

**THE GEORGE WASHINGTON UNIVERSITY**  
**Washington, DC**

**MINUTES OF THE REGULAR FACULTY SENATE MEETING**  
**HELD ON APRIL 7, 2017**  
**AT 1957 E STREET NW/STATE ROOM**

Present: President Knapp, Provost Maltzman, Parliamentarian Charnovitz, and Registrar Amundson; Deans Dolling, Eskandarian, Goldman, and Jeffries; Executive Committee Chair Garris; Professors Agnew, Briscoe, Cline, Cordes, Corry, Downes, Griesshammer, Harrington, Markus, McDonnell, McHugh, Nau, Newcomer, Packer, Pulcini, Rice, Roddis, Rohrbeck, Sarkar, Sidawy, Watkins, Wilmarth, Wilson, Wirtz, and Zeman.

Absent: Deans Akman, Brigety, Eskandarian, Feuer, Livingstone, Morant, and Vinson; Professors Costello, Cottrol, Galston, Griffin, Hawley, Jacobson, Khoury, Kohn, Lewis, Parsons, Pintz, Price, Rehman, and Tielsch.

CALL TO ORDER

The meeting was called to order at 2:30 p.m. following the annual Senate photograph.

APPROVAL OF THE MINUTES

The minutes of the March 3, 2017, Faculty Senate meeting were approved unanimously without comment. The President requested and received the unanimous consent of the Senate to re-order the Senate agenda to accommodate the timing of a special Law School faculty meeting, placing the resolution discussion after the presentations by Dean Eskandarian and Professor Cordes.

REPORT: THE COLLEGE OF PROFESSIONAL STUDIES: ADVANCING THE CURRENCY OF THE UNIVERSITY IN THE 21<sup>ST</sup> CENTURY (Dean Ali Eskandarian)

Dean Eskandarian opened his remarks by thanking President Knapp for his service to the university. He then outlined the structure of his report, which—speaking from the attached presentation—he noted would include comments about the mission of the College of Professional Studies (CPS), the governing structure of the College and the CPS Dean’s Council, the current profile of the school, and the opportunities and challenges facing CPS. He noted that the mission of the college is to exemplify a new model of teaching and learning, one that addresses the learning needs of organizations in the knowledge-based department and engages students as active participants in their own education. CPS forms strategic partnerships with external organizations, creates innovative multidisciplinary programming curricula, and joint ventures, advancing the continuing relevance of the university in the 21<sup>st</sup> century by taking the core values and standards of the university into the arenas of lifelong and organizational learning. Dean Eskandarian noted that CPS provides high-quality educational experiences that are relevant to the markets where the university doesn’t already have a presence in its traditional fields. The college provides resources to other GW schools to help strategically grow off-campus enrollments, and it contributes to the revenue profile of the university.

The college's governing structure was established through the CPS by-laws, and Dean Eskandarian recognized the work of the CPS founding dean, Roger Whitaker, who will be retiring from the university in May. It was Professor Whitaker's vision that brought CPS into being; he worked very closely with the task force that the Faculty Senate set up with then-Executive Vice President for Academic Affairs Don Lehman. Dean Eskandarian commended the Faculty Senate for its vision and creative thinking in establishing CPS and the CPS Dean's Council, which was designed to ensure not only sufficient input from the faculty of GW's collaborating schools but also dissemination of information about the college throughout the university. The primary functions and goals of the Dean's Council are:

- act as a liaison between the College or affected school faculty and the Dean;
- advise and make recommendations to the Dean on the establishment of new degree programs; and
- advise the Dean on all academic matters affecting the welfare of the College.

Membership of the Dean's Council consists of:

- one tenured faculty members from each school offering programs through the College (selected by the respective schools);
- three program directors or department chairs from programs/departments with off-campus programs or participating in CPS programs (to be appointed by the Dean of the College); and
- three faculty—including at least one part-time faculty member—participating in off-campus programs or current CPS programs (to be appointed by the Dean of the College).

Dean's Council members selected by the schools serve staggered three-year terms; members appointed by the Dean serve one-year terms.

Dean Eskandarian spoke next about the various programs comprising CPS. The College offers a wide variety of programs, including undergraduate degree completion, dual degree, master's, and graduate certificate programs. These programs, in addition to what the School of Nursing does at the Virginia Science and Technology Campus (VSTC), have enabled GW to position itself as a Virginia institution. Dean Eskandarian provided a variety of program and student population information about CPS, available in the attached slides. He noted especially the ethnicity and age diversity of CPS's student population.

He also noted that approximately twenty percent of the students coming to CPS arrive having already earned a master's, JD, or doctoral degree. The health care corporate compliance certificate program established with the Milken Institute School of Public Health (GWSPH), in particular, enrolls primarily students with JD or MD degrees who are enrolling to be educated on compliance issues.

Many students coming to CPS for undergraduate degree completion arrive with an associates degree; others have just accumulated college credits, usually around 60 credit hours or more. These students are able to earn a GW bachelor's degree without ever taking a class on-site at the Foggy Bottom campus; they are able to leverage off-campus offerings to make the program work with their home and professional lives. Dean Eskandarian pointed out that these students are still very much a part of the intellectual community at GW, noting that two groups from this program participated in and earned prizes at the most recent GW Research Days.

Dean Eskandarian highlighted other recent achievements in CPS, noting that a joint project between a CPS and a CCAS faculty member received a 5-year \$630,000 NSF S-STEM grant to study with students in the Integrated Information, Science, and Technology Program. In addition, CPS students

won a quarter of the 25 scholarships established by the governor of Virginia for students studying cyber security. This is not only a boon for the students receiving the scholarships but is also excellent visibility for CPS at the top levels of the Virginia government. Finally, just last month, CPS received an International Programs Award for the non-credit Global Leadership program developed for the Industrial and Commercial Bank of China.

Dean Eskandarian noted that student satisfaction in CPS is high, both anecdotally and according to the 2016 survey of graduating graduate students. Students are also excelling professionally after graduating from CPS. The Dean highlighted several alumni, including the current Associate Administrator for the Office of Defense Nuclear Security/Chief of Defense Nuclear Security at the National Nuclear Security Administration. Other notable alumni are working in high-placed positions in both the public and private sectors.

CPS has twenty full-time faculty of its own and an additional 225 faculty members who teach for CPS programs. Many are already highly accomplished professionals and leaders in their fields, this list has included the FBI's assistant director, a Library of Congress publisher, the head of publishing at the Brookings Institution, and a managing partner at a top DC law firm, among others. These are professionals who very much want to teach and are extremely prominent in their fields.

Dean Eskandarian noted that forty-nine percent of CPS's credit hours are offered online and forty-three percent off-campus. Fifty-four percent of the College's revenue is from online course offerings, demonstrating enormous growth over the past ten years. The Dean noted the contributions of the programs offered through GW's off-campus sites to the revenue profile of the institution, by indicating that the combination of CPS-based as well as non-CPS based gross revenues from the Arlington and Alexandria centers as well as the VSTC is projected to exceed \$45million in FY2017.

Opportunities for CPS include the domination of the work force by Millennials and GenXers. Millennials in particular demonstrate low job satisfaction and are likely to seek additional education to for the purposes of career changes. CPS is positioned to support these students, who rank flexibility, affordability, faster completion, and relevance of course material over salaries and benefits. Employers are less concerned about degrees earned than about competence on the job. The academy will need to pay attention to these trends in order to remain relevant and competitive. The way to accomplish this is to have experimental groups doing work with curricular innovation.

Dean Eskandarian noted that challenges facing CPS include unpredictable changes in the economy that would keep students from seeking additional professional education, competition from other institutions, securing the cooperation of other GW academic units, and particular program-specific challenges that can arise when working with international student populations and governments.

Professor Wilson asked how undergraduate students in CPS differ from undergraduate students in the other schools. Dean Eskandarian responded that CPS undergraduates study under a degree completion program, which is not a full undergraduate program; CPS is essentially delivering the equivalent of the junior and senior years to these students. There are still admissions requirements, and there are very few electives. This program also offers formats that are convenient for full-time workers.

REPORT: UNIVERSITY DEBT STATUS (Professor Joe Cordes)

Professor Cordes shared a report (attached to these minutes) that was first presented to the Senate's Executive Committee and then to the Fiscal Planning and Budgeting Committee by Deputy Treasurer Ann McCorvey. The report notes that GW strategically invests capital in projects that will enhance the overall value of the GW education and experience for students and/or generate positive cash flows in order to fund current and future projects. The university's strategy is to ensure that the majority of GW's debt has a specific funding source.

GW manages the external debt portfolio with several key objectives. It began issuing taxable, fixed rate debt in 2007 and constantly monitors the capital markets to take advantage of opportunities to lower the overall weighted average cost of capital (currently just under 4%), extend overall average maturities (currently just over 19 years), retain flexibility on how funds are used (100% taxable bonds), control risk and unpredictability (100% fixed debt), and ensure liquidity for operations and capital projects. In 2008, GW was upgraded by both rating agencies: Moody's (A1) and Standard & Poor's (A+). GW has maintained those ratings and a stable outlook from both agencies.

Professor Cordes noted that while GW, like other nonprofits, could borrow in the tax-exempt market, it is only able to do so under the aegis of the local government, in this case the District of Columbia. A number of restrictions come with that support. GW has been willing to trade off a somewhat higher interest rate for a regular taxable bond in exchange for the flexibility this gives the institution in terms of how funds are used. Over the past fifteen years, GW has moved entirely away from variable-rate debt.

The report notes that GW has continued to execute on the debt plan recommended by management and approved by the Finance and Audit Committee of the Board of Trustees, which includes two bond issues:

- Series 2015 bonds issues in July 2015 for \$350million at 4.868%. These will mature in FY2046. Proceeds from these bonds were used to redeem the Series 2007 bonds for \$50million and the loan on 2000 Pennsylvania Avenue for \$112million. The remaining proceeds will be used to redeem the Series 2012A bonds for \$168million in September 2017.
- Series 2016 bonds issues in July 2016 for \$250million at 3.54%. These will mature in FY2047. Proceeds from these bonds were used to redeem the \$200million Series 2009 bonds.

GW has had a trend of growing debt, from approximately \$650million in FY2003 to approximately \$1.7billion now. Debt is currently used in four ways:

- Investments made by the university (e.g., investment properties);
- School of Medicine (SMHS) and Health Sciences and GWSPH;
- Auxiliary services (e.g., student housing, parking) that have an associated revenue stream; and
- Revenue/cash to keep the university liquid.

As noted above, GW's debt is now completely fixed-rate; in FY2003, only 20% of debt was fixed-rate. The growth in debt was largely driven by projects not supported by tuition revenue, such as the Science and Engineering Hall (supported by investment properties revenue) and parking and housing (supported by auxiliary revenue). Barring another bond issue, the level of debt at GW has plateaued, and some decline can be anticipated in the future. Also of note is that approximately 25% of GW's debt was funded by tuition revenue in FY2016; this was essentially the same in FY2003. When the Series 2012 bonds are redeemed, outstanding debt funded by tuition revenue will be less than 20%.

Finally, the report mapped GW's debt against that of peer institutions emulating the same debt strategy. GW is in the middle of the pack in terms of maturities, and its ratings are strong within the group depicted.

Professor Cordes closed by acknowledging that GW has done a lot of borrowing, which has generated discussion across the university. He noted that the university has not borrowed to cover deficits but has rather taken on debt in order to make strategic investments.

Professor Wilson asked whether the funds set aside from the Series 2015 issue are included in the university's cash reserve number. Ms. McCorvey confirmed that this is the case, noting that \$168million of the \$400million in cash is set aside for the September payoff of the Series 2012A bonds issue.

Based on Professor Cordes' report to the Senate on the University's budget last semester, Professor Wilmarth recalled that, for the most recent academic year, the University had approximately a \$30 million operating budget surplus and an \$80 million capital budget deficit, resulting in a net \$50 million cash flow deficit for the year. He asked whether this year's cash flow deficit is expected to be substantially less than last year's deficit. Ms. McCorvey noted that, based on the third quarter forecast, an operating cash flow deficit is not anticipated this year.

Professor Wilson asked whether GW has encountered particular problems financing debt in the District of Columbia and whether doing so in Virginia might be simpler. Professor Cordes clarified his earlier comment to note that the US Treasury has rules stating that nonprofits may borrow as if they are tax-exempt under the aegis of a local or state government. There are conditions that all these entities impose, but his intention was not to single out the District as being particularly onerous in this area.

Professor Wirtz noted the sizable increase in debt related to the medical and public health schools. He asked whether GW anticipates that the level of debt in this area would decrease or that it will remain a permanent part of the budget. GWSPH Dean Goldman spoke to this question, noting that debt incurred by the university for the new GWSPH building is being paid with interest by GWSPH over thirty years; the same model applies for the build-out of the shell of the seventh floor of the Science and Engineering Hall. In this way, GWSPH is gradually contributing to a reduction of the university's debt; this model works due to the different budget model in use within GWSPH. This is a small piece of the debt, but it is a contribution nonetheless.

President Knapp extended a general explanation, noting that the primary reasons for borrowing are cash for long-term stability and investment in projects that can be repaid in a fixed time frame. In effect, GW has an internal lending system in which it borrows funds, goes to the market, and gets cash. That cash is then loaned to the schools doing their own projects, and the schools pay it back over time with their own revenue sources.

Professor Wirtz asked for a clarification on whether this now quite sizable portion of the debt (SMHS and GWSPH) could be expected to decrease over the next thirty years as the schools pay off this internal lending. Provost Maltzman noted that the building-related costs started out smaller as the design costs were low relative to construction. Debt increased as the full GWSPH building was constructed and as the seventh floor of the Science and Engineering Hall was built out. Therefore, despite payments being made, the debt remained high due to costs still being incurred even while

some debt payments were being made. Provost Maltzman noted that, with the construction of the GWSPH building, GWSPH no longer pays substantial rent to an off-campus facility.

RESOLUTION RECOMMENDING THE ADOPTION OF GUIDELINES FOR EXERCISING AND DEFENDING ACADEMIC FREEDOM (17/4) (Professional Ethics and Academic Freedom Committee Chair Arthur E. Wilmarth, Jr.)

Professor Wilmarth introduced the attached resolution, which began as a response to a question and statement of concern raised by Professor Agnew at a Senate meeting last fall. Professor Wilmarth explained that the Committee on Professional Ethics and Academic Freedom (PEAF) identified two basic areas of concern in drafting Resolution 17/4, both of which have been reflected in events of the past year. The first concern arose out of a pattern of disruption of public forums on campuses. Professor Wilmarth cited recent incidents at the University of California at Berkeley and Middlebury College as examples of this very disturbing trend. He also noted that a recent Law School event, involving a debate over Presidential war powers between Professor Jonathan Turley (GW Law) and Professor John Yoo (Cal-Berkeley) drew protesters who sought to disrupt the school-sponsored event. Fortunately, Law School staff members and University police acted with great professionalism and succeeded in persuading the protesters to leave. These types of disruptive incidents put GW and other universities in a very vulnerable position as they seek to provide neutral forums for the discussion and debate of controversial issues. The PEAF Committee is greatly concerned that the types of disruptions that have occurred at public forums on university campuses could lead to similar disruptions of classroom discussions where controversial topics are presented.

The PEAF Committee's second area of concern arose out of the widely-noted publication by outside groups of "watch lists," which include the names of professors who have expressed views the outside groups do not like. Some GW faculty members have been named on such published lists. In addition, there are recent indications that outside groups may be sending anonymous members into classrooms to record lectures and class discussions secretly in order to gather material for potential complaints against faculty members on watch lists.

In light of both concerns, the PEAF Committee strongly believes that the University should reaffirm and elaborate principles of academic freedom and freedom of expression that are embodied in the University's Faculty Code and other University policies. Resolution 17/4 quotes the principles of academic freedom protected by Article II of the Faculty Code. Under Article II, the Faculty Senate has authority to recommend, as set forth in Resolution 17/4, additional and more detailed guidelines governing the exercise and defense of academic freedom. In addition, Article II expressly recognizes that academic freedom includes freedom of expression.

Professor Wilmarth further noted that, in her recent talk at Lisner Auditorium, Supreme Court Justice Ruth Bader Ginsburg declared that "the right to speak one's mind out" and "the right to think, speak and write as we believe" are essential features of "what make America great" and what American institutions must maintain and preserve.

The resolving clauses of Resolution 17/4 state that the Senate approves and endorses the Guidelines for Exercising and Defending Academic Freedom in the form attached to the Resolution; that the Senate recommends that the Guidelines should be adopted by the University as contemplated by Article II of the Faculty Code; that the Senate requests that the President forward the Resolution and the Guidelines to the Board of Trustees for its consideration and approval; and, finally, that the

Senate requests the Board of Trustees to consult with the Senate and to provide a reasonable opportunity for the Senate to adopt a resolution presenting its further recommendations before the Board of Trustees adopts guidelines related to academic freedom that would differ from the Guidelines attached to Resolution 17/4.

The PEAFF Committee very much hopes that the Board of Trustees will agree with the proposed Guidelines attached to this Resolution. The proposed Guidelines were prepared in the first instance by looking closely at similar principles of academic freedom and freedom of expression adopted by the University of Chicago and Princeton University. The PEAFF Committee then sought extensive input, suggestions, and recommendations from several members of the Law School faculty to refine the Guidelines. Professor Wilmarth thanked his fellow Senators from the Law School (Professors Cottrol, Galston, and Kohn) and Professors John Banzhaf and Catherine Ross for their tremendously valuable contributions in revising the proposed Guidelines.

Professor Wirtz referred to the section of text of the fourth guideline, which reads, “the University should take appropriate disciplinary action against members of the University community who intentionally obstruct or interfere with the exercise of academic freedom and freedom of expression and inquiry that are protected under these guidelines.” He asked whether this would mean that students operating in such a way as to try and prevent the expression of a particular position would, under this guideline, be referred to the appropriate student committee for discipline. Professor Wilmarth responded that the proposed Guidelines themselves do not authorize or mandate any particular disciplinary action. However, he noted, for example, that the Code of Student Conduct indicates that students have the freedom to express opinions appropriately in class but not to disrupt class; should they do so, they could become subject to discipline under the Code of Student Conduct. He affirmed that the proposed Guidelines are intended to protect freedom of expression for all members of the University community.

Professor Knapp asked whether the phrase “University community” is intended to denote faculty, students, and staff members. Professor Wilmarth responded in the affirmative, noting that invited guests are a separate category that would not be deemed part of the University community. He referred to the recent Law School incident as being a perfect example of the type of University response to a disruptive event that the PEAFF contemplated in drafting the Guidelines. During that incident, the protesters at the debate between Professors Turley and Yoo were first asked to stop their disruptive activity, and, when they did not do so, were persuaded to leave the lecture hall by Law School staff members and University police. Professor Wilmarth noted that in extreme cases that involve violence, there is a limit to what the University can reasonably do, and that presumably the D.C. Police would need to be brought in to assist at that point.

Professor McHugh asked for clarification on what is meant by “obstruct and interfere” and whether this would apply to students picketing outside an event but not blocking entry to the event. Professor Wilmarth responded that a student protest should not be considered as an obstruction or interference as long as student protesters do not try to block entry into an event and do not attempt to silence or shout down speakers. The Guidelines should be interpreted to permit non-disruptive protests because they affirm that the University should maximize opportunities for free expression and open debate.

Professor Griesshammer applauded the proactive measures being taken through the establishment of these Guidelines. He added that there have been at least two cases in the past two weeks concerning

people trying to tape lectures. In its own way, this intimidates free speech through the use of recording devices because it changes the organic conversation in the classroom. It was not clear whether these people were students, but it was clear that they did not have permission to tape lectures, all of which were in sensitive areas in the Arts, Humanities, and Social Sciences where controversial topics are likely to be discussed. The lecturers weren't sure how to react to this. The Columbian College Council of Chairs received input from the University Police Department (UPD), which was very helpful in giving guidance that lecturers should call UPD in order to allow them to handle the matter by identifying the individual and ceasing the unwanted activity.

He further noted that it should be made clear that this type of recording is not only not permitted on private property without permission, but also that it is a violation of DC law to record without explicit prior consent. The Law School's website has good language on what steps need to be followed, should a student wish to record a class for any reason. Professor Griesshammer suggested that an email to the faculty outlining what they can do in such a case and what their right and responsibilities are; he also suggested that the template syllabi language might be updated so that both students and faculty know what to expect.

The resolution passed by a unanimous voice vote.

#### INTRODUCTION OF RESOLUTIONS

None.

#### GENERAL BUSINESS

I. Nominations for election of faculty members to the Faculty Senate Executive Committee for 2017-2018:

Professor Garris explained the process by which the attached slate of nominees was developed. The Nominating Committee was elected by the Faculty Senate in the February 2017 meeting. The committee convened on March 29<sup>th</sup> to develop the slate presented today, including a nominee for the Chair of the Executive Committee. Each member of the Nominating Committee was asked to convene the senators from their respective schools and arrive at a recommendation for their representative on the Executive Committee. As GW will have a new president as of this summer, it is clear that the Senate will need a strong and effective Executive Committee to develop constructive working relationships with the new administration. Two excellent candidates for Chair of the Executive Committee were interviewed by the Nominating Committee, which then deliberated and selected the candidate presented today.

The Senate approved Professor Sylvia Marotta-Walters as Chair of the 2017-2018 Executive Committee by unanimous voice vote. The Senate then unanimously approved the remainder of the 2017-2018 Executive Committee slate, also by voice vote.

II. Nominations for election of new members to Senate Standing Committees:  
Cole Ettingoff was nominated as a student representative to the Physical Facilities Committee and was unanimously approved.



- III. Nomination for election of faculty members to the Dispute Resolution Committee:  
Professor Joan Schaffner was unanimously approved to again serve as Chair of the Dispute Resolution Committee.
- IV. Nomination for reappointment by the President of the Senate Parliamentarian:  
Professor Steve Charnovitz was reappointed by the President as Senate Parliamentarian and unanimously approved by the Senate.
- V. Reports of Senate Standing Committees:  
Annual reports from the Appointment, Salary, and Promotion Policies, Athletics and Recreation, Physical Facilities, and University and Urban Affairs Committees are attached to these minutes.

Professor Harrington noted that an issue remaining at the end of the current committee year is the Salary Equity Committee, a separate committee from the Appointments, Salary, and Promotion Policies (ASPP) Committee that has not met regularly. The ASPP Committee asked that this committee be reinvigorated to look at the important questions of salary inequities.

Professor Roddis asked and received consent to read a short statement as her report was not available prior to today's meeting. She noted that the Physical Facilities Committee has worked since June 2016 to resolve recurring problems with the restrooms in Phillips Hall. The Provost's Office will not be renewing the 2020 K Street lease, which expires in June 2017, removing what many consider to be the worst classrooms on campus from the inventory. A portion of the 1776 G Street space has been leased again and is being renovated to serve as swing classroom space. The \$36million proceeds from the sale of the Hall on Virginia Avenue are in the general fund to be used for the support of the academic mission.

- VI. Report of the Executive Committee: Professor C.A. Garris, Chair:  
Please see the attached report of the Executive Committee presented by Professor Garris.
- VII. Special Resolution of Appreciation for Professor Charles A. Garris (17/5)  
Professor Wilmarth requested and obtained unanimous consent to introduce a Resolution of Appreciation for Professor Charles A. Garris (attached to these minutes). He read the resolution out, and the resolution was then unanimously approved by the Senate by a voice vote. After a standing ovation by the Senate and those in attendance, Professor Garris expressed his strong gratitude for the honor.
- VIII. Provost's Remarks:
- The Provost thanked Professor Garris for his longstanding service on the Senate and the Executive Committee.
  - Today is the first of five admitted student days. These are crucial days for recruiting another outstanding class of GW undergraduates. Families will be on campus over the next couple of weeks, and the Provost encouraged all to welcome them to campus.

- The annual Research Days event concluded earlier this week. This event consisted of hundreds of students and advisors highlighting their work through poster sessions on the third floor of the Marvin Center.
- Senior projects by Corcoran School students will be on display at the Corcoran this coming Wednesday.
- A listserv-based Provost Office newsletter will be launching in the near future.
- On Saturday, May 6<sup>th</sup>, from 3:00-5:30pm, there will be a campus-wide celebration to thank President Knapp for his incredible leadership over the past decade.

IX. President's Remarks:

- The President congratulated Professor Garris on his excellent service to the university and the Senate and noted that he would miss Professor Garris acting as University Marshal and carrying the mace ahead of the President in the Commencement procession.
- Commencement will take place on May 21<sup>st</sup> on the National Mall. Three honorary degree recipients will be in attendance: Senator Tammy Duckworth, a GW alumna (the commencement speaker), Nadja West, a Lieutenant General who was the Surgeon General of the United States Army and the highest-ranking woman to graduate from the United States Military Academy, and Marty Barron, the editor of the Washington Post who previously headed the Boston Globe investigative reporting unit that uncovered clerical abuse.
- The campaign is progressing toward its \$1billion goal. The end of the campaign is June 2018, and donations have now passed the \$987million mark. Faculty have played a significant role in their contributions, and the President thanked them for their generosity.
- The annual Power and Promise dinner was held last night; this celebrates the scholarship portion of the campaign, which accounts for about \$160million of what has been raised during the campaign thus far. The President noted that there is nothing more important than ensuring students with the interests, talents, and drive to succeed at GW are not prevented from doing so for financial reasons.
- On April 13<sup>th</sup>, the Academic Honors Ceremony will be held honoring students; a special portion of this event is the statements made by students about their experiences at GW and the importance of their relationships with faculty members.
- On April 25<sup>th</sup>, the Faculty Honors Program will honor professors in the areas of teaching, research, and service.

BRIEF STATEMENTS AND QUESTIONS


Special Resolution of Appreciation for President Steven Knapp (17/6)

Professor Garris requested and obtained unanimous consent to introduce a Resolution of Appreciation for President Steven Knapp (attached to these minutes). He read the resolution out, and the resolution was then unanimously approved by the Senate by a voice vote. After a standing ovation by the Senate and those in attendance, President Knapp expressed his thanks for this kind tribute, noting that it is unusual for the president of an institution to be the chair of the governing faculty

body. He noted, however, that this role has given him an opportunity to work much more closely with the faculty.

#### ADJOURNMENT

The meeting was adjourned at 4:27 pm.



**THE COLLEGE OF PROFESSIONAL STUDIES:  
ADVANCING THE CURRENCY OF THE UNIVERSITY IN THE 21<sup>ST</sup>  
CENTURY**

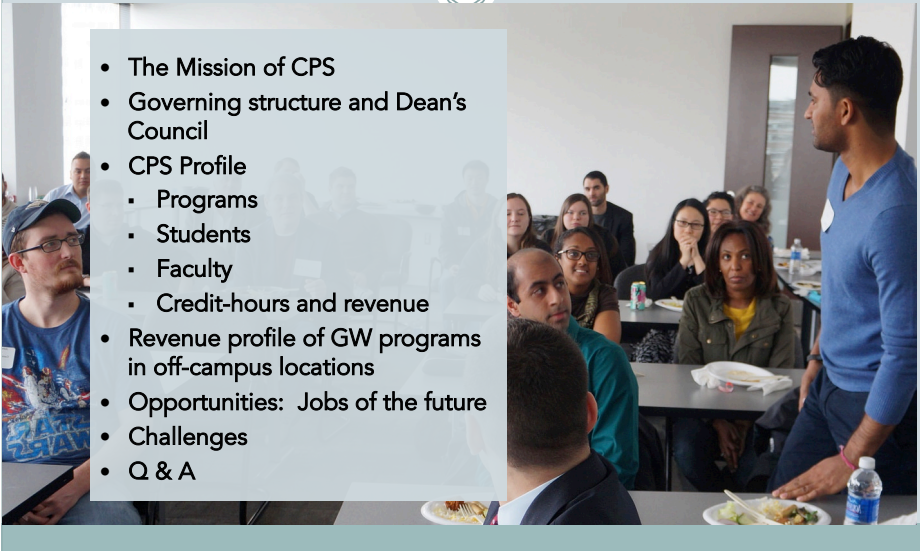
**PRESENTATION TO THE FACULTY SENATE**

**APRIL 7, 2017**

**ALI ESKANDARIAN  
COLLEGE OF PROFESSIONAL STUDIES**

## Outline

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- The Mission of CPS
- Governing structure and Dean's Council
- CPS Profile
  - Programs
  - Students
  - Faculty
  - Credit-hours and revenue
- Revenue profile of GW programs in off-campus locations
- Opportunities: Jobs of the future
- Challenges
- Q & A

## Mission Statement

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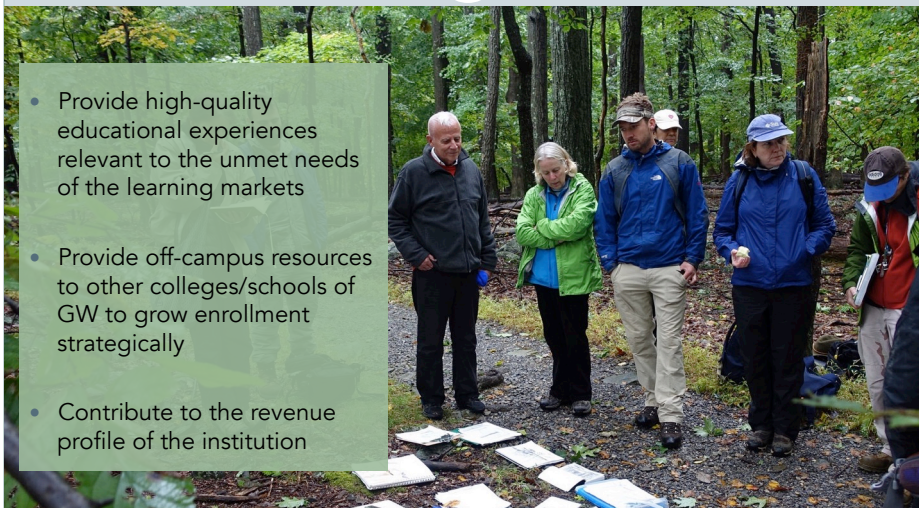
*The mission of the College of Professional Studies is to exemplify a new model of teaching and learning, one that addresses the learning needs of organizations in the knowledge-based economy and engages students as active participants in their own education.*

*The College, therefore, has an outward-looking vision: it forms strategic partnerships with external organizations to create innovative multidisciplinary programming, curricular joint ventures, outcomes-based assessment, and multiple delivery modes including technically mediated instruction. The college advances the continuing relevance of the University in the 21st century by taking the core values and standards of the University into the arenas of lifelong and organizational learning.*

## CPS Mission in Action

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- Provide high-quality educational experiences relevant to the unmet needs of the learning markets
- Provide off-campus resources to other colleges/schools of GW to grow enrollment strategically
- Contribute to the revenue profile of the institution



## Governing Structure

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CPS Bylaws provide details on the governing structure of the college, including:

- a dean
- dean's council
- college faculty/program directors
- faculty working group
- committee of PDs

## Dean's Council

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### Purpose:

This Council .... is designed to ensure sufficient input from the faculty of the collaborating schools and the dissemination of information about the College throughout the University community.

### Main Functions and Goals:

- Act as a liaison between the College or affected school faculty and the Dean.
- Advise and make recommendations to the Dean on the establishment of new degree programs.
- Advise the Dean on all academic matters affecting the welfare of the College.

## Dean's Council Membership

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In accordance with the Report of the Joint Task Force on the College of Professional Studies dated September 1, 2000, membership of the Dean's Council consists of the following:

- (1) one tenured faculty member from each school that may offer programs through the College, selected by the respective schools;
- (2) three program directors or department chairs from programs/departments with off-campus programs or participating in CPS programs, to be appointed by the Dean of the College, and
- (3) three faculty (to include at least one part-time faculty) participating in off-campus programs or current CPS programs, to be appointed by the Dean of the College.

Members of the Dean's Council selected by each school will serve staggered three-year terms. Members appointed by the Dean of the College will serve one year terms.


## What units are under CPS?

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- Graduate School of Political Management
- Master's degree and graduate certificate programs
- Undergraduate degree completion programs (in partnership with community colleges)
- Semester in Washington and the Native American Political Leadership
- Center for Indigenous Politics and Policy
- Center for Excellence in Public Leadership (CEPL)
- GW's off-campus education centers and the Virginia Science and Technology Campus (VSTC)

## CPS Programs (by the Numbers)

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According to the 2016 University Bulletin

- Master's Degree Programs: 15
- Graduate Certificates: 11
- Bachelor's Degree Completion Programs: 3
- Dual Degree Programs (with CCAS): 5

How are they offered?  
Off-campus, On-campus, and Online

## CPS Students (by the Numbers)

10



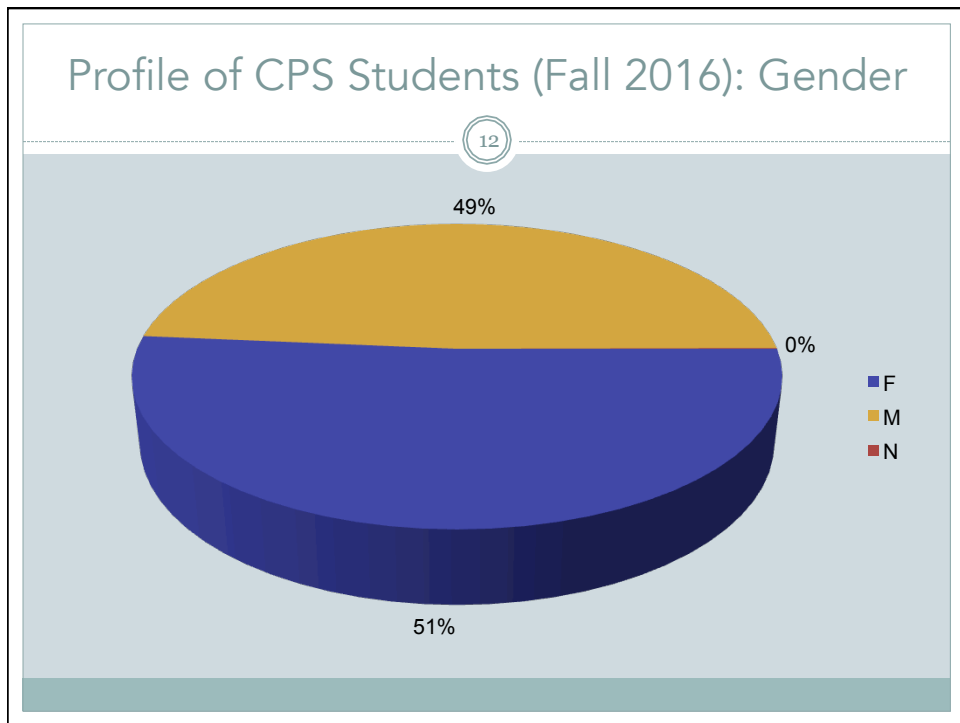
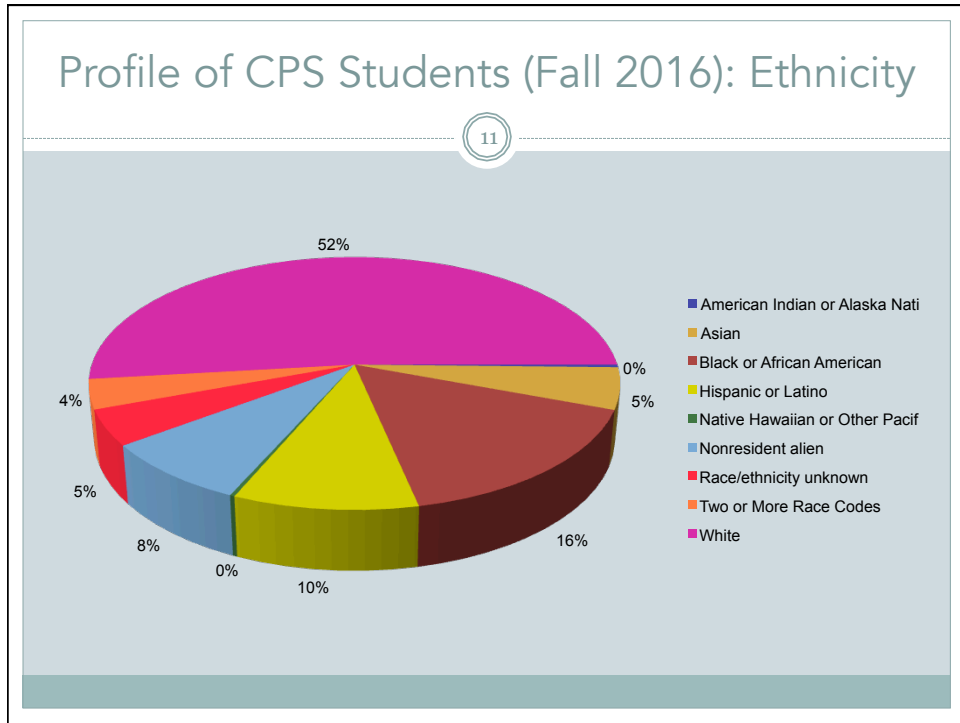
**Distinct Unduplicated Head Counts 2016-2017 AY**

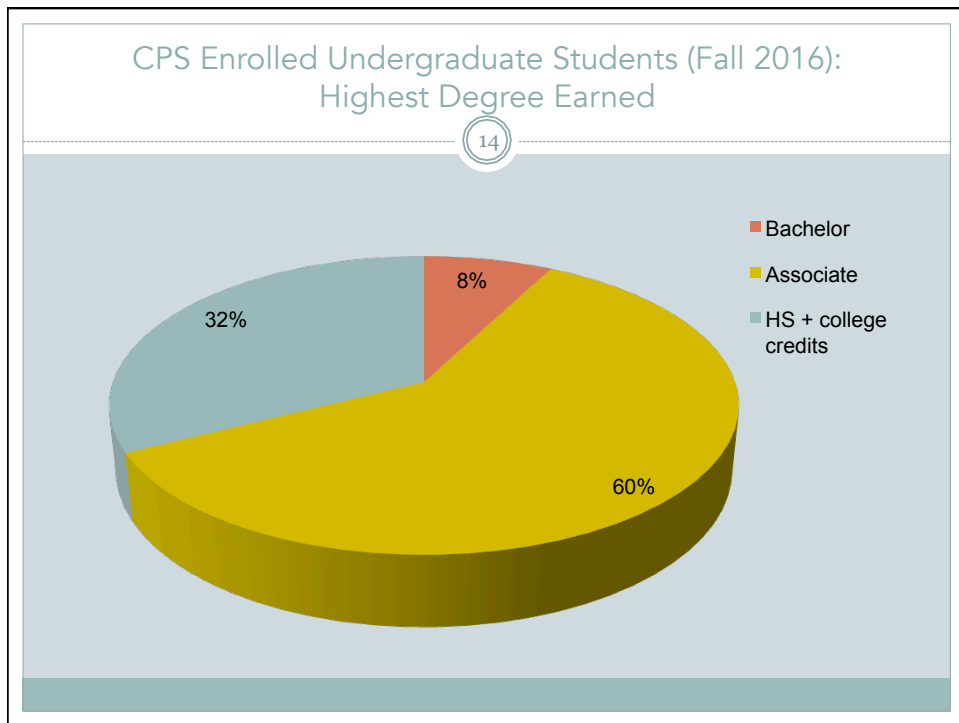
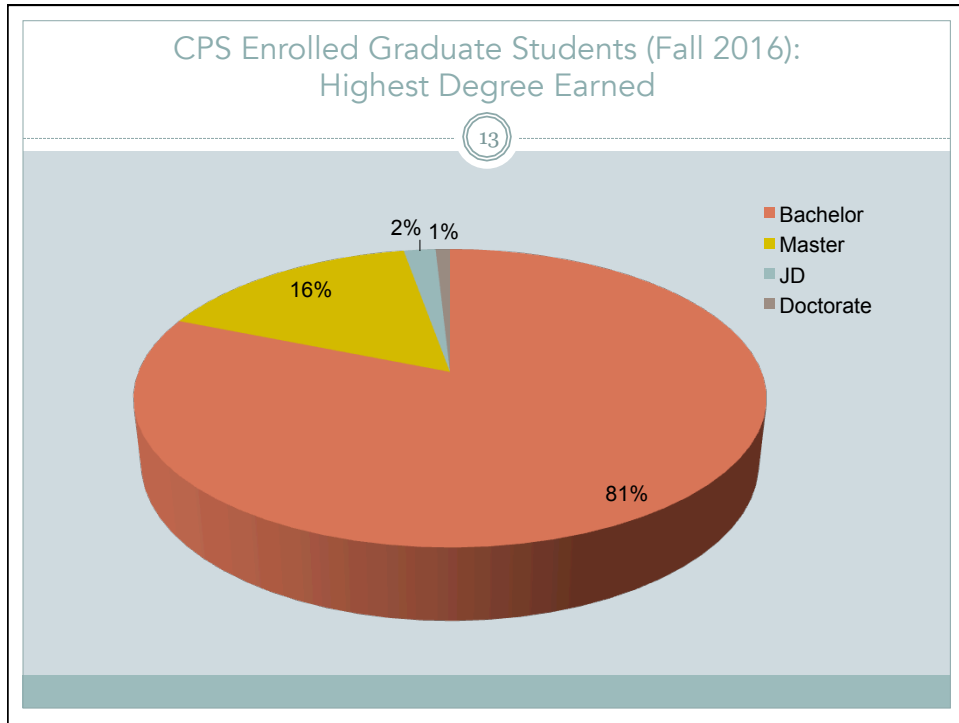
- Graduate Students: 1356
- Undergraduate Degree Completion Students: 117

How many of the above are online?

- Graduate Students: 911
- Undergraduate Students: 12 (blended/hybrid format)







## IIST Awards

15

### Undergraduate Student Accomplishments

Elyaa Hammad	GW Knowledge in Action Career Internship Fund (KACIF), the Sustainability Prize on Research Day 2017	2017
Daniel Alvarez Castegnaro & Roberto Solorzano	Sigelman Undergraduate Research Enhancement (SURE) award, Second Place in Education, Business, and Organizational Studies	2017
Naeem Khan	Monsanto Graduate Student Full Scholarship	2016
Amanda Horbison	Second Place in Molecular and Cellular Biology Category, GW Research day	2016
Jennifer Vasques Martinez	Rho Omega Second Chance Scholarship	2016
April Brisky	Second Place in Physical Science Category, GW Research day	2014

## Recent Awards-Recognitions

16

- \$630,000 NSF S-STEM 5-year grant, 2014
- \$120,000 scholarship awards to six students in Cybersecurity degree completion in its first year, through the Commonwealth of VA, 2016-2017
- International Programs Award for the non-credit "Global Leadership" program developed for the Industrial and Commercial Bank of China (ICBC), Annual Meeting of UPCEA, Chicago, March 2017

## CPS Students: Their Experience at GW?

17

Results of graduate students graduation survey (2016):

High marks in every evaluative category, including top scores in the following important categories:

- Quality of the Academic Experience
- Overall experience
- Quality of Classroom Instruction, teaching and feedback
- Intellectual Quality of Faculty
- Respect for Students by Faculty
- Overall Climate of Positivity in Program
- Environment Supportive of Non-traditional and Diverse Students
- Would you recommend GW's program to someone in your field of study?
- Would you select GW if you chose to start your professional career again?

## Where do our students end up?

18

**Jeffrey R. Johnson** is the *Associate Administrator for the Office of Defense Nuclear Security and Chief of Defense Nuclear Security* for the National Nuclear Security Administration (NNSA).

In this role, he is responsible for the development and implementation of security programs for the Administration, including the protection, control and accounting of materials, and for the physical and cyber security for all NNSA facilities.

Jeff spent over 26 years in the Marine Corps, just over 20 of them on active duty...

He received his Bachelor's Degree from the Ohio State University and his **Master's Degree in Security and Safety Leadership from George Washington University**. Jeff is a fellow from Harvard's School of Government Senior Executive Fellowship, a graduate of the FBI's Law Enforcement Executive Development Seminar 59 and the FBI National Executive Institute session XXXVI.



NNSA web page: <https://nnsa.energy.gov/aboutus/ourleadership/>

## Where do our students end up?

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**Sarah Coats**, Paralegal Studies, RP, Paralegal, US Supreme Court, one of Sarah's duties is to proofread opinions before they are published.

**Robert Hoopes**, Legislative Affairs, serves as president of VOX Global and general manager of Fleishman Hillard's Washington, D.C. office. Robert worked for Senators Dodd and Biden.

**Nien Su**, Legislative Affairs, serves as the Director for Innovation and the Director for Government Relations for Walmart in Asia

**Mindy Finn**, Political Management, was the 2016 VP nominee selected by independent presidential candidate Evan McMullin; she founded her own digital communications firm and she has been a digital consultant to the RNC and also worked at Twitter.

**Stephanie Schriock**, Political Management, serves as the President of Emily's List

**Karen Makashima**, Political Management, currently serves as minister in Prime Minister Abe's cabinet

**Francisco Ortiz Guzman**, Political Management, serves as the lead scheduler/deputy chief of staff to Mexican President Pena Neito

**Dan Sena**, Political Management, serves as the Executive Director of the Democratic Congressional Campaign Committee (DCCC)

## CPS Faculty Profile

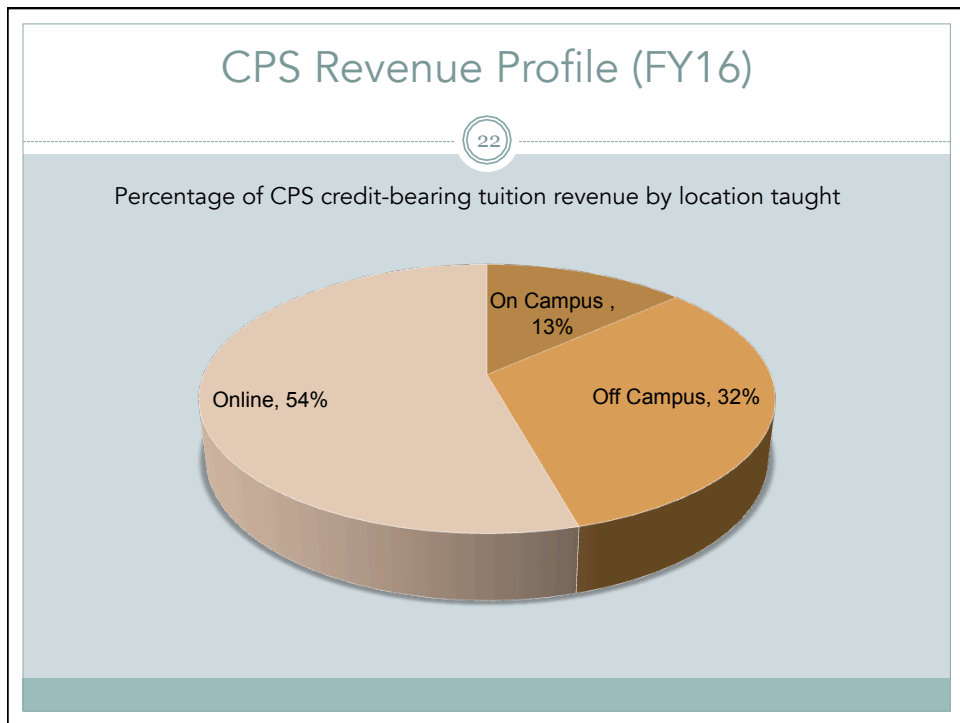
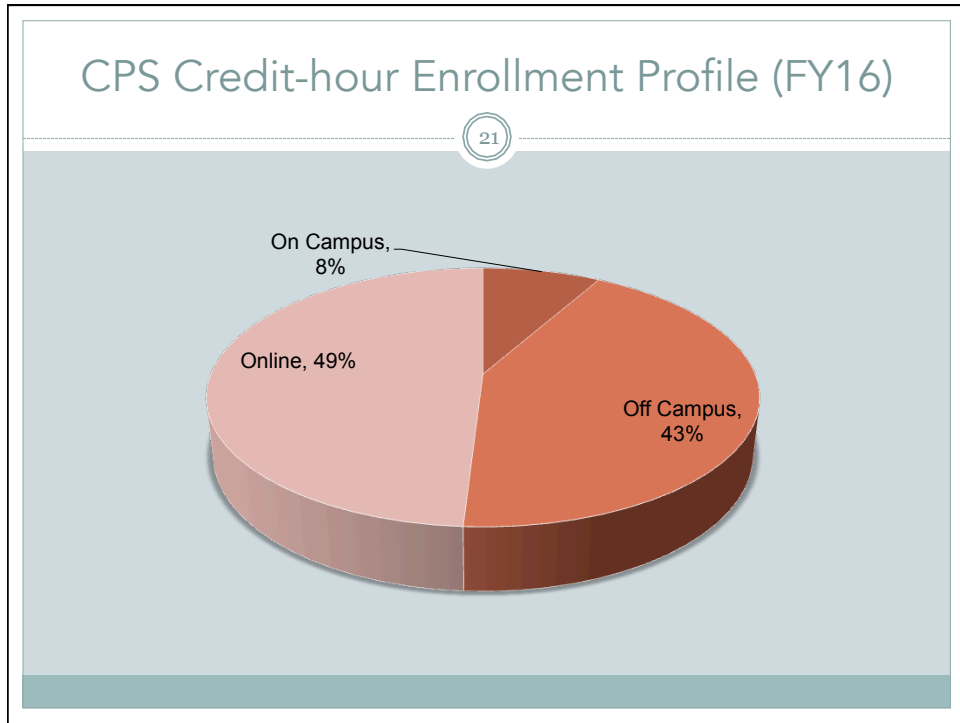


CPS full-time faculty: 20

CPS temporary part-time faculty per calendar year: 225

GW Advantage in recruiting part-time faculty: Access to a highly educated workforce in the DC metropolitan area, unique in the nation!

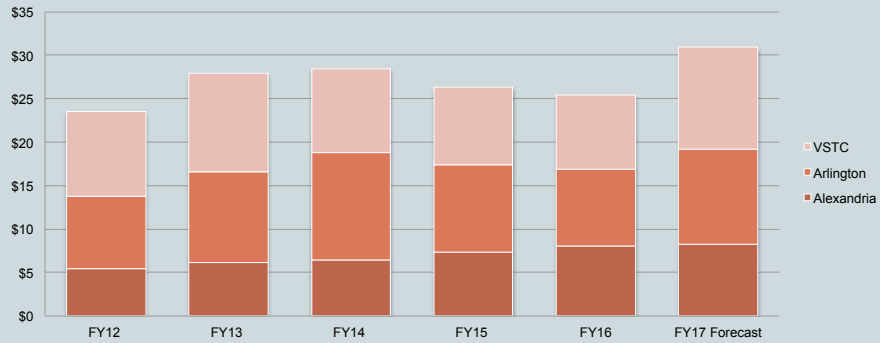
Our part-time faculty members are experts and leaders in their professions!



## Profile of programs in off-campus locations

23

**Estimated Gross Tuition Revenues by Off Campus Center/Campus**  
(\$ in Millions)



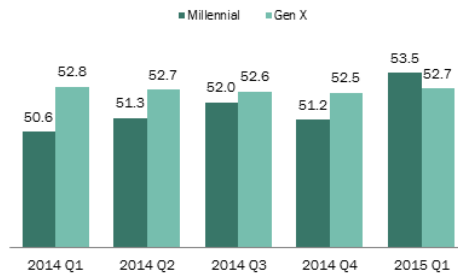
Gross Tuition revenues estimated using actual credit hours taught per School and estimated tuition rate per school (some Schools have multiple programs at multiple rates).

## Opportunities: Some Background

24

**Millennials Are Now the Largest Labor Force**

*In millions*



Note: Labor force refers to those working and looking for work. Millennials refers to labor force participants ages 18 to 34 in 2015. Gen X refers to the labor force participants ages 35 to 50 in 2015. Based on quarter averages.

Source: Pew Research Center tabulations of monthly 2014 and 2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

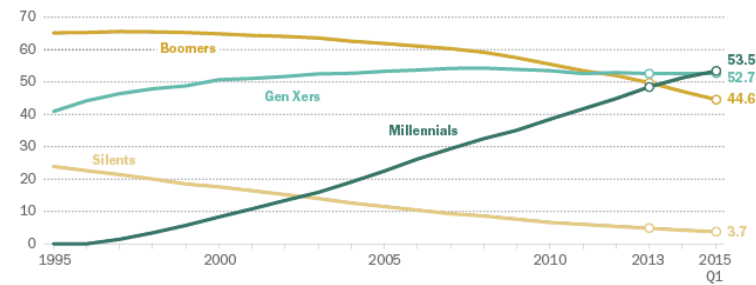
PEW RESEARCH CENTER

## Opportunities: Some Background

25

### U.S. Labor Force by Generation, 1995-2015

In millions



Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.  
Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

PEW RESEARCH CENTER

## Opportunities

26

- Anticipated that by 2030:
  - 1 billion women will join the work force world-wide
  - Roughly 50% of the jobs existing today will disappear
- 75% of millennials are unhappy with their jobs
- The millennials rate training and development on the job (top category) more highly than better salaries, benefits, bonuses, convenience, etc.
- Increasingly the new generation cares more about flexibility, affordability, faster completion, and relevance than other factors
- In emerging professions, the employers tend to care more about competency and outcome than degrees (e.g., Cyber, Data Analytics, etc.)



## Opportunities

27

- The new generation's learning needs and expectations are (arguably) drastically different and at times inconvenient for the assumptions of the traditional academy.
- Higher education will be forced to expand beyond established traditions and beyond catering to the established professions (Medicine, Law, etc.). We must address the intellectual needs of emerging professions with special attention to innovations in learning and relevant research.
- Private non-profit institutions are better positioned to be leaders and pioneers of the 21<sup>st</sup> century learning, because of agility in trying new models and new branding, experimenting on the edges, trying new credentials and new learning models, and advancing the currency of higher education.

***Curricular incubators and innovations are essential ingredients of future success!***

## Challenges

28

- Impact of changes in the economy on the higher education markets
- Competition from other universities
- Preserving the spirit of risk-taking in a risk-averse environment
- Securing the cooperation of other GW academic units on: new program development, commitment to long term off-campus investments/ programming
- Limitations on offering degree types (BPS, MPS), especially with international students

## Q & A

29



## APPENDIX

30

- List of CPS degrees and certificate programs
- Tuition rates
- Top level org-chart

### CPS Programs

31

Master of Professional Studies in the field of:	Credits
Bioinformatics and biotechnology	30
Cybersecurity strategy and information management	36
Homeland security	36
Landscape design	46
Law firm management	30
Paralegal studies	32
Paralegal studies with a concentration in health care corporate compliance	32
Publishing	30
Sustainable urban planning	48
Advocacy in the global environment	39
Legislative affairs	33
Political management	36
Communication and governance (Offered in Spanish only)	39
Strategic public relations	30
Political management and graduate certificate in survey design and analysis (dual degree)	42

### CPS Programs

32

Bachelor of Professional Studies Degree Completion Programs with majors in:	Credits Min 60@GW
Cybersecurity	120
Integrated information science and technology	120
Police and security studies	120
<b>Dual Degree programs:</b>	
Bachelor of Arts with a major in political communication and Master of Professional Studies in the field of political management	9 credits count towards both
Bachelor of Arts with a major in political science and Master of Professional Studies in the field of advocacy in the global environment	9 credits count towards both
Bachelor of Arts with a major in political science and Master of Professional Studies in the field of legislative affairs	9 credits count towards both
Bachelor of Arts with a major in political science and Master of Professional Studies in the field of political management	9 credits count towards both

## CPS Programs

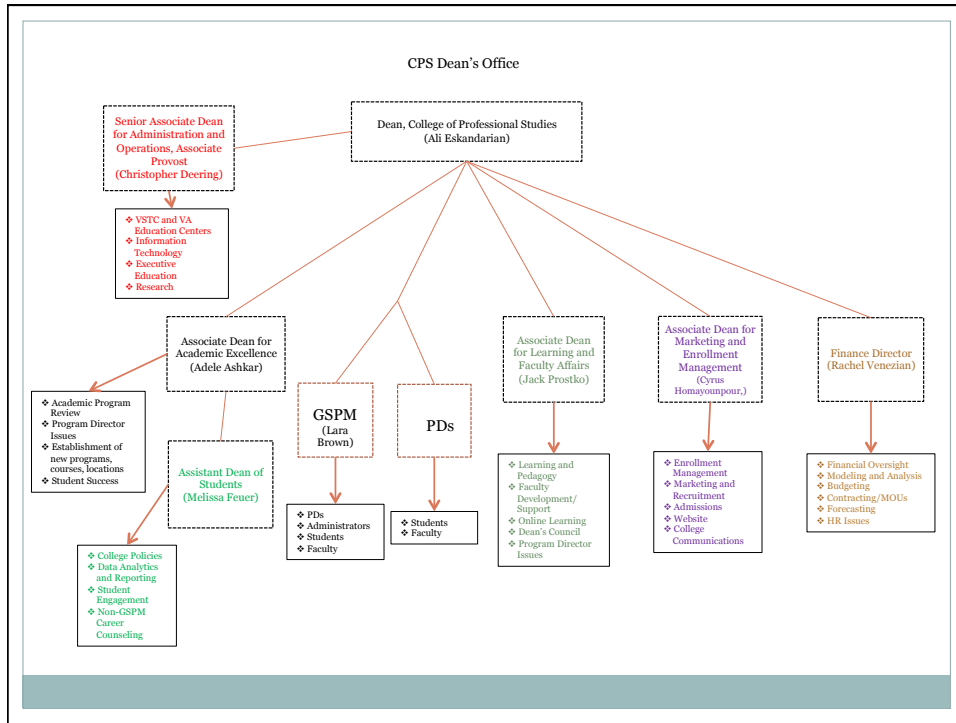
33

Graduate Certificates:	Credits
Climate Change Management and Policy	18
Digital Politics	18
Global Public Relations	18
Health Care Corporate Compliance	12
Justice and Public Safety Information Management	15
Landscape Design	28
PACs and Political Management	15
Paralegal Studies	18
Strategic Management and Executive Leadership for Law Enforcement	18
Sustainable Landscapes	18
Sustainable Urban Planning	18

## Tuition Rates per Credit-hour

34

- On-campus rate: \$1655
- Off-Campus: low \$730 – high \$1540
- Online: low \$1035 – high \$1655



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THE GEORGE WASHINGTON UNIVERSITY

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WASHINGTON, DC

## **University Debt Update**

Faculty Senate

January 2017

## Debt Strategy

- ❖ GW strategically invests capital in projects that will enhance the overall value of the GW education and experience for students and/or generate positive cash flows in order to fund current and future projects.
- ❖ Our strategy is to ensure the majority of our debt has a specific funding source.
- ❖ GW manages the external debt portfolio with several key objectives. We began issuing taxable, fixed rate debt in 2007 and constantly monitor the capital markets to seize opportunities to achieve these objectives:
  - Lower overall weighted average cost of capital: Currently 3.95%.
  - Extend overall average maturities: Currently 19.1 years.
  - Retain flexibility on how funds are used: 100% Taxable Bonds.
  - Control risk and unpredictability: 100% Fixed Debt.
  - Ensure liquidity for operations and capital projects.
  - In 2008, GW was upgraded by both rating agencies: Moody's (A1) and Standard & Poor's (A+). We have maintained those ratings and a stable outlook from both agencies.

## **Executing the Debt Strategy**

We have continued to execute on the debt plan recommended by management and approved by the Finance and Audit Committee:

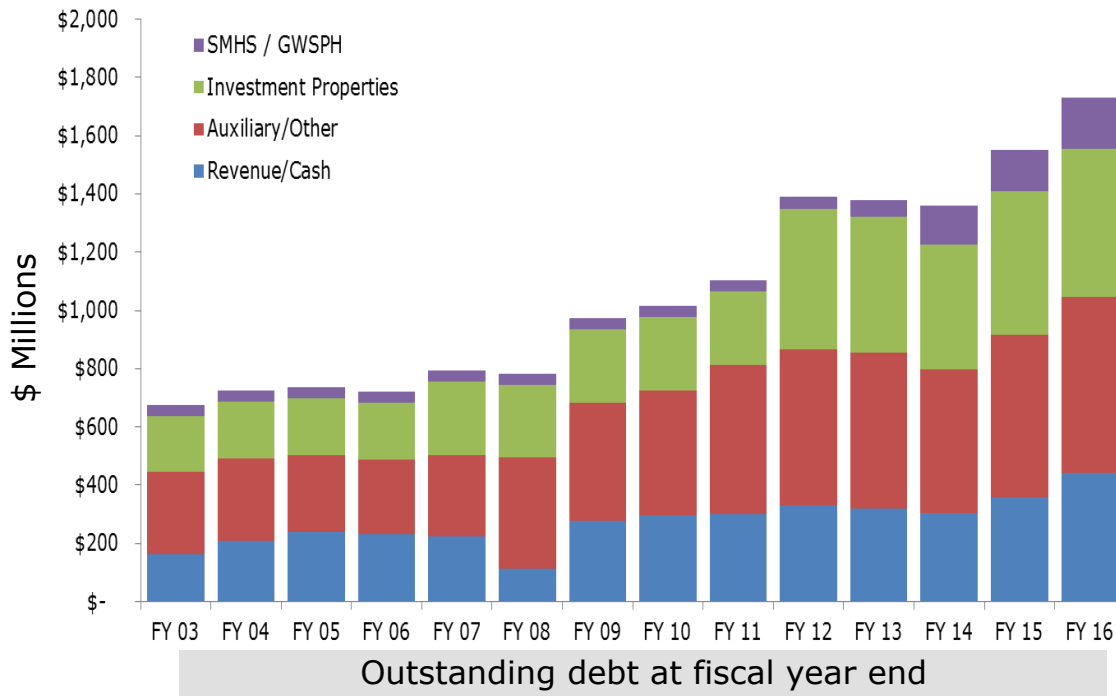
- ❖ The Series 2015 Bonds were issued in July 2015 for \$350M at 4.868%. They will mature in fiscal year 2046.
  - Proceeds from the Series 2015 Bonds were used to redeem the Series 2007 Bonds for \$50M and the loan on 2000 Pennsylvania Avenue for \$112M. The remaining proceeds will be used to redeem the Series 2012A Bonds for \$168M in September 2017.
  
- ❖ The Series 2016 Bonds were issued in July 2016 for \$250M at 3.54%. They will mature in fiscal year 2047.
  - Proceeds from the Series 2016 Bonds were used to redeem the 200M, 6.00% Series 2009 Bonds.



# THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

## Debt Outstanding by Revenue Sources



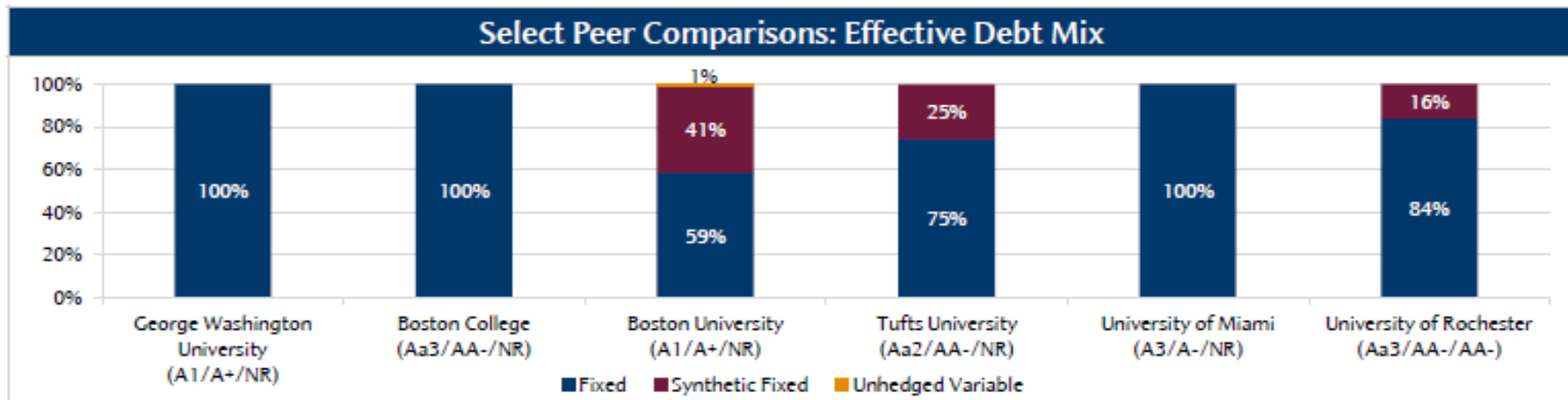
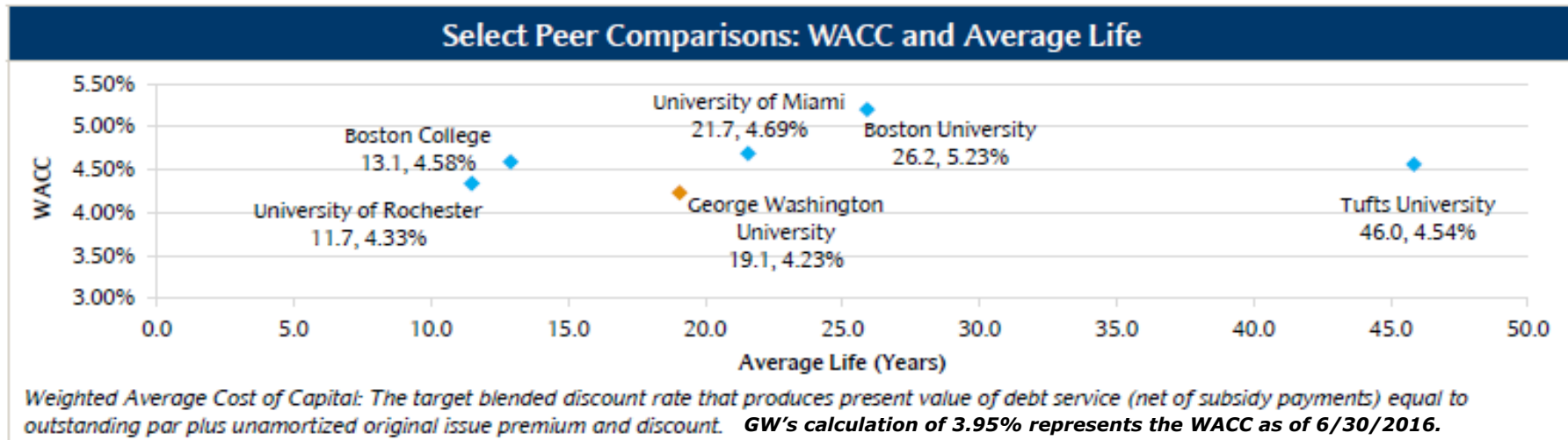
- ❖ Questions have been raised regarding the increase in debt relative to the increase in net tuition revenue.
- ❖ GW's debt has increased from \$0.7 Billion to \$1.7 Billion from FY03 to FY16.
- ❖ The growth in debt was largely driven by projects not supported by tuition revenue.
  - Parking and Housing supported by auxiliary revenue.
  - SEH supported by investment properties revenue.
- ❖ In this low interest rate environment, we have converted 100% of our debt to fixed rate. In FY03, our portfolio was 80% variable rate.
- ❖ The increase in debt in FY16 is primarily driven by \$168 Million issued as part of the Series 2015 Bonds to pay off Series 2012 Bonds in September 2017.

**The ~25% of debt funded by tuition revenue in FY16 is essentially the same percentage as in FY03. When the Series 2012 Bonds are redeemed, outstanding debt funded by tuition revenue will be less than 20%.**

# THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

## Peer Institutions Emulating GW's Debt Strategy



**Note:** Statistics as of 7/19/2016 (delivery date of Series 2016). Assumes interest rates of 1.00% and 1.50% for unhedged tax-exempt and taxable variable rate debt, respectively. Assumes swap rate for hedged variable rate debt. Excludes excess swap notional amounts and commercial paper.

**A RESOLUTION RECOMMENDING THE ADOPTION OF  
GUIDELINES FOR EXERCISING AND DEFENDING ACADEMIC FREEDOM (17/4)**

**WHEREAS,** Article II of the University's *Faculty Code* is entitled "Academic Freedom" and provides:

"Subject only to legal restrictions and such guidelines as shall be recommended by the Faculty Senate and adopted by the university:

- A. A faculty member shall enjoy freedom of expression. In the classroom (physical, virtual, and wherever located), a faculty member's exposition shall be guided by the requirements of effective teaching, adherence to scholarly standards, and encouragement of freedom of inquiry among students. In speaking and writing outside the University, a faculty member shall not attribute his or her personal views to the University.
- B. A faculty member shall enjoy freedom of investigation.
- C. Consistent with academic freedom, faculty members should show respect for the opinions of others and foster and defend intellectual honesty, freedom of inquiry and instruction, and the free expression of ideas."

**WHEREAS,** The University's *Statement of Ethical Principles*, which is quoted in Section 6.4 of the University's *Faculty Handbook*, includes the following statements under the headings "Integrity and Respect":

"The university community is diverse -- in race, background, age, religion, and in many other ways. The personal actions of each community member establish and maintain the culture of tolerance and respect for which we strive. **The university is committed to free inquiry, free expression, and the vigorous discussion and debate on which the advancement of its educational mission depends.** At the same time, trustees, senior officials, faculty, principal investigators, staff, student employees, and others acting on behalf of the university should respect the rights and dignity of others regardless of their differences, and must conscientiously comply with non-discrimination policies adopted by the university." (Emphasis added)

**WHEREAS,** The same sentence shown in bold type above is also included on page 1 of the University's Sexual Harassment and Sexual Violence Policy and Procedures. Page 3 of that document includes the following additional statements:

"Nothing in this policy limits academic freedom, guaranteed by the Faculty Code, which is a pre-eminent value of the university. This policy shall not be interpreted to abridge academic freedom. Accordingly, in an academic setting expression that

is reasonably designed or reasonably intended to contribute to academic inquiry, education or debate on issues of public concern shall not be construed as sexual harassment."

**WHEREAS,** Recent events occurring on university campuses and in political and social contexts (including online discussion groups) have included (1) violence and threats of violence that have resulted in disruptions or cancellations of speeches at university-sanctioned forums, and (2) the placing of faculty members (including members of this University's faculty) on "target lists" created by various groups based on the publicly-expressed views of those faculty members.

**WHEREAS,** The foregoing events have created serious concerns among members of the University's faculty regarding the potential vulnerability of the academic freedom of faculty members and the need for the University to adopt additional guidelines to defend faculty members and other members of the University community against attempts by persons within or outside the University to restrict or impair the exercise of academic freedom and freedom of expression.

**WHEREAS,** In remarks delivered by Supreme Court Justice Ruth Bader Ginsburg at a recent public event in the University's Lisner Auditorium, Justice Ginsburg told the audience that "the right to speak one's mind out" and "the right to think, speak and write as we believe" are essential features of "what makes America great."<sup>1</sup>

**WHEREAS,** The Faculty Senate has traditionally exercised great caution before deciding to consider resolutions advocating particular views or positions on political or social issues that are the subject of scholarly disagreement and debate, because such resolutions could have a chilling effect on the exercise of academic freedom and freedom of expression by the University's faculty and other members of the University community.

**WHEREAS,** The attached Guidelines for Exercising and Defending Academic Freedom have been drawn in part from similar policies upholding academic freedom and freedom of expression, which have been adopted by the University of Chicago and Princeton University.

**WHEREAS,** Based on the foregoing principles and considerations, the Faculty Senate approves and endorses the Guidelines for Exercising and Defending Academic Freedom in the form attached to this Resolution, and the Faculty Senate also recommends that, as contemplated by Article II of the *Faculty Code*, the University should formally adopt those Guidelines.

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<sup>1</sup> Ruth Steinhardt, "Ruth Bader Ginsburg: Be Mindful of What Makes America Great," *GW Today* (Feb. 24, 2017), available at <https://gwtoday.gwu.edu/ruth-bader-ginsburg-be-mindful-what-makes-america-great>.

**NOW, THEREFORE, BE IT HEREBY RESOLVED BY THE FACULTY SENATE OF  
GEORGE WASHINGTON UNIVERSITY**

- (1) That that Faculty Senate hereby approves and endorses the Guidelines for Exercising and Defending Academic Freedom in the form attached to this Resolution.
- (2) That the Faculty Senate hereby recommends that the attached Guidelines for Exercising and Defending Academic Freedom should be adopted by the University as contemplated by Article II of the *Faculty Code*.
- (3) That the Faculty Senate hereby requests that the President of the University forward this Resolution and the attached Guidelines for Exercising and Defending Academic Freedom to the Board of Trustees for its consideration.
- (4) That the Faculty Senate hereby requests that the Board of Trustees consult with the Faculty Senate and provide a reasonable opportunity for the Faculty Senate to adopt a resolution presenting its further recommendations before the Board of Trustees adopts guidelines related to academic freedom that are different from the attached Guidelines for Exercising and Defending Academic Freedom.

Faculty Senate Committee on Professional Ethics and Academic Freedom  
March 1, 2017

Adopted by the Faculty Senate  
April 7, 2017

## Appendix

### **THE GEORGE WASHINGTON UNIVERSITY GUIDELINES FOR EXERCISING AND DEFENDING ACADEMIC FREEDOM**

1. As recognized in Article II of the University's *Faculty Code*, the University is committed to the principles of academic freedom, including free inquiry, free expression, and the vigorous discussion and debate on which the advancement of the University's educational mission depends. The University therefore guarantees to faculty members and other members of the University community the broadest possible latitude to inquire, speak, write, listen, challenge, and learn, except insofar as viewpoint-neutral and content-neutral limitations on that freedom are demonstrably necessary to permit the University to perform its essential academic and educational functions (including, for example, the holding of classes and the conduct of authorized research activities without interference or disruption by individuals or groups inside or outside the University community).
2. The ideas of different faculty members and of various other members of the University community will often and quite naturally conflict. But it is not the proper role of the University to attempt to shield individuals within or outside the University from ideas and opinions they find unwelcome, disagreeable, or even deeply offensive. Although the University greatly values civility, and although all members of the University community should strive to maintain a climate of mutual respect, concerns about civility and mutual respect cannot justify closing off the discussion of ideas protected by academic freedom and freedom of expression and inquiry, however offensive or disagreeable those ideas may be to some persons within or outside the University community. Indeed, fostering the ability of faculty members and other members of the University community to exercise their rights to engage in free inquiry, expression, debate, and deliberation is an essential part of the University's educational mission. Where there appears to be a conflict between the rights of free expression and free inquiry, on one hand, and concerns about potentially offensive statements, on the other, the University's educational mission requires it to give priority to the rights of free expression and free inquiry.
3. The freedom to debate and discuss the merits of competing ideas does not, of course, mean that faculty members and other members of the University community may say whatever they wish, whenever and wherever they wish, while carrying out their duties and fulfilling their respective roles within the University. In carrying out such duties and fulfilling such roles, faculty members and other members of the University community do not have the right to engage in expression that (1) violates clearly established law (for example, by making criminal or tortious threats or by engaging in tortious defamation or prohibited sexual harassment), or (2) violates University policies that are viewpoint-neutral and content-neutral and are demonstrably necessary (A) to enable the University to maintain the integrity of scholarly standards of teaching and research, or (B) to regulate the time, place, and manner of expression in order to prevent disruptions of the University's essential academic and educational functions, or (C) to enable the University to comply with applicable federal and local laws.

4. Faculty members and other members of the University community are free to criticize and contest the views expressed on campus, and to criticize and contest the views of speakers who have been invited to express their views on campus. However, faculty members and other members of the University community may not obstruct or interfere with the rights of others on campus to express their views (for example, by blocking access to a University-sanctioned forum or by attempting to silence or shout down a speaker at such a forum). To this end, the University has a solemn responsibility to take reasonable, customary, and lawful measures to protect the exercise of freedom of academic inquiry, expression, debate, and deliberation by members of the faculty, other members of the University community, and invited guests when persons within or outside the University attempt to obstruct or interfere with that exercise. For example, the University should take appropriate disciplinary action against members of the University community who intentionally obstruct or interfere with the exercise of academic freedom and freedom of expression and inquiry that are protected under these guidelines.
5. If faculty members believe that their right to exercise academic freedom under Article II of the *Faculty Code* and these Guidelines has been restricted or impaired by actions or threats from persons within or outside the University, those faculty members may contact the Chair of the Faculty Senate Executive Committee, the Chair of the Faculty Senate Committee on Professional Ethics and Academic Freedom, or the Office of the Provost to obtain assistance. The University will take reasonable, customary, and lawful measures to protect faculty members against non-trivial impairments of their right to exercise academic freedom, including threats from persons within or outside the University community.

**Faculty Senate  
April 7, 2017**

**Nominees for Approval by the Faculty Senate**

**2017-2018 Faculty Senate Executive Committee**

CCAS: Bill Briscoe

ESIA: Hugh Agnew

GSEHD: Sylvia Marotta-Walters, Chair

GWSB: Jennifer Griffin

GWSPH: Karen McDonnell

LAW: Miriam Galston

SEAS: Robert Harrington

SMHS: Jannet Lewis

SON: Christine Pintz

**Senate Standing Committee Nominees**

Physical Facilities: Cole Ettingoff (Student Representative)

**2017-2018 Dispute Resolution Committee Chair**

Joan Schaffner, Law School

**2017-2018 Faculty Senate Parliamentarian**

Steve Charnovitz, Law School



**The George Washington University**  
**Faculty Senate Committee on**  
**Appointment, Salary, and Promotion Policies (including Fringe Benefits)**

**Friday April 7, 2017**

**Annual Report**

The ASPP committee has met on 5 occasions during the session 2016/2017.

At our October meeting we discussed the following:

- (i) The Chair gave the Committee an update on the ongoing discussions with Human Resources regarding the new Health Benefits for the coming Calendar Year 2017 and the proposed composition of the Benefits Advisory Committee (BAC). Vice President McLeod responded with a detailed discussion of the role of the BAC and its new faculty and staff composition. There followed a lengthy discussion on the faculty membership of the BAC and the concern was expressed that there were too few female members. The recommendation finally agreed was that the composition of the faculty members should be increased to 6 and the Executive Committee should present to the Faculty Senate at its next meeting a full slate including the previously agreed ex-officio members. These were: the chair of the ASPP committee, the chair of the FP&B committee and the liaison member of the executive committee to the ASPP committee. The ASPP committee recommended that two of the remaining members to be appointed by the Faculty Senate could be Professor Anbinder & Galston. This proposal to expand the faculty membership of the BAC to 6 was passed by vote 8Y,1N.**
- (ii) Professor Rice then gave the ASPP committee an update on the state of Non-Concurrences. It was noticed that the final determinations mostly followed the Dean's recommendations.**

At our meeting in December we discussed the following:

- (i) The chair of the ASPP committee summarized the faculty composition of the Benefits Advisory Committee (BAC). Vice President McLeod gave a short explanation of the new approach the BAC would be taking in future meetings which was well received by the ASPP committee. Much of the work of the BAC would rely on the previous year activities as there was general agreement that the Benefits would be kept for at least two years.**
- (ii) Professors Anbinder and Cordes produced a brief summary report on the state of benefits in comparison to the GW Market Basket Schools. A more detailed report would be forthcoming to possibly enable the ASPP committee to draft a resolution to the Faculty Senate at a later meeting.**

**At our meeting on February 3 we discussed the following:**

- (i) Vice President Dale Mcleod and Kara Flack gave an update on the new configuration of the Benefits Advisory Committee (BAC) which had held its first meeting in January. Concentration at the meeting had been on Wellness Benefits as the Health Benefits were currently being held at their previous calendar year level. Subsidizing gym membership had been a suggestion. The President's Task Force on benefits had asked the BAC to survey GW employees regarding benefits and this would be shared with the BAC once completed. There was general agreement that the reformed BAC was operating well. The next meeting of the BAC would be on March 3 in room SEH 2000.**
- (ii) The draft resolution prepared by Professors Anbinder & Cordes was discussed at length. This was as a result of the report on GW's place within the list of schools provided. More data was required from Associate Provost Beil to establish the Salaries per School estimates as this would be helpful in determining GW's place within the Market Basket School list on a GW School basis. The report would be finalized shortly and be presented along with the resolution. Professor Galston agreed to lead a group of ASPP members comprised of Professors Anbinder, Biles and Cordes to address the concerns of the ASPP committee and perhaps those of the Executive Committee regarding the resolution. As the Trustees would be meeting in March, it was essential that the resolution be presented at the Faculty Senate meeting on March 3 together with the report on faculty compensation so that the Trustees would have an opportunity to respond to the resolution.**

**At our meeting on February 17 we discussed the following:**

- (i) The report drafted by Professor Anbinder was discussed as part of the presentation to the Faculty Senate on March 3 along with the resolution mentioned in the next section of the minutes. It had been agreed with the Executive committee that Provost Maltzman would give a report of averaged salaries across schools at GW, so the report herein mentioned would be particularly relevant following the presentation of the Maltzman report. Professor Anbinder mentioned that he had updated some of the compensation from more recent data.**
- (ii) The final version of the resolution prepared by Professors Anbinder & Cordes which had been further edited by the Executive Committee, was then discussed. Professor Galston had lead a group of ASPP members comprised of Professors Anbinder, Biles and Cordes to address the concerns of the Executive Committee regarding the resolution. As the Trustees would be meeting in March, it was essential that the resolution be presented at the Faculty Senate meeting on March 3 together with the report on faculty compensation so that the Trustees would have an opportunity to respond to the resolution. There was general satisfaction of this resolution by the ASPP committee.**

**At our meeting on March 24 we discussed the following:**

- (i) The report by Professor Anbinder and the presentation of the resolution regarding faculty compensation at the Faculty Senate meeting on March 3 were discussed. Professors Rohrbeck and Wirtz gave the committee an update on the reception these two items received. There were a number of questions by the faculty from the floor of the senate and President Knapp had been asked for his reaction to the resolution, which was that it was a budget issue. The resolution had been passed unanimously.**
- (ii) There followed a long discussion on the question of salary equity and the ASPP committee noted that there did not seem to be much impetus by the administration to pursue this matter. The ASPP committee felt very strongly that the salary equity committee designated by the administration should be reconvened and start afresh on both methodology and the current salary situation. Professor Tuch, the faculty co-chair of the Salary Equity Committee, should be asked to help in this. A subcommittee of the ASPP committee could also be constituted to look into this. It was pointed out that salary equity should be recognized as being separate from the ongoing activities the ASPP committee was committed to regarding faculty compensation. A resolution to put these ideas in motion could be formulated by the ASPP committee at a later meeting.**
- (iii) Professor Gupta very kindly agreed to provide the ASPP committee with updates on the top GW salaries for the most recent available IRS filings.**

**The committee also commissioned subcommittees and task forces to work on matters of importance to the ASPP committee between meetings to identify the relevant issues for the many items of the agenda for specific meetings. This involved considerable time and effort on the part of the members of the committee serving on these small groups of faculty for which the entire ASPP committee is forever grateful.**

**Respectfully submitted,**

**Robert J. Harrington, April 7, 2017, Chair**

**Members of the ASPP committee, Faculty Senate year 2016/2017**

**Professors:**

**Abravanel, E. Professor Emeritus of Psychology,**

**Anbinder, T.G. Professor of History,**

**Biles, B.L. Professor Emeritus of Health Policy,**

**Briggs, L.A. Professor of Nursing,**

**Cordes, J.J. Professor of Economics,**

**Galston, M. Professor of Law,**

**Gupta, M.M. Professor of Mathematics,**

**Hayes, C. Professor of Writing**

**LeLacheur, S.F. Professor of Physician Assistant Studies,**

**Maring, J.R. Professor of Physical Therapy,**

**Mohamed, M.A. Associate Professor of Pediatrics,**

**Pelzman, J. Professor of Economics**

**Plack, M.M. Professor of Physical Therapy,**

**Rau, P.A. Professor of Marketing and International Business**

**Rice, E.K. Professor of Special Education and Disability Studies**

**Rohrbeck, C.A. Professor of Psychology,**

**Schanfield, M.S. Professor of Forensic Sciences and Anthropology**

**Wirtz, P.W. Professor of Decision Sciences and Psychology**

**Harrington, R.J. Professor of Engineering and Applied Science (Chair)**

**Staff:**

**Gullo, P.R. Director, Legal Clinics;**

**Administration:**

**Vice President Katz, Deputy Vice President McCorvey; Vice president McLeod, Associate Vice President Kosky; Vice Provost Bracey; Library HR Shea; UHR Flack**

# **The George Washington University**

## **Faculty Senate Committee on**

### **Athletics and Recreation**

**Friday April 7, 2017**

#### **Annual Report**

The Athletics and Recreation committee met once during the session 2016/2017 and had follow-up email communication.

During the October meeting, the following topics were covered.

- 1) The status of Men's basketball following the firing of head coach Mike Lonergan. Tanya Vogel, Senior Associate Athletics Director, met with the committee to answer questions. The main concern revolved around the basketball student-athletes and how they were adjusting to the personnel changes. The way the student-athletes learned of the firing was also of concern as the media reported before the student-athletes were told. Fortunately the student-athletes had a good relationship with Coach Maurice Joseph so the transition was smooth.
- 2) Things faculty can do to assist the Athletic Department. The Committee discussed ways faculty can be of assistance to the athletic department such as identifying potential tutors for the Office of Educational Support Services and completing the mid-semester reviews for student-athletes. Currently only 50% of faculty respond to the mid-semester reviews. There was also a discussion of scheduling classes more accommodating to students-athletes but determined that our student-athletes are in degrees across campus and not clustered in certain degrees like other universities thus this would not be feasible.
- 3) Recreation facilities at the Virginia Science & Technology Campus. The nursing faculty are extremely concerned and disappointed with the lack of recreational facilities at the Loudoun campus. Currently there is one small room with very limited, old and dangerous equipment. Following the meeting the Chair of the Committee made attempts to follow-up on the possibility of improving fitness/recreational facilities with a lack of response.

Outside of the Committee meeting, the Chair of the Committee served on the Student First Task Force which explored the:

1. Awarding and Retention of Scholarships
2. Promotion and Training of Student Athletes in Terms of Media and Branding
3. Effectiveness and Integrity of Student Athlete Feedback and Reporting Procedures

The results of this task force were shared with the full committee and opened for discussion.

Communication was also shared with the Committee regarding incoming President LeBlanc's response to a question regarding his feeling toward athletics. He stated "Athletics can serve as a center of excellence at a university". The committee was also made aware that the Athletic Budget is

**being cut 5% each year for the next 5 years thus the Athletic Department needs to figure out a way to continue to serve the same number of student-athletes and teams with less money. Finally, information was shared on the new contract signed with Coach Joseph.**

**Members of the Athletics and Recreation Committee, Faculty Senate year 2016/2017**

**Professors:**

**Lisa Delpy Neirotti, GWSB (Chair)**

**Mary Barron, SMHS**

**Ashley Darcy-Mahoney, SON**

**Eric Cline, CCAS**

**Patrick McHugh, GWSB**

**Rebecca Mance (SON)**

**Toni Marsh, CPS**

**Beverly Westerman, SMHS**

**Gretchen Wiersma, SON**

**Heather Young, SMHS**

**Administration/Non-Voting/Ex Officio:**

**Alexander Downes, ESIA; Ann Brown, Gelman; Andre Julien, Athletics; Craig Linebaugh, CCAS**

Report of the Faculty Senate Standing Committee  
on Physical Facilities  
2016-2017

Submitted by

Chair: Kim Roddis

Professor, Civil & Environmental Engineering

[roddis@gwu.edu](mailto:roddis@gwu.edu)

The Faculty Senate Committee on Physical Facilities

The mission of the Physical Facilities Committee is to consider, on behalf of the Faculty Senate, all matters affecting the physical facilities of the University. The goal of the Committee is to attempt to assure that physical facilities are appropriate to the execution of the mission of the University.

1. The PFC Membership is listed on the attached spreadsheet.
2. The PFC has worked since June 2016 to resolve recurring problems with the restrooms in Phillips Hall, Academic Center.
3. With encouragement from PFC, the Provost's Office will not renew the 2020 K Street lease expiring June 2017, removing what many consider the worst classrooms at GW from the inventory.
4. A portion of 1776 G Street has been re-leased and is being renovated to serve as swing classroom space. The \$36 million proceeds from the HOVA sale are in the general fund to be used for support of the academic mission.
5. Items already on the agenda to be addressed by PFC 2017-2018 include:
  - a. Operational Performance of LEED Buildings, beginning with Milken Institute School of Public Health
  - b. FIXS system performance

**Physical Facilities Committee of the Faculty Senate  
Membership 3/8/2017**

Last Name	First Name	Email	Role		School	Department
Aldrich	Amy	aaldrich@gwu.edu	Staff	voting	ESIA	Development
Amundson	Elizabeth	amundson@gwu.edu	Admin	non-voting	Registrar	Assoc. Provost
Anderson	Catherine	catand@gwu.edu	Faculty	voting	CCAS	Interior Arch. & Design
Dent	David	ddent@gwu.edu	Admin	non-voting	Operations	Planning, Dev. & Constr.
Gallo	Linda	llgallo@gwu.edu	Faculty, Emerita	voting	CCAS	Biochemistry and Molecular Biology
Gudenus	Carl	cfg@gwu.edu	Faculty	voting	CCAS	Theatre & Dance
King	Michael	kingm@gwu.edu	Faculty	voting	CCAS	Chemistry
Kusner	Linda	lkusner@email.gwu.edu	Faculty	voting	SMPH	Pharmacology and Physiology
McCorvey	Ann	amccorvey@gwu.edu	Admin	non-voting		Deputy Exec. VP & Treasurer
Murphy	Terry	tmurphy@gwu.edu	Admin	non-voting	Provost	Deputy Provost
Ettingoff	Cole	ettingoff@gwmail.gwu.edu	Student	non-voting		
Pericak	Arlene	kaitlin19@gwu.edu	Faculty	voting	Nursing	Director of Campus Operations for the Student Association
Rice	Lisa	ehess@gwu.edu	Faculty, ExCom	EC liaison, votir	GSEHD	Special Educ & Disability Studies
Robinson	Robbie	robinson@gwu.edu	Faculty	voting	CCAS	Math
Roddis	Kim	roddis@gwu.edu	Faculty	chair, voting	SEAS	Civil&Env.Eng
Ullman	Dan	dullman@gwu.edu	Faculty	voting	CCAS	Math

Knight	Alicia	aoknight@gwu.edu	Admin, non-member	Courtesy cc	Operations	Operations
Maltzman	Forrest	forrest@gwu.edu	Admin, non-member	Courtesy cc	Provost	Provost



**Report of the Faculty Senate Standing Committee  
on University and Urban Affairs  
2016-17 Academic Year**

**Submitted by  
Chair: Kathryn Newcomer,  
Professor and Director of  
The Trachtenberg School of Public Policy  
and Public Administration  
([newcomer@gwu.edu](mailto:newcomer@gwu.edu))**

The Faculty Senate Committee  
on University and Urban Affairs'

Our Mission is:

The Committee on University and Urban Affairs helps foster continued good citizenship between The George Washington University and the greater Washington, DC metropolitan area. The University and Urban Affairs Committee serves as an ongoing catalyst for maximum efficiency in this area and prevents the duplication of effort between GW and the community itself. By affirmatively tracking GW's already allocated resources and initiatives, the University and Urban Affairs Committee "paints the big picture" of GW's community relationships and subsequently provides the University with a valuable source of advice on continuous improvement and possible future endeavors.

1. The UAUA Membership: The UAUA Committee represents the breadth and strength of the University community, with active faculty, administrators, staff, and student members serving in full member or ex-officio status, from schools and departments across campus. Our membership includes: (asterisks note members of Senate):

\*Chair: Newcomer, Kathryn, Public Policy and Public Administration

\*Jacobson, Leslie, Theatre and Dance

LeLacheur, Susan, Physician Assistant Studies

Wetenhall, Tanya, Theatre and Dance

Non-voting:

Cannaday Saulny, Helen, Associate Vice President, Student and Academic Support Service

Cohen, Amy, Executive Director, Honey Nashman Center for Civic Engagement and Public Service

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

Katz, Louis H., Executive Vice President and Treasurer

Konwerski, Peter, Vice Provost and Dean of Student Affairs

McCorvey, Ann, Deputy Executive Vice President and Treasurer

\*Pulcini, Joyce, Nursing, Executive Committee Liaison

\*Squires, Gregory, Sociology  
Morrison, Emily, Sociology  
Jillian Catalontti, Nursing  
Diane Cline, History

2. On September 28, 2016, the Committee met and discussed what we should do that is appropriate for us and is not being done elsewhere in the university. For the 2016-17 academic year the committee decided to repeat our successful event from the 2015-16 academic year. Our **signature initiative** this year has been to focus on publicizing and promoting faculty involvement in District of Columbia, and we chose to focus on faculty involvement in two key areas:
  - a. addressing homelessness and
  - b. promoting public health among the most needy.The subcommittee of the Committee focused on Homelessness planned and hosted one event, and due to other demands, the other subcommittee did not host an event this year.
3. Our main event was held on November 14, 2016: ***Timone of DC*** Performed by members of the Street Sense Theatre Workshop. See Appendix A below for the flyer on the event.
4. The **Honey Nashman Center for Civic Engagement and Public Service**, especially as represented by Center Director Amy Cohen, worked extremely closely with the Committee to implement our event on November 14<sup>th</sup>.
5. In addition, Chair (Kathy Newcomer) continued to consult with Amy Cohen, who has obtained the file of the faculty's community service entries from Lyterati. The Nashman Center has provided a stipend to the Geography Department to develop a map of the DC region that shows the many places where GW faculty are involved – like the one that was developed for President Knapp's inauguration. As of this writing, the map -which we are calling the Knapp Map - has not been made available. It is the intent of Dr. Newcomer and Director Cohen that this Knapp Map be made available, ideally in the Marvin Center.

## Appendix A

### *Timone of DC*

Performed by members of the Street Sense Theatre Workshop  
Devised and directed by Leslie Jacobson  
Music Direction and composition by Roy Barber  
Assistant Director, Julia Barrett

### **World Premiere kicking off Hunger and Homelessness Awareness Week**

Join the directors, writers, and performers of Street Sense as they transform Shakespeare's play, *Timon of Athens*, into a contemporary exploration of the impulses behind giving and receiving. *Timone of DC* gives away all worldly possessions indiscriminately. Only then does Timone begin to discover how to truly help another person.

A discussion will follow the 40-minute performance.

**When:** Monday, November 14<sup>th</sup>, 7 p.m.

**Where:** Building XX, the re-purposed church located at 814 20th Street NW, Studio XX, second floor of the building

**Please RSVP:** [GWServes@gwu.edu](mailto:GWServes@gwu.edu) by November 8

**Sponsors:** The George Washington University's Department of Theatre & Dance, the Honey W. Nashman Center for Civic Engagement and Public Service, the Faculty Senate Committee on the University and Urban Affairs, and the Trachtenberg School of Public Policy and Public Administration

**REPORT OF THE EXECUTIVE COMMITTEE**  
**Charles A. Garris, Chair**  
**April 7, 2017**

**ACTIONS OF THE EXECUTIVE COMMITTEE**

**1. PRESIDENTIAL TRANSITION**

1. President-Elect LeBlanc met with the Executive Committee on March 8 for a discussion on GW's challenges and opportunities. The discussion focused on three issues:
  - i. Aspirations of the GW community: Establishing a good balance between becoming a great research university and excellence in teaching and service.
  - ii. Shared governance: Relations between the LeBlanc administration and the Faculty Senate.
  - iii. Financial issues facing GW: university debt, growing health costs, salary inequity, etc.
2. The tone of the discussion was informal and focused on sharing thoughts on higher education, and the future of GW.
3. President-Elect LeBlanc reaffirmed his enthusiasm for the opportunity to serve GW and his desire to learn as much as he can about our university. He indicated that he will probably hold town hall meetings for various GW constituencies in the fall.

**2. FACULTY SENATE EXECUTIVE COMMITTEE FOR 2018**

The Nominating committee that was elected by the Senate at the February Senate meeting convened on March 29 to develop the slate offered today, including a nominee for chair of the Executive Committee. Each member of the Nominating Committee was asked to convene the Senators from their respective schools and arrive at a recommendation for their representative on the Executive Committee. As we will have a new President, it is clear that we need a strong and effective Executive Committee to develop constructive working relationships with the new administration. We had two excellent candidates for the Chair of the Executive Committee, both of which were interviewed by the Nominating Committee. The Nominating Committee, after much deliberation, selected the candidate that they believe is best for this particular time in GW's history. Further, the committee believes that they have provided a fine slate. I take great pleasure in welcoming Sylvia Marotta as Chair and the 2017-2018 Executive Committee as well as the new members of the Executive Committee.

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

Schools are proceeding according to plan. We understand that both SMHS and CCAS have submitted bylaws that have been accepted by their respective faculties. ESIA and SON have submitted drafts to the Provost's Office and are under review; and GSHED is expected to submit a draft soon. SEAS, Law, SB, and CPS continue to work on their bylaws.

**4. DECANAL REVIEW PROCESS**

The "**Faculty Advisory Board for the Provost's Decanal Review Process**" continues meeting approximately every two weeks and they are making good progress. The committee has developed a preliminary survey instrument and is currently seeking feedback from the faculty and the deans of

the schools. Also, it is anticipated that there will be a “School Specific” section on the survey instrument, and inquiries are being made in the schools for appropriate questions

## **5. FACULTY CODE GLITCH LIST**

As has been previously reported, in collaboration with Provost Maltzman, Parliamentarian Charnovitz, PEAFF has been developing a glitch list on the Faculty Code including improved language for clarifying certain issues. PEAFF has informally approved several items. The glitch list, however, is being held until the next academic year for further possible changes as new suggestions are received from the ongoing revision of school bylaws.

There is one controversial glitch, however, that I would like to call to your attention.

The new Section IV.D.4. of Faculty Code states that:

*“The School-Wide Personnel Committee may request and gather additional information, documentation, or clarification regarding recommendations they are considering.”*

The possible “glitch” is that there is no requirement that the School-Wide Personnel Committee inform or consult with a recommending department concerning the additional materials that they are seeking and in which they may be basing their decisions to possibly nonconcur and recommend against promotion or tenure. Thus, the department would have no opportunity to question the reliability of the sources used by the School-Wide Personnel Committee or rebut the information obtained. Considering that the department is presumed to hold disciplinary expertise, some have considered such actions, should they occur, to be egregious violations of due process. Others think that this is a matter best left to individual schools to decide and, and if they object to such actions by the School-Wide Personnel Committee, to include appropriate language in their respective bylaws. PEAFF had developed good language to correct the glitch which is available for those schools wishing to incorporate a commensurate provision in their bylaws. In the Fall, the PEAFF will decide whether or not to put this language forward for incorporation into the Faculty Code as a resolution for Senate consideration. However, all schools should consider the issue in developing their bylaws.

## **6. A RESOLUTION ON FACULTY COMPENSATION (17/3)**

Resolution 17/3 is being forwarded to the Board of Trustees for their consideration at their May meetings. Professor Marotta-Walters will have the opportunity to discuss it with the Board at that time.

## **7. ACADEMIC FREEDOM: PEAFF has developed a RESOLUTION ENDORSING GUIDELINES FOR EXERCISING AND DEFENDING ACADEMIC FREEDOM (17/4) with the associated helpful guidelines. The Executive Committee discussed this resolution at length and fully endorses it.**

## **8. INACTIVE FACULTY SENATE COMMITTEES**

The Faculty Organization Plan, APPENDIX II (Bylaws of the Faculty Senate), Section 10, Revision 11/2012, lists all of the Faculty Senate standing committees. On the list are two committees that have not been active in the last few years. They are:

1. Admissions Policy, Student Financial Aid, and Enrollment Management.
2. Faculty Development Including Academic and Administrative Support

The mission statements of these standing committees are available from the Senate Office. Much of the missions of these committees have been incorporated in the work of other Senate Committees, particularly Educational Policy, PEA, and Research, all of which have taken on tremendous workloads. The Executive Committee raised the issue of whether or not these committees should be resurrected and made active, or eliminated by a resolution to modify the Faculty Organization Plan. We decided to reconsider this at the joint Executive Committee meeting on April 29. If you have any thoughts on this issue, please convey them to your Executive Committee representatives.

## **FACULTY PERSONNEL MATTERS**

### **9. NONCONCURRENCES**

No new nonconcurrences have been officially transmitted to the Senate. However, from the grapevine, I believe there will be some.

### **10. GRIEVANCES**

There is now one active grievance:

- The grievance from GWSB has failed mediation and will move on to the formal hearing stage upon receipt of a formal complaint. To date, no formal complaint has been submitted.

## **ANY OTHER MATTERS**

None.

## **ANNOUNCEMENTS**

**11.** The next meeting of the Executive Committee is on April 28, 2017. Please submit any reports and drafts of resolutions to the Executive Committee not later than Friday, April 21. This meeting of the Executive Committee is a Joint Meeting with both old and new Executive Committees attending. A major agenda item is to form standing committees and administrative committees for the 2017-2018 academic year. The Senate Office has distributed a memorandum to all faculty for volunteering to serve on specific committees. We use this information to form the committees for the coming year. We do NOT assume that last year's members on committees are automatically signed up, and remember that assignment to a standing committee requires a vote of the Senate. Please remind your faculty to inform Liz of their interest in joining particular committees, particularly those currently serving on standing committees and wish to continue.

**12.** Associate Vice President for Events & Venues Mike Peller requested that I make the following announcement:

1. Members of the faculty are invited to march in the academic procession and sit onstage at Commencement on Sunday, May 21, 2017. Faculty must provide their own regalia for this event. If you would like to participate, please register at [go.gwu.edu/facultyregistration2017](http://go.gwu.edu/facultyregistration2017) by Friday, May 12. More information about participating in Commencement and obtaining regalia can be found on the GW Commencement website.  
<https://commencement.gwu.edu/faculty-staff>

13. The following are some tentative upcoming agenda items:

12 May

1. **Report of the Joint EdPolicy/PEAF Task Force on On-Line and Off-Campus Programs: Professor Kurt Darr.**
2. **Presentation of new Senate members**
3. **Nominations for election of new members to Senate Standing Committees**
4. **Approval of 2017-2018 Senate calendar**
5. **Middle States Update: Professor Paul Duff**

**14. REMARKS OF CHARLES GARRIS**

My three-year maximum term as the Chair of the Executive Committee concludes at the end of April and this is my last Executive Committee report at a Senate meeting in my term. I would like to take this opportunity to express my deepest appreciation to you, the Faculty Senate, for giving me this high honor and wonderful, exciting opportunity to serve you and the university in this capacity. I have always believed that the collective wisdom of the faculty is colossal and, if properly directed and utilized in the decision-making of the university, can provide enormous benefits in insuring progress of GW towards its path to be among the top academic institutions in the nation and the world. This is what “shared-governance” is all about. I have done my best to promote shared-governance during my tenure through engagement with the University Community, and it has been a true pleasure. The pleasure comes from having the opportunity to work with so many outstanding and excellent people. I would like to briefly recognize some of them:

- **FACULTY:** First and foremost, I would like to express my appreciation to the Faculty of George Washington University. I never cease to be amazed at the wisdom, commitment, and dedication of the faculty in making GW great. In this connection, I am also grateful for the support that the Faculty Senate has received from GWUFA who loudly articulate their commitment to shared-governance and equity.
- **EXECUTIVE COMMITTEE:** I must express my gratitude to my team – the Executive Committee: Alex Downes, Jenn Griffin, Karen McDonnell, Marie Price, Joyce Pulcini, Lisa Rice, Tony Sidawy, and Art Wilmarth. Emanating from new ideas and suggestions for the betterment of GW, the email streams on each and every issue were prodigious, and the collective wisdom of the group produced results and decisions that made me very proud. I also want to express my appreciation for all of their hard work in the presidential search process and dealing with the nonconcurrences and the flurry of modified school bylaws.
- **STANDING COMMITTEES:** Next, I would like to recognize that the hard work of effective shared governance occurs in our standing committees. The effectiveness of the standing committees is determined largely by the excellence of our Chairs to channel the energy and wisdom of the faculty into concrete policies and actions and to collaboratively engage with the administration and trustees in bringing this effort to fruition for the benefit of the university. During my tenure, we have set up an astoundingly productive group of Committee Chairs. In particular, I would like to recognize Art Wilmarth, our super-star Chair of PEAFF whose wisdom and capacity for laborious contributions is unmatched; Joe Cordes, our erudite Chair of Fiscal Planning and Budgeting; Harald Griesshammer, our fabulous and energetic Chair of Research who led the committee in a quantum leap of engagement on crucial issues of research; Robert Harrington, our responsive, diligent, and long-suffering Chair of ASPP who dealt even-handedly

with some of the most contentious issues among the faculty; Tony Sidawy, our distinguished editor and Chair of Libraries; Kim Roddis, our “go-to” civil engineer Chair of Physical Facilities; Kathy Newcomer, our humanist chair of University and Urban Affairs; Scheherazade Rehman, our lord protector of Honors and Convocations; and Lisa Delpy-Neirotti, our spirited Chair of Athletics and Recreation.

- SENATE ADMINISTRATIVE COMMITTEES: I would also like to recognize those who represent the Senate in administrative committees. In particular, Joan Schaffner who chairs our dispute resolution committee and has done a fine job; and our representatives on the Benefits Advisory Committee: Joe Cordes, Robert Harrington, Elisabeth Rice, Tyler Anbinder, Miriam Galston, and Anne Marcus.
- FACULTY SENATE TEAM: I would also like to thank our Faculty Senate team that works tirelessly behind the scenes making everything work just great. They are:
  - a. Liz Carlson who has become the face of the Faculty Senate and has, in two short years, become essential to the smooth running of the Senate. She is always working to provide support to the GW Community in anything related to shared governance and the mission of the Faculty Senate to serve GW. She took over from the legendary Sue Campbell who tragically and unexpectedly passed away in June 2015 after serving the Faculty Senate for 21 years. Liz rose to the challenge and has been a creative and responsive innovator in improving everything the Senate does, including our computer systems and database so as to be even more responsive to the needs of the GW community.
  - b. Steve Charnovitz, University Parliamentarian. In the past three years, we have undergone all sorts of intensely complex parliamentary challenges. I cannot tell you how grateful I am to have had Steve by my side in all of these challenges. Furthermore, Steve has been a wonderful advisor and counsel who has helped me in innumerable ways over the past three years. He has been super responsive to any crisis that might occur and has a deep commitment to the Faculty Senate and its success in the shared governance process. His extensive experience in the U. S. Congress has made him a wise political advisor as well.
- ADMINISTRATION: As I have said, my main objective was to improve shared governance at GW. Obviously, that would be difficult without the cooperation of the Administration. I would therefore like to give enormous credit to the Steven Knapp administration which, throughout my three years, always showed integrity, honesty, respect for the Faculty Senate, good communication and cooperation, and a sincere and effective dedication to moving the university forward. Throughout my term, we have always had excellent cooperation with the President, the Provost’s Office, the Treasurer’s Office, the Office of General Counsel, the deans and their offices, and many other administrative entities. I have found very reliable support for the Senate when needed. This was particularly manifest when Sue Campbell passed away and the administration provided excellent administrative support that helped us continue until Liz was brought on-board. I am very grateful for the fine working relationships and give President Knapp great credit for setting the tone.
- BOARD OF TRUSTEES: I would like to express my appreciation to the Board of Trustees. As you all well know, in all of GW’s history, the past three years have been characterized by an



enormous increase in the activism of the Board of Trustees in advancing the agenda of GW. This change has been largely due to the leadership of Chair Nelson Carbonell. I believe that this is a good thing and requires faculty engagement. As a result of this new activism, I have had the opportunity to develop a much closer working relationship with the Board than was previously the practice. In this connection, I have developed a keen appreciation for the dedication and wisdom of the Board in advancing GW and found that working with them can be very helpful as it involves a new dimension in shared governance. I appreciate that the Board has been very accessible and willing to dedicate large amounts of their time to working with the Faculty Senate and our committees. I expect that this collaboration will continue to flourish.

- **STUDENTS:** I am grateful for the opportunity to work with the GW Student Association in advancing the quality of the education provided at GW. In particular, I would like to recognize Thomas Falcigno, Erica Feinman, and Sydney Eskin who have worked with the Faculty Senate to develop new policies which support our educational mission. This collaboration between the Faculty Senate and the GW Student Association is rewarding and truly bears fruit for GW.
- **HATCHET:** I have always believed in transparency and openness which promotes engagement and I believe in minimizing intrigue and drama, which often results from a lack of information. This I loathe. I have always viewed my role as Chair of the Executive Committee to communicate to the GW community the actions of the Senate in as open a way as I could, for better or worse. The GW Hatchet has been a wonderful partner during the three years I have served as Chair. I have been impressed with the quality of the journalism and the fairness of their reporting. I have also found Hatchet reporters to be extremely helpful in informing me about events and issues that I had not been aware of and that require Senate attention. I believe that over the past three years, as result of my role as Chair, I may have been the most quoted GW faculty member by the Hatchet. Given this background, I wish to express my appreciation for their fair and honest coverage of Senate activities over the years and regard them as a real friend of the Senate.

In conclusion, once again, I would like to thank you for the exciting privilege of serving as Chair of the Faculty Senate Executive Committee for the past three years.

**A RESOLUTION OF APPRECIATION FOR PROFESSOR CHARLES A. GARRIS (17/5)**

**WHEREAS,** Professor Charles A. Garris has earned the highest level of respect, gratitude, and admiration of his colleagues on the Faculty Senate as well as the esteem and appreciation of the entire University community; and

**WHEREAS,** Professor Garris' term of continuous service as Chair of the Executive Committee of the Faculty Senate has reached its three-year limit under the *Faculty Organization Plan*; and

**WHEREAS,** During his recent term as Chair of the Executive Committee, Professor Garris successfully led the Faculty Senate through a comprehensive review and revision of the University's *Faculty Code*, a project that demonstrated his extraordinary leadership and dedication as well as his ability to build a broad consensus among the faculty, the University's Board of Trustees, and the Administration in favor of a revised *Faculty Code* that preserves the faculty's crucial role in shared governance of the University; **NOW, THEREFORE,**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY THAT THE FOLLOWING STATEMENT OF APPRECIATION BE ISSUED:**

**In recognition of the wide range of outstanding contributions to The George Washington University and its faculty and students made by Professor Charles A. Garris during his remarkable tenure of nearly 40 years as Associate Professor and Professor of Mechanical & Aerospace Engineering in the School of Engineering and Applied Science, during which time he has consistently adhered to the highest standards of excellence in his teaching, scholarship, and service; and**

**Especially in recognition of the extraordinary contributions Professor Garris has made to the University and its faculty through his 20 years of exemplary service as a member of the Faculty Senate – including 12 years as a member of the Executive Committee and three years as Chair of the Executive Committee, as well as numerous years of chairing or serving as a member of various Standing Committees of the Faculty Senate – during which time he has compiled a remarkable record of major accomplishments due to his inspired leadership, integrity, collegiality, diplomacy, fairness, kindness, patience, and perseverance, as well as his unwavering commitment to advancing the best interests of the University and its faculty and students through a process of careful analysis, reasoned dialogue, and deliberation;**

**THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY  
HEREBY EXPRESSES ITS DEEPEST ADMIRATION, APPRECIATION AND GRATITUDE TO  
PROFESSOR CHARLES A. GARRIS FOR HIS DISTINGUISHED SERVICE**

**Adopted by acclamation  
April 7, 2017**

**Steven Knapp  
President**

**A RESOLUTION OF APPRECIATION FOR PRESIDENT STEVEN KNAPP (17/6)**

- WHEREAS,** Steven Knapp has served for ten years as President of The George Washington University with imagination and energy during a period of significant growth and transformation for the University; and
- WHEREAS,** Steven Knapp has focused his presidency on enhancing the University's partnerships with neighboring institutions, expanding the scope of its research, improving its infrastructure, strengthening its worldwide community of alumni, enlarging its students' opportunities for public service, and leading its transformation into a model of urban sustainability; and
- WHEREAS,** Steven Knapp led the reorganization of the University's Medical Center, which resulted in the creation of three distinct schools with their own organizational structures (the School of Medicine and Health Sciences, the Milken Institute School of Public Health, and the School of Nursing), as well as the expansion of their clinical services, producing many benefits in terms of improved student education, increased research, and enhanced patient care; and
- WHEREAS,** During Steven Knapp's tenure, the University completed construction of the Science and Engineering Hall and the Milken Institute School of Public Health LEED Sustainable Building, acquired the Corcoran School of Arts and Design (including the historic Flagg Building), expanded the Virginia Science & Technology Campus, and constructed or renovated several residence halls and other academic buildings; and
- WHEREAS,** Steven Knapp has announced that he will step down from his position as President in August 2017 to become a member of the faculty; and
- WHEREAS,** In accordance with their respective responsibilities under Section IV.A.(4.1)(e) of the *Faculty Code* of The George Washington University, and in recognition of Steven Knapp's contributions and achievements, the Executive Committee of the Faculty Senate, the Department of English, and the Columbian College of Arts and Sciences have jointly recommended that he be appointed to the rank of University Professor of English; **NOW, THEREFORE,**

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

**That the Faculty Senate hereby expresses its great appreciation to Steven Knapp for his ten years of service as President of The George Washington University, commends Dr. Knapp for his many contributions to the University, including his efforts to promote a wider recognition of the University's accomplishments throughout the nation and the world, and welcomes Dr. Knapp as a faculty colleague.**

**THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY  
HEREBY EXPRESSES ITS DEEPEST ADMIRATION, APPRECIATION AND GRATITUDE TO  
PRESIDENT STEVEN KNAPP FOR HIS DISTINGUISHED SERVICE AND LEADERSHIP**

**Adopted by acclamation  
April 7, 2017**

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