

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

MINUTES OF THE REGULAR FACULTY SENATE MEETING
HELD ON OCTOBER 14, 2016
AT 1957 E STREET NW, STATE ROOM

Present: President Knapp, Provost Maltzman, Registrar Amundson, and Parliamentarian Charnovitz; Dean Feuer; Executive Committee Chair Garris; Professors Cline, Cordes, Corry, Costello, Downes, Griesshammer, Griffin, Hopkins, Kohn, Markus, McDonnell, Newcomer, Packer, Parsons, Pintz, Price, Rehman, Roddis, Rohrbeck, Sarkar, Watkins, Wilmarth, Wilson, and Wirtz.

Absent: Deans Akman, Brigety, Dolling, Eskandarian, Goldman, Jeffries, Livingstone, Morant, and Vinson; Professors Agnew, Briscoe, Cottrol, Galston, Harrington, Hawley, Jacobson, Khoury, Lewis, McHugh, Perry, Pulcini, Rice, Sidawy, and Zeman.

CALL TO ORDER

The meeting was called to order at 2:16 p.m. President Knapp welcomed Arthur Wilson, a new Senate member from the School of Business

APPROVAL OF THE MINUTES

The minutes of the September 9, 2016, Faculty Senate meeting were approved unanimously without comment.

REPORT: NEW BUDGET MODEL (Provost Forrest Maltzman)

Provost Maltzman, using the attached material, spoke about the new budget model GW is using as a way of allocating university resources among what the university characterizes as the “open unit” schools. He noted that GW’s open unit schools are the Columbian College of Arts and Sciences (CCAS), the College of Professional Studies (CPS), the Elliott School of International Affairs (ESIA), the Graduate School of Education and Human Development (GSEHD), the GW School of Business (GWSB), the School of Engineering and Applied Science (SEAS), and the School of Nursing (SON). The new budget model pertains to these schools. The self-funding, or closed unit, schools are the GW Law School, the School of Medicine and Health Sciences (SMHS), and the Milken Institute School of Public Health (GWSPH).

The Provost noted that the university budget includes the closed units, the open units, and central operations (areas of operation centralized at the university level, such as external relations and facilities). He presented high-level budget numbers indicating that the university plans to spend just under \$1 billion in FY 17 (approximately 60% of that within the schools, open and closed unit inclusive). About 60% of GW’s revenue comes from tuition. Auxiliary operations (e.g., parking), endowment income, and current use contributions comprise the balance of the university’s revenues.

Provost Maltzman noted that 60% of the university’s expenditures go toward compensation. Another 15% goes toward purchased services contracts, which is frequently another form of human capital

expenses. Debt service, smaller non-financed capital expenditures, and other services and supplies comprise the balance of the university's spending.

Under the old budget model, the open unit schools and the Provost would agree on enrollment projections for the coming year. If a school met its original enrollment projections on both the undergraduate and graduate levels, it would achieve its approved revenue and expense budget targets. Exceeding original projections would result in the school obtain 40% of the extra revenue produced that year. If a school missed its original projections because of continuing students transferring (whether within GW or not) or because of smaller than projected entering classes, it would be responsible for 100% of any revenue shortfall. The Provost described the difficult position in which this model placed the schools as they were faced with potentially losing revenue when students transferred – even within GW – and with challenging negotiations over accurate enrollment projections.

A number of meetings were held with the deans to discuss what could be done with a new budget model. As the model was developed, the decision was made to run it concurrently with the old budget model for a year before transitioning completely to the new model. This allowed the administration and deans to see how the new model was working and to make small adjustments to the model where those made sense. The Provost noted that no single budget model will ever meet each goal of each unit at the university. Every model at some level requires that all of the units realize that there is a collective interest in the success of the institution and not just of an individual department or school. An important element, too, is keeping the model basically stable while allowing for a bit of evolution over time.

The Provost noted that his discussions with then-Provost Lerman and Vice Provost Stewart O'Neal centered around wanting to develop a system that would ensure that growth in enrollment and tuition would disproportionately benefit the academic units of the university, that represent the core of the academic mission. In addition, enrollment (particularly graduate) and research growth require a fairly significant number of reputation-building faculty, which requires funding not only for faculty salaries but also for the infrastructure (both in terms of facilities and graduate aid) that draws high-quality faculty and graduate students.

Additional goals of the new model include:

- encouraging flexibility with regard to undergraduate school enrollment to better serve students;
- supporting undergraduate students in an environment requiring increasing financial aid;
- developing graduate-level joint programs to meet market demand;
- enhancing predictability, transparency, accountability, and simplicity for the budget; and
- giving schools a way to develop new and innovative programs without having to make drastic cuts in other areas.

The new model treats undergraduate and graduate students very differently. On the undergraduate level, in FY17, each school receives \$320 per-credit inflow for each student taught within that school. This is not a dramatic shift such that schools will be trying to retain students in a manner that is detrimental to the students. The new model also creates a “supplemental instructional payment” (SIP), which recognizes that there are differential costs of instruction and operations among schools. The SIP ensures that schools are held harmless and have the same resources under both budget models if enrollment and pricing status quo existed. The SIP will be maintained for at least a three-year period, assuming that the university meets its performance targets.

To create incentives for a more efficient use of campus resources during the summer, schools now retain 70% of summer undergraduate tuition. Graduate revenues throughout the year are distributed to the schools at a higher rate as well (70% for on-campus, 80% for off-campus, and 85% for online course offerings). Research incentives are also increased under the new model, maintaining the existing practice of 8% of indirect cost recoveries to PIs and 4% to departments and adding a 15% allocation to the schools.

Undergraduate revenue distribution under the new model sends approximately 20% of the revenue to the schools (in addition to any SIP the school may receive), and 40% each to central operations and financial aid, with the central administration paying 100% of undergraduate student aid in the open units. The central administration does retain a greater portion of undergraduate tuition revenue. This is based on the calculation that the central administrative structure covers the costs associated with undergraduate admissions and disproportionately supports the undergraduate population (based on library, athletics, health services).

Provost Maltzman discussed financial aid and the fact that GW is not meeting the full need of its students. The current budget reallocation occurring within the central administrative units is largely being used to fund the increasing financial aid requirements of GW's undergraduate students.

Professor Newcomer requested clarification on the revenue flow for a student enrolled in one school who takes a course in another school. Provost Maltzman responded that, within the open units, the revenue from a graduate student enrolled in school A and taking a course in school B would flow to school A. The balance of trade among the schools where this occurs is relatively even. In the case of a closed school being one of the parties, the closed school receives 80% of the graduate tuition for teaching another school's student, and the open unit where the student is enrolled receives 70%. Obviously, this is more than 100% and right now the overflow is subsidized from students enrolled in closed units taking courses in open units schools; in these cases, the closed unit school receives 20% and the open unit school 0%. The balance is working for now but it is being monitored on an ongoing basis.

Professor Packer asked whether GW has access to information from other universities that would indicate how it compares with regard to the percentage of its budget spent on operations. Vice Provost Stewart O'Neal noted that this information is collected via IPEDS. GW has access to a customized report comparing GW to the market basket schools on this measure and Provost Maltzman suggested that Professor Packer work with Vice Provost O'Neal on getting the information.

Professor Griffin asked for clarification on the purpose of the new budget model, specifically, whether it is meant to simply increase revenue growth in the schools. Provost Maltzman responded that this is not necessarily the goal of the model or of each school. All the schools need to meet their expense budgets, but not all the schools want to grow their program. For strategic reasons, some schools actually want to shrink their programs. Professor Griffin followed up to ask whether, for schools that do want to grow revenue, the summer revenue retained by the school is meant to be a way to allow the schools to do so. Provost Maltzman confirmed that this revenue allocation is indeed a real incentive to encourage schools to enroll in summer courses and for the schools to offer a robust summer offerings. It benefits the schools as well as assists the university with being under the enrollment cap during the academic year.

Professor Wirtz inquired about the stated three-year planning period for the SIP and how this impacts the ability of deans to plan for funding should the SIP disappear or change substantially. Provost Maltzman responded that the deans' five-year budget plans, which happen on a rolling basis annually, take the SIP into account on an ongoing basis. Should the SIP decline, which is not the intention, budgets would indeed have to be adjusted. The three-year planning horizon for the SIP is designed to allow a review at that point of how the university has performed in the budget and under the new model, giving it time to function as intended before implementing changes to elements such as the SIP.

Professor Hopkins asked how equity of merit increases would be handled across units should one school decide to implement a full 3% increase and another school just 2%, for example. Provost Maltzman noted that this same issue could have occurred under the old budget model as the schools had the option to spend less than the full merit allocation on merit increases. Some schools set aside a portion for retention and promotion purposes. He noted that part of the Provost's job is to watch what occurs in this area and monitor the appropriateness of the schools' decisions in terms of building their compensation budgets.

Professor Hopkins also inquired whether the apparent focus on incentives to increase taught credit hours is requiring schools to be above average in this arena each year and taking focus away from research priorities. Provost Maltzman responded that, contrary to the old budget model, the new model doesn't require annual growth. What is expected, however, is that the schools will have a balanced budget.

Professor Cordes noted that, from the schools' perspective, there are two ways that the budget can be balanced or that the gap between revenue and expenses can increase to the good of the school. One approach is geared more toward growing revenue and the other more toward cutting expenses. A school that adds a dollar of revenue for the university keeps 70-85% of that dollar, depending on the tuition category. He also inquired as to whether summer revenue is credited on a taught-student basis as opposed to an enrolled-student basis. Provost Maltzman responded that summer tuition is credited based on where the student takes the course, for both undergraduate and graduate students. In the case of graduate students, that it almost always the students school of enrollment.

Professor Wilson asked about the situation in which he finds himself – teaching a course on financial history – with pressure to have students add/drop on the finance side of the co-listed course, which serves no educational purpose, only a budgetary one. Professor Maltzman noted that he is aware of this particular, and unusual case, in which a single course has two course numbers that spans schools and that the budget accounting for this course will need to be tweaked to ensure that the correct school receives credit for students taught. This type of adjustment is not one that will wait for the three-year budget model review point.

Professor Wilson also asked how the determination is made about which schools are open vs. closed budget units. Provost Maltzman responded that the agreements establishing closed unit schools predated his tenure but that, essentially, the closed unit schools are responsible for their own space, services, and operations. They have large capital expenses – that an open unit does not support – that cover building construction. The closed unit schools pay less to the central units but take on greater responsibility and liability for things like building repairs.

President Knapp added that many universities have units funded by revenue sources that are anticipated to fluctuate and have a number of faculty positions that are, for example, funded by clinical or research revenues rather than by a steady tuition stream. These units are often set up in a closed unit

model in part to protect the university from risk of having to bear the cost for these units out should they get into difficulty. Another reason for a closed-unit model, particularly in law schools, relates accreditation standards set in place by the American Bar Association to ensure that law school budgets are not co-opted by the larger university to subsidize other units.

Professor Griesshammer noted his support for the new budget model in that it gives the schools more financial power. He expressed a concern, however, that funds “saved” in the central administration and earmarked for other purposes (including financial aid) are not actually available for reallocation, as previously centrally supported operations now need to be funded within the schools (e.g., research support). This would translate to the same dollar being spent twice, with the schools assuming costs previously housed in the central administration and the central administration allocating those same funds to new priorities.

Provost Maltzman responded that the research example is actually not a reallocation but rather a long-term plan to build a research infrastructure within the schools. More broadly, however, he noted that there are cost reallocations occurring that do not involve cost shifting. One example of this is the previously 24/7 DIT help center. In looking at utilization of the help center, it became clear that utilization in the overnight hours was extremely light. The funds saved by reducing the hours of operation were not shifted to the schools; this represented a reduction of services. A school may choose to spend some of its funding on replacing those reduced services, but this would not be a requirement.

Professor Parsons expressed a concern that the new budget model and its review timeline doesn’t give the schools an incentive to perform better. Provost Maltzman acknowledged that if enrollment and tuition remained the same, then the budget authority of a school would indeed be status quo. The new system, however, is designed to spark innovation within the schools by giving each school more financial power to make decisions that support innovation within the school (e.g., using increased indirect cost recovery funds to hire a top researcher) and to enable schools to benefit if they opt to increase their revenue.

President Knapp added that the new model came into being because he received input from the deans even before the previous provost arrived that they were having tremendous difficulties understanding the budget model and managing within that model because the numbers they were working with felt very opaque and historically determined. There was no way to manage to those numbers, and no one seemed to be able to determine where the numbers came from. The president noted that his conclusion was that GW needed a new budget model that would be transparent and that could be inserted into a rolling five-year planning process. It was a complex process to arrive at the new model. No model will be perfect, but it is an improvement to have the deans fully understanding the information they receive that guides their decisionmaking.

INTRODUCTION OF RESOLUTIONS

None.

GENERAL BUSINESS

I. Faculty Assembly Update

The regular Faculty Assembly will take place on Tuesday, October 25, at 4pm in the Jack Morton Auditorium and at the Virginia Science & Technology Campus (VSTC) in

Innovation Hall, Room 105. The agenda and resolution for this meeting have been distributed to the faculty. Holding the meeting in dual, concurrent locations avoids the prohibition on remote voting in the Faculty Organization Plan and will better allow VSTC-based faculty to participate. This year's Assembly will include the usual agenda items as well as Senate Resolution 16/6 (also known as Faculty Assembly Resolution 17/3), passed in February, which would amend the Faculty Organization Plan to authorize non-tenured regular faculty in two schools (SMHS and SON) to serve on the Faculty Senate.

II. Nominations for election of new members to Senate Standing Committees:

A committee roster was presented and approved for Athletics and Recreation, and one additional member each was presented and approved for Educational Policy and University & Urban Affairs. An additional nomination was made from the floor by Professor Joe Cordes, who nominated Dylan Conger from the Trachtenberg School to ASPP. A listing of the committee members elected is attached to these minutes.

III. Benefits Advisory Committee faculty election:

Professor Garris made introductory remarks to the Senate regarding the slate of faculty nominees to the revised Benefits Advisory Committee (BAC); his remarks are attached to these minutes.

Professor Parsons asked to clarify the voting status of the ex officio members of the BAC slate. President Knapp confirmed that ex officio simply means that the holder of that office serves on the committee; the ex officio label in and of itself does not indicate voting status. In this case, the ex officio members are voting members of the BAC.

Professor Wirtz expressed his appreciation for those serving on the executive committee and those willing to serve on the BAC. He stated, however, his serious reservations regarding the process and the outcome regarding the current BAC slate. In particular, he noted that the claim of an ASPP recommendation endorsing the slate came without actual ASPP input; the announcement of the slate was made before ASPP committee members had a chance to weigh in on the slate.

He also expressed serious concern about the composition of the final slate, 60% of whom are affiliated with one school. Professor Wirtz continued that a source of his concern in this matter relates to the fact that there were alternatives from other schools who should have received greater consideration, including a tenured professor in the Law School (who withdrew from consideration over political concerns) and any number of faculty members from GWSPH who would bring great expertise to this committee but were not, to his knowledge, approached about serving on it.

As a result of his procedural and compositional concerns, Professor Wirtz moved to recommit the issue back to the executive committee with the explicit instruction that attempts be made on a broad basis not limited to ASPP or the executive committee to provide a list of people (particularly with regard to the at-large membership) that represents the diversity of the faculty. The motion was seconded, and Professor Knapp opened the floor to discussion of the motion.

Professor Rohrbeck noted that she also was not aware of a committee-wide discussion in ASPP and expressed her disappointment in the committee's lack of voice in this decisionmaking process.

Professor Garris relayed his understanding that ASPP was soliciting a wide range of people involved in health issues who might serve. He expressed his regret that Professor Harrington was not available for today's meeting to explain the process he followed. He noted his understanding that the extremely qualified Law professor approached for service on the BAC initially declined due to a possible leave from GW next year that would make consistent service difficult. Professor Garris reiterated his feeling that the current slate is very dedicated to the benefits issue and has a long history of doing good work on these issues. He therefore spoke against the motion.

Professor Griesshammer noted his concern over the procedural questions raised by Professor Wirtz, indicating that these questions would lead him to support the motion to recommit. He also noted that it is in the administration's best interest to ensure that all voices, in particular critical voices, are adequately represented on the BAC as the BAC will have to make unpopular decisions. Having critics on board will eliminate the argument that the committee was slanted toward a particular outcome.

Professor Corry asked for clarification on the term of service for BAC members. Professor Garris responded that the term is intended to be two years for at-large members and that the terms would need to be staggered for overlap on the committee.

Professor Corry followed by inquiring of Professor Wirtz whether his concern was with the at-large members or extended to the ex officio members as well. Professor Wirtz responded that he believed the agreement with the administration precluded changing the ex officio members, although a different composition would likely lead to a stronger committee.

Professor Wirtz continued that he spoke with trepidation due to the fact that the two at-large members on the slate come with excellent qualifications and service records; however, he reiterated his concern that the committee has now become heavily weighted in the direction of one school and does not therefore necessarily have an opportunity to understand the constraints experienced within other schools.

Professor Garris expressed his frustration over the fact that the concern seemed to come down to the two at-large members of the slate, both of whom are solid contributors. He noted that the executive committee accepted the recommendation of the ASPP and put forward the final slate. Professor Rohrbeck reiterated that there was no ASPP meeting to discuss or finalize the slate; rather, there was a two-day window for comment that was announced after the slate had already been released to the executive committee.

President Knapp noted that the question of the ASPP process was not likely to be fully resolved at this meeting due to Professor Harrington's absence and that the best path forward at this point would be to hold a vote on the motion to recommit.

Professor Wilmarth suggested that expanding the committee to twelve members would provide a feasible method of increasing the diversity of faculty representation, despite his not being in favor of large committees. He recommended that a third at-large faculty member should be added to allow for representation of faculty from a larger number of schools and more diverse backgrounds. Professor Wirtz confirmed that an expansion along these lines would fit within his motion to recommit the issue to the executive committee. Ms. McCorvey indicated that the plan for a ten-person committee was at the will of the Faculty Senate; twelve people on the BAC would not be unworkably but may not solve the issue. She stated her preference to hold to five faculty members on the ten-person committee.

Professor Hopkins noted that both a Law and an ESIA professor were approached early on regarding BAC service, so the end result of a more CCAS-weighted slate is a bit of a fluke. He also noted his feeling that the composition issue is not a huge factor given that all faculty members receive benefits and that this is a university-wide issue.

The show-of-hands vote on the motion to recommit the BAC slate to the executive committee passed by simple majority.

IV. Reports of Senate Standing Committees:

An interim report for Research (attached) was distributed.

V. Report of the Executive Committee: Professor C.A. Garris, Chair:

Please see the attached report of the Executive Committee presented by Professor Garris.

VI. Provost's Remarks:

Provost Maltzman reported that the fall census has passed and that enrollment projections are as expected. The university is at 99.66% of the Foggy Bottom cap with 57 seats to spare; going forward, the university will need to continue to carefully manage to the cap.

District House, GW's newest residence hall, is open. The food venues are expected to open around the end of the year. District Hall also houses The Store, which is really a food bank for students and designed to help students who need help getting food. It is currently being used primarily by graduate students but also by undergraduates and is a positive development that says a lot about the university community's support for each other.

Provost Maltzman noted the importance of ensuring our students have a high quality academic experience and the critical role of faculty in ensuring this. He noted that there was an excellent lecture yesterday by Professor Chris Klemek, last year's Trachtenberg Teaching Prize recipient, at the museum. Professor Klemek is an innovative teacher whose students use original resources, many of which are located in the GW Museum, to work out how the District of Columbia has changed over time as part of a District history course he teaches.

This morning, the Provost attended an event on innovation in teaching in the Marvin Center that was attended by almost 200 faculty members. Teaching innovation is

something from which both students and faculty benefit, and the Provost noted that many casual conversations he has had with faculty members have centered around innovations in teaching – how courses are being restructured to enhance the learning experience for students. This, and the experience of our students, is crucial for GW’s future.

VII. Chair’s Remarks:

President Knapp noted that today is the beginning of Colonials Weekend, which welcomes families to campus and kicks off the men’s and women’s basketball seasons at tonight’s Colonial Madness event.

The president spoke about his recent travels and noted the strong attendance by students’ family members relative to alumni. This reflects an important trend that sees families becoming more involved in supporting the university their children attend. Some of this support comes through scholarship funds, and an increase in this trend has been supported by GW’s decision to separate out the family events from the traditional alumni weekends and better focus on their experience.

President Knapp also spoke about the ease with which some on-campus logistical obstacles experienced by faculty, staff, and students can be addressed by facilitating the communications through which the right people and functions find each other.

The president reported on two interesting meetings he attended with student groups this fall. One was with Students in Recovery, a large and growing organization of students recovering from addictions and living with mental health issues (e.g., bipolar disorder). He reported that he will be looking anew at what existing GW offices can do to support these students.

The other meeting was with first generation college students attending GW. This population is one of the reasons GW took the step of going test optional last year. That step resulted in a significant increase in applications but also a very academically strong entering class of students who might not have considered GW in the past but are actually an excellent fit for GW’s academic programs. He noted that he is focusing this year on making a strong effort at not only drawing students from diverse backgrounds but also supporting those students when they arrive at GW and help to ensure their success. To this end, Vice Provost Laurie Koehler has recently brought on board a new Dean of Admissions, Costas Solomou, and a new Executive Director of Retention, Oliver Street III.

The president noted that this has been the most active first quarter in GW history in research. This fall, 135 new awards were logged, representing a 4.7% increase in the number of new awards over the same period last year. The total funding for those awards was more than \$88million, a 135% increase over last year. These numbers are a result of very strong faculty recruitment, of infrastructure improvements including the Science and Engineering Hall, lab renovations, and the new GWSPH building. These numbers are remarkable because research numbers nationally have been flattening, and yet GW is seeing increases. The challenge GW still faces despite strong research growth is bringing in the types of grants that provide support for the institution as well as for

the work of the individual faculty members. GW currently recovers about 20% of research funding in the form of IDC.

President Knapp noted that, two days ago and for the second year in a row, he moderated a panel consisting of the Virginia and Maryland governors and the DC mayor. Approximately 400 business and academic leaders from across the region attended; the panel discussed the need for diversifying the regional economy in the wake of budget sequestration and other cutbacks. He noted an increasing appreciation for the role universities can play in helping to stimulate economic diversification. Congressional Delegate Eleanor Holmes Norton commented on her appreciation of the construction of the Science and Engineering Hall as a shot in the arm for the local economy.

BRIEF STATEMENTS AND QUESTIONS

Professor Griesshammer noted that the Research Committee recently discussed a revision to the Fair Labor Standards Act that mandates that post-doctoral salaries must be a minimum of \$47,500 in order to be exempt from overtime provisions. Approximately two-thirds of GW's post-docs are above this threshold already, but 55 post-docs will need salary increases in order to meet this new federally mandated minimum. The total dollar impact of this requirement appears to be approximately \$350K, or approximately \$3-4K per year, per post-doc for a transition period of two to three years. Some granting agencies are making provisions to cover the increase in their awards, but many others have not, leaving the burden of the increase on the university.

Provost Maltzman acknowledged the issue and noted that universities are meeting this need in several different ways, including having grants adjusted by the funding agency when possible, reallocating funds within grants when possible, obtaining discretionary funding from deans, and using REIA funding allocated to individual PIs.

ADJOURNMENT

The meeting was adjourned at 4:28.p.m.

GW BUDGET MODEL

PRESENTATION TO THE FACULTY SENATE

FORREST MALTZMAN
PROVOST AND PROFESSOR OF POLITICAL SCIENCE

OCTOBER 2016

NEW BUDGET MODEL

- ▶ The new budget model is an alternative way of distributing resources to open unit schools.
- ▶ Our consolidated university budget includes Open Schools, Closed Schools, and Central Operations.
 - ▶ Open Schools: 7 schools operate under the new budget model
 - ▶ CCAS, CPS, ESIA, GSEHD, GWSB, SEAS, SON
 - ▶ Closed Schools: 3 schools are self-funding
 - ▶ GWSPH, LAW, SMHS
 - ▶ Central Operations
 - ▶ Development and Alumni Relations, External Relations, OVPR, EVP&T, Libraries, Provost, Student Affairs

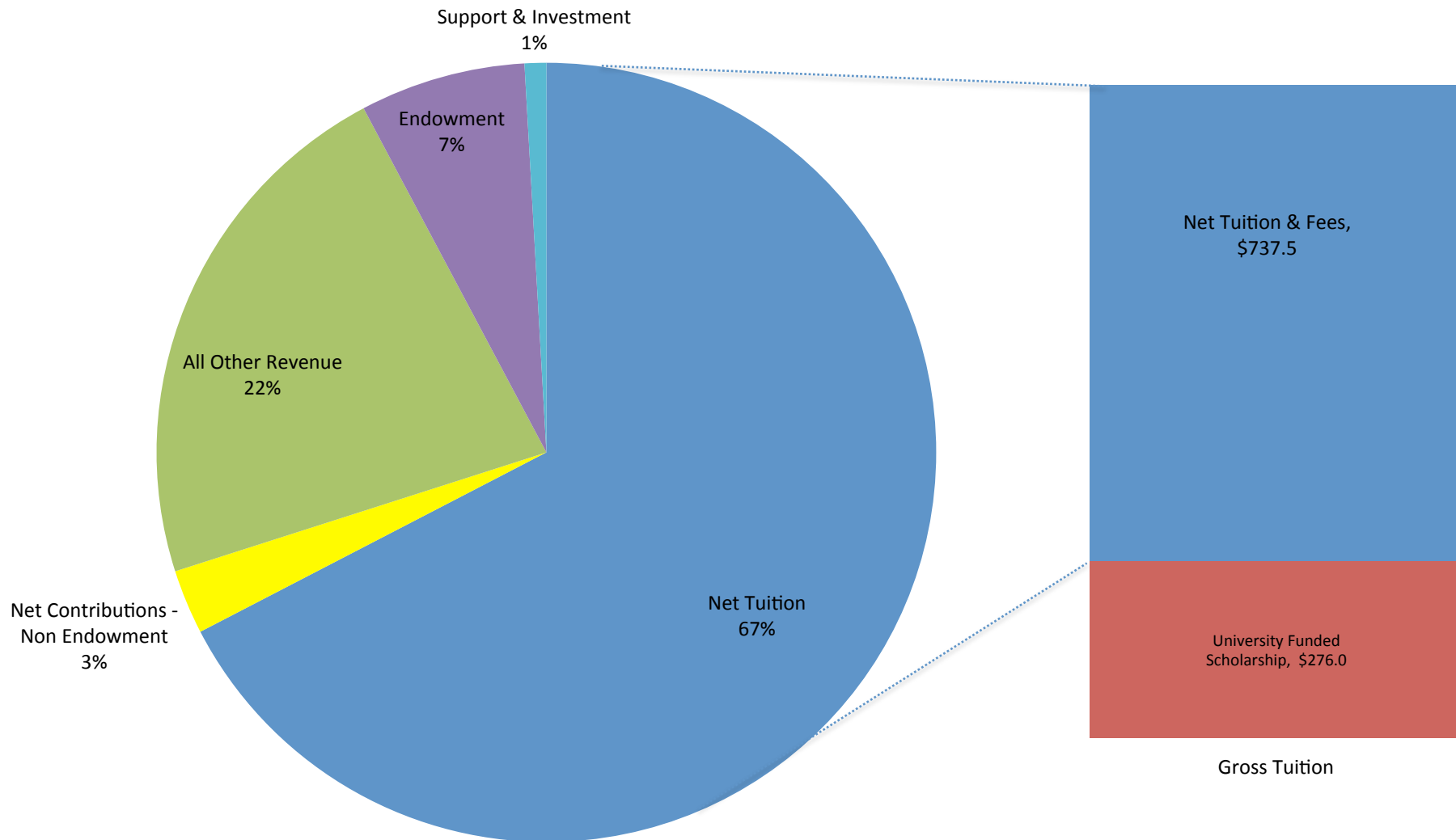
CONSOLIDATED UNIVERSITY BUDGET

FY17 APPROVED

	Closed Schools	Open Schools	Total Schools	Total Central	Total
REVENUES					
Total Student Tuition & Fees	\$ 239,608	\$ 292,358	\$ 531,966	\$ 481,555	\$ 1,013,521
Less: University funded scholarships	\$ (42,935)	\$ (27,029)	\$ (69,964)	\$ (206,020)	\$ (275,984)
Net Student tuition & Fees	\$196,672	\$265,329	\$462,001	\$275,535	\$ 737,536
Medical Center Agreements	63,327	29	63,356	2,037	65,392
Indirect Cost Recoveries	15,549	-	15,549	12,565	28,115
Auxiliary Enterprises	100	-	100	111,828	111,928
Contributions-net	4,547	6,217	10,764	5,691	16,455
Net assets released from restrictions	8,767	2,708	11,475	1,376	12,851
Other/Investment income	17,013	4,974	21,987	15,193	37,180
Total Revenue	\$ 305,975	\$ 279,257	\$ 585,232	\$ 424,225	\$ 1,009,457
EXPENSES:					
Salaries and wages					
Faculty Compensation	\$ 64,899	\$ 156,155	\$ 221,054	\$ 8,305	\$ 229,359
Non-Faculty Compensation	75,577	41,508	117,085	188,982	306,067
Fringe benefits	33,512	45,099	78,611	39,632	118,244
Total Compensation	\$ 173,988	\$ 242,763	\$ 416,751	\$ 236,919	\$ 653,669
Purchased services	71,345	21,673	93,019	75,990	169,009
Supplies	4,497	3,543	8,041	5,146	13,186
Equipment	3,803	3,288	7,091	6,902	13,993
Bad Debt	-	-	-	1,709	1,709
Occupancy	8,814	573	9,387	39,930	49,317
Scholarships and fellowships	1,747	8,832	10,579	4,136	14,715
Communications	478	564	1,042	3,766	4,808
Travel and training	3,859	9,795	13,654	9,096	22,750
Other	10,384	7,114	17,498	20,257	37,755
Cost Recoveries	(154)	13	(141)	(46,137)	(46,278)
Interdepartmental Assessments	11,649	2,348	13,997	33,248	47,246
Total Expense	\$ 290,410	\$ 300,506	\$ 590,916	\$ 390,963	\$ 981,879
OTHER INCR (DECR) IN NET ASSETS					
Capital Expenditures	\$ 5,804	\$ 4,723	\$ 10,527	\$ 7,384	\$ 17,911
Debt Service & Mandatory Purposes	9,164	1,952	11,115	83,587	94,703
Endowment Support	(21,876)	(7,845)	(29,721)	(45,488)	(75,209)
Support/Investment	(2,987)	(20,752)	(23,739)	13,913	(9,826)
Overhead Allocations	9,504	835	10,339	(10,339)	0
Total other changes in net assets	\$ (392)	\$ (21,086)	\$ (21,478)	\$ 49,057	\$ 27,579
Margin	\$ 15,958	\$ (163)	\$ 15,795	\$ (15,795)	\$ (0)

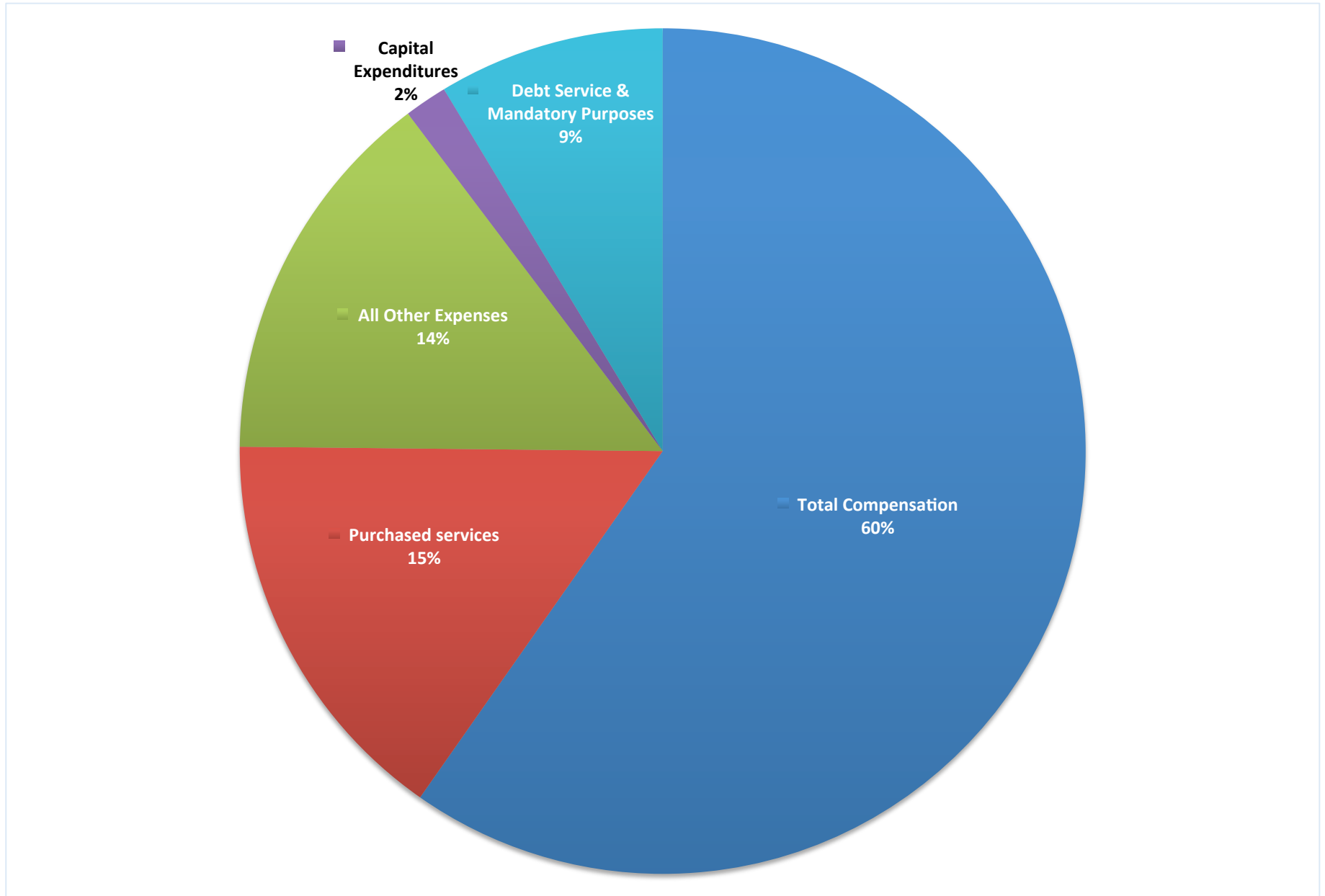
CONSOLIDATED UNIVERSITY BUDGET

FY 2017 – SOURCES/REVENUES



CONSOLIDATED UNIVERSITY BUDGET

FY 2017 – USES/EXPENSES



CENTRALIZED CONTROL

- ▶ Open Schools & Provost agreed on enrollment projections
 - ▶ If schools meet their original enrollment projections on both the UG and Grad level, they achieve their approved revenue and expense budget targets.
 - ▶ If schools exceed their original projections, they get 40% of extra revenue produced that year.
 - ▶ If schools miss their original projections because of continuing students transferring (including internally) or because of smaller than projected entering classes, they are responsible for 100% of any shortfall.
- ▶ Yearly Budget Adjustments
 - ▶ 3% compensation increase
 - ▶ Negotiated discretionary funding from Provost for mutually agreed upon priorities
 - ▶ Central Funds: Undergraduate aid, undergraduate recruitment, capital projects, space, shared services (libraries, payroll, operations, etc.) REIA-12% (8%-to PIs, 4% to departments)

NEW BUDGET MODEL

DEVELOPMENT AND WORK IN PROGRESS

▶ Development (FY 15)

Regular meetings with:

- Finance Directors
- Deans
- Faculty (Fiscal Planning and Budgeting Committee Consultation)

▶ First Year of Implementation (FY 16). Planned post-implementation review in FY18.

▶ Continuous tweaking to address implementation challenges and a few issues where perverse incentives exist

▶ No budget model will ensure all goals are met. And, every budget model requires that (a) all units recognize that there is a collective interest in the success of the institution, faculty, and students; and (b) that there are regulatory controls that are used; and (c) that the model will continue to be refined and evolve over time.

NEW BUDGET MODEL

PRIMARY OBJECTIVES

- ▶ Ensure that revenue growth disproportionately benefits academic units (e.g. schools)
- ▶ Recognize that enrollment (particularly graduate) and research requires significant investment on the part of schools in reputation building faculty, state-of-the-art recruitment in graduate enrollment approaches, graduate aid, and academic infrastructure located within schools
- ▶ Enhance undergraduate cross-disciplinary flexibility and mobility
- ▶ Recognize that UG enrollment largely depends upon central decisions and will likely require more aid in foreseeable future
- ▶ Enable development of joint school programs at the graduate level
- ▶ Enhance predictability, transparency, and accountability
- ▶ Ensure all schools have ability to meet original costs (“held harmless”)

PLANNING PARAMETERS

- ▶ Undergraduate Tuition Revenues
 - ▶ Each college will receive a pro-rata share of undergraduate tuition revenues based on current undergraduate credit hours taught based on a fixed rate.
 - ▶ FY17 Fixed Rate: \$320/UG student credit hour

- ▶ Supplemental Instructional Payment
 - ▶ Recognizes that differential costs of instruction and operations among schools.
 - ▶ Ensures that schools were “held harmless” and had same resources under both models if enrollment and pricing status quo existed.
 - ▶ Will be maintained for three-year planning period assuming performance targets are met.

- ▶ Summer (Undergraduate Tuition)
 - ▶ 70% retained by the school.

NEW BUDGET MODEL (CONTINUED)

PLANNING PARAMETERS

- ▶ Graduate Tuition Revenues
 - ▶ On-Campus: 70% retained by the school
 - ▶ Off-Campus: 80% retained by the school
 - ▶ Online: 85% retained by the school

- ▶ Research Incentive based on Indirect Cost Recovery
 - ▶ Continue Practice: 8% REIA to PI's
4% REIA to Departments
 - ▶ New Budget Model: 15% Budget allocation to schools
 - ▶ Total Research Support: 27%

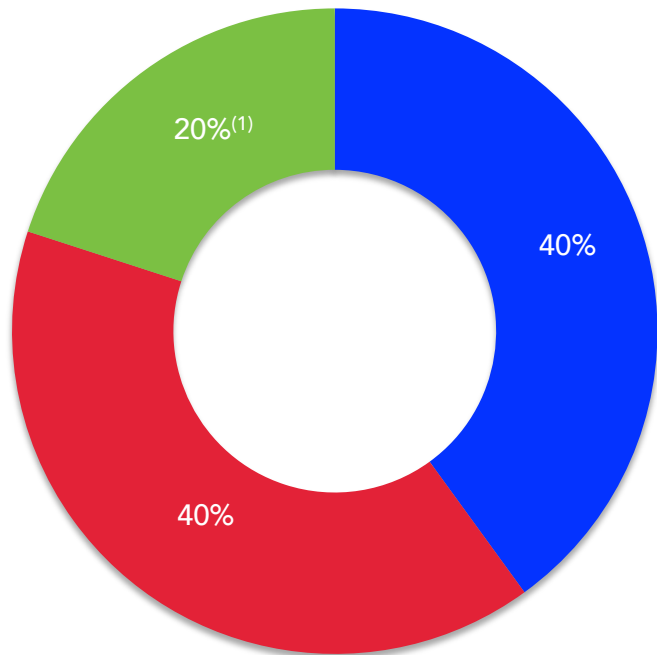
NEW BUDGET MODEL

UNDERGRADUATE REVENUE DISTRIBUTION

EXAMPLE

TOTAL COST OF ATTENDANCE

31 CREDITS @ \$320/CREDIT HOUR
TUITION = \$50,000



■ Central Operations ■ Financial Aid ■ School

► Undergraduate

- Schools receive \$320/credit hour for instructional costs, plus a Supplemental Instructional Payment to account for differential costs of instruction across open schools.
- Central administration pays 100% of student aid.

(1) Schools receive 9,920 per student.

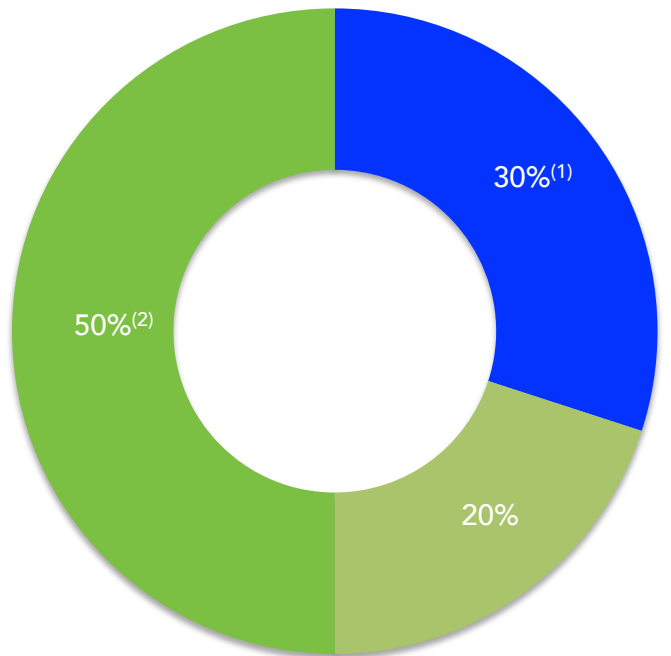
NEW BUDGET MODEL

GRADUATE REVENUE DISTRIBUTION

EXAMPLE

TOTAL COST OF ATTENDANCE

ON-CAMPUS MASTER'S PROGRAM
18 CREDITS @ \$1650/CREDIT HOUR



■ Central Ops ■ School-based Aid ■ School

(1) Includes central-based aid..

(2) Schools receive 14,850 per student .

▶ Graduate

- ▶ Schools pay instruction costs and vast majority of aid, receiving tuition revenues based upon enrollment incentives:
 - ▶ On-Campus: 70%
 - ▶ Off-Campus: 80%
 - ▶ Online: 85%
- ▶ Central retains small graduate aid budget to incentivize various enrollment goals (e.g. Diversity Doctoral Packages; Tuition Support for graduate research assistants; etc.)

**THE GEORGE
WASHINGTON
UNIVERSITY**

WASHINGTON, DC

MEETING SUMMARY
September 20, 2016

On September 20, Professor Robert Harrington, Chair of ASPP and Charles Garris, Chair of FSEC met with Interim Vice President for Human Resources Dale McLeod, and Associate Vice President for Human Resources Talent Management John Kosky to follow up on previous discussions with the administrations reported and discussed at the September 9 Faculty Senate meeting. The following points were reaffirmed:

1. The Benefits Advisory Council (BAC) will be reconstituted to have five faculty and five staff. The five faculty will include:
 - a. The Chair of ASPP
 - b. The Chair of Finance & Budget Committee
 - c. A liaison from the FSEC.
 - d. Two members jointly nominated by the Executive Committee and ASPP.
 - e. All faculty appointees shall be actively employed by GW and elected by the Faculty Senate.
 - f. The new committee shall be established as soon as possible, ideally in late October/Early November.
 - g. All BAC members will be required to complete a detailed orientation/training on employee benefits prior to beginning official committee work.
 - h. A sixth alternate faculty BAC member, also trained, may be named by the FSEC to stand in for regular BAC members.
 - i. The five staff BAC members will be obtained by HR considering the balance of employees at GW and with collaboration from the Faculty Senate.
2. The 2017 Calendar Year Health Plan will not be changed for two years, except that premiums might be adjusted.
3. It is understood that in view of the difficulty of having health programs instituted on a calendar year basis, it is very difficult to avoid making important final decisions over the summer. However, by means of regular meetings with available actuarial reports, good faith efforts to warn of pending changes prior to the summer recess will be made. Also, BAC members should be aware that they are required to be available during the summer.
4. The administration reaffirms that for the foreseeable future, GW will have at least two options for health plans. There is NO long term plan to limit GW employees to a single option.

COMMENTS ON BENEFITS ADVISORY COMMITTEE

Faculty Senate Meeting of October 14, 2016

Charles A. Garris, Jr., Chair
Faculty Senate Executive Committee

The next agenda item is the election of members to the Benefits Advisory Committee. Since this is a very important committee and there is much faculty concern about its membership, I would like to make some comments.

The previous agenda item was the election of members for Faculty Senate Standing Committees. The Faculty Organization Plan defines the Senate Standing committees and specifies the process of the election of members. Thus, membership in the Senate Standing committees is entirely determined by the Faculty Senate.

Please note, however, that the Benefits Advisory Committee (BAC) is NOT a Senate Standing Committee. Rather, it is an Administrative Committee serving the GW Office of Human Resources. Its mission is stated on the office website as follows:

“Benefits Advisory Committee

The mission of the faculty and staff Benefits Advisory Committee (BAC) is to provide on-going feedback regarding GW’s full range of benefits and programs to Human Resources and Benefits Administration, thus supporting the goal of providing benefits that are competitive with the market and best meet the needs of both The George Washington University and its diverse employee population.”

Like any GW administrative committee, the membership is defined by the administration. The administration is free to set up any advisory committee it chooses independent of the Senate. As I previously reported to you and I repeated in the cover memo for the agenda, and notwithstanding past acrimony, there is an excellent spirit of collaboration and shared governance in the manner in which we are proceeding forward. In meetings

that the Senate has had over the summer with the administration, the administration has agreed to:

1. Reduce the size of the BAC to five faculty and five staff, which the faculty argued was needed for the committee to function efficiently. There was a strong perception that previously, the committee was nonfunctional due to its large size; and,
2. Allow the Faculty Senate to name the five faculty members in accordance with the following allocation:
 - a. Chair of Faculty Senate Fiscal Planning and Budgeting Committee as **ex-officio** because this committee works with the administration to determine long-term strategy to provide affordable health plans in an environment with escalating costs. Professor Cordes.
 - b. Chair of ASPP as **ex-officio** because that committee has always represented the Senate in Benefits matters. Professor Harrington.
 - c. A representative of the Executive Committee because the EC is the coordinator of Senate activities and is intimately involved in benefits issues and can easily set up subcommittees as needed. The EC nominated Elisabeth Rice from GSEHD because she is a member of the EC and has served as a BAC member and is familiar with the issues.
 - d. Two at-large members to be determined jointly by ASPP and the EC. Following this process for the current slate, the EC requested that the ASPP recommend two at-large members to the EC. Professors Hopkins and Gupta were recommended by ASPP and endorsed by the EC. Then Professor Hopkins reconsidered his availability for membership, and decided that he could not serve. The EC went back to ASPP and requested a replacement. ASPP then recommended Professor Anbinder. The EC considered this recommendation and supported it. Thus, we have two excellent at-large members, both of whom have served the faculty well on the BAC for years, have served on ASPP, and are well acquainted with the complex benefits issues at GW.
 - e. The administration agreed to the appointment of a sixth alternate non-voting member who will fully participate in all BAC meetings but will be non-voting, unless a regular BAC

faculty member is absent. The EC nominated Associate Professor Ellen Kurtzman, a highly qualified faculty member from SON who is an expert on the impact of state and federal policy on health care quality. Her experience in serving as an alternate will enable her to gain an understanding of GW policy and employee concerns. She may possibly serve in the future with full BAC membership.

Today's "election" of BAC members differs from the election of Senate standing committee members. Since BAC is an **administrative** committee, **NOT** a Senate committee, a Senate election has no explicit basis in any university governance document, and some have argued that it may be inappropriate. However, it does constitute a vote of support for the faculty selected and sends a message to the administration that the Senate stands behind our representatives. Please keep in mind that membership in this committee involves an intensive training program, long monthly meetings, lots of difficult discussions, and little appreciation. So let's give our support for these fine dedicated faculty who have agreed to this very important but arduous service for us. On behalf of the Executive Committee, I hereby nominate the list of candidates provided in the revised agenda.

Committee Nominations for Senate Approval

Athletics & Recreation

Chair: Delpy-Neirotti, Lisa/GWSB
EC Liaison: Downes, Alexander/ESIA
Voting Members: Barron, Mary/GWSPH
Cline, Eric/CCAS
Darcy-Mahoney, Ashley/SON
Mance, Rebecca/SON
Marsh, Toni/CPS
McHugh, Patrick/GWSB
Westerman, Beverly/GWSPH
Wiersma, Gretchen/SON
Young, Heather/GWSPH
Non-Voting Members: Brown, Ann/Gelman
Julien, Andre/Athletics
Ex Officio: Linebaugh, Craig/CCAS

Educational Policy

New Voting Member: Schumann, Mary Jean/SON

University and Urban Affairs

New Voting Member: Dana Hines/SON

Benefits Advisory Committee

Voting Members: Cordes, Joseph/CCAS (ex officio, Chair FP&B)
Harrington, Robert/SEAS (ex officio, Chair ASPP)
Anbinder, Tyler/CCAS (at large)
Gupta, Murli/CCAS (at large)
Rice, Elisabeth Hess/GSEHD (FSEC appointment)
Alternate: Kurtzman, Ellen/SON

Senate Research Committee Interim Report Griesshammer, 10 October 2016

Last Friday, 7 October 2016, the Senate's Research Committee met with Prof. Chalupa, the Vice President for Research and an ex-officio member of the committee. The meeting was highly informative for both sides and spirited at times, showing the deep passion for research and commitment to advancing GW's research stature, a passion which we all share.

Based on 15 questions sent to VP Chalupa prior to the meeting, we covered a broad range of topics in a fact-finding, information-gathering approach, for example:

- Statistical information about award distributions and sizes;
- advances and impediments in award submissions, including the "5-day rule";
- the good success, potential problems, and budgetary impact of the recent delegation of many pre- and post-award administration responsibilities from OVPR to schools;
- information flow between OVPR, schools and faculty;
- embedding faculty into decision-making processes;
- the role and composition of the Advisory Council on Research;
- GW's UFF, CIFF/CDRF and other funding incentives;
- the internal selection mechanism for federal solicitations which allow only for a limited number of submissions per institution;
- surprise by both OVPR and faculty about recent hikes in IDC changes which were adopted without consultation of either.

The meeting was highly educational and helped to clear up some misconceptions and misinformations on both sides. On some topics, we found aligned priorities, and on others different and mutually complementing perspectives. The minutes will provide more details.

In subsequent meetings, the committee will prioritise topics, discuss and review policies and policy changes, and arrive at informed responses. These will include requests for more information, evaluations of conflicting evidence, and advocacy of specific policy changes.

It turned out this was the first time VP Chalupa had ever been invited to or present at a committee meeting. Both sides agreed that we needed to restart the long-dormant consultation process and establish a pattern of reliable and frequent interactions, both in formal and informal settings. Two important first steps are: VP Chalupa invited the committee chair to regular private consultations. In turn, the committee will consult with VP Chalupa at least once every semester. For that, Friday, 3 February 2017 was suggested as the next date.

We therefore look forward to work with VP Chalupa, OVPR and GW's administration on a number of issues, and to receive such information sufficiently in advance of important decisions to be able to provide sound, well-informed advice and recommendations, in compliance with Article IX section B of the Faculty Code.

Finally, of particular urgency is the impact of recent changes to the Fair Labour Standards Act. It mandates a higher minimum salary for Postdoctoral Researchers, so that they are exempt from overtime provisions starting December 2016 (i.e. in 6 weeks). It appears that the majority of federal agencies does not provide supplemental funds to cover the necessary budget increases. Many PIs are therefore struggling to find additional funds, while Postdocs feel uncertain about their future. This situation is untenable and may have significant impact on research at GW. Additional one-off funds need to be found for this emergency situation. We look to the Provost for guidance.

REPORT OF THE EXECUTIVE COMMITTEE

Charles A. Garris, Chair

October 14, 2016

ACTIONS OF THE EXECUTIVE COMMITTEE

1. A RESOLUTION RECOMMENDING A PROCEDURE FOR AMENDING THE FACULTY CODE (16/7)

At the April 8 Faculty Senate meeting, Resolution 16/7 recommending a procedure for amending the Faculty Code was passed by the Faculty Senate. An important purpose of this resolution was:

“To maintain a constructive and harmonious relationship between the Faculty Senate and the Board of Trustees, and to maintain the confidence of both groups in the University’s system of shared governance, an explicit procedure for amending the *Faculty Code* should be established that will assure consultation and good faith deliberation between both groups with regard to any proposed amendments.”

While the Board did not act specifically on the requested changes of Resolution 16/7 to the *Faculty Code*, they amended the GWU By-Laws to the same effect by adding a new Article X, which states:

ARTICLE X. FACULTY CODE

The Board of Trustees shall have authority to adopt and amend a Faculty Code by an affirmative vote of two-thirds (2/3) of the individuals then serving as members of the Board of Trustees. The Board shall exercise this authority only after the Board is satisfied that there has been a process of considered consultation with the Faculty, including the Faculty Senate, and the President and Provost.

As I stated in my report for the September 9 meeting, we believe that this is a good development for shared governance at GW. Since the action of the Board in amending the University Bylaws had the same effect as the requested amendments to the *Faculty Code*, and are, in fact stronger because they appear in the University Bylaws, the Executive Committee decided not to further pursue amending the Faculty Code in accordance with Resolution 16/7.

2. HEALTH INSURANCE PLAN

- Following up on previous meetings discussed in detail at the September 9 Faculty Senate meeting, Executive Committee Chair Garris and ASPP Chair Harrington met with VP of HR McLeod and Associate VP of HR Kosky. Based on the previous discussions, a new structure for the Benefits Advisory Committee and several other provisions were agreed to by both faculty and administration. The details are included in the Meeting Summary (September 20, 2016) which have been distributed with the agenda to this meeting. Among the key provisions in the agreement are:
 - Even though the BAC is an administrative committee whose sole function is to advise HR on Benefits issues, the administration agreed to:
 - Reducing the size of the BAC to 5 faculty and 5 staff;
 - Permitting the Faculty Senate to name all 5 faculty plus an alternate.

- It should be noted that the administration has made a very strong effort to create a collaborative relationship with the faculty in the process of benefits decision-making which is in the best tradition of shared governance. We should applaud this development.
- The Executive Committee worked with the ASPP Committee to obtain a slate of candidates for endorsement by the Senate. This slate was previously presented to you today.

3. **PRESIDENTIAL SEARCH:**

- a. At the September 9, 2016 Faculty Assembly, Resolution FA17/1 was adopted. This allowed each school to elect one representative for a slate to the Faculty Consultative Committee (FCC). The election of this slate by the Faculty Assembly created a 9 member FCC. On September 15, as instructed in FA17/1, the Chair of the Executive Committee convened the 9 members of the Faculty Consultative Committee (FCC). The FCC then elected Professor Vincent Chiappinelli, SMHS, as interim Chair. A new FCC chair will be elected from among the 16 members as soon as convenient.

- b. **A RESOLUTION TO ESTABLISH PROCEDURES FOR ELECTING ADDITIONAL MEMBERS OF THE FACULTY CONSULTATIVE COMMITTEE (17/1)**

Following the adoption of Resolution FA17/2 by the Faculty Assembly on September 9, Senate Resolution 17/1 was approved by the Faculty Senate, also on September 9. In accordance with the mandate of Senate Resolution 17/1, the Executive Committee made a call for nominations on September 11 for the additional members of the Faculty Consultative Committee. By the deadline of September 16, we had received 27 nominations. In accordance with the criteria established in Faculty Assembly Resolution 17/2, the Executive Committee met on September 20 and selected 7 additional nominees. On September 20, the Executive Committee submitted this slate electronically to the entire Faculty Senate and requested an up or down vote on the entire slate. The final vote was 28 YES, 1 NO, 11 ABSTAIN. Thus, the slate nominated by the Executive Committee of 7 additional members carried. Thus, we now have 16 members on the FCC which include elected representatives from each school and diverse faculty in accordance with Faculty Assembly Resolution 17/2.

- c. A meeting was convened by FCC Chair Chiappinelli on September 22 with the newly elected FCC members and with Chair Carbonell and Trustee Jacobs to discuss the search and to discuss the DRAFT Presidential Profile Document which was to be publically disseminated. Thus, FCC members had an opportunity to express their views on a wide range of issues affecting the recruitment of a new President.
- d. An Executive Committee meeting was also held on September 23 with Chair Carbonell and Trustee Jacobs to discuss the DRAFT Presidential Profile document and the Presidential search in general. Since some of the newly elected FCC members were not able to attend the September 22 meeting with Board members, the Executive Committee invited them to participate in the September 23 EC meeting. Thus, the Executive Committee and most of the FCC had an opportunity to discuss the Presidential Search with Board members and to offer comments on the Presidential Profile document.
- e. The Presidential Profile document was finalized, approved by the Board, and made public the week of October 3.

4. REVIEW OF SCHOOL RULES AND REGULATIONS (BY-LAWS)

In accordance with the revisions in the *Faculty Code*, the By-Laws of all schools are being revised to assure compliance.

Section A of the Procedures for the Implementation of the Faculty Code on Governance of Departments and Schools states that :

“All school procedures, rules, and criteria shall be approved by the Provost in consultation with the Faculty Senate Executive Committee.”

At the April 8 Faculty Senate meeting, we announced that a Special Subcommittee of PEAFF for the review of School By-laws was set up. As we previously announced, we expect to review 10 sets of by-laws. The Special Subcommittee has reviewed the By-Laws of the SMHS, and the ESIA. Based on the feedback from the Special Subcommittee, SMHS has voted on new bylaws. The Executive Committee has not reviewed these as yet but expect to in the near future. The ESIA bylaws are advancing and should be ready for review by the Executive Committee shortly. Other schools are working on their bylaws and it is expected that they will be ready in the near future.

5. FACULTY CODE GLITCH LIST

As we review the school by-laws, deal with tenure and promotion cases including nonconcurrences, dean searches, and the like, deficiencies in the language of the Faculty Code may become apparent and these deficiencies will find their way on our “Glitch List” which will probably be presented to the Faculty Senate in the form of a resolution in the spring after we deal with school bylaws. New glitches (or tweaks) are emerging and being discussed.

6. STANDING COMMITTEES

The Executive Committee distributed electronic sign-up forms in the spring for our standing committees and administrative committees. In general, faculty can join committees at any time, so please continue beating the bushes for good committee members. However, some committees are oversubscribed. If someone would like to join a committee, please consult with the Chair of the committee who may make a request to the Executive Committee to nominate that person. It is important that our committees be balanced in representation and of a reasonable size.

FACULTY PERSONNEL MATTERS

7. *Nonconcurrences*

No new nonconcurrences.

8. *Grievances*

There are two active grievances currently under mediation: one from GSEHD and one from SB.

ANY OTHER MATTERS

None

ANNOUNCEMENTS

9. **The Regular Faculty Assembly will take place on October 25, 2016 at 4:00 PM in the Jack Morton Auditorium AND on the Virginia Campus. Note that although the Faculty Organization Plan allows votes by ONLY those present at a Faculty Assembly, it is permissible to conduct the meeting at more than one location. We therefore are making arrangements to conduct the October 25 meeting at the two locations. Faculty Assembly Resolution FA17/3, which has an identical text to Faculty Senate Resolution 16/6 is entitled: RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN TO AUTHORIZE NON-TENURED REGULAR FACULTY IN TWO SCHOOLS TO SERVE IN THE FACULTY SENATE will be voted upon. This resolution, you recall, applies to SMHS and SON. Please attend and encourage your colleagues to attend and participate in this important vote.**
10. **President Nominations: Faculty are encouraged to submit nominations for the presidency of GW. Details of how to submit nominations are on the website. (<https://presidentalsearch.gwu.edu/>)**
11. **The next meeting of the Executive Committee is on October 28, 2016. Please submit any reports and drafts of resolutions to the committee one week before that date.**
12. **The following are some tentative upcoming agenda items:**

November 11, 2016

- Report on Presidential Search: Board Chair Nelson Carbonell
- Report on the Corcoran School of Arts and Design – Prof. Sanjit Sethi, Director.

December 9, 2016

- Report of the Faculty Senate Committee on Fiscal Planning and Budgeting – Prof. Cordes.
- Report on Admissions and Retention – Vice Provost for Enrollment Management and Retention Laurie Koehler.

January 13, 2017

- Report on the School of Nursing – Dean Pamela Jeffries
- Presidential Search Update: Chair Nelson Carbonell
- Annual Report on Research – VP Leo Chalupa

Thank You.