

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

The Faculty Senate

May 1, 2014

The Faculty Senate will meet on Friday, May 9, 2014 at 2:10 p.m. in the State Room, 1957 E Street, N.W., 7th Floor.

AGENDA

1. Call to order
2. Introduction of newly-elected and re-elected faculty members
3. Approval of the minutes of the meeting held on April 11, 2014
(minutes to be distributed)
4. RESOLUTIONS
 - a) A RESOLUTION TO REQUEST INCREASED UNIVERSITY CONTRIBUTIONS TOWARDS HEALTH INSURANCE COSTS (14/1)
(Resolution 14/1 is attached)
Committee on Appointment, Salary, and Promotion Policies
 - b) A RESOLUTION AMEND THE FACULTY CODE WITH RESPECT TO ACADEMIC FREEDOM (14/2) (Resolution 14/2 is attached)
Committee on Professional Ethics and Academic Freedom
 - c) A RESOLUTION ON THE NEED FOR A LONG TERM BUDGET MODEL (14/3) (Resolution 14/3 is attached)
Committee on Fiscal Planning and Budgeting
5. Introduction of Resolutions
6. Update on the implementation of background checks for new faculty members
(Background Screening Policy)
Vice Provost for Faculty Affairs Dianne Martin
7. General Business:
 - (a) Nomination for election of Professor Gregg A. Brazinsky (ESIA) to the Faculty Senate Executive Committee for the 2014-15 Session
(Professor Scheherazade Rehman, Convener of the Nominating Committee)

- b) Approval of the following dates for Senate meetings for the 2014-15 Senate Session as recommended by the Senate Executive Committee:

September 12, 2014	January 9, 2015
October 10, 2014	February 13, 2015
November 14, 2014	March 20, 2015
December 12, 2014	April 10, 2015
	May 8, 2015

- (c) Nominations for election of Chairs and members of Senate Standing Committees (list to be distributed)
- (d) Nominations for appointment by the Board of Trustees to Board Committees:

Academic Affairs (Executive Committee Chair)
Advancement (Fiscal Planning and Budgeting Chair)
External Affairs (University and Urban Affairs Chair)
Student Affairs (Joint Committee of Faculty and Students, Faculty Co-Chair)

- (e) Nominations for appointment by the President to Administrative Committees:

Committee on the Judicial System: Professors Michael S. Castleberry and Mary J. Barron; University Hearing Board: Professors Bruno Petinaux and Beverly Westerman; Marvin Center Governing Board: Professors Leonard Friedman and Cory Jurgensen

Student Grievance Review Committee: Professors Majeda El-Banna, Vivek Jain, Carol Lang, Joyce Maring, Edward Robinson, and Richard Ruth

- (f) Tributes to retiring faculty who have served on the Faculty Senate
- (g) Annual Reports of Faculty Senate Standing Committees

The reports of the Committees on Fiscal Planning and Budgeting, Honors and Academic Convocations, Libraries, and Physical Facilities are attached.

- (h) Report of the Executive Committee: Professor Charles A. Garris, Jr. Chair
 - (i) Provost's Remarks
 - (j) Chair's Remarks
- 8. Brief Statements (and questions)
 - 9. Adjournment

Elizabeth A. Amundson
 Elizabeth A. Amundson
 Secretary

**A RESOLUTION TO REQUEST INCREASED UNIVERSITY CONTRIBUTIONS
TOWARDS HEALTH INSURANCE COSTS (14/1)**

WHEREAS, costs of Medical and Prescription drug plans have increased at a rapid pace (from \$40.3M in

2013 to \$44M in 2014) where the active employee contributions in 2014 increased by 12.5% (with Plan Design Changes), and

WHEREAS, these costs could have increased by larger amount (to \$46M) with active employee contributions increasing by 25% if copayments and deductibles were not increased in 2014 (without Plan Design Changes), and

WHEREAS, the University contributions to health and welfare benefits (consisting of medical, Prescription drug, disability, life/AD&D, tuition, retirement, etc.) increased by 3.08% (from \$81.1M to \$83.6M) in 2014, and

WHEREAS, the projected increase in Medical and Prescription drug contributions for active employees for 2014 is \$4.002M of which employees pay \$1.980M and the university pays \$2.022M, and

WHEREAS, the total projected Medical and Prescription drug contributions for active employees for 2014 is \$12.761M which is 31.3% of total costs, while the university contributions for 2014 total \$27.995M which is 68.689% of total costs; the university contribution to these costs decreased from 70.6% to 68.689% while employee contributions increased from 29.33% to 31.3%, and

WHEREAS, the merit increase pool for 2014 was 3% which provided the 3% increase in university contributions to the health care costs, and

WHEREAS, many faculty received very little or no merit increases in 2014 while their health insurance costs increased substantially in 2014, **NOW,
THEREFORE,**

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

1. That the administration of the University and the Board of Trustees are urged to pay a higher proportion of the medical and Prescription drug plan expenses out of the compensation pool without causing a decrease in percentage of the merit pool by more than ¼ of 1%; and
2. That any changes shall be communicated to the Faculty Senate in a timely manner.

**A RESOLUTION TO AMEND THE *FACULTY CODE* WITH RESPECT TO
ACADEMIC FREEDOM (14/2)**

WHEREAS, Article II. of the *Faculty Code*, entitled “ACADEMIC FREEDOM,” currently provides:

- A. A faculty member shall enjoy freedom of investigation subject only to legal restrictions and such guidelines as shall be recommended by the Faculty Senate and adopted by the University.**
- B. A faculty member shall enjoy freedom of expression. In the classroom, a faculty member's exposition shall be guided by 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.**

WHEREAS, the mission statement of The George Washington University (GW) declares that GW “commits itself to excellence in the creation, dissemination, and application of knowledge,” and that GW “provides a stimulating intellectual environment for its diverse students and faculty” by “fostering excellence in teaching” and by serving as “a center for intellectual inquiry and research”; and

WHEREAS, the Board of Trustees recognizes and affirms the value of GW’s long tradition of shared governance based on constructive dialogue and collaboration between the Faculty and the Administration; and,

WHEREAS, the Board of Trustees has approved a strategic plan for the period leading to 2021, which seeks to make GW one of the world’s premier research universities; and,

WHEREAS, the Board of Trustees has formed a Task Force on Faculty Governance, which has reviewed the *Faculty Code* and faculty governance documents of GW’s market basket institutions and seeks to clarify GW’s governance processes; and,

WHEREAS, teaching in the 21st Century will involve an extension and adaptation of the traditional classroom mode of instruction for a wide variety of media and remote locations; and,

WHEREAS, maintaining a civil and collegial academic environment in the context of wide-ranging research and teaching activities occurring within GW’s multidisciplinary structure will be of paramount importance for GW’s ability to achieve recognition as a premier research university; NOW, THEREFORE,

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

That Article II. of the *Faculty Code* be amended to read as follows:

“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 where-ever located), a faculty member's exposition shall be guided by 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. By virtue of their membership in the academic community, faculty members (as well as students, administrators, and trustees) have an obligation, consistent with academic freedom, to act with civility, to acknowledge the right of others to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression of ideas on and off the campus.”

Faculty Senate Committee on Professional Ethics and Academic Freedom

April 8, 2014

A RESOLUTION ON THE NEED FOR A LONG TERM BUDGET MODEL (14/3)

- Whereas:** the University is considering modifications of the current model used to allocate expenditures among schools and overhead activities of the institution, and
- Whereas:** the University is currently contemplating significant ventures, such as the Corcoran acquisition, that have multi-year effects on costs and revenues, and
- Whereas:** Moody's Investor Service last review of the University in January 2013 noted under "challenges" the "uncommonly high operating leverage", and "thin debt service coverage with operating cash flow of 10.2% covering debt service by 1.7 times," and
- Whereas** if the University is to move into the first ranks of research and teaching institutions, it cannot be cutting budgets to maintain operating cash flow, and
- Whereas** neither the current "Unified Budget Model" nor the proposed alternative allows multi-year (4-5 years at least) tracking of future operating costs or alignment of those costs with revenue sources, **NOW, THEREFORE,**

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

1. That the Faculty Senate believes it is essential that a multi-year budget model able to analyze fiscal implications for operating surplus of alternative revenue and cost scenarios, be developed.
2. That the University should proceed promptly to construct such a model and apply it to issues such as the fiscal implications of alternative future plans for development, including the Corcoran acquisition.
3. The model resulting from this effort should be shared with the Faculty Senate.

Revised and Adopted by the Senate Committee on Fiscal Planning and Budgeting

April 18, 2014

Notes to Accompany the Resolution on the Need for a Long Term Budget Model

Anthony Yezer

April 20, 2014

This year the Fiscal Planning and Budget Committee participated in the development of what will be termed the proposed budget model (PBM) which is designed to replace the current unified budget model (UBM). The Committee finds that the PBM has some significant advantages over the UBM but, as the resolution voted out of Committee suggests, even the PBM falls significantly short of the type of model that is needed to ensure the future fiscal health of the University.

Both the UBM and PBM are formulas for allocating the revenue that the University has left after it deducts “overhead” costs of the institution. One issue is that this residual revenue is only verified during the year in which the funding must be committed and this has led to mid-year budget cutting. This problem can be solved by allocating revenue on a three year moving average basis.

The second problem with these models is that they do not measure the cost of providing educational and research services. This is an issue both for “overhead” costs where the future funding needs of the University are not known and for the operating costs of the Schools where long term personnel decisions are being made.

The Long Term Budget Model, (LTBM) requested in this resolution would emphasize detailed measurement of the costs of both the physical plant and academic operations. Furthermore it would integrate the two. The size distribution of classes would be related to the types of faculty teaching courses. Currently, there is a mix of faculty from new adjuncts through senior tenured professors and there is a mix of physical facilities. There is no model that relates the sizes and types of classes which are taught through the types of faculty teaching them to the ultimate operating costs for instruction and physical plant. Similar statements can be made about the facilities and personnel involved in research. Furthermore, the LTBM must be capable of estimating these costs and revenues over 4 to 5 year periods so that the consequences of decisions made in one year for the future fiscal viability of the University can be assessed. LTBM's exist at other institutions. The Resolution calls on the Administration, Trustees, and Faculty to develop a LTBM for GWU that is equivalent to the best at competing institutions.

April 24, 2014

The George Washington University
Faculty Senate Fiscal Planning & Budgeting Committee
Annual Report 2013-14

The Fiscal Planning & Budgeting Committee (FP&B) had a late start in the Fall but met for six monthly meetings throughout the year. Minutes were recorded for all meetings. In addition to the formal meetings, there were at least seven meetings of members between the monthly formal meetings in preparation for Committee meetings and for follow-ups to agenda items from formal meetings.

The Committee initially identified 8 issues it would address during the year and then later added a ninth. A Faculty member and an Administration member from the Committee were assigned to each issue for analysis and presentation to the Committee. These issues are:

- 1) Redesigned (alternative) budget model – Tony Yezer and Rene Stewart O’Neal
- 2) Health Insurance costs – Brian Biles and Sabrina Ellis
- 3) Analysis of Administrative & General Expenses – Kim Roddis and Ann McCorvey
- 4) Debt level – Don Parsons and Ann McCorvey
- 5) Fund raising campaign – Roger Lang and Mike Morsberger
- 6) SEH Funding- Christine Pintz and Mike Morsberger
- 7) School of Business FY2013 financials
- 8) Funding the Strategic Plan initiatives
- 9) Corcoran College acquisition

The redesigned Budget Model, discussed at two Committee meetings as well as other informal meetings, was perhaps the most important agenda item of the year. Rene Stewart O’Neal made two formal presentations to the Committee and Tony Yezer prepared two papers for discussion concerning suggestions for improving the proposed changes to the Budget Model. As presented and discussed the new Budget Model is “a work in progress” and will continue to be reviewed and refined during next fiscal year before implementation. The Committee encourages the Administration to extend the budget planning period to a five year cycle, consistent with modern strategic planning. These discussions were documented and work must continue on developing a budget model that can serve as an essential instrument in the management of the University. Professor Yezer offered a resolution regarding the Need for a Long Term Budget Model, which was

discussed and approved by the Committee on April 18, 2014. The Resolution, with an Explanatory Note is enclosed with this report

Brian Biles and Sabrina Ellis cooperated on a presentation of current and anticipated health insurance costs for University employees, an increasingly expensive and large portion of the benefits package for employees. Health insurance costs are expected to increase an average of 15% in 2014 and employee contributions about 12.5% (Hi premiums) this year. The Committee suggested alternative insurance plans and carriers be considered and this initiative must be a continuing issue for the Committee.

Kim Roddis, assisted by Ann McCorvey provided the committee with an analysis of the University's Administrative expenses for the period FY 2010 to FY 2013. The motivation for this analysis was in part the knowledge that there has been considerable expansion of staff expenses for the offices of the Vice President for Research and the Vice President of Development. A first task was to define Administrative expenses; they chose to summarize the data from three expense categories; Instruction, Academic Support, and Instructional Support. This study used data from the U.S. Department of Education's data system, IPEDS, because of its availability and the opportunity to compare GW data with market basket schools. The analysis indicated there was NO disproportionate increase in Administrative costs during the period of study. However GW is spending more on Academic Administration in proportion to Instruction than its market basket schools.

Don Parsons assisted by Ann McCorvey analyzed the University's debt burden which has risen to almost \$1.4 Billion as of June 30, 2013. Debt service, interest only payments, was almost \$57 Million in FY 2013. Committee members expressed great concern over this level of debt and it was universally recognized that the debt would probably never be repaid, and debt service is expected to rise gradually with rising interest rates and continued borrowing.

Vice President Mike Morsberger provided a detailed report on the status of general fund raising, fund raising for the Science & Engineering Hall (Christine Pintz initiative), and plans for the expected Capital Campaign (Roger Lang initiative). Funds raised for the SEH are far below expectations, and therefore most of the \$300+ Million cost of the SEH will be funded by debt and maintained out of general operating funds. Plans for the general Capital Campaign were presented and noted as generally optimistic; the Campaign is expected to be launched in June 2014.

Two informal reports were made concerning acquisition of the Corcoran School. Committee members expressed concern about the cost of facility renovation, the (assumed) current operating loss at the Corcoran School, and the academic quality of students and faculty at the Corcoran School compared to The George Washington University. Professor Yezer offered a resolution regarding this acquisition, which was discussed and subsequently withdrawn on April 18, 2014.

Provost Steven Lerman provided the Committee a detailed and illuminating financial report on the School of Business financials for Fiscal year 2013.

The Committee also received reports on the FY 2013 actual financial results and First Quarter FY 2014 from Vanessa Rose, and subsequently Second Quarter FY2014 actuals from Ann McCorvey. Committee members expressed concern that previously this Committee received the same financial reports that the Board of Trustees received, but now the level of detail provided is much less than previously provided. Ann McCorvey noted that the financial reports now required by the Board of Trustees is of much greater detail than previously and includes some confidential information, for which the Committee seeks clarification.

The Committee did not have time to consider funding for the Strategic Plan.

The Committee considers the following issues to be of continuing interest and should receive active consideration in the FY2014-15 year:

- The Revised Budget Model
- Health insurance Costs
- Administrative Costs
- Debt Burden
- Capital campaign
- Need for more detailed financial data from the Vice President for Finance and Treasurer's Office
- Funding the Strategic Initiative
- Corcoran School Acquisition

FOR THE COMMITTEE:

Edward J. Cherian, Acting Chair

Voting Members:

Biles, Brian, SPHHS

Griffith, William, CCAS (Deceased Mar 2014)

Lang, Roger, SEAS

Lindahl, Frederick, SB

Parsons, Donald, CCAS

Roddis, Kim, SEAS

Yezer, Anthony, CCAS

Administration Members:

Brown, Michael Dean, Elliot School

Freund, Maxine, Associate Dean, GSEHD

Henry, Geneva, University Librarian

Katz, Louis, Exec Vice President & Treasurer

Kayes, D. Christopher, Interim Dean, SB

Lerman, Steven, Provost

Maltzman, Forrest, Senior Vice Provost

McCorvey, Ann, Dep Exec Vice President & Treasurer
McAleavey, David, CCAS, Exec Committee Liaison
Morsberger, Mike, Vice President for Development
Pintz, Christine, Asso Dean, School of Nursing
Rose, Vanessa, Chief Budget Officer
Stewart O'neal, Rene, Vice Provost Budget & Finance

Enclosures

Draft, 11 April 2014

Revised and Adopted April 18, 2014

A RESOLUTION ON THE NEED FOR A LONG TERM BUDGET MODEL

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**2013-14 ANNUAL REPORT of
The Faculty Senate Committee on Honors and Academic Convocations**

On behalf of the Committee from Scheherazade S. Rehman, Chair:

Our main agenda item was the vote on the nominees for honorary degrees at Commencement in May 2014.

There are 7 voting members on this committee as per faculty senate records: Michael Castleberry, Leonard Friedman, Benno Fritz, Loring Ingraham, Lisa Martin, Margaret Plack, and Scheherazade Rehman. The Committee reviews the nominations and recommends whether the nominee MEETS THE CRITERIA for an honorary degree at GW. This is NOT A VOTE on whether they should get the honorary degree or not, but rather if they meet the criteria (i.e. are they eligible). A total of 20 names were forwarded to the committee by the Administration. The committee forwarded 12 nominees that met the criteria back to Dianne Martin (Vice Provost for Faculty Affairs) for transmission to the Committee on Academic Affairs of the Board of Trustees. Ultimately, the University BOT selected:

Honorary Degree Recipients 2014

- **Chef José Andrés** will address graduates of the George Washington University at its Commencement ceremony on the National Mall on May 18.
- **Maudine Cooper** is the former president and CEO of Greater Washington Urban League. She serves on numerous boards and commissions and has received many awards for her tireless commitment to helping minorities gain employment, education and opportunities for business ownership.
- **W. Russell Ramsey** (B.B.A. '81) is chairman emeritus of the GW Board of Trustees, and founder, chairman and CEO of Ramsey Asset Management.

SELECTION CRITERIA:

1) What is the nature of the nominee's professional achievements? Is the nominee at the summit of his/her career? In general, "summit" has nothing to do with the age of the candidate (a scientist is generally at the summit of her career when she's in her 60's or 70's while a professional athlete is generally at the summit of his career when he's in his 20's or 30's) but with the general level of achievement.

2) Has the nominee made a contribution to the public good outside of his/her profession? This is a very broad category. Generally, the nominee must have done some sort of public service (Darrell Green, a former member of the Washington Redskins, started an organization to help underprivileged children improve their reading skills) but any sort of contribution will do (William H. Rehnquist, the late Chief Justice of the Supreme Court, was an amateur historian who wrote several books on the Court's history).

3) Does the nominee have a connection to GW? This is also a broad category. Any connection--from being an alumnus to giving one lecture several years ago--will do.

To be sent forward from the Senate Committee, a nominee must score highly in two of the above three categories. What this really means is that we take it for granted that everyone will score highly on professional achievement (#1) and we'd like them to score highly on public service (#2); depending on the make-up of the Senate Committee, a good GW connection (#3) often doesn't count for much if evidence of public service (#2) is lacking .

The only people who can't receive an honorary degree are current faculty, administrators, and trustees. Once these people become former faculty, administrators, and trustees, they become eligible (if nominated).

All votes are confidential. There is no restriction on the number of nominees that can be deemed to have successfully met the criteria.

Libraries Committee Annual Report, April 2014

The Committee met three times this academic year, once in the fall and twice this semester. Our activities and concerns have been the following:

1. The Committee had the opportunity to get to know our new University Librarian and Vice Provost for Libraries, Geneva Henry, who came to us from Rice University. With extensive experience dealing with digital information and an enthusiastic embrace of the new Strategic Plan, she seems well-suited to GW, and the Committee certainly wishes her well.
2. Librarian Henry reported on a number of initiatives and events of interest to the faculty. These include the new “Bento Box” search interface; progress toward establishing a repository for online materials; an IMLS grant to support the development of a Twitter feed capture tool; a \$500K CLIR grant to develop finding aids at multiple archives around DC containing materials relating to the African Diaspora; two GW grants that are supporting graduate students working with the GW collections; and a “Centers of Excellence” in data management grant that Geneva brought with her from Rice.
3. Having provided the impetus, a few years ago, for the Provost’s special committee for the Strategic Review of the Libraries (2012-13), the Committee is naturally very interested in obtaining a copy of that committee’s report, and discovering what positive consequences are likely to come of it. Provost Lerman attended the Committee’s third meeting himself, and was able to indicate that he intends to release the report by the end of the current semester, and that he has indeed added money to the base acquisitions budget for the GW Libraries (Gelman, Eckles, and the Virginia campus library). The Committee looks forward to learning the details and to working with Librarian Henry to make sure that the hard work of the Provost’s special committee continues to bear fruit.
4. The concept of “open access” has been addressed again this year, in anticipation of the Committee’s taking this up in earnest in 2014-15. The Senate should expect a resolution from the Committee on this topic at some point in the coming year.

Richard Stott (CCAS)
Simon Berkovich (SEAS)
Chunlei Liang (SEAS)
Vincy Fon (CCAS)
Valentina Harizanov (CCAS)
Beverly Lunsford (SON)
David McAleavey (CCAS), Chair
Elise Friedland (CCAS)
Edward Robinson (CCAS)

Steve Ehrmann (Provost's office)
Geneva Henry (GW Libraries)
Anne Linton (Himmelfarb Health Sciences Library)
Ty Miranda (GWUSA student liaison)
Scott Pagel (Burns Law Library)

The George Washington University
Faculty Senate Committee on Physical Facilities
Final Report

April 21, 2014

During the academic year 2013/14 the Senate Committee on Physical Facilities met on only one occasion. As in the previous academic year it concerned itself with the physical facilities on the main campus, specifically the status of current and planned construction and renovation projects, and the plans for the implementation and maintenance of Audio-Visual and Information Technology in the classrooms.

At its meeting Mr. David Dent, Executive Director for Planning, Development and Construction, offered a summary of the state of the various construction projects on the main campus and the Virginia Science and Technology Campus. In particular, Mr. Dent addressed the current status of the SEH, the Public Health Building for the School of Public Health and Health Services, the GW Museum, and the Superdorm, as well as several other projects in the planning stages.

Mr. Dent also responded to a number of detailed questions on the impact on University academic operations during the construction phase. He assured the committee that every effort is being made to minimize the disruption on the University's research and teaching activities.

Members of the committee informed themselves on current developments concerning the implementation of audiovisual and information technology in main campus classrooms. Although significant progress has been made in recent months, much remains to be accomplished to bring the University's classroom IT infrastructure to a reasonably up-to-date state. Comments received

from faculty during the academic year continue to point to substantial deficiencies both in the type and quality of the IT equipment, as well as its maintenance. Areas of major concern, and priorities include the following:

All classrooms should be equipped with display systems for visual information, including white boards, smart boards and walls painted so as to be usable as whiteboards.

All classrooms should contain projection equipment for computer, iPad or smart phone based presentations.

All classrooms should have high speed access to the Internet, preferably with wireless connectivity.

All classrooms should be equipped with display cameras to replace the overhead projectors.

In addition to the above, the subject of appropriate levels of funding of IT deployment, maintenance and training was a frequent cause of concern.

Members: Catherine Anderson, Phillippe Bardet, Melia Beheler, Linda Gallo, Hermann Helgert (Chair), Molly Hogan, Hugo Junghenn, Rebecca Katz, Michael King, Diana Lipscomb, Antoinette McCorvey, Arlene Pericak, Anton Sidawy, Nadia Voldchansky,

Ex-Officio: Elizabeth Amundson, Louis Katz, Alicia O'Neil Knight