12/06	Year Ending Dec-01	5 year % Change 12/01-12/06
Stephen Joel Trachtenberg	President	\$691,204	\$630,021	9.7%	\$609,837	13.3%	\$564,302	22.5%	\$516,904	33.7%
John Williams	VP Health Affairs	\$676,584	\$593,516	14.0%	\$578,616	16.9%	\$516,304	31.0%	\$507,206	33.4%
Louis Katz	VP and Treasurer	\$544,371	\$503,209	8.2%	\$496,233	9.7%	\$431,892	26.0%	\$411,246	32.4%
Robert Chernak	VP Stud Supp and Acad Serv	\$403,755	\$341,894	18.1%	\$331,617	21.8%	\$306,906	31.6%	\$296,943	36.0%
Don Lehman	VP Acad Affairs	\$386,770	\$320,070	20.8%	\$306,954	26.0%	\$292,015	32.4%	\$283,915	36.2%
Dennis Blumer (to Feb 07)	VP and General Counsel	\$350,000	\$313,917	11.5%	\$302,692	15.6%	\$287,720	21.6%	\$276,582	26.5%

Average Administration Increases: Over 2 years -> 13.7% Over 3 years-> 17.2% Over 4 years-> 27.5% Over 5 years-> 33.0%

Tuition and fees (Continuing students)
http://www.gwu.edu/~ire/tuition_fees.htm

	2007/08	2006/07	2005/06	2004/05	2003/2004	2002/2003	2001/2002
Annual Tuition Increase -->	\$37,030	\$35,630	\$34,030	\$30,820	\$29,070	\$27,820	\$25,830
	3.93%	4.70%	10.42%	6.02%	4.49%	7.70%	

Total Increase for continuing students over 6 years--> 43.36%

Faculty Salaries Data from GW Fact Book (Average Regular Full Time Salaries, excludes School of Medicine)

<http://www.gwu.edu/~ire/tsas.htm>

(Note: 2007/08 data is from ASPP committee)

	Average Salaries 2007/08	Average Salaries 2006/07	Average Salaries 2005/06	2 year % Change 6/06-6/08	Average Salaries 2004/05	3 year % Change 6/05-6/08	Average Salaries 2003/04	4 year % Change 6/04-6/08	Average Salaries 2002/03	5 year % Change 6/02-6/08
Professor	\$128,533	\$123,936	\$118,802	8.2%	\$110,288	16.5%	\$107,072	20.0%	\$107,511	19.6%
Associate Professor	\$92,700	\$89,450	\$84,307	10.0%	\$80,677	14.9%	\$76,820	20.7%	\$76,364	21.4%
Assistant Professor	\$75,100	\$72,132	\$69,306	8.4%	\$63,157	18.9%	\$60,879	23.4%	\$60,602	23.9%

Average Faculty Increases: Over 2 years -> 8.8% Over 3 years -> 16.8% Over 4 years -> 21.4% Over 5 years -> 21.6%

The George Washington University

Compilation of Top Administration Salaries; Comparison with Faculty Salaries and Tuition Increases

May 19, 2006

GW Compensation Data from Schedule A (IRS Form 990)

<u>President and Vice Presidents</u>	Year Ending Dec-04	Year Ending Dec-03	1 year % Change 12/03-12/04	Year Ending Dec-02	2 year % Change 12/02-12/04	Year Ending Dec-01	3 year % Change 12/01-12/04	Year Ending Dec-00	4 year % Change 12/00-12/04	Year Ending Jun-99	5.5 year % Change 6/99-12/04
Stephen Joel Trachtenberg President	\$630,021	\$609,837	3.3%	\$564,302	11.6%	\$516,904	21.9%	\$429,445	46.7%	\$421,035	49.6%
John Williams VP Health Affairs	\$593,516	\$578,616	2.6%	\$516,304	15.0%	\$507,206	17.0%	\$357,155	66.2%	\$320,948	84.9%
Louis Katz VP and Treasurer	\$503,209	\$496,233	1.4%	\$431,892	16.5%	\$411,246	22.4%	\$326,310	54.2%	\$298,515	68.6%
Robert Chernak VP Stud Supp and Acad Serv	\$341,894	\$331,617	3.1%	\$306,906	11.4%	\$296,943	15.1%	\$255,494	33.8%	\$227,657	50.2%
Don Lehman VP Acad Affairs	\$320,070	\$306,954	4.3%	\$292,015	9.6%	\$283,915	12.7%	\$217,536	47.1%	\$197,204	62.3%
Dennis Blumer VP and General Counsel	\$313,917	\$302,692	3.7%	\$287,720	9.1%	\$276,582	13.5%	\$207,972	50.9%	\$181,450	73.0%
Michael Freedman VP for Communications	\$245,500	\$225,021	9.1%	\$210,189	16.8%	\$187,127	31.2%				
<u>Average Administration Increases:</u>		Over 1 year ->	3.9%	Over 2 years ->	12.9%	Over 3 years->	19.1%	Over 4 years->	49.8%	Over 5.5 years->	64.8%

Tuition and fees (Continuing students) http://www.gwu.edu/~ire/tuition_fees.htm	2000/2001	2001/2002	2002/2003	2003/2004	2004/05	2005/06	2005/06
Annual Increase -->	\$24,720	\$25,830	\$27,820	\$29,070	\$30,820	\$32,360	\$34,030
		4.49%	7.70%	4.49%	6.02%	5.00%	5.16%
			Total Increase over 6 years -->			37.66%	

Faculty Salaries Data from GW Fact Book (Average Regular Full Time Salaries, excl School of Medicine)
<http://www.gwu.edu/~ire/fsas.htm>

	Average Salaries 2005/06	Average Salaries 2004/05	1 year % Change 6/05-6/06	Average Salaries 2003/04	2 year % Change 6/04-6/06	Average Salaries 2002/03	3 year % Change 6/03-6/06	Average Salaries 2001/02	4 year % Change 6/02-6/06	Average Salaries 1999/2000	6 year % Change 6/00-6/06
Professor	\$118,802	\$110,288	7.7%	\$107,072	11.0%	\$107,511	10.5%	\$103,314	15.0%	\$93,384	27.2%
Associate Professor	\$84,307	\$80,677	4.5%	\$76,820	9.7%	\$76,364	10.4%	\$74,213	13.6%	\$69,112	22.0%
Assistant Professor	\$69,306	\$63,157	9.7%	\$60,879	13.8%	\$60,602	14.4%	\$58,386	18.7%	\$53,440	29.7%
<u>Average Faculty Increases:</u>		Over 1 year ->	7.3%	Over 2 years ->	11.5%	Over 3 years ->	11.8%	Over 4 years ->	15.8%	Over 6 years ->	26.3%

The George Washington University

Compilation of Top Administration Salaries; Comparison with Faculty Salaries and Tuition Increases

May 16, 2005

GW Compensation Data from Schedule A (IRS Form 990)	Year Ending Dec-03	Year Ending Dec-02	1 year % Change 12/01-12/02	Year Ending Dec-01	2 year % Change 12/01-12/03	Year Ending Dec-00	3 year % Change 12/00-12/03	Year Ending Jun-99	4.5 year % Change 6/99-12/03
President and Vice Presidents									
Stephen Joel Trachtenberg President	\$609,837	\$564,302	8.1%	\$516,904	18.0%	\$429,445	42.0%	\$421,035	44.8%
John Williams VP Health Affairs	\$578,616	\$516,304	12.1%	\$507,206	14.1%	\$357,155	62.0%	\$320,948	80.3%
Louis Katz VP and Treasurer	\$496,233	\$431,892	14.9%	\$411,246	20.7%	\$326,310	52.1%	\$298,515	66.2%
Robert Chernak VP Stud Supp and Acad Serv	\$331,617	\$306,906	8.1%	\$296,943	11.7%	\$255,494	29.8%	\$227,657	45.7%
Don Lehman VP Acad Affairs	\$306,954	\$292,015	5.1%	\$283,915	8.1%	\$217,536	41.1%	\$197,204	55.7%
Dennis Blumer VP and General Counsel	\$302,692	\$287,720	5.2%	\$276,582	9.4%	\$207,972	45.5%	\$181,450	66.8%
Michael Freedman VP for Communications	\$225,021	\$210,189	7.1%	\$187,127	20.3%				
Average Administration Increases:		Over 1 year->	8.6%	Over 2 years->	14.6%	Over 3 years->	45.4%	Over 4.5 years->	59.9%

Tuition and fees (Continuing students)	2000/2001	2001/2002	2002/2003	2003/2004	2004/05	2005/06
http://www.gwu.edu/~ire/tuition_fees.htm	\$24,720	\$25,830	\$27,820	\$29,070	\$30,820	\$32,360
Annual Increase -->		4.49%	7.70%	4.49%	6.02%	5.00%
			Total Increase over 5 years-->			30.91%

Faculty Salaries Data from GW Fact Book (Average Regular Full Time Salaries, excl School of Medicine)

<http://www.gwu.edu/~ire/fsas.htm>

	Average Salaries 2004/05	Average Salaries 2003/04	1 year % Change 6/04-6/05	Average Salaries 2002/03	1 year % Change 6/03-6/04	Average Salaries 2001/02	3 year % Change 6/02-6/05	Average Salaries 1999/2000	5 year % Change 6/00-6/05
Professor	\$110,288	\$107,072	3.0%	\$107,511	-0.4%	\$103,314	6.8%	\$93,384	18.1%
Associate Professor	\$80,677	\$76,820	5.0%	\$76,364	0.6%	\$74,213	8.7%	\$69,112	16.7%
Assistant Professor	\$63,157	\$60,879	3.7%	\$60,602	0.5%	\$58,386	8.2%	\$53,440	18.2%
Average Faculty Increases:		Over 1 year ->	3.9%	Over 1 year ->	0.2%	Over 3 years ->	7.9%	Over 5 years ->	17.7%

Final Report 2007-2008

Senate Educational Policy Committee The George Washington University

Active Members Academic Year 2007-2008

Faculty

Maria De LaFuente, Romance Languages and Literature
Mohamed A. Mohamed, Newborn Services
Donald O. Parsons, Chair
Ormond Seavey, English
Barbara Von Barghahn, Art

Ex Officio

Elizabeth Amundson, Registrar
Cheryl Beil, Director, Academic Planning and Assessment
Jamie Bright, Student Liaison
Robert Chernak, Senior Vice President for Student and Academic Support Services.
Gale S. Etschmaier, Associate University Librarian for Public Service, Gelman Library
Robert J. Harrington, Electrical and Computer Engineering (Senate Executive Committee Liaison)
Carol Sigelman, Associate Vice President for Graduate Studies and Academic Affairs

ACTIVITIES IN ACADEMIC YEAR 2007-2008

Completed Work:

- (1) a resolution on faculty grade reporting deadlines to the Executive Committee (attached);
- (2) a resolution on Faculty copyright responsibilities, including possible educational material, to the Senate Library Committee for joint action (resolution and educational material attached);
- (3) a final version of its informational report entitled "The Decline of Elite Student Enrollments at George Washington University" (attached).

Work-in-Progress:

Review of the new Honors curriculum

LIST OF ATTACHMENTS

1. Resolution on faculty grade reporting deadlines to the Executive Committee;
2. Proposed Resolution on Faculty copyright responsibilities, including possible educational material, to the Senate Library Committee for joint action
3. Final Report "The Decline of Elite Student Enrollments at George Washington University"

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

Whereas, the quality of final examinations and overall course assessments by faculty members are dependent on the availability of adequate time for thoughtful consideration;

Whereas, the University is offering more writing-intensive courses, which require a substantial amount of additional grading time;

Whereas, the Faculty Senate recognizes that timely reporting of final grades by faculty members is essential so that the University can provide important academic and financial assistance services to students; NOW, THEREFORE

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

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

Approved, Senate Educational Policy Committee, April 10, 2008

Proposal on Faculty Copyright Risks

- Whereas** The uses of platforms such as Blackboard and itunesU, availability of easy scanning, cutting and pasting, and copying have increased the complexity of educational fair use;
- Whereas** Copyright violations can result in large penalties and even imprisonment, including up to \$150,000 in statutory damages for each work infringed;
- Whereas** Faculty and staff can be held personally liable for the infringement and that demonstrating a reasonable analysis of Fair Use can provide protection (good faith fair use defense);
- Therefore** we propose that the University establish a Faculty copyright education program. At a minimum this effort should include an accessible website and associated staff support for answering Faculty questions that might arise. A copyright advisory office that provides consultation and organizes educational efforts should be considered.

Approved, Senate Educational Policy Committee, April 10, 2008

Faculty Copyright Issues at GW: A Brief Summary

By Associate University Librarian Gale S. Etschmaier
and Professor Maria De LaFuente

Prepared for the Senate Educational Policy Committee
April 10, 2008

The uses of platforms such as Blackboard and iTunesU, availability of easy scanning, cutting and pasting, and copying have increased the complexity of educational fair use. Some faculty consider “educational use” to be equivalent to Fair Use, but this really only speaks to one factor of fair use, “purpose.” For educational publishers, the impact on the market, another factor, is of much more importance.

Copyright violations can result in large penalties and even imprisonment, including up to \$150,000 in statutory damages for each work infringed. Faculty and staff can be held personally liable for the infringement and demonstrating a reasonable analysis of Fair Use can provide protection (good faith fair use defense).

The US Department of Justice Web site states, “Statutory penalties are found at 18 U.S.C. § 2319. A defendant, convicted for the first time of violating 17 U.S.C. § 506(a) by the unauthorized reproduction or distribution, during any 180-day period, of at least 10 copies or phonorecords, or 1 or more copyrighted works, with a retail value of more than \$2,500 can be imprisoned for up to 5 years and fined up to \$250,000, or both. 18 U.S.C. §§ 2319(b), 3571(b)(3).”¹

Other universities have taken varying approaches to protecting their faculty and institutions:

Copyright Clearance Center Institutional Licenses

The Copyright Clearance Center offers a new educational institutional license to allow unlimited copying of print collections for course packs and reserves. This applies only to print collections owned by the institution, so would not protect faculty from including a copy of a print or electronic article from a colleague at another institution. It also effectively abdicates fair use. The institutional price is based on student FTE and Carnegie research status. For GW, the quoted price is over \$200,000 per year. An institutional license could, however, be implemented quickly.

¹ http://www.usdoj.gov/usao/eousa/foia_reading_room/usam/title9/crm01852.htm

Educational Website on Copyright

Some institutions have developed web sites with information on the University policies on copyright and frequently asked questions. The George Washington University policy is available at:

<http://my.gwu.edu/files/policies/Use&ReproCopyrightFINAL.pdf>

Stating the University policy protects the University to some degree, but many faculty may overlook this important information when they are preparing coursework on a tight time schedule. Placement of this information within Blackboard and revising the copyright policy to be more interactive as well as a click-through agreement to comply with University policy may support faculty in their analysis of whether their course materials fall within fair use.

Copyright Management and Education

Some institutions have taken an educational approach to help students, faculty, and staff understand intellectual property issues and apply them reasonably. The educational approach supports exercising fair use responsibly. **A recent example of this is shown in the following blog in March from the *Chronicle of Higher Education*:**

LINKED IN WITH

Kenneth D. Crews, who advises faculty and staff members at Columbia University on what they can and cannot do with copyrighted digital material. Digitally Speaking, What You Can and Cannot Do With Copyrighted Material

Advancements in technology have complicated copyright issues in academe. That's one reason why Columbia University brought in Mr. Crews to head up its new Copyright Advisory Office. The office was established this year to guide and educate researchers about fair use, ownership, publication agreements, and other issues that might arise in the mission to deliver information to students and the public.

Q. What does a Copyright Advisory Office do?

A. Increasingly, universities are working in a world that's deeply and intensely affected by copyright law. We're creating and using new materials all the time, and the law has extended its reach so it affects [items] we're teaching and using. I see my work as addressing the copyright issues, but in a manner that best serves the fundamental teaching, research and community-service objectives of the university.

Q. So what's an example of an issue the office might deal with?

A. One example is the age-old question of fair use. The way we might interpret and apply fair use can directly affect our ability to make resources available for teaching. Can we scan, upload, download, or cut and paste to make material available to our students? That's a question of fair use — if we interpret it in different ways, we're going to get different results.

Q. Why did Columbia decide it needed a copyright office?

A. A variety of people at Columbia saw the need to address [copyright issues] in a creative, constructive way. Most universities could be doing this, but relatively few have taken the initiative to do so.

Q. Why is that?

A. One reason might be financial — the decision to put the money upfront to hire someone to make it possible. A second is that the work done by those of us in the field is usable at other institutions. Many institutions are finding it feasible to borrow the works of others, which is in the spirit of the sharing model we stand for.

Q. How do you see the nature of copyright law changing with emerging technologies?

A. I think technology is really compelling a reconsideration of a number of these issues. Technology is bringing a number of opportunities — many of them are great. That means managing the intellectual properties so that we hold on to certain rights, and that we don't get ourselves into a bind where we give up too many. The best way to learn how to not give up those rights is to learn what the alternatives are and, in the context of journal articles, sign some well-considered publication agreements.

<http://chronicle.com>

Section: Information Technology

**THE DECLINE OF ELITE FRESHMAN ENROLLMENTS
AT GEORGE WASHINGTON UNIVERSITY**

FINAL REPORT

A Summary Report Based on Presentations to the
Faculty Senate Educational Policy Committee and
Additional Documents, Academic Year 2007-2008

Donald O. Parsons
Chair, Educational Policy Committee
GW Faculty Senate

May 2008

**Active Members of the Educational Policy Committee
Academic Year 2007-2008**

Faculty

Maria De LaFuente, Romance Languages and Literature
Mohamed A. Mohamed, Newborn Services
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Gale S. Etschmaier, Associate University Librarian for Public
Service, Gelman Library
Robert J. Harrington, Electrical and Computer Engineering (Senate
Executive Committee Liaison)
Carol Sigelman, Associate Vice President for Graduate Studies and
Academic Affairs

Acknowledgements

This report would not have been possible without the active cooperation of a number of GW Administrators who gave generously of their time and data to the Committee. Special thanks to four who presented detailed reports on aspects of the challenges of attracting and training GW's "best and brightest" on the dates given:

February 7, 2008

Grae Baxter, Executive, Undergraduate Honors, Fellowships and Research

February 21, 2008

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

March 6, 2008

Francis DuVinage, Director, Center for Undergraduate Fellowships and Research and Deputy Director, University Honors Program

April 3, 2008

Cheryl Beil, Assistant Vice President for Academic Planning, Institutional Research, and Assessment

Special thanks Grae Baxter, Cheryl Beil, Robert Chernak, and Carol Sigelman for thoughtful, detailed comments on earlier drafts. Errors in content and interpretation no doubt remain, but fewer because of their efforts.

I. Introduction

Background. The Senate Educational Policy Committee has no specific agenda beyond items referred to it from the Senate Executive Committee, but this year's Committee felt there were a variety of educational policy issues raised at Senate meeting that could be fruitfully explored. Two issues were especially important in forming the Committee's agenda:

- (1) The \$1 million dollar cut in funding for merit scholarships which helped "balance" the 2007-2008 fiscal year budget.¹ This was treated as a cut in the administrative budgets and was not discussed with Faculty prior to implementation, which some Senators found disturbing as a planning and procedures issue.²
- (2) The restructuring of the University honors program, which reshaped the program in a way that seemed to conflict with many major programs. A number of Senators seemed concerned about this restructuring of the program designed to serve the University's best and brightest.

A Chronicle of Higher Education article (January 16, 2008) reporting that GW was not among the 98 schools with 20 or more entering National Merit Scholars in the freshman class of Fall 2007 (it was tied with several schools for 127th place) gave impetus to our concerns about the reduction in support for "elite" students.

The Committee decided to explore the broad issue of the "distribution of abilities among GW undergraduates across the University and the classroom," although, as the study evolved, we came to focus on the admission and training of GW's "best and brightest." Although we collected information on the

¹ Vice President Chernak reports that the savings in merit aid awards for the entering class of Fall 2007 came through reductions in the average value of awards of approximately \$5,000 per student. Private Correspondence, 2008.

² Vice President Chernak noted that he did discuss the related issue of the tradeoff between merit aid and need-based aid at several faculty and public occasions. Private Correspondence, 2008.

restructuring of the Honors Program, we have yet to discuss and summarize that information. In this report we discuss the Honors Program only in its role in “attracting and contributing to the education of a select group of high ability students.” (Grae Baxter, Private Correspondence, 2008).

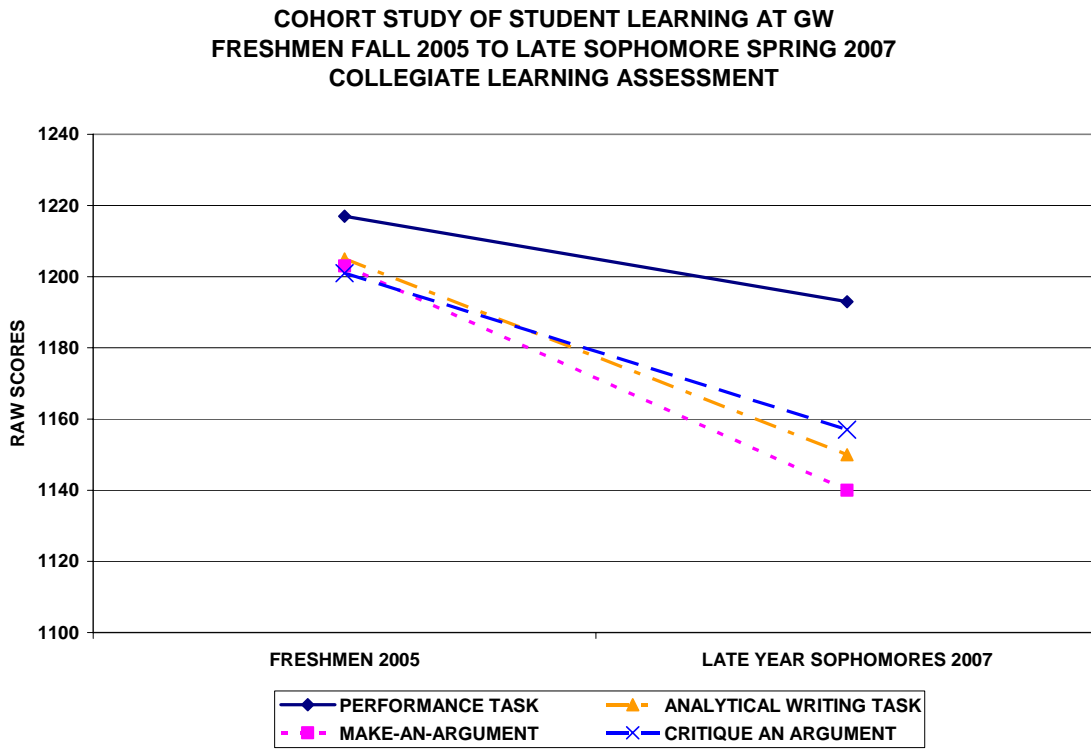
In the course of the study it became clear to many on the Committee that there were serious problems with attracting (admissions) and training the *general population* of GW undergraduates. The decision to limit the Fall 2007 freshman class by almost 10 percent in order to maintain class quality; the 6 percent drop in Early Decision I applicants for the Fall 2008 freshman class, and the 15 percent in Early Decision II applicants (Elise Kigner, Hatchet, 4-7-08); the modest, but ominous decline in retention rates from first year to second year (92.2 percent from 2005-2006 to 89.8 percent for 2006-2007), Beil (2008); all raised the possibility of serious problems in GW’s core business of educating undergraduates.

Apparently recognizing this situation, the Knapp Administration, upon taking over last summer, immediately acted to confront the price side of GW’s “affordability” problem--limiting tuition increases for the coming year, reducing selected dormitory prices, and increasing need-based aid, at least over 2007-2008 expenditure levels. The drop in Early Decision I and II applicants for the coming academic year suggests that more needs to be done, especially on the second dimension of affordability, the quality of the education offered. Although curriculum reviews at both the University and College/School levels are

underway, few additional resources have been devoted to improving undergraduate education.

Broader Issues of Educational Quality Postponed. Cheryl Beil, Assistant Vice President for Academic Planning, Institutional Research, and Assessment, in her report “[The] State of GW Undergraduate Education 2007” highlights concerns about the education GW is offering its undergraduates. Vice President Beil reports, for example, that a cohort study of skill growth in the first two years of college places GW in an unfavorable light. Accepting the testing results at face value, the ability of GW students to execute “Performance Task,” “Analytical Writing,” “Make-an-Argument,” and “Critique-an-Argument” *declined* over their first two years, FIGURE 1.

FIGURE 1



Source: Beil (2008) Revised Data

Cohort scores declined by 3.5 percent in total, with losses in “Performance Task” relatively modest (2.0 percent), and losses in measured “Analytical Writing,” “Make-an-Argument,” and “Critique-an-Argument” of 4.6, 5.2, and 3.7 percent respectively. Many questions of test-taker motivation arise in these sorts of studies, but Vice President Beil notes:

Of the 28 schools that participated, half of them (14) reported an *increase* [italics added: DP] in students' scores at the end of their sophomore year; students at three schools maintained the same scores; and 11 (including GW) of the 28 schools reported fourth semester scores below the freshman year.

Beil, Private Correspondence 2008

Freshman/Senior learning assessment scores cast a GW education in a more flattering light (Beil (2008, p. 27), but the study was not a cohort study and therefore mixes learning with improvements in the quality of the entering classes. Beil also noted a disproportionate number of honors students among senior test-takers.

Vice President Beil also reports that, in most respects, GW students do not believe that they are receiving the education they might expect at a school like GW. Citing data drawn from the National Survey of Student Engagement: 2007, Beil reports that student assessments of their experiences at GW compare poorly with students at market-basket schools willing to share their data (American, Georgetown, and Emory).

The Educational Policy Committee's Focus. While the Committee does not want to downplay the general problem of attracting and training students at GW, it does believe that the attraction and training of elite students is a special problem, deserving independent consideration. In what follows, *the Committee*

lays out evidence that the upper tail of the distribution of student abilities at GW has fallen sharply.

Evidence to support this belief is drawn from

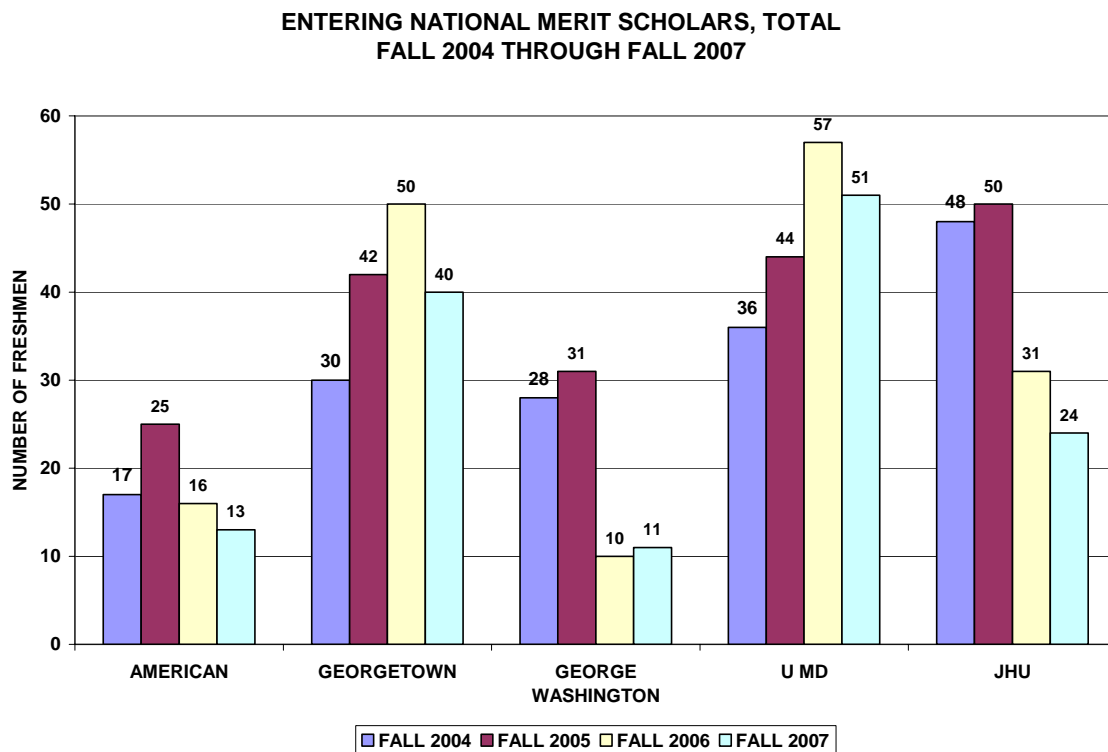
- (i) trends in enrollments of National Merit Scholars in recent freshman classes;
- (ii) trends in enrollments of high “Admissions Rating” students; and
- (iii) the Honor’s Program’s struggles to meet enrollment targets.

In what follows, we first document the decline in National Merit Scholars and the decline in high “Admissions Rating” students. We also provide evidence that indicates that these declines are at least consistent with reduced financial aid to elite students. The shortfalls in Honors Program enrollments are more likely a consequence of the fall in high ability student enrollments than a cause, and are considered last. We then provide a few summary thoughts.

II. The Disappearing National Merit Scholar

The number of freshman National Merit Scholars enrolling at GW has dropped substantially in the last few years. In Figure 2, we present four years of data on entering National Merit (NM) Scholars at GW as well as at other local, competing institutions: American, Georgetown, University of Maryland, and Johns Hopkins University.

Figure 2



Source: National Merit Scholarship Corporation Annual Reports, Various Years.

The number of NM Scholars who enroll at GW is less than at our local competitors, considerably so at all but AU, and has declined sharply in the last two years. Entering National Merit Scholars in the Fall of 2006 and 2007 were only one-third the number in the previous two years (2004 and 2005).

One must interpret these figures carefully. Note for example the large *drop* in NM Scholars at Johns Hopkins University and the substantial *increase* at the University of Maryland in the same time period. In interpreting this data, it is important to keep in mind that there are two types of NM scholarships—(i) those funded by the admitting university and available only to scholars who enroll at the funding university, and (ii) those funded by third parties, which can be used at a variety of undergraduate institutions. The first will be labeled “internally financed,” the second competitive or “open”.

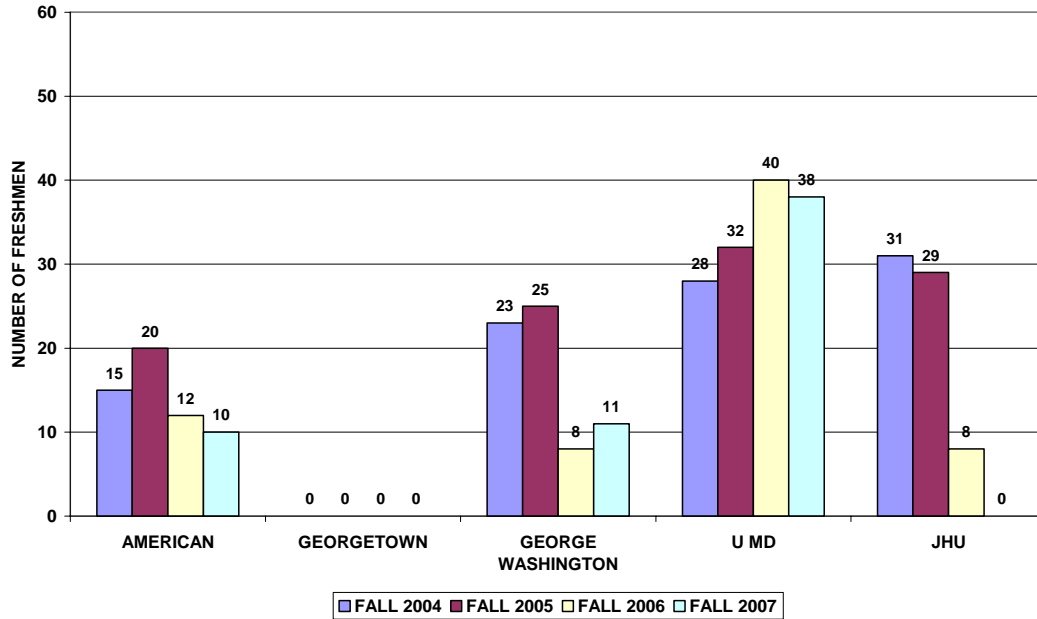
The number of internally financed scholarships is in the first instance a budgetary decision—should the University fund National Merit Scholars (with the exact size of the scholarship also a choice). The number of open scholarships a university attracts is less immediately controllable. The number is dependent on the vagaries of the competitive market for top students.

In Figures 3A and 3B, we present the trends in National Merit Scholars over the period for the two subcategories of Merit Scholars at GW and at the same four local competing institutions. Georgetown does not internally finance National Merit Scholars--all are open--though the numbers who come have been roughly steady at about 40. The decline in numbers at JHU is entirely the consequence of dropping internally financed scholarships, Figure 3A. This decline has been partly offset by the growth in the number of open or competitive scholars who have chosen JHU in the last few years, Figure 3B. Conversely the increase at U of MD is linked to its decision to fund top scholars internally.

Figure 3

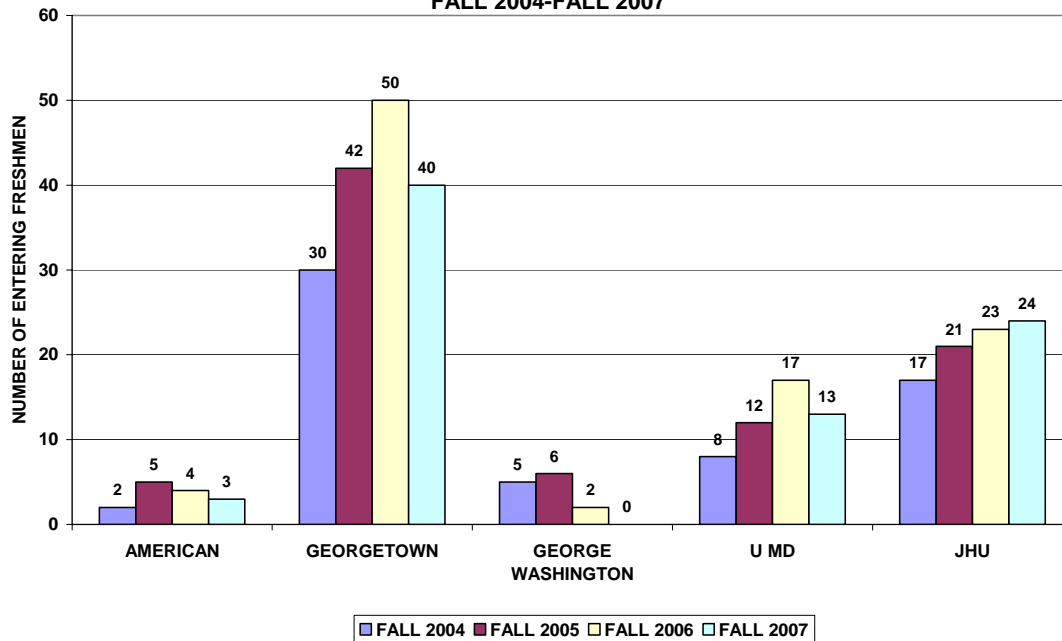
PANEL A SCHOOL FUNDED AWARDS

ENTERING NATIONAL MERIT SCHOLARS (FUNDED BY SCHOOL ITSELF)
FALL 2004 THROUGH FALL 2007



PANEL B OPEN OR COMPETITIVE AWARDS

ENTERING NATIONAL MERIT SCHOLARS
WITH OPEN SCHOLARSHIPS (NOT FUNDED BY SCHOOL ITSELF)
FALL 2004-FALL 2007



Source: National Merit Scholarship Corporation Annual Reports, Various Years.

Trends at American and GW are similar to each other and are almost entirely driven by the amount of internal funds devoted to National Merit Scholarships; neither school is especially successful in the open competition. Although it is occasionally conjectured that the quality of a GW education has made subsidization of high ability undergraduates unnecessary, the data suggests otherwise. Last year, no National Merit Scholars holding open or competitive awards chose to come to GW.

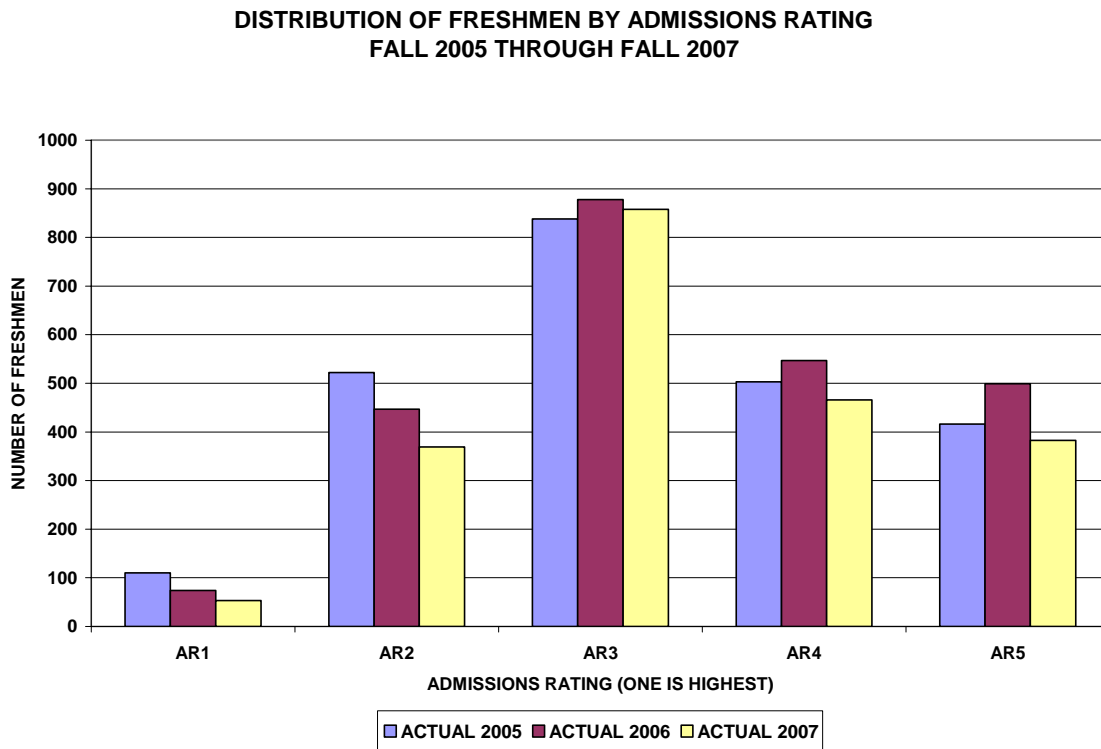
III. Trends in Enrollment of High Admissions Rating Students

Background Note: the Admissions Office assigns an “Admissions Rating” to each applicant for the freshman class: admitted applicants fall into one of five Admissions ratings: one through five, with one the highest.

The Distribution of Entering Freshmen by Admissions Rating

The distribution of entering freshmen by Admissions Rating in the three years, Fall 2005 through Fall 2007, are illustrated in Figure 4.³

Figure 4



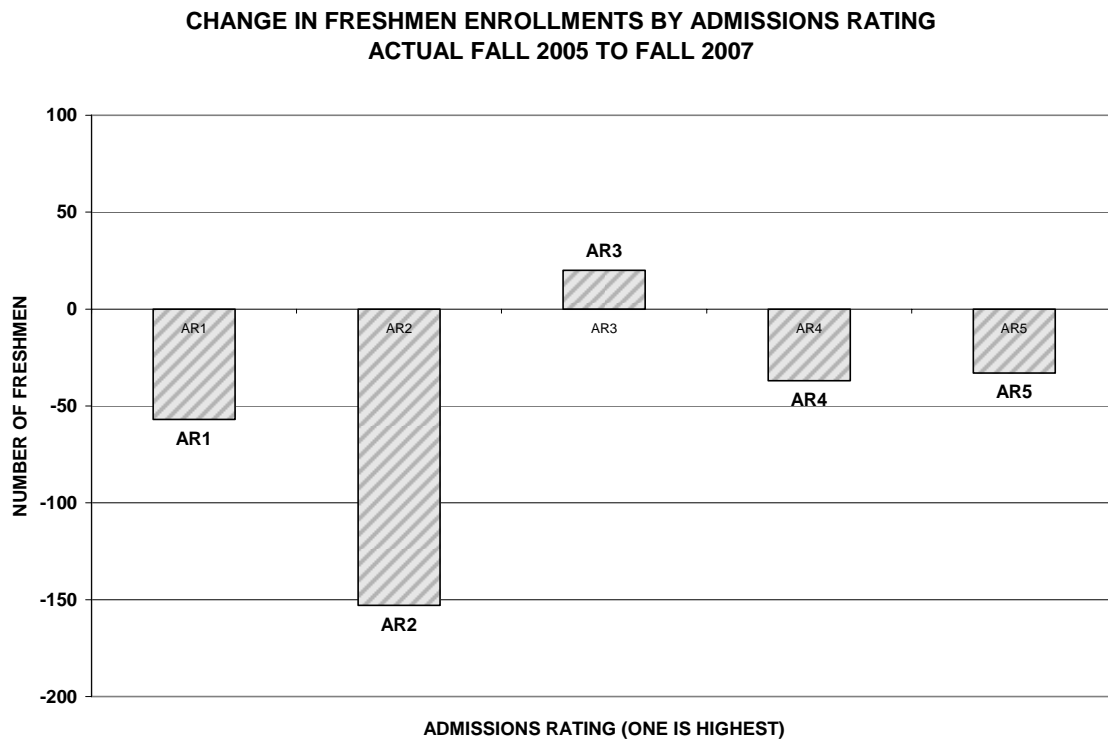
Source: GW Admissions Office.

³ In providing the Committee with an overview of acceptances by Admission Rating, Vice President Chernak reported that the Admissions Rating criteria were essentially unchanged over the last three freshman classes (Fall 2005 through Fall 2007), though he later warned that one would want to use caution undertaking a longer term historical study because the criteria may have changed in important ways. (He is currently checking on that issue, which would be important in future studies.) Vice President Chernak, Private Correspondence, 2008.

The decline in enrollments in the top two Admissions Rating categories is dramatic and apparently on-going--the decline between Fall 2005 and the Fall of 2006 and that between Fall 2006 and Fall 2007 are similar in magnitude. This suggests that the problem may be more systemic than the drop in merit aid generosity for the class entering in the fall of 2007.

The overall contraction among elite students certainly raises concern, Figure 5.

Figure 5



Source: GW Admissions Office.

The preponderance of declines across AR categories between 2005 and 2007 reflects the smaller freshman class size in 2007, of which more below.

The Distribution of Entering Freshmen by Admissions Rating after Adjusting for Last Year's Enrollment Shortfall

The difficulty the University had in its last entering class is deeper than the distribution of abilities of accepted freshmen in the fall of 2007 might indicate. The University chose to accept a significant shortfall in freshman enrollments, admitting 2129 freshmen rather than the targeted 2350, because the students who remained on the waiting list had, as a group, considerably weaker records than those accepted to that point. Trimming the lower tail of the ability distribution by reducing class size may be an entirely sensible decision to make, but distorts somewhat the picture of what the class would have looked like had the target enrollment of 2350 been accepted, much less the 2445 freshmen of the previous year (Fall 2006).

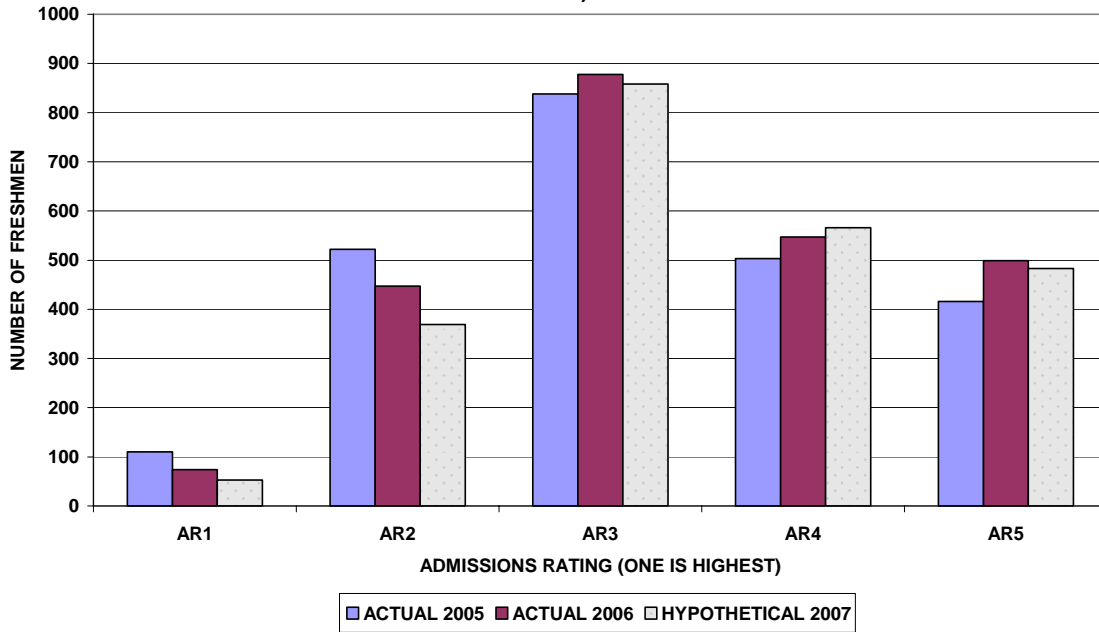
We can develop an idea of what the (*hypothetical*) distribution of abilities of the class of 2007 would have looked like had the lower tail of the distribution not been trimmed. Without having detailed information on the ability level of the waiting list applicants who would otherwise have filled out the class, we assume:

- (i) that the shortfall was rounded down to 200 students, and
- (ii) the excluded students were divided equally between the bottom two categories (AR 4 and AR5)

Adding the “missing” 100 students in each of the two categories emphasized the quality squeeze on GW freshman enrollments. Replicating the figures of the last subsection, but including the trimmed students, gives the following picture of the evolution of the ability distribution in the last three freshman classes, Figure 6A and 6B:

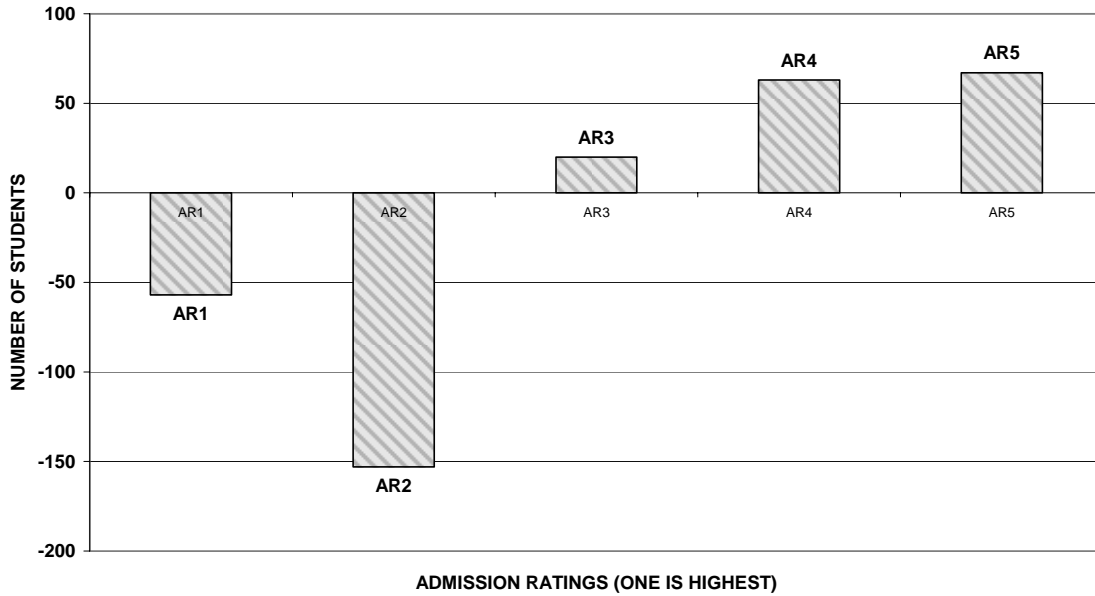
Figure 6
Panel A

**THE DISTRIBUTION OF FRESHMEN BY ADMISSIONS RATING
ACTUAL FALL 2005 AND 2006 AND HYPOTHETICAL 2007 (IF MAINTAINED
TARGET/STANDARD CLASS SIZE--100 FRESHMEN ADDED TO AR4 AND AR5
EACH)**



Panel B

**CHANGE IN NUMBER OF FRESHMEN BY ADMISSIONS RATING
ACTUAL FALL 2005 AND HYPOTHETICAL FALL 2007
IF MAINTAIN TARGET/STANDARD CLASS SIZE
(100 FRESHMEN ADDED TO EACH OF AR4 AND AR5)**



IV. The Role of Reduced Merit Aid in Explaining the Decline in Freshman Elite Students

The unfortunate trends of (i) rapidly increasing tuition and (ii) declining per capita undergraduate program resources over the last decade affect all student applicants, but are likely to affect the admissions of “elite scholars” with special force. Colleges compete intensely for this group of students, believing that they provide positive classroom and reputational effects.

The decline of elite enrollments among freshman at GW is also the result of specific actions the Administration has taken in the past few years, including most obviously the cutbacks (i) in the generosity of merit aid and (ii) in resources devoted to the honors program (see Section V). Indeed merit aid and the honors program can be viewed as policies designed to insulate the highly competitive, elite students from the general decrease in the “affordability” (high cost and low quality) of GW students as a whole.

Certainly it is a fact that few high Admissions Rating students enroll at GW without financial aid—essentially no AR1s and few AR2s. The distribution of aid recipients, need and merit, by admissions rating are reported here for Fall 2005 freshmen and Fall 2007 freshmen, Figures 7A and 7B, to give a sense of this and of the shifting support over time. In interpreting the data, it is useful to note:

Note 1: merit aid students who qualify for need-base aid are classified as need-based students.

Note 2: athletic scholarship holders are classified as merit aid scholars.

We note in passing that the large, unexpected drop in the number of need-based scholars in Fall 2007 makes the promise of additional need-based aid in Fall 2008 somewhat easier to accomplish.

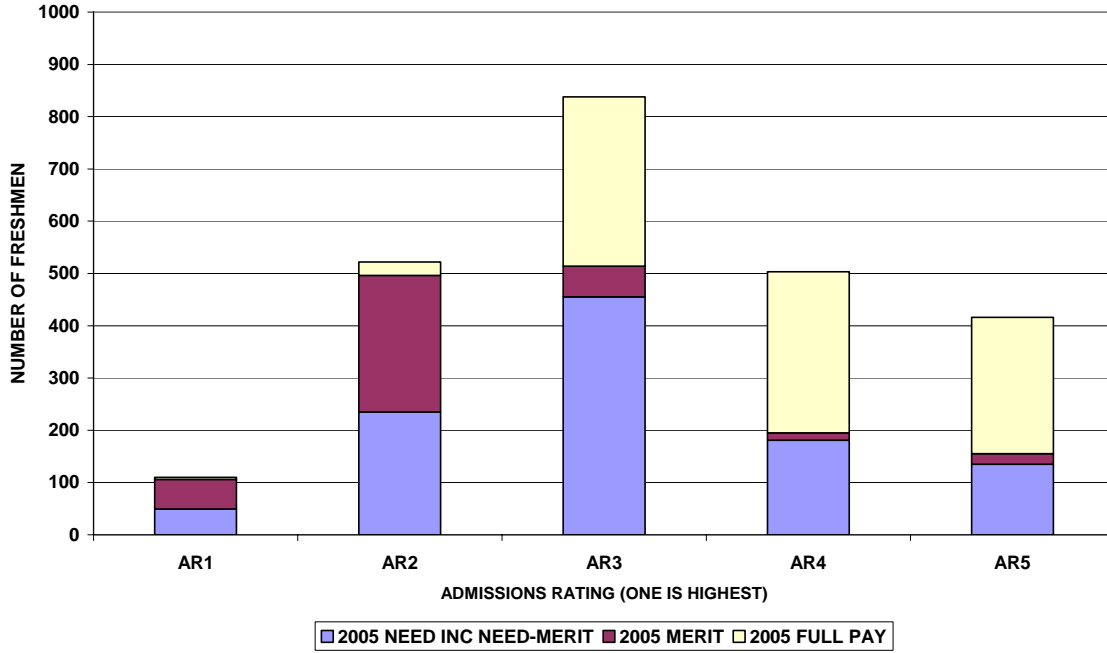
Vice President Chernak reports that additional resources have been targeted on elite students in the current admissions cycle (Fall 2008 Freshman Class):

...we are making some adjustments in our merit award strategy, but it is geared primarily to two market segments. This was discussed at the meeting I attended of the Educational Policy Committee. First, awards for students falling into AR category 2 will be offered merit awards \$5,000 greater than last year. We believe this cohort is our most promising pool for yield improvement among our above average academic profile applicants. Secondly, the University is committed to try to improve yield and enrollment in SEAS. The merit awards have been adjusted upward to about the mid-point of where we were last year and the highest level of two years ago. The objective is to bring in about 150 new Engineering freshmen, about 39 more than last year.

Private Correspondence, 2008.

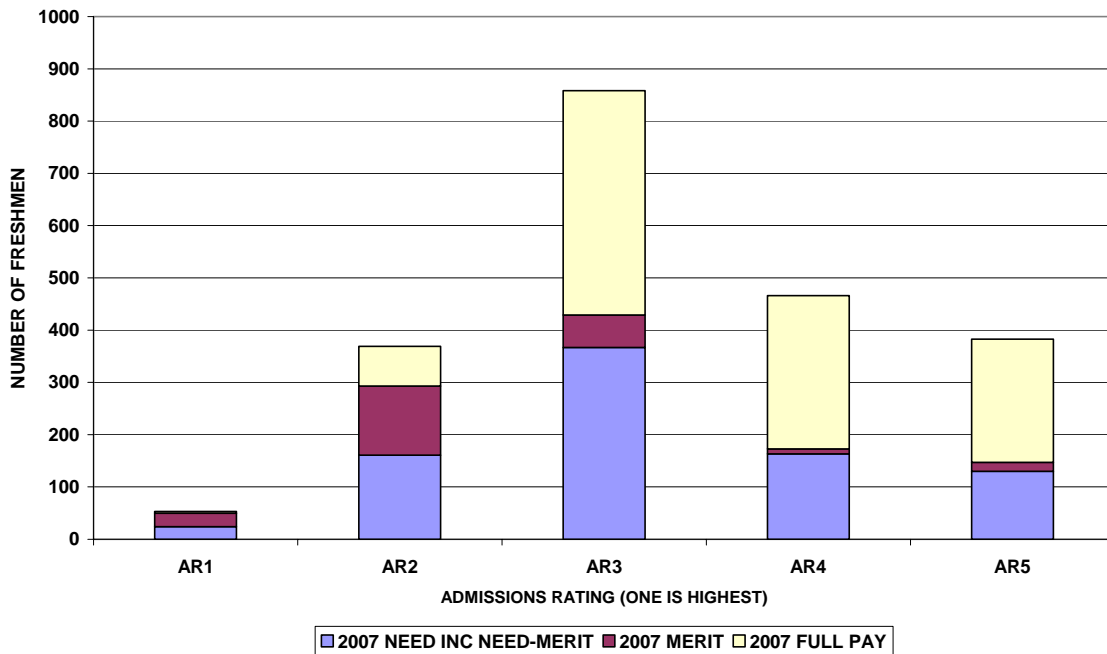
Figure 7
Panel A

**DISTRIBUTION OF FRESHMEN ADMISSIONS
BY ADMISSIONS RATING AND AID, 2005**



Panel B

**DISTRIBUTION OF FRESHMEN ADMISSIONS
BY ADMISSIONS RATING AND AID STATUS, 2007**



Source: GW Admissions Office.

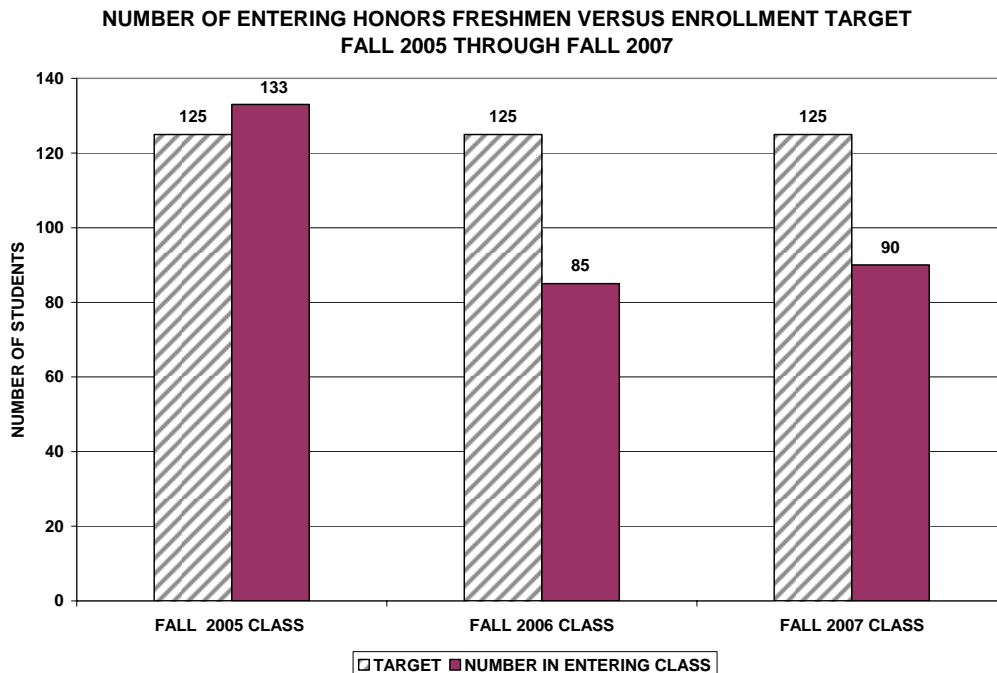
V. The Honors Program

Presumably designed to serve the University's "best and brightest," the Honors program is a natural casualty of the decline in elite enrollments. Data on Honors enrollments *by Admission Ratings* are apparently not immediately available, but VP Chernak conjectures:

"...most of the students accepted into the honors program are...probably AR1s and 2s or at the very top of the AR3 category, but the decision to admit to the honors program rests with the faculty and director of the program. (Personal Correspondence, 2008)

In both Fall 2006 and Fall 2007, the Honors program enrolled freshman classes well below its enrollment target) of 125 students. (Note: The 125 target itself is a sharp reduction, fifty percent, in the number of honors students enrolled in the not-to-distant past when Honors scholars were more generously funded). In the fall of 2006 only 85 students were enrolled and in Fall 2007 only 90. See Figure 8.

Figure 8



The Committee did not have time to document the apparently large reductions in aid and resources devoted to the Honors program and its students over the last decade. These resource losses have been both direct—the end of “automatic” financial aid for honors students and the reduction in target program size—and indirect—the reduction in merit aid that affected high ability students in general.⁴ We also did not have time to explore the logic of the transition to the new, more interdisciplinary Honors curriculum. A report on the latter will follow.

⁴ Vice President Sigelman reports that the operating budget for the Honors Program (fund dedicated for administrative and instructional support) has not been reduced in the last few years. Private Correspondence, 2008.

VI. Summary Thoughts

The primary function of this report is to increase the Senate's and the University Community's awareness of the troubling decline in enrollment of elite students in recent years, not to provide solutions to the problem.

We would note that the University seems well aware of the price side of the "affordability" problem at GW, and has moved to:

- limit the size of the annual tuition increase
- increase need-based aid over that expended in 2007-2008.
- reduce dorm costs for select low-end dorm rooms

There has been no comparable action on the quality side of the affordability problem--that is a *substantial* increase in the resources directly related to the undergraduate learning experience.

We would add an additional alert to these concerns:

- **There is clear evidence of special and growing problems in attracting students at the upper end of the ability distribution to GW.**

The Administration is not unaware of the problems created by the merit aid cuts for the Fall 2007 class, and has rolled back some of these cuts on a selective basis in the current admissions cycle (see Section IV).

The most immediate need is to identify (i) efficient remedial actions that might slow, or ideally stop and reverse, this adverse trend, and (ii) the cost of such actions. Efficient remedial actions are likely to include improvements in the quality of the undergraduate experience as well as targeted aid to high ability students. Once the University has a reasonable idea of what it would cost to

restore the ranks of elite students at GW, it can better decide whether it is worthwhile to do so.

Clearly the issue requires serious study and discussion. Although few would view a decline of especially high ability students at GW as a good outcome, it might be a rational choice. The commonly perceived “externalities” that high ability students provide to the classroom and to a university’s reputation may not be worth the price that competitors for these students require GW to pay. Clearly there is room for a healthy debate on the claim that they are.

Faculty Senate
PROFESSIONAL ETHICS AND ACADEMIC FREEDOM COMMITTEE
ANNUAL REPORT 2007-2008
June 6, 2008

The Professional Ethics and Academic Freedom (PEAF) Committee met four times during the academic year. The year was quite busy and several issues were considered. The following is a summary of the issues considered and the current status.

1. **A Resolution to Amend the Faculty Code Pertaining to the Parental Leave Policy. (07/5)**

A joint subcommittee of the PEAFF and ASPP Committees was formed to study the report of the Task Force on Parental Leave which recommended, among other things, that regular active-status faculty be granted as a right a one-semester leave from teaching and administration duties with full salary. After studying the report, the joint subcommittee drafted a resolution to amend the Faculty Code to incorporate this entitlement. The resolution was debated and amended at the Faculty Senate meeting of January 18, 2008 and was adopted by the faculty.

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

It was noted that the number of Senate Reps from CCAS(9), SEAS(3), Law(3), SEHD(3), SB(3), SMHS(3) has been the same since 1987. In an amendment in 2004, ESIA was assigned 2 Senators, and SPHHS one Senator. In 2005, SPHHS was increased to two Senators. However, it was reported to the Executive Committee that faculty from CCAS felt that their representation should be increased. There is currently no formula for proportional representation, and, the committee found, such a formula may not be desirable. The PEAFF Committee polled the faculty in the various schools to get a feeling for the issues involved. After much discussion, the committee decided that it would offer a resolution in the Fall 2008 which calls for the representation of the CCAS to be increased from 9 senators to 11 senators. All of the remaining schools would continue with their current representation. **PENDING FOR FALL 2008.**

3. **Faculty Final Review Board for Unresolved Non-Concurrences**

Current university policy is that when a nonconcurrency cannot be resolved, the recommending faculty may elect to send the case to either the University President or the Academic Affairs Committee of the Board of Trustees for final disposition. President Knapp and members of the Academic Affairs committee of the Board of Trustees had conveyed to members of the Executive Committee that neither the President nor the Board wished to deal with these cases and President Knapp proposed the formation of an elected University Committee to serve as the final review board. The PEAFF expressed several concerns about implementing such a committee, however, a plan of action including a list of safeguards to insure that these concerns are adequately addressed. The administration responded that after consideration, they wish to continue with the current policy.

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

The PEAFF committee has continued to monitor this issue and received periodic reports.

PENDING FOR FALL 2008.

5. **Promotion & Tenure Reference Letters**

PEAF was asked by the Executive Committee to consider a policy whereby Deans and Schoolwide Personnel Committees (SWPC) would be involved in the initial request for references. The purpose of this policy is to avoid delays incurred by subsequent requests for references after the department completed its requests. After much discussion, it was agreed that such a policy would be beneficial if the following procedures were employed:

- a. The Dean and the SWPC are consulted by the Department and given the opportunity to provide references before the Department solicits references.
- b. The process is followed as a matter of procedure and not in selective cases.
- c. That the process be followed in a collegial and collaborative spirit.
- d. In the event that the references received are considered inadequate for whatever reason, the Department, the Dean, and the SWPC are not precluded from seeking more references at a later date.

6. **AAUP Report “Freedom in the Classroom”**

A new AAUP report was issued in September of 2007 which discusses a disturbing trend in many universities to “impose on university classrooms mandatory and ill-conceived standards of ‘balance’, ‘diversity,’ and ‘respect.’ The report opines that “. . . the vitality of institutions of higher learning has been damaged far more by efforts to correct abuses of freedom than by those alleged abuses.” The AAUP report attempts to define the boundaries of academic freedom and unacceptable behavior in the classroom. The PEAf committee began evaluating this report with the concept that it may provide useful guidance to faculty in their teaching. It was thought that the committee might present a resolution adopting its principles if it deemed them appropriate to GWU. Time did not allow PEAf to complete its analysis. **PENDING FOR FALL 2008.**

7. **Resolution Concerning Secondary and Courtesy Appointments for Regular Active-Status Faculty Members (07/6)**

The PEAf Committee was made aware that while Joint Appointments are covered by the Faculty Code, Secondary and Courtesy appointments were not, even though they are known to be used at GWU. It was felt that secondary and courtesy appointments are useful in promoting interdisciplinary collaboration among faculty. However, faculty governance issues can constitute a major obstacle in granting such appointments. By codifying the rights and responsibilities of such appointments, the committee felt that a major obstacle in granting such appointments would be alleviated. The committee discussed the issue at length, extended the discussion to the Council of Deans who provided useful input, and presented a resolution to the Faculty Senate who also provided useful input and amendments. The resolution, as amended, was unanimously adopted by the Faculty Senate at the meeting of April 11, 2008.

8. **Appointment of Associate and Assistant Deans**

The Executive Committee requested that the PEAf Committee consider the requirements of the Faculty Code and the by-laws of the various schools in the appointment of assistant and associate deans. The Executive Committee became aware that there have been several instances of non-compliance in certain schools. The PEAf Committee studied the respective school by-laws and reviewed the detailed requirements of the Faculty

Code. Input was sought from the Council of Deans and EVPAA Lehman. The issue was discussed at length by the PEAf committee. It was decided that a proposed plan of action, incorporating points of discussion, would be prepared over the summer to serve as a basis for further discussion and presentation to the Faculty Senate in the Fall.

PENDING FOR FALL 2008.

9. **Faculty Performance Evaluation**

The Executive Committee noted that assessment procedures for faculty is a timely topic and requested that PEAf form a joint committee with ASPP to review current GWU methodology and that at other institutions and to provide a report to the Faculty Senate. The issue was discussed by PEAf at length. A joint subcommittee was formed consisting of Professors Pamela Davidson from the School of Public Policy, Ellen M. Dawson from the School of Medical and Health Sciences, Maria Cseh from Counseling, Human and Organizational Studies, and Kurt Darr from Health Services Management and Leadership. It is expected that the subcommittee will commence its work in the Fall. **PENDING FOR FALL 2008.**

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
Walter K. Kahn, Electrical and Computer Engineering
Murray H. Loew, Electrical and Computer Engineering
Sunila Walia, Dermatology
Arthur A. Wilmarth, Law, Executive Committee Liason

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
David Robinson, Emeritus, Law
Carol Sigelman, Associate VP for Graduate Studies and Academic Affairs
Richard Weitzner, Associate General Counsel

**The George Washington University
Faculty Senate
Standing Committee on Research
AY 2007 – 2008 Report**

The Faculty Senate Standing Committee on Research met twice during the Fall Semester and three times during the Spring Semester. There were several joint meetings between the Standing Committee on Research with the Advisory Council of Research and Chief Research Officer Hirshman.

Joint Meeting of the Faculty Senate Standing Committee on Research, the Advisory Council on Research, and President Knapp. The first joint meeting was with President Knapp and it was about the state of research at GW. President Knapp discussed his vision and plans for research at GW and responded to questions about how to enhance GW's research capacity and infrastructure.

Faculty Senate Standing Committee on Research meeting with Associate Vice President for Health Research, Anne Hirshfield. The Standing Committee on Research met with Dr. Hirshfield and several staff members of the Office of Human Research. A number of concerns about IRB submissions we raised by the committee, and the Associate VP for Health Research implement a number of changes in response to these concerns (see attached follow up letter submitted by Dr. Hirshfield).

Joint Meeting with the Faculty Senate Committee on Fiscal Planning and Budgeting and with the Advisory Council on Research. The Standing Committee on Research and the ACR met with Professor Cordes, of the Committee on Fiscal Planning and Budgeting and AVP Don Boselovic to discuss a report on fiscal planning and budgeting for research prepared by Professor Cordes.

Joint Meeting with the Advisory Council on Research and with Michael Baer and Phillip Jaeger of Isaacson Miller, the firm assisting GW in the search for a VP for Research. The meeting was to discuss several issues: Objectives for the new Vice President for Research, qualifications and experience, personal qualities, source, and candidate recommendations.

Respectfully submitted,

Maria Cecilia Zea,
Acting Chair
Faculty Senate Standing Committee on Research

Members, 2007-08 Session:

<p>*Acting Chair: Maria Cecilia Zea, Psychology James Ahlgren, Medicine Marc Allard, Biology Linda Bland-Stewart, Speech and Hearing William J. Briscoe, Physics Jeremy Brown, Emergency Medicine Efstathia Bura, Statistics Maria Cseh, Counseling, Human and Organizational Learning Joseph Gastwirth, Statistics</p>	<p>Charis Kubrin, Sociology Sharon Lambert, Psychology Allena K.Opper, Physics Curtis Pyke, Teacher Preparation and Special Education + Gail D.Weiss, Philosophy and Human Sciences + Harold L.Wolman, Political Science, Public Policy and Public Administration and International Affairs Mona Zaghoul, Engineering and Applied Science</p>
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Ex-officio:

Marguerite (Peg) Barratt, Dean, Columbian College of Arts and Sciences

Elliot Hirshman, Chief Research Officer

Stephan Ladisch, Director, GWU Institute of Biomedical Sciences

Vanessa Leong,, Student Liaison

Steven Mandeville-Gamble, Associate University Librarian for Collections and Scholarly Communication, Gelman Library

*Gary L. Simon, Medicine, Executive Committee Liaison

Timothy W. Tong, Dean, School of Engineering and Applied Science

+ Representatives from Advisory Council on Research

Tuesday, April 08, 2008

Dear Colleagues:

It was a pleasure meeting with you in early February to discuss the Human Subjects Protections Program at GW and to receive your feedback concerning ways that we might further facilitate make compliance processes. We promised to take your suggestions under consideration and I'm writing to update you on our progress to date. Below are listed the issues we noted and current status of our follow up actions:

- 1) **Issue:** IRB training requirements – CITI refresher course requirements are too time consuming.
Actions: The CITI Training refresher requirement has been reduced from every year to once every 2 years.
- 2) **Issue:** Web page is confusing to navigate and use.
Actions: The password to the OHR website was removed and additional revisions are underway to facilitate ease in navigating the forms and links. We hope to complete redesign of the OHR website by mid June.
- 3) **Issue:** Webpage link to the CITI training site is difficult to find.
Action: We agree that the link is buried deeply in the OHR website (easy to find, but too many clicks to get there) and will correct this during the website re-design.
- 4) **Issue:** Students located at remote sites (such as some GSEHD graduate students, students on the Virginia campus, etc.) find it difficult to interact with the OHR from a distance.
Actions: We have developed a plan to permit transactions with the OHR to take place via electronic communications alone, which will eliminate the need to use the US Mail or campus mail for communications with the office. We plan to initiate this new mechanism gradually within the next few weeks, beginning with exemption requests, then moving to studies that can be reviewed by the delegated process. We hope to be able to accept ALL types of IRB transactions, including studies that require full Board Review, via electronic submission by mid summer.

In addition to the issues noted by the Committee, we have implemented the following:

1) **Simplification of the IRB submission forms:** The IRB Study Synopsis form has been revised. Information about the study has been shortened to include only the minimum necessary for the reviewer.

2) **Facilitation of outreach to behavioral/social science researchers:** The IRB Education Outreach Coordinator has been designated as the single point of contact for the consulting needs of the research community. This Coordinator is holding pre-scheduled office hours at the different schools and departments so that students and faculty researchers will not have to travel across campus to obtain face-to-face consultation.

3) **Expanding the focus of the IRB forum to meet the needs of behavioral/social science researchers:** The format for the IRB Forum has been revised to now alternate the monthly forums to suit the needs of both the medical and non-medical investigators. The location and schedule are posted in the OHR website. WE ENCOURAGE YOUR SUGGESTIONS regarding possible topics that would address educational needs of BSS researchers.

4) **Improving turnaround time for IRB transactions:** Additional IRB members have been delegated to review expedited and exempt studies.

5) **Improving consistency between the two IRB panels:** Both IRB panels are now being Chaired by the same individual (Dr. Daniel Lieberman) who will work to assure that the framework for making the necessary regulatory determinations is consistent across the two committees.

Thank you for your helpful input on ways that the Human Subjects Protections Program can be improved to better serve our investigators and to further strengthen protections at GW. We would welcome any opportunities to meet with you again or to meet with any of your constituents to continue the dialogue. Please feel free to contact me at any time if you or your constituents have suggestions, concerns, or requests for assistance.

Very truly yours,

A handwritten signature in black ink, appearing to read "Anne N. Hirshfield". The signature is written in a cursive, flowing style.

Anne N. Hirshfield, Ph.D.
Institutional Official

May 9, 2008

FACULTY SENATE COMMITTEES
2008-09 Session

STANDING COMMITTEE CHAIRS

Executive
Committee
Liaison

- | | | |
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| 2. | APPOINTMENT, SALARY, AND PROMOTION POLICIES (INCLUDING FRINGE BENEFITS)
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| 3. | ATHLETICS AND RECREATION
Acting Chair: Professor Jack H. Friedenthal | Hotez |
| 4. | EDUCATIONAL POLICY
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| 5. | FACULTY DEVELOPMENT, INCLUDING ACADEMIC AND ADMINISTRATIVE SUPPORT
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| 6. | FISCAL PLANNING AND BUDGETING
Chair: Professor Joseph J. Cordes | Biles |
| 7. | HONORS AND ACADEMIC CONVOCATIONS
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| 8. | LIBRARIES
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| 9. | PHYSICAL FACILITIES
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| 12. | UNIVERSITY AND URBAN AFFAIRS
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| 13. | JOINT COMMITTEE OF FACULTY AND STUDENTS
Faculty Co-Chair: Professor Alan G. Wade | Miller |

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2008-09 Session

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2134 G Street, #423	Michael S. Castleberry (GSEHD)	4-1510
Phillips Hall, #609	Robert J. Harrington (SEAS)	4-7179
Ross Hall, #736	Peter J. Hotez (SMHS)	4-3532
Lisner Hall, #330	Diana E. Johnson (CCAS)	4-7121
2110 G Street, N.W.	Barbara D. Miller (ESIA)	4-7257
Funger Hall, # 415	Philip W. Wirtz (SB)	4-6369
Rice Hall, 8th Floor	Steven Knapp (President), <i>ex-officio</i>	4-6500

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 Marroquin, Jaime, Spanish
 Mohamed, Mohamed A., Newborn Services
 Smith, Carol, Pathology
 Ullman, Daniel, Mathematics
 Zderic, Vesna, Electrical and Computer Engineering

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 *Johnson, Diana E., Biological Sciences, Executive Committee Liaison
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 Rypkema, Geri, Director, Office of Graduate Student Support
 TBA, Student Liaison
 Small, Daniel, Director of 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

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Abravanel, Eugene, Psychology

Bouscarel, Bernard, Biochemistry

Davidson, Pamela, Sociology

Green, Colin, Teacher Preparation and Special Education

Gupta, Murli M., Mathematics

Lanthier, Richard, Counseling, Human and Organizational Studies

Mazur, Amy, Teacher Preparation and Special Education

Schanfield, Moses S., Forensic Sciences

Spurney, Sian, Medicine

Vincze, Eva, Forensic Sciences

ex officio:

Berry, Val M., Chief Human Resources Officer

***Castleberry, Michael S., Teacher Preparation and Special Education**

Executive Committee Liaison

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**

ATHLETICS AND RECREATION

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Cellini, Stephanie R., Public Policy and Public Administration

Evans, Nancy, Interior Design

McGraw, Stephen, Clinical Management and Leadership

McHugh, Patrick, Management

Price Jones, Rhys, Computer Science

ex officio:

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

***Hotez, Peter J., Microbiology and Tropical Medicine, Executive Committee Liaison**

TBA, Student Liaison

Jones, Aubré, Director of Recreational Sports and Fitness Services

Kvancz, Jack, Director of Athletics and Recreation

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

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

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Eisen, Laura P., Chemistry
Kim, Mikkyong M., Higher Education Administration
Seavey, Ormond, English
von Barghahn, Barbara, Art

ex officio:

Amundson, Elizabeth A., Registrar
Beil, Cheryl, Associate Vice President for Academic Planning and Institutional Research
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
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***Wirtz, Philip W., Decision Sciences, Executive Committee Liaison**

FACULTY DEVELOPMENT, INCLUDING ACADEMIC AND ADMINISTRATIVE SUPPORT

***Chair: Costanza, David P., Psychology; Organizational Sciences**
Barbera, Joseph A., Emergency Medicine
Freund, Maxine, Teacher Preparation and Special Education
Goldman, Ellen F., Human and Organizational Learning
Plack, Margaret M., Health Care Sciences
Puchalski, Christina, Medicine
Ryan, Julie, Emergency Medicine

ex officio:

Beil, Cheryl, Associate Vice President for Academic Planning and Institutional Research
***Miller, Barbara D., Anthropology and International Affairs, Executive Committee Liaison**
Hertzler, Randy. Collection Development Co-Coordinator, Gelman Library
Linebaugh, Craig, Associate Vice President for Academic Planning and Special Projects
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- Boulier, Brian, Economics
- Cherian, Edward J., Information Systems and Technology Management
- Freund, Maxine, Teacher Preparation and Special Education
- *Griffith, William B., Philosophy
- Lang, Roger H., Electrical and Computer Engineering
- * Lipscomb, Diana L., Biological Sciences
- *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
- Whitaker, Roger, Dean, College of Professional Studies

HONORS AND ACADEMIC CONVOCATIONS

- *Chair: Windsor, Richard A., Prevention and Community Health
- Cropp, Dwight, Public Policy and Public Administration
- Ingraham, Loring J., Clinical Psychology
- Khamooshi, Homayoun, Management Science

ex officio:

- Anderson, G. David, University Archivist and University Historian, Gelman Library
- Freedman, Michael, Vice President for Communications
- * Johnson, Diana E., Biological Sciences, Executive Committee Liaison
- Kasle, Jill F., University Marshal
- Lehman, Donald R., Executive Vice President for Academic Affairs
- TBA, Student Liaison

***Member of the Senate**

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Berkovich, Simon, Engineering and Applied Science
Casemore, Brian, Secondary Education
Fon, Vincy, Economics
Harizanov, Valentina, Mathematics
James, Jennifer, English
Pintz, Christine, Nursing Education
Robinson, Edward, Forensic Sciences

Ex officio:

Bader, Shelley A., Director, Medical Library
*Harrington, Robert J., Electrical and Computer Engineering, Executive Committee Liaison
Lehman, Donald R., Executive Vice President for Academic Affairs
TBA, Student Liaison
Siggins, Jack A., University Librarian

PHYSICAL FACILITIES

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Gallo, Linda L., Biochemistry and Molecular Biology
Junghenn, Hugo, Mathematics
Murphree, Edward L., Engineering Management
Withers, Maida, Theatre and Dance

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
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***Member of the Senate**

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PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

- *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

RESEARCH

<ul style="list-style-type: none"> *Chair: Marotta, Sylvia A., Counseling Cseh, Maria, Counseling, Human and Organizational Studies Ekmekci, Ozgur, Clinical Management and Leadership Gastwirth, Joseph, Statistics Kubrin, Charis, Sociology Lambert, Sharon, Psychology Lee, Frank X., Physics 	<ul style="list-style-type: none"> Lipscomb, Diana L., Biological Sciences Livingston, Scott, Physical Therapy Opper, Allena K., Physics Przytycki, Josef H., Mathematics Sarin, Shawn, Radiology Zea, Maria Cecilia, Psychology
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ex officio:

- Barratt, Marguerite (Peg), Dean, Columbian College of Arts and Sciences
- Hirshman, Elliot, Chief Research Officer
- *Hotez, Peter J., Microbiology and Tropical Medicine, Executive Committee Liaison
- Ladisch, Stephan, Director, GWU Institute of Biomedical Sciences
- TBA, Student Liaison
- Mandeville-Gamble, Steven, Associate University Librarian for Collections and Scholarly Communication, Gelman Library
- Tong, Timothy W., Dean, School of Engineering and Applied Science

+ Representatives from Advisory Council on Research

***Member of the Senate**

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

UNIVERSITY AND URBAN AFFAIRS

Chair: Benton-Short, Lisa, Geography
Acquaviva, Kimberly, Nursing Education
LeLacheur, Susan, Health Care Sciences
Nashman, Honey, Sociology
Olufokunbi Sam, Delia, Health Policy
Steeves, Kathleen, Teacher Preparation and Special Education
Stoker, Robert, Political Science
Zink, Christine J., University Writing Program

ex officio:

Cannaday, Rob, Counselor, Multicultural Student Services
*Castleberry, Michael S., Teacher Preparation and Special Education,
Executive Committee Liaison
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
Matsumoto, Amiko, Director, Office of Community Service
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 H., Art Therapy

Bouscarel, Bernard, Biochemistry and Molecular Biology

Eisen, Laura P., Chemistry

Mazur, Amy J., Teacher Preparation and Special Education

Mohamed, Mohamed A., Newborn Services

Yeide, Harry E., Religion

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, Associate Vice President for Academic Planning and Institutional Research

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

Donnels, Linda, Dean of Students

Holmes, Shannon, Gelman Library Student Liaison

Konwerski, Peter A., Assistant Vice President, Student and Academic Support Services

***Miller, Barbara D., Anthropology and International Affairs, Executive Committee Liaison**

Wooldridge, Annie B., Assistant Vice President, Faculty Recruitment and Personnel

***Member of the Senate**

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REPORT OF THE EXECUTIVE COMMITTEE

May 9, 2008

Arthur E. Wilmarth, Jr., Chair

I would like to extend my congratulations and a warm welcome to the newly elected members of the Faculty Senate. All of us look forward to working with you.

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

I. RESOLUTIONS

The Faculty Senate adopted seven resolutions during the 2007-08 session. Three of those resolutions have previously been forwarded to the President for his response. Two, involving changes to the *Faculty Organization Plan* and the *Faculty Code*, were approved by the President and forwarded to the Board of Trustees, who approved the changes last October. Resolution 07/6, concerning secondary and courtesy appointments, has recently been forwarded to the President for consideration by the Board at its May meeting. As is customary, the remaining resolutions will be forwarded to the President in May. When the administrative response to all of the resolutions is received, it will be distributed to members of the Faculty Senate with the Senate's agenda.

II. PERSONNEL MATTERS

Nonconcurrences

The Executive Committee has not received any administrative nonconcurrences with faculty personnel recommendations this year.

Grievances

The status of the three pending grievances reported on in April remain the same, with one in hearing and two in mediation.

III. ACTIONS OF THE EXECUTIVE COMMITTEE

Faculty Code procedures for the selection of Assistant and Associate Deans

As previously reported, the Committee on Professional Ethics and Academic Freedom (PEAF) continues to consider the appropriate role of faculty members in the selection of assistant and associate deans. Executive Vice President Lehman recently forwarded the unanimous proposal of the Council of Deans on this issue to the Executive Committee, which in turn referred the deans' proposal to the PEAF Committee. It is expected that the deans' proposal will be reviewed by the PEAF Committee during the summer and early fall, and that the PEAF Committee's recommendations will be submitted to the Executive Committee before the end of this calendar year.

University Writing Program teaching load/faculty status concerns

Concerns have been expressed about a prospective increase in the teaching load of faculty in the University Writing Program, as well as a possible conversion of some regular, active-status contract faculty positions in that Program to special service faculty positions. Some faculty members have questioned whether these contemplated changes could reduce the quality of writing instruction provided to undergraduate students. In addition, there is presently a lack of clarity regarding the ability of special service faculty in the University Writing Program to express their views to faculty representatives within the Columbian College of Arts and Sciences on issues involving the Program's curriculum and other matters related to their status and working conditions. The Executive Committee has discussed these concerns with the President Knapp and Executive Vice President Lehman and will continue to monitor the situation.

Final examinations administered during the last week of classes

In response to complaints concerning the scheduling of final examinations outside of the final examination period, the Joint Committee of Faculty and Students has agreed to continue its consideration of this issue by soliciting additional information on the scope of the problem as well as considering whether or not more flexibility in scheduling final examinations for graduate students would be desirable.

SPHHS Compliance with the Faculty Code

Earlier this week, the Faculty Senate Executive Committee sent a memorandum to Dean Ruth J. Katz of the School of Public Health and Health Services (SPHHS). The Executive Committee's memorandum requests that Dean Katz provide, not later than September 19, 2008, a detailed, comprehensive plan that will bring SPHHS into compliance with Article I.B.1. of the *Faculty Code* within a reasonable period of time not to exceed five years. The memorandum also requests that Dean Katz appear at the Faculty Senate's regular meeting on October 10, 2008, to present SPHHS' compliance plan and to discuss that plan with Senate members. Article I.B.1. requires that at least 75% of the regular, active-status faculty within a School must hold tenured or tenure-accruing positions, and that at least 50% of the regular, active-status faculty within each department must hold tenured or tenure-accruing positions.

Formation of a Special Joint Subcommittee on Educational Quality

The Executive Committee will shortly issue a charge to a recently established Special Joint Subcommittee on Educational Quality. The Subcommittee will examine a variety of issues involving the recruitment and retention of highly qualified undergraduate students, including issues related to faculty resources and other academic resources that are needed to enhance the quality of GW's undergraduate academic programs. The Subcommittee will report its findings to the Committee on Admissions Policy, Enrollment Management, and Student Financial Aid, the Committee on Educational Policy, and the Committee on Fiscal Planning and Budgeting. Members of the Special Joint Subcommittee

are: Donald O. Parsons, Chair; Muriel Atkin (CCAS); Jonathan Chaves (CCAS); Joe Cordes (CCAS-SPPPA); Ernie Englander (SB); Michael King (CCAS); Peter Rollberg (CCAS); Lynda West (GSEHD); and Tony Yezer (CCAS).

IV. ANNUAL REPORTS

The annual report of the Chair of the Senate Executive Committee for the 2007-08 session of the Faculty Senate will be distributed with the agenda for the September, 2008 meeting.

Chairs of Senate Standing Committees for the 2007-08 session who have not yet submitted annual reports for their respective Committees should do so during the coming week so that these reports can be distributed with the minutes of today's meeting.

The Executive Committee urges the newly-constituted Standing Committees to begin their work as soon as possible and to hold their first meetings at the beginning of the Fall semester. Over the summer, the Executive Committee will send to Committee Chairs various matters for consideration by their Committees.

V. ANNOUNCEMENTS

The next regular Senate meeting is scheduled for September 12, 2008. Resolutions and/or reports to be included on the agenda for this meeting should be submitted to the Executive Committee not later than August 19, 2008.

Finally, I would like to extend my best wishes to all of the members of the Faculty Senate for an enjoyable and productive summer.

Thank you.