



**MINUTES OF THE REGULAR FACULTY SENATE MEETING
HELD ON APRIL 13, 2018
AT 1957 E STREET NW/STATE ROOM**

Present: President LeBlanc, Provost Maltzman, Parliamentarian Charnovitz, and Associate Registrar Arias; Dean Vinson; Executive Committee Chair Marotta-Walters; Professors Briscoe, Cline, Cordes, Corry, Costello, Dickinson, Galston, Griesshammer, Harrington, Khoury, Parsons, Pelzman, Pintz, Rehman, Rohrbeck, Schumann, Sidawy, Watkins, Wilson, and Wirtz.

Absent: Deans Akman, Brigety, Choudhury, Deering, Dolling, Feuer, Goldman, Jeffries, and Morant; Professors Agca, Agnew, Bukrinsky, Cottrol, Esseesy, Gutman, Lewis, Lipscomb, Markus, McDonnell, McHugh, Nau, Price, Roddis, Sarkar, Tielsch, Wallace, Zara, and Zeman.

CALL TO ORDER

Following the annual Senate photograph, the meeting was called to order at 2:22 p.m.

APPROVAL OF THE MINUTES

The minutes of the March 2, 2018, Faculty Senate meeting were approved unanimously without comment.

RESOLUTION 18/7: A Resolution of Appreciation for Executive Vice President and Treasurer Louis H. (Lou) Katz (Professor Robert Harrington, Faculty Senate Executive Committee)

Professor Harrington read the attached resolution into the Senate record. Mr. Katz was unable to attend today's meeting; a copy of the resolution will be presented to him privately. The resolution was adopted by acclamation.

REPORT: Annual Report on Research (Leo Chalupa, Vice President for Research)

From the attached presentation, Vice President Chalupa provided an overview of the research accomplishments achieved at GW during his nine-year tenure at the university, an update on the current state of GW's research enterprise, and a vision for the direction he thought GW could go as a research university.

Vice President Chalupa highlighted the numerous accomplishments of the Office of the Vice President for Research:

- The central university and medical school research offices were unified into one office.
- Intramural funding programs were expanded and funded:

- The University Facilitating Fund's budget was doubled this year using research reserve funds.
- International travel grants were established to fund faculty travel, with the stipulation that a funded trip should have the potential to lead to grants and enhanced research activity at GW.
- Conference and seminar support is provided on a shared-cost basis with schools, permitting schools to bring events to campus provided that the dean of the relevant school funds half of the event.
- A new Humanities Facilitating Fund is headed by Professor Tyler Anbinder and has recently opened for applications.
- Seven new multidisciplinary institutes and programs were launched, including centers on autism, computational biology, global women's issues, and food policy.
- A formula was developed to fund faculty start-ups and matching funds to help attract excellent faculty candidates. The formula consists of contributions from the school, the administration, and the research budgets.
- The Research Enhancement Unit was established to provide editing work and salons for faculty members seeking to improve their grant writing and submission skills.
- The Office of Research Integrity was established and is led by Associate Vice President Sheila Garrity. This office did not exist at GW prior to Vice President Chalupa's arrival.
- The Office of Innovation and Entrepreneurship was launched and is led by Jim Chung (recruited from the University of Maryland and coming from a strong academic and business background), deepening the university's commitment to this area.
 - About four years ago, Mr. Chung received the university's first National Science Foundation (NSF) Innovation Corps grant. This is a program whereby the NSF provides funding to faculty with products that can be commercialized so that they may learn how to do so. GW is a core university in one of NSF's eight I-Corps Nodes (other universities in GW's Node are Johns Hopkins, University of Maryland, and Virginia Tech).
 - The office also works with the GW School of Business (GWSB) on its New Venture Competition, which offers \$260K in cash and in-kind prizes.
 - The office is working internationally, providing consulting, training programs, and seminars to international universities seeking to replicate the I-Corps model.
 - As a result of these efforts, The Princeton Review & *Entrepreneur* magazine has ranked GW a top-25 school for entrepreneurial studies.
- The Technology Commercialization Office was established and is led by Dr. Steve Kubisen (recruited from Johns Hopkins).
 - Licensing revenues at GW have increased from \$20K in 2011 to more than \$1 million in 2018. Revenues next year are expected to rise to \$5-10 million due to a drug recently licensed by a California pharmaceutical company.
 - Equity interests at GW have increased from \$0 in 2011 to \$2 million in 2018.
 - 16 startups by GW innovators have drawn more than \$365 million in investments.
 - Small Business Innovation Research (SBIR)/Small Business Technology Transfer (STTR) and corporate grants now bring in another \$8.5 million.
- Support for undergraduate research was expanded.
 - A Research Day for the medical school was already in existence; another Research Day was added for the non-medical side of the university. This year, 280 posters

were presented on the non-medical Research Day, the majority from undergraduate students.

- Undergraduate Research Awards are funded to facilitate student research.
- A website was recently launched to connect undergraduates with research support resources.
- This year, an undergraduate essay contest was started (“Reflections on Research”) that awarded ten \$500 prizes.
- The Office of the Vice President for Research provided financial support for the new GW Undergraduate Review, an entirely student-led journal begun by three students (Aleksandra Dagunts, Delaney Foster, and Margaret Steiner). The first issue is coming out this week, and a release event will be held at 6:30pm on Thursday, April 19th in the Science and Engineering Hall basement auditorium.
- A reserve fund of approximately \$9 million was grown to invest in research across the university.

Vice President Chalupa presented some metrics on GW’s research standing in the higher education world. GW’s ranking in the NSF Higher Education Research and Development Survey (HERD) has steadily increased over the past several years. In FY06, GW ranked 114th in federal and 122nd in total R&D funding (the total funding number includes some funding the university itself invests in research). In FY16, GW’s rankings had risen to 81st and 96th, respectively. Current numbers indicate that GW should continue to advance in the federal ranking. GW’s change in ranking is among the biggest change of any university in the country.

The growth of indirect cost recoveries at GW has outpaced inflation over the past several years. Vice President Chalupa noted that it is important to understand that indirect recoveries do not cover the cost of conducting research. No university truly covers research costs with indirects, but the long-term view is that research rankings (money, reputation, etc.) are highly correlated to what a university is able to bring in via development. The quality of a university’s students, its development program, and its research enterprise are all linked.

INTRODUCTION OF RESOLUTIONS

None.

GENERAL BUSINESS

- I. Nominations for election of new members to Senate standing committees
There are no new members of Senate Standing Committees to be confirmed at today’s meeting.
- II. Reports of Standing Committees
Reports from the Appointments, Salary, & Promotion Policies (ASPP), Academic Honors & Convocations, Libraries, and Professional Ethics & Academic Freedom (PEAF) committees are attached to these minutes.

- III. Election of the 2018-2019 Faculty Senate Executive Committee Chair and Slate
Professor Griesshammer, a member of the Nominating Committee, spoke on behalf of the committee chair, Professor McDonnell, who is unable to attend today's meeting. The Faculty Senate Executive Committee Nominating Committee (FSECNC) performed its due diligence, meeting with the senators of their respective schools and making recommendations to the FSECNC. At a meeting earlier this month, the FSECNC discussed these recommendations and developed the attached slate, presented to the Senate today for election. No further nominations were offered from the floor. By unanimous voice votes, Professor Marotta-Walters was elected as the 2018-2019 Faculty Senate Executive Committee chair, and the full slate was elected as the 2018-2019 Faculty Senate Executive Committee.
- IV. Election of the Senate Parliamentarian
The President nominated Steve Charnovitz as Senate Parliamentarian for 2018-2019. No additional nominations were made from the floor, and Professor Charnovitz was elected by unanimous voice vote.
- V. Election of the Dispute Resolution Committee Chair
The Faculty Senate Executive Committee appointed Professor Joan Schaffner to continue as chair of the Dispute Resolution Committee; there were no objections from the floor.
- VI. Report of the Executive Committee: Professor Sylvia Marotta-Walters, Chair
- The full report of the Executive Committee is attached to these minutes.
 - Since January, PEAFF has been working on the paragraph in the existing sexual harassment policy on consensual relationships. These conversations have moved into a draft guidelines document, which was submitted to the administration a few weeks ago. This document has now been largely incorporated into the ongoing policy that is currently being rewritten. There are meetings occurring now among the FSEC, PEAFF, and the administration to visit the guidelines and best practices that were presented by the outside consultant.
 - Regarding the online education resolution passed last month, Professor Marotta-Walters noted that she was pleased to be able to tell the Middle States Commission on Higher Education (MSCHE) review chair—in response to a direct question about last fall's controversy over the task force's preliminary report—that the Senate passed a strong resolution recommending best practices that came from GW schools with extensive and successful experience in this area. At the MSCHE review exit interview, the chair of the review committee singled out the School of Nursing for its excellent programs.
 - A meeting will take place this coming week regarding the Enterprise Resource Planning initiative with a consultant to determine how the needs/gap analysis will be conducted. Big conversations will come this fall regarding Banner as a maintenance project until the decision is made about a new system.

- There are four active grievances, one each in GSWB, the Elliott School of International Affairs (ESIA), the Columbian College of Arts & Sciences (CCAS), and the Graduate School of Education & Human Development (GSEHD). The grievance in the Milken Institute School of Public Health (GWSPH) was withdrawn.

VII. Provost's Remarks:

- The MSCHE review team visited last month, and the Provost thanked everyone involved for their assistance with a successful self-study and review process. He extended special thanks to Cheryl Beil and Paul Duff, who orchestrated the process; over 100 people were involved in constructing the self-study and the campus visit. The team was very positive on GW. Its report will be given to GW in early May, and the university will be permitted to make technical corrections only at that point. The Commission then meets with the review chair and passes a decision about reaccreditation; this will take place in June. MSCHE is moving every university to an 8-year review cycle.
- The Provost emphasized the importance of Professor Marotta-Walters's point about the university looking at its ERP system. There is no question that these systems play a critical role in the experience faculty and students have on campus. The current system has been cobbled together over years, and there is a need to evaluate its ability to work well for GW.
- Admitted students are visiting campus now, and the Provost encouraged everyone to be helpful and guide families during their visits.
- Dr. Anuj Mehrotra has been announced as the new GWSB dean. The dean was chosen by an elected search committee of GWSB faculty and will begin work on July 1st. The Provost reported a great deal of enthusiasm for this selection.
- Also effective July 1st, Tanya Vogel will become the university's new Athletic Director. She will report to President LeBlanc.
- Finally, the Provost acknowledged Ben Vinson, the outgoing CCAS dean, who is departing GW for the Provost position at Case Western Reserve University. The Provost expressed his gratitude for Dean Vinson's partnership over the past several years. Professor Paul Wahlbeck will serve as interim dean in CCAS.

VIII. President's Remarks:

- This week, the university released the "45-day Plan" as promised following the recent Snapchat racist incident. The plan includes additional training for students and faculty, a bias incident reporting system, and a careful look at racial harassment policies. The university needs an effort comparable to Title IX for racial incidents. GW Today includes more details on the plan. This was an important, interesting, and eye-opening experience for all who had a chance to hear, beyond this particular incident, concerns from not only black students but also other minority students on campus, about how they experience the GW campus. There are opportunities through schools,

departments, faculty orientations, and other avenues to receive training in this area.

- About a month ago, GW completed a debt consolidation refinance, borrowing about \$795 million. About \$525 million will be used to pay off short-term debt obligations coming due in the next five years. This positions GW's overall debt structure very solidly, with about 22 years average maturity at interest rates around 4%. Given consistent predictions for rising interest rates, this was a good time to pay off near-term debt and more favorably borrow funds in the longer term. A number of real estate projects coming to fruition will go toward repaying this debt.
- The President has decided to restructure the reporting line for the Office of Research. It is important for research and academic affairs to be closely joined. A search for a new Vice President for Research will take place internally over the next few months, and this position will report to the Provost effective July 1st. This will help ensure that decisions made around faculty hiring (faculty being the raw materials of the research enterprise) are integrated with the investments coming out of the Office of the Vice President for Research.
- The President noted he has been traveling much more this spring, after spending fall largely on campus, to visit with alumni and development prospects around the country. He noted that alumni are turning out in good numbers for GW events. He relayed an anecdote from an alumnus whose current contributions to the university tie directly back to their formative campus experiences. The President relayed a great deal of support for GW's activities among the alumni base. He noted he has told the alumni that the big differentiator in the future for higher education will be philanthropy.
- The university has now launched a website (<https://strategicinitiatives.gwu.edu/>) where progress on the five strategic initiatives important to future of GW will be documented. There have been some accomplishments in each domain already. The branding for the website is "Together We Raise High," and the goal is to achieve 200 concrete steps toward these goals by the university's 200th anniversary.

BRIEF STATEMENTS AND QUESTIONS

Professor Griesshammer expressed his appreciation for the clear layout of the new website on the five strategic initiatives. He noted that he was unable to learn who the various task force members are, what their operational timeframe is, and how input is being solicited for their activities.

He also relayed a rumor that Academic Analytics has been dropped as a candidate to provide metrics on research at GW. Given this company's poor track record and bad reputation, Professor Griesshammer noted his hope that this rumor is true but asked how the university plans to measure research across diverse fields.

The Provost responded that he has been working with Gina Lohr (OVPR) and the Faculty Senate Research Committee and is counting on them to be centrally involved in this area. Professor Marotta-Walters added that the committee is forming small working groups that will solicit

additional participation. The Provost noted that the working groups will focus on the operation of research cores, pre- and post-award experience, non-sponsored research support, post-doctoral hiring and recruitment, and high performance computing/big data analytics. These working groups represent a starting point, recognizing that there are other areas to be investigated as well.

The Provost noted that there was a brief discussion about measuring research output. This output should be measured in a variety of different ways. The value of external funding is that it is an indicator through the peer review process of how research is valued, but there is a need to emphasize other indicators as well (e.g., publications and citations).

President LeBlanc noted that, not counting faculty time (a very sizable number), GW is spending \$125 million annually on research on a \$1.1 billion budget (when faculty time is included, this number is more like \$250 million). The President noted he is proud of this investment and wants to see it go higher, but he needs ammunition to demonstrate what GW is getting for that investment. When that question is inevitably asked, the university needs to be able to respond that it takes that question very seriously and then share what it measures. Academic Analytics has a lot of problems and so GW will not use Academic Analytics, but the university will have to use something, as data is needed. Getting a grant doesn't net GW the money; instead, GW thanks its grant-getters for the reputational boost and for doing work deemed important and worthy of funding at a national level. The Association of American Universities does the most careful analysis of these metrics; their website tells you exactly what metrics they review when assessing member universities. Agreement needs to be reached about what data is needed and how it will be collected in order to defend the scale of GW's investment in research.

Professor Sidawy asked whether there is a central university repository of faculty publications. He suggested that this would be a source of pride and would stimulate even more activity, noted that looking at the dollars alone doesn't tell the full story. The President responded that this is an excellent suggestion and further suggested that GW should be collecting more data on a lot of areas (e.g., undergraduate research opportunities and internships). In addition, GW needs to do more to provide data on and promote activity outside the funded sciences, where traditional published accomplishments such as books or journal articles are rare.

ADJOURNMENT

The meeting was adjourned at 3:19 pm.

A RESOLUTION OF APPRECIATION FOR EXECUTIVE VICE PRESIDENT AND TREASURER LOUIS H. (LOU) KATZ (18/7)

- WHEREAS, Lou Katz has served since 1990 as Executive Vice President and Treasurer of The George Washington University with imagination and energy during a period of substantial growth and transformation for the University; and
- WHEREAS, Lou Katz's dedication and skill in overseeing the University's capital and operating budgets and its financial, physical, and information resources enabled the University to accomplish a significant expansion and improvement of its facilities for learning, research, studying, and student life; and
- WHEREAS, Lou Katz played a leading role in the University's adoption of the 2007 Foggy Bottom Campus Plan, which provided a 20-year framework for developing the University's main campus, including the successful construction of The Avenue, an innovative mixed-use project providing revenues for academic programs; and
- WHEREAS, Lou Katz's financial and budgetary leadership enabled the University to complete construction of the Science and Engineering Hall, the Milken Institute School of Public Health's LEED Sustainable Building, the School of Business's Duques Hall, the Elliott School of International Affairs building, and the School of Media and Public Affairs building, while constructing or renovating several residence halls and other academic buildings; and
- WHEREAS, Lou Katz also played key roles in the University's acquisition and expansion of the Mount Vernon Campus, the Virginia Science and Technology Campus, the Corcoran School of the Arts and Design, and the George Washington Museum and the Textile Museum; and
- WHEREAS, Lou Katz has announced that he will step down from his position as Executive Vice President and Treasurer on June 30, 2018; NOW, THEREFORE,

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

That the Faculty Senate hereby expresses its great appreciation to Lou Katz for his nearly three decades of distinguished service as Executive Vice President and Treasurer of The George Washington University and commends Mr. Katz for his many contributions to the University.

*Adopted by acclamation
April 13, 2018*

Sylvia A. Marotta-Walters, Chair
*Executive Committee
of the Faculty Senate*

Research Update to Faculty Senate

April 13, 2018

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

Leo M. Chalupa, Ph.D.
Vice President for Research

Some Accomplishments

- Central and Medical School Research Offices Unified
- Intramural Funding Programs
- Multidisciplinary Institutes and Programs
- Start-ups and Matching Funds
- Research Enhancement Unit
- Office of Research Integrity
- Office of Innovation and Entrepreneurship
- Technology Commercialization Office
- Support for Undergraduate Research
- Reserve of ~\$9M



Office of the
Vice President for Research

Intramural Funding Programs

- University Facilitating Fund
- Cross-disciplinary Research Fund
- International Travel Grants
- Support for Conferences and Seminars
- Humanities Facilitating Fund
- Graduate Assistant Support



Office of the
Vice President for Research

Office of Innovation and Entrepreneurship

- NSF Innovation Corps
 - GW is a core university in one of NSF's 8 *I-Corps Nodes*
- New Venture Competition
 - Awarded \$260K in cash and in-kind prizes last year
- International Programs
 - Consulting, training programs and seminars
- GW a Top 25 School for Entrepreneurship Studies



Office of the
Vice President for Research

Technology Commercialization Office

- Licensing Revenues: \$20K in 2011 to more than \$1M in 2018
- Equity Interests: \$0 in 2011 to \$2M in 2018
- Investments: 16 startups by GW innovators with more than \$365M
- SBIR/STTR and Corporate Grants totaled over \$8.5M



Office of the
Vice President for Research

Undergraduate Research

- GW Research Days
- Undergraduate Research Awards
- Launched website to connect resources
- Essay Contest: Reflections on Research
- Support for *GW Undergraduate Review*, a student-led journal



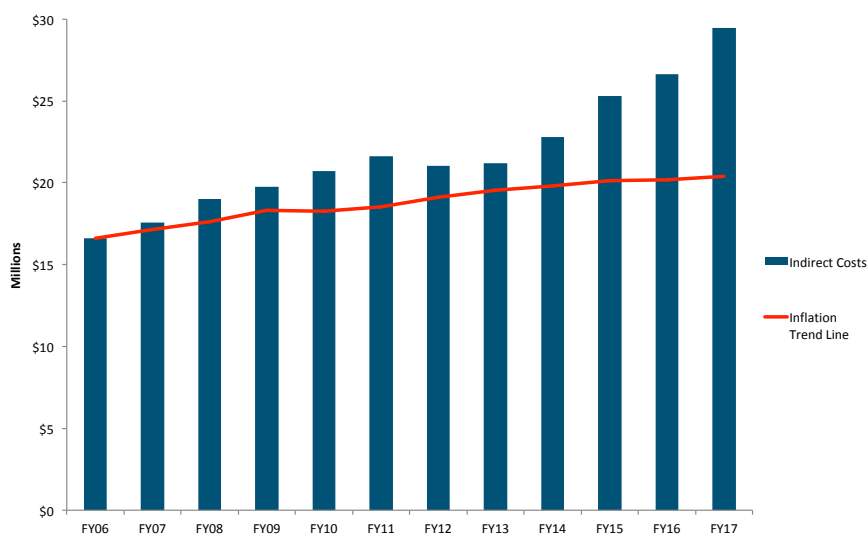
Office of the
Vice President for Research

GW's Ranking in National Science Foundation's Higher Education Research and Development (HERD) Survey FY06 to FY17

	Federal		Total R&D (all sources)	
	Ranking	Funding	Ranking	Funding
FY06	114	\$91,837,000	122	\$135,931,000
FY16	81	\$142,888,730	96	\$231,828,977
FY17	TBD	\$148,368,629	TBD	\$245,518,387

GW Office of the Vice President for Research

Growth in Indirect Cost Recoveries



GW Office of the Vice President for Research

*Thank You
and
Good Luck*



Office of the
Vice President for Research

The George Washington University
FACULTY SENATE COMMITTEE
on
APPOINTMENT, SALARY, AND PROMOTION POLICIES
Annual Report (2017-18)

ASPP Committee was quite active this year. The committee held seven meetings during this academic year: three in the fall and four in spring. Here are the major issues considered this year:

Benefits: This is the second year where the administration has committed to holding down health care costs for faculty and staff. Our co-chair, Cynthia Rohrbeck, serves on the Benefits Advisory Committee (BAC) and is able to report the BAC deliberations to ASPP membership and to the Senate on a timely basis; other members of ASPP and BAC are Tyler Anbinder and Joseph Cordes. We note the importance of continuing to urge the GWU administration to sever the connection between the average salary increase and the GWU employer contribution to health insurance costs (the “3% rule.”). At our March meeting, it was reported that the administration will be providing larger than 3% increase to the benefits pool.

ASPP committee now has two staff representatives (Jelana Berberovic and Richard Owens) who have requested us to present a list of staff suggestions on benefits to the BAC. These included enlarged health insurance choices, free access to Lerner HWC, VSTC shuttle timings, transit subsidies, longer maternity leave, and performance review process. The committee has prioritized these requests and a smaller list will be presented for action to BAC and the administration.

Salaries: The administration reported the plan to again add 3% to the merit pool with 2% available for department chairs and 1% with the deans to make special adjustments. We agreed that it is important for the university to meet the 80% percentile goal of AAUP averages at all ranks, and 60% percentile floor in all schools. It is noted that two schools—CCAS and GSEHD—continue to lag below these goals and the administration is urged to make needed adjustments.

Salary Equity Committee: Several individuals involved in the last few rounds of the salary equity committee efforts have left the university or are on leave. Those changes, along with what might have been a complicated algorithm to identify discrepancies, and a double-blind format were mentioned as reasons for the lack of a timely response and adjustments. It has been decided move forward on this

initiative with a smaller committee so that needed adjustments can be made in “real time”.

We nominated three faculty members as members of the Salary Equity Committee: Senay Agca (Finance), Erin Chapman (History), and Dylan Conger (Public Policy). This committee has now been formed with three senior members to serve as advisors (Joseph Cordes, Miriam Galston, and Philip Wirtz). Vice-Provost Chris Bracey will chair the committee, with administration support from Joe Knop and Eric Yang. It is hoped that the initial round of reviews will go more quickly than in the past since it will be the Provost’s office that requests information from the Deans. The goal is to have feedback by the November 1 salary letters. Provost Maltzman is going to convene the first meeting of this committee in the near future. The salary equity committee will report to ASPP as a subcommittee of ASPP so its activities can be reported to the Faculty Senate on a timely basis.

Retiree Health Benefits: There have been concerns about the changes to health insurance for retirees. Those changes were previously discussed in the BAC, and reported to ASPP. Currently, retirees can stay on the GWU plan for 8 years post-retirement, at which point they must shift to another plan. It seems that other plans other than the GWU / Tower’s plan might be more favorable to our retirees (with larger pools, they may have lower rates).

Submission dates for tenure/promotion dossiers: As reported in our Interim Report, we discussed the difficulty for the School of Nursing in complying with GWU’s deadlines on dossiers for tenure and promotion because that school had August 1, 2017 deadline for submission of dossiers to their dean and the school wide personnel committee. It was noted that CCAS’s deadline for tenure dossier submission to the dean was December 2, 2017. The committee recommended to the School of Nursing to reconsider their procedures and revise their deadlines and rules.

TIAA Concerns: Some members brought up concerns regarding the practices of TIAA fund costs as published in several article in New York Times article. This is a topic that will be raised in the BAC meetings.

Endowed Chairs: We were asked by the executive committee to explore endowed professorships of market basket schools, including how they are created, the numbers, how the lines are developed and other issues relevant to possibly increasing such positions at GWU. After some discussion, we determined that these questions need to be clarified and asked the executive committee for

clarification. It was subsequently learnt that this issue has been referred back to the administration.

Respectfully Submitted,

Murli M. Gupta, Interim Chair and Cynthia Rohrbeck, Co-Chair
April 5, 2018

Members	
Agca, Senay	GWSB
Anbinder, Tyler	CCAS
Abravanel, Eugene	CCAS
Biles, Brian	GWSPH
Briggs, Linda	SON
Cordes, Joseph	CCAS
Dickinson, Laura	LAW
Hayes, Carol	CCAS
LeLacheur, Susan	SMHS
Lipscomb, Dianna	CCAS
Maring, Joyce	SMHS
Mohamed, Mohamed	SMHS
Pittman, Delishia	GSEHD
Plack, Margaret	SMHS
Rau, Pradeep	GWSB
Schanfield, Moses	CCAS
Williams, James	ESIA
Zara, Jason	SEAS

<i>Ex-officio</i>	
Berberovic, Jelena	CCAS Staff
Bracey, Christopher	Faculty Affairs
Fulmer, Kimberly	SON Staff
Harrington, Robert	SEAS
Katz, Louis	EVP&T
Maltzman, Forrest	Provost
McLeod, Dale	HR
Owens, Richard	CCAS Staff
Shea, Mafona	Gelman

SENATE REPORT: Senate Com on Honors and Academic Convocations for AY2017-2018.

In AY 2017-18, 6 candidates were considered (1 was denied, 5 were approved). In the end, D. Graves, C. Matthews, C. Rivera, S. Scully and S. Knapp were recommended to receive honorary degrees at The George Washington University Commencement on May 20, 2018.

Please see all the candidates considered below:

	Nominee First Name	Nominee Last Name	Title	Affiliation	Nominated by
1	Denyce	Graves	Opera singer, member of Voice Faculty, Peabody Institute	Peabody Institute, The Johns Hopkins University	Dr. Luther W. Brady, BA '46, MD '48
2	Chris	Matthews	Political commentator, talks show host, and author	MSNBC	Dr. Thomas J. LeBlanc, President of GWU
3	Chita	Rivera	Actress, dancer, and singer	N/A	Dr. Luther W. Brady, BA '46, MD '48
4	Sean	Scully	Painter and printmaker	N/A	Dr. Luther W. Brady, BA '46, MD '48
5	Harris	Wofford	Attorney, politician, author, former President of Bryn Mawr College	N/A	Stephen J. Trachtenberg, President Emeritus, GWU; Professor of Public service
6	Knapp	Steve	Former, GWU President	Former, 16th GWU President	Nelson Carbonell, Jr, GWU

There are 4 voting members on this committee as per faculty senate records:

- *Chair: Rehman, Scheherazade S., International Business and International Affairs*
- *Friedman, Leonard, Health Services Management and Leadership*
- *Ingraham, Loring J., Professional Psychology*
- *Plack, Margaret, Physical Therapy*
- (Miriam Galson, FSEC Liaison)

Please note the votes and the voting process is only open for Senate voting members and is confidential.

The 4 member Senate Voting 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).

Can each of the voting members please vote (YES or NO) on each candidate based on the criteria as described below:

The Senate Committee vote is tallied and resent to the Committee for further discussion or approval (depending on the vote distribution and comments). All votes are confidential. There is no restriction on the number of nominees that can be deemed to have successfully met the criteria.

Once we are done, we send that information to Michael Peller transmission to the Committee on Academic Affairs of the Board of Trustees.

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).

Report of Libraries Committee
6 April 2018

Committee 2017-18

Voting members:

Acquaviva, Kimberly (SON), Ahlquist, Karen (CCAS), Crunk, Anne (GSEHD), Esseesy, Mohssen (CCAS), Friedland, Elise (CCAS), Harizanov, Valentina (CCAS), McGuire-Kuletz, Maureen (GSEHD), Ryder, Phyllis (CCAS), Storberg-Walker, Julia (GSEHD), Wallace, Tara (CCAS, Chair).

EC Liaison: Briscoe, Bill (CCAS)

Non-voting members:

Henry, Geneva (Gelman), Linton, Anne (Himmelfarb), McCorvey, Ann (EVP&T), Pagel, Scott (Law Library), Swain, McKenzie (Student Association)

The committee as a whole met once in Fall 2017 and once in Spring 2018. In addition, we had multiple email exchanges and Tara Wallace met separately with some individual committee members and with Geneva Henry after gathering information from two previous Chairs of the Libraries Committee. Our discussions led to the following conclusions:

- 1) **The GW Libraries system, while making progress, needs continuing attention to attain a high rating among research institutions.**
- 2) This is largely the result of budget cuts and continuing gap between needs and resources.
- 3) Because there was little significant follow-up to the thorough analysis and detailed recommendations produced by the Library 2013 Review, we felt it important to attach it to this report. It may be time to conduct another thorough review, but we have enough current information to recognize that it would yield very similar results.

1. As the 2013 review indicates, multiple factors prevent the GW Libraries system from looking like one that belongs to a major research university.

- The 2013 review compared GW to market-basket schools at the time. As of December 2017, we have a new market basket, and the chart provided by GW Institutional Research shows the 2015-16 IPED numbers on library FTE for the new group. These numbers indicate that GW's expenditures greatly exceed those of Boston University and Northeastern University; slightly exceed those of NYU, Syracuse, Pittsburgh, and USC; fall somewhat below those of Tufts, Tulane, and University of Miami; and well below Georgetown, Rochester, and Wake Forest. See attached chart.
- In 2013, the report outlined items signaling that GW libraries fall well below standards of research libraries. Among the disturbing figures were those that showed that because our holdings are so limited, GW borrows far more items than it lends, even in relation to smaller institutions such as Gallaudet and Marymount. One clear sign of a leading research library is that other institutions rely on it for resources, and we're clearly not meeting that standard.
- Similarly, the report pointed out the fallacy of claiming that Consortium libraries and the Library of Congress make up for our deficiencies (see pages 5-7 of report): while Gelman staff work diligently to collect and lend material through Consortium and Interlibrary loans, lag-time inevitably presses on research agendas. The barriers to using the Library of Congress on a regular basis are also delineated in that report. Committee discussions this year indicated that faculty and graduate students continue to rely on personal access to other collections, a time-consuming and sometimes daunting process, and one that contributes to the consensus that GW libraries do not meet research needs. In other words, **there is no substitute for building a strong collection if we want to be (and be perceived as) a leading research University.**

2. Budget constraints continue to bedevil attempts to bring our libraries up to research standards.
- At Gelman, the Collections budget has been exempted from cuts, but does not begin to approach the sum recommended in the 2013 report – it had recommended that the base budget for Collections should be \$4.5 million by FY2017. The Law Library experienced a \$700,000 cut in acquisitions budget, which had been \$3,000,000. Himmelfarb, which focuses on electronic materials and journals, can acquire no new journals that are not substitutions; since Himmelfarb provides resources for medical research as well as access to databases for clinical practice, it urgently needs to keep up with journal publications.
 - As Geneva Henry reported in 2017, the prohibitive cost of journals (and the publishers' practice of requiring purchase of bundles) constitutes a major problem for library budgets. Noone is to blame for this (except perhaps rapacious publishers), but we need to **increase allocations to the libraries for subscriptions** to these costly materials beyond the \$300,000+ targeted in 2014-15 for digital subscriptions.
 - While there were good reasons to shift student library fees from 'opt-out' to 'opt-in', the resulting short-fall has been ruinous for all three libraries: Gelman has lost \$1.2 million, Burns between \$100K and \$140K, and Himmelfarb \$85K. This loss has not been compensated by further allocations – for example, Gelman's support will reach \$625K after four years, which covers only about half of the lost support from student fees, and Burns has lost the funds to acquire Westlaw. **There should be immediate restitution of funds lost from student fees.**
3. We urge the administration to look again at the analyses in the 2013 report, update where necessary, and implement its recommendations. There have certainly been some positive developments in the last year, including the commitment to provide additional funds for Gelman, but those funds will not address the serious loss of staff and research support.

We do applaud the effort our heads of libraries have made to keep our libraries functioning under such difficult conditions. We also celebrate their collaboration in amalgamating the catalogue systems so that all collections can be searched on one system.

The committee agreed that more can and should be done to nurture a sense of collaboration and community between libraries and faculty. Gelman already sends staff members to individual Departments to discuss needs and constraints, and we believe that these visits should be publicized further in each School. On the recommendation of one committee member, Geneva Henry is looking into reinstating an annual Gelman in-house/in-person report to Department faculty who serve as Library Representatives. **We need to foreground the fact that faculty and libraries have the same agenda**, a task that the committee should take up next year.

UnitID	Institution Name	Total library expenditures per FTE (DRVAL2016)
164988	Boston University	\$764
131469	George Washington University	\$1,623
131496	Georgetown University	\$2,035
193900	New York University	\$1,025
167358	Northeastern University	\$635
196413	Syracuse University	\$1,198
168148	Tufts University	\$1,759
160755	Tulane University of Louisiana	\$1,771
135726	University of Miami	\$1,728
215293	University of Pittsburgh-Pittsburgh Campus	\$1,154
195030	University of Rochester	\$2,191
123961	University of Southern California	\$1,325
199847	Wake Forest University	\$2,492

Transforming GW Libraries: Strengthening Our Research Infrastructure

Committee for the Strategic Review of GW Libraries

Summary

In response to a report from the Faculty Senate Committee on Libraries, the Provost created this committee¹ in March 2012 in order to carry out a strategic review of the GW Libraries².

The Committee met periodically over the next fifteen months, reviewed documents, met with GW librarians, engaged two nationally known librarians³ to visit and brief us on the library's condition and opportunities, met with graduate and undergraduate students, and surveyed large random samples of GW faculty and graduate students.⁴

We offer six recommendations to the University about the GW Libraries:

1. Substantially increase spending for access to scholarly resources;
2. Address space needs, including starting to plan for a new library building;
3. Better support the life cycle of scholarly work;
4. Encourage our librarians' broad involvement in teaching and learning;
5. Collaborate within and beyond GW in order to better support research; and
6. Provide funding for an adequate number of professional librarians to implement these recommendations.

Introduction

The constantly changing digital world is forcing research libraries to evolve. Libraries were once defined by their technologies: books, journals, and buildings. New technologies are forcing us to pull back and define libraries by their purposes, in much the same way that new technology has compelled us to reassess what makes a good 'music store.' For that reason, we cannot strategically review GW

¹ For the membership of this committee, see Attachment 3.

² The term "GW Libraries" does not include the Himmelfarb Health Sciences Library or the Burns Law Library because both are administered and supported by their individual schools.

³ James Neal (Vice President for Information Services and University Librarian of Columbia University) and Karin Wittenborg (University Librarian and Dean of Libraries of the University of Virginia)

⁴ We surveyed only faculty and graduate students in those GW Schools that rely primarily on GW Libraries (see definition immediately above). Raw data is available at <http://go.gwu.edu/librarysurvey2013>

Libraries by merely comparing our buildings, books, and journals to those of other institutions. Instead, we must ask the more basic question: what is the ultimate purpose of a library?

Libraries support researchers by helping them:

- To remain at the cutting edge of their fields (connecting them with materials, ideas, colleagues, and communications channels of greatest value for their research),
- To obtain the information they need to do their work,
- To manage and then preserve that information, as appropriate, and
- To bring their students to the frontiers of their fields.

GW has been accelerating the growth of its research programs, and the new strategic plan emphasizes work on problems whose study requires expertise from multiple disciplines. GW Libraries ought to evolve in ways that help faculty and students make progress in their research, whatever that takes. That means, for example:

1. Helping students and faculty discover new findings, new materials (e.g., emerging journals, raw data, new media) and new collaborators, within and across disciplinary boundaries;
2. Helping faculty and students manage the raw materials and products of scholarship (e.g., organizing references; managing masses of experimental data, coping with privacy and intellectual property issues);
3. Offering advice about emerging forms of publication; and
4. Providing services for long-term management and preservation of the materials of scholarship (e.g., repositories or large databases of experimental evidence) so that these materials remain appropriately available to other scholars.

Yet research libraries seeking to meet such needs are caught in a bind. The digitization of scholarly material, while making a wide range of information easily available, has not replaced the need for proprietary journals and books. In fact, subscription prices of proprietary journals have been soaring faster than other costs and faster than revenue can grow.

Meanwhile, digital scholarship, including open access materials and multimedia publications, is in a period of rapid evolution: its resources and services are exciting, but uneven and in constant flux.

At this stage, libraries can neither fully abandon the old, nor yet fully rely upon the new. This double demand for both old and new has clear implications for space as well. Libraries need to continue to maintain quiet study environments near information resources and professional specialists. But they also need to provide collaborative space for creative teams and powerful, easy-to-master online workspaces that work for novices and experts in diverse fields of study.

That’s why the process of transforming a research library is akin to rebuilding an airplane in flight: some of the old practices cannot yet be abandoned while new ones are embraced. Somehow time and money must be found to expand the digital enterprise in support of the university’s programs of research, education, and service.

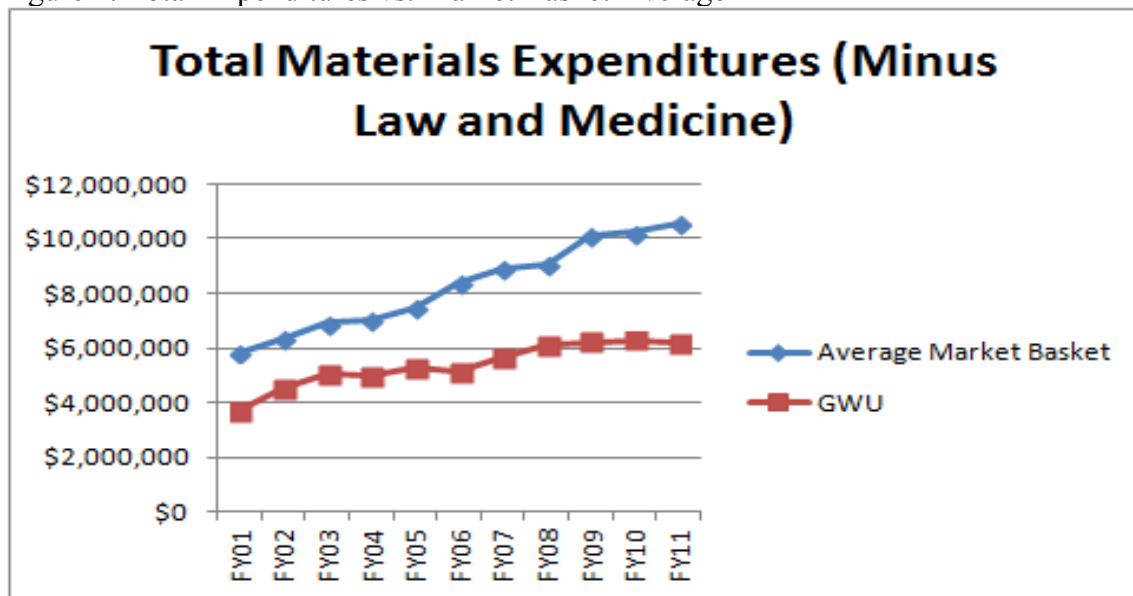
Motives for Transformation

GW has many motives to transform its libraries. Although its staff are highly esteemed by many users, according to surveys, GW Libraries’ resources and facilities currently fall far short of needs, especially those of research active faculty and graduate students.

1. Our budget for securing access to scholarly resources lags behind our market basket of competing institutions in the Association of Research Libraries (ARL)

GW Libraries (GWL) currently spends about \$6 million annually on materials. The average for market basket competitors in the ARL (excluding everyone’s expenditures on their libraries of law and medicine) is now over \$10 million.⁵ That gap has increased over a decade of below-average growth of the budget for access to scholarly resources.

Figure 1: Total Expenditures vs. Market Basket Average⁶



⁴ See Figure 2 caption for a list of the market basket institutions used in this comparison.

⁶ For a more detailed chart, including names of the market basket institutions used for this graph, see Figure 2 in Attachment 1.

Persistent, long-term underfunding of GW Libraries is at the root of many of the other challenges described below. See Attachment 1 for more data comparing GW's investment in access to scholarly resources, compared with our market basket institutions, over time, including analysis of expenditures per faculty member, per student, per disciplinary field, etc.

2. Significant numbers of faculty and graduate students see GW Libraries' resources as "inadequate"

We asked random samples of faculty and graduate students to rate a variety of GW Library resources and services.⁶ We asked whether each resource was a "strength of the institution," as far as their own research was concerned, "adequate," "inadequate," or "irrelevant" (in other words, their work does not require them to use this resource or service).

For significant numbers of faculty and graduate students, certain GW Libraries resources fell short:

- Almost a fifth of our research-active⁷ faculty (19%) described their access to online journals as "inadequate" for their research.⁸ For full-time research faculty who have been at GW fewer than five years, 25% rate access to online journals as "inadequate." As might be expected, the level of perceived inadequacy varies by discipline. For Columbian College of Arts and Sciences (CCAS) faculty in math and sciences, 52% see access as "inadequate." From the School of Engineering and Applied Sciences (SEAS), 22% rated online journals as inadequate. In contrast, only 12% of arts and humanities faculty in CCAS found online journal access to be inadequate.
- Graduate students were less likely to report online journal access to be inadequate (9%), but this isn't the case across the board. For example, 31% of graduate students in CCAS math and sciences saw access to online journals

⁷ We refer to faculty as 'research-active' if they responded 'yes' to the question: "For the purposes of this survey, "research" has a specific definition: a project (e.g., inquiry, creative work, analysis) that is intended to make contributions (e.g., findings, materials, services) of value to your field and perhaps to others. A novel engineering design intended for use outside GW, or inquiry that shapes service learning in the community, can each be considered 'research' for this survey.

"Using that definition, have you done research (with or without support from the GW Libraries) in the last two years?"

⁸ This view isn't uniform: a little over half of all faculty describe access in their fields as a "strength of GW," another quarter see access as "adequate," and only 4% see it as irrelevant. The committee believes that judgments of inadequacy are perhaps under-estimated; some users may not realize what they are missing. So, if at least one faculty member out of every five is unhappy with access, that's certainly a significant problem.

as inadequate. Of SEAS graduate students, 17% judged their access to online journals as inadequate.

- About a quarter of all research-active faculty members saw e-book access as inadequate (35% in CCAS math and science; 31% in CCAS social sciences; 18% in arts and humanities). The figures are quite similar for graduate students: about a fourth of all graduate students, and about one third of those students in CCAS social and CCAS natural sciences, saw their access to online books as inadequate.

Significant numbers of faculty and graduate students also described their access to print materials in the library building as inadequate. For example, 24% of research-active faculty (but only 9% of grad students) judged access to printed books to be “inadequate” for their research. But print demand is no longer a given: 41% of graduate students saw print journals as ‘irrelevant’ to their research.

A frequently mentioned corollary is the demoralizing impact of cutting journals each year. Because the price of journals is increasing, a stable budget means cutting journals available to faculty and students. Here’s a summary of cuts made (and savings achieved) in recent years:

Academic Year	Journals cancelled	Savings
2007	426 titles cancelled;	\$391,827
2008	5 titles cancelled;	\$5,014
2009	69 titles cancelled;	\$67,801
2010	305 titles cancelled;	\$115,750
2011	422 titles cancelled;	\$350,108
2012	181 titles cancelled;	\$233,859

3. GW’s borrowing of resources from other libraries is rising; their borrowing from us is falling.

The Washington Research Library Consortium is the agency through which GW does much of its interlibrary borrowing and lending with other area universities.⁹ In fact, GW is *the largest borrower* through the Consortium Loan Service (CLS), and one of the smallest lenders. We even borrow more items from smaller institutions such as Gallaudet or Marymount than they borrow from us.¹⁰

Lending of GWL books has been declining over the decade, from about 194,000 volumes

⁹ In the last decade, GWL led the market basket in all years but one in borrowing. See Attachment 2, Figure 4 (Interlibrary Loans – Borrowing) and Figure 5 (Interlibrary Loans – Lending).

¹⁰ GWL FY12 total requests *from* WRLC libraries: 62,525 books, 10,882 articles; total requested *by* WRLC libraries: 33,502 books, 1,837 articles. Borrowed from Gallaudet: 1,355 books, 10 articles; lent to Gallaudet: 419 books, 36 articles. Borrowed from Marymount: 2,747 books, 2,259 articles; lent to Marymount: 848 books, 101 articles.

annually in FY01 (most from our own shelves) down to 140,000 in FY12 (over one third from other libraries). At the same time, article borrowing (hard copy, from other libraries that have subscriptions we lack) has more than doubled over the same period, from 38,000 to 71,000.

This picture is reinforced by ARL data from our market basket institutions. We are often the largest borrower of materials among our market basket ARL libraries, and a relatively small lender. Put another way: GW holdings are weak and thus not sought by others.

4. A widespread illusion remains that being near the Library of Congress can substitute for the GW Libraries.

When arguing that other priorities exceed the needs of students and faculty for a great library, many people note how close GW is to the Library of Congress. They may not realize that materials cannot be borrowed from the LOC. But the frustrations go beyond that fact. As a member of our committee wrote,

“One evening last week, I spent about four hours at the Library of Congress (six hours with travel time) to access commonly held databases we do not subscribe to. It turned out to be an exercise in utter frustration.

“It was immediately clear how poorly resourced the institution is at this point. I am not convinced that it makes sense to send students and faculty there to use databases that GW, as a research facility, should subscribe to when the LOC is barely above water itself.

“To save money, it has begun furloughing staff (this began even before the sequester). It has disabled the copy machines hooked up to computer terminals. This is an obvious hindrance to saving and collecting research.

“Another option for collecting and saving research is to transfer material to external, portable devices. This is difficult at the LOC for two reasons: 1) the computers do not always allow users to save to the desktop or anywhere else first (often that step is necessary); and 2) many of the CPUs are woefully outdated because of budgetary constraints (zip drives!) and they can not recognize the newer external portable devices.

“Another option, e-mailing search results, is inconsistently successful. For instance, Hathitrust prohibits users from non-member schools from e-mailing search results from the LOC to your personal e-mail account (you have to log in through your university's Hathi membership first and GW is not currently a member).

“Other useful article and primary document databases that the LOC and research-minded universities subscribe to (such as Archives Unbound)

prohibit the transfer of large documents through e-mail. So, if you find useful material in a database that GW does not have, there may be *no way* to re-access it save returning to the LOC, or traveling to an area consortium library to review the material and/or print it out.

“After four hours, I was not able to save anything to an external drive, e-mail anything to myself, or print a single document (one which was vital to my research). While the staff was turning out the lights, I was rushing to take pictures of screens with my iPad so that I might capture images of items I wanted.

“Six hours in total, most spent trying to scale walls that should not exist. We should have these kinds of databases. Other universities do---why not us?”

5. Faculty and students feel forced to rely heavily on their own personal library privileges at other institutions.

Out of all faculty respondents, almost half (42%) reported they'd been using personal privileges with another institution's library (excluding special collections or archives) within the last two years (114 of 269 respondents to the question). Over half of those 114 faculty reported the benefit of those other libraries in their research had been “substantial.”

Of faculty who are tenured or tenure-track, even more, 47%, reported using personal privileges with other universities' libraries. Again, about half reported that this had benefited their research “substantially.” When we sliced our data in a different way, isolating faculty who said they were research-active, full-time, and had been at GW five years or fewer, the result was the same -- 47% reported using other universities' libraries in the last two years.

About 30% of GW graduate students also rely heavily on their library privileges at other universities. About half of those reported that their research had been aided substantially by their personal access to libraries at other universities.

6. The physical facilities of Gelman Library are being improved but more improvements are urgently needed.

Our 2013 survey drew many critical comments from graduate students about study space in Gelman. For example:

- “I also did not enjoy being in the library- I felt it was very stuffy and there wasn't much natural light and usually not enough tables or chairs, and it tends to be uncomfortably overheated during the winter.”

- “...we need a larger computer lab, more cubicles in quiet study areas, and a lot more outlets for charging personal electronics in study areas. Also, more recycling bins (like, at least as many as there are trash cans) with appropriate lids, so that people use them properly.”
- “...there are not enough breakout rooms. Students want dry erase boards, not chalk boards, and students want access to supplies to mark these boards up. The layout of the library inhibits collaboration. You need large rooms, small rooms. Tables with different sizes. Duques is usually the default study area.”
- “Physical space is limited which causes a problem, especially during midterm and final weeks.”

Time for Change

This is a time of incredible opportunity in the worlds of scholarship and information. GW has opportunities to use its library to help research and teaching leap forward. To do so, we need to be creative, evidence-based, and proactive. Judging from our conversations and survey comments and ratings, there is a core of skilled professionals in the GW Libraries to help us realize our ambitions.

The University has already taken several steps providing the foundation for such a leap:

1. GW has an increasingly research-active faculty and is attracting talented students;
2. GW has just completed a strategic plan that GWL can help advance in several ways;
3. The new Vice Provost for Budget and Finance should be able to help the University take a fresh look at how resources are allocated to academic priorities;
4. The new University Librarian and Vice Provost for Libraries will soon begin her work with us, and will provide creative, proactive leadership in the digital transformation; and
5. GW already has an outstanding library staff.

Six Recommendations

The Committee on the Strategic Review of GW Libraries recommends six steps for our libraries to accelerate the development of GW's leadership in education, research, and service.

1. Substantially increase spending for access to scholarly resources.

1. We must act. Budgets for scholarly resources should be substantially increased now and in coming years, and allocated efficiently. To build a budget on a par with institutions we consider our peers, about \$1,500,000 would need to be added to the base budget for scholarly resources in each of the next three fiscal years, increasing that base budget by around \$4.5 million by FY2017. Even so, this would bring the total collections budget in FY2017 up to the FY2011 market basket average – still significantly far behind our peers who can be expected to make ongoing investments in their library collections.

1.1. Begin **annual budget increases, coupled with generous one-time injections of funds, in order to put GW in a better position to compete.**

1.2. Rely upon **strategic academic priorities**, more than upon budget history, to decide how to allocate and invest the new funds. Making distinctions between important needs and very important needs is never easy. But for an institution advancing in the world of academic research, it is essential. GW budgeting processes are heavily influenced by the priorities of the separate Schools, but GW's strategic plan emphasizes scholarship that requires collaboration across Schools. GWL should work with the Schools to help assure that adequate priority is given the needs of these emerging interdisciplinary groups while also reducing unnecessary duplication (e.g. two Schools licensing or buying the same online resources).

1.3. Any one Special Collection is, by its nature, of importance to only a small number of faculty and students. GW ought to seek and accept **Special Collections** when certain conditions can be met: (a) GW has strategic reasons for strengthening its program in the area of the collection, (b) no undue strain is placed on our very limited space on campus, (c) funds can be found to process, house, and maintain the Collection.

2. Address space needs, including starting to plan for a new library building

2. The sheer sum of currently unmet needs for space – space for recent issues of journals, space for print books especially in fields where e-books are inadequate, space for an enhanced media collection, space for at least parts of our Special Collections, study space for thousands of individuals, temporary and longer-term space for teams, space for 'back room' operations (including digital projects) – means that we require a major building initiative. Seating standards vary across different state and library association bodies, but to provide seating for 40% of the non-Law, non-Medical Foggy Bottom student population, we would need seating to accommodate 6365. Currently the Gelman library

provides approximately 1100 seats with a plan to add 400 additional seats on the new Entrance Floor. The shortage of seating is very evident during peak periods (midterms and finals) when students are frequently found sitting on the floor and fighting over seats when someone leaves materials behind during a bathroom or Starbucks break. **We recommend that the new University Librarian focus attention early to the needs for space and options for meeting those needs.**

- 2.1. Our committee **believes a new University Library building will be needed within a 15-year planning horizon; planning for it needs to begin now.** For an institution of GW's size and ambition, even a renovated Gelman will not be able to provide sufficient space for all these functions, materials, and services.
- 2.2. While planning for a new building begins, GW must nonetheless continue to **renovate and upgrade Gelman, floor by floor**, in order to provide modern, engaging spaces for research and study.
- 2.3. To create more space for study, Gelman will undoubtedly need to continue **moving the least-used print materials off-campus, while keeping them available for quick and easy user access.**

3. Better support the life cycle of scholarly work

3. Strengthen the Libraries' support for the full life cycle of scholarly activity, from fostering the casual encounters that spark research (person encountering new ideas, person encountering person) to managing the research materials of completed projects. Easier said than done: this will require close collaboration between the Libraries' staff and GW faculty to create ways to coordinate their work, resources, and plans.
 - 3.1. **Strengthen the GWL's function as a place that brings potential collaborators together.** To advance GW's strategic plan, it is especially important for the librarians to help faculty and students from different departments and schools realize that they are working on similar problems or using similar resources. As part of its longer term space planning, GWL should also work with the University to provide work space(s) for emerging collaborations, people from different departments or Schools that may need to work together for several weeks or months.
 - 3.2. **Support technological scholarly tools** (e.g., Geographic Information Systems) in collaboration with Academic Technologies.
 - 3.3. **Help interested faculty and students engage in new forms of publication** (e.g., journal articles that include video, direct access to raw data, or interactive features). The world of scholarly communication is in only the early stages of revolutionary change. Faculty and students increasingly will discover how more widely disseminated, compelling, and useful their publications can be if they use media properly.
 - 3.4. **Expand additional services for supporting faculty and student research** such as the ability to provide long-term storage and management of

- intellectual property (e.g., raw data; working papers) emerging from a research project. Such services are increasingly required by funders.
- 3.5. In supporting the life cycle of scholarship, including student research, **assure that all resources and services are as available as possible to GW people anywhere around the world, 24/7.** Basic online services ought to be easy to use. Complaints received in our surveys demonstrate that users can give up quickly if they can't soon master a service and, once they leave, they may not return for years.

4. Encourage our librarians' broad involvement in teaching and learning

4. In order to improve the research skills of students, faculty should often collaborate with librarians on the design and teaching of courses.
 - 4.1. **Faculty working with librarians can create assignments that develop students' abilities to find, analyze, and critically assess scholarly literature.** Many faculty have worked with librarians to design assignments or class sessions. Faculty and librarians ought to work together more frequently in considering how whole courses, or sequences of courses, can progressively and cumulatively develop student research skills.
 - 4.2. **Faculty and librarians should educate students in the nature and norms of scholarly communication,** e.g., copyright and open source; trust and plagiarism; collaboration versus cheating. Students need to understand the reasons for customs and laws, especially in an era when both are changing so quickly. They need to understand the conflicts that led to those norms and laws.
 - 4.3. **Faculty and librarians can teach students to master new forms of scholarly and public communication.** New multimedia production facilities in Gelman Library can help GW take a step forward in this field.

5. Collaborate within and beyond GW in order to better support research

5. To respond to the daunting challenges we have described, GW Libraries must become a champion collaborator. Our consultants have suggested many examples of potential partnerships for the Library.
 - 5.1. Librarians and faculty should work closely on purchasing access to information and data, in order to (a) increase the degree to which licensing and acquisitions can be shared across departments and Schools; and (b) increase our bargaining power in negotiating prices. In some cases, it will also be appropriate for the Library to manage the sharing and conservation of a resource that previously might have been both purchased and managed by a faculty member with a grant.
 - 5.2. GW Libraries already work closely with the Himmelfarb Health Sciences Library and the Burns Law Library. To better support research, teaching, and service across GW, **the University Librarian (UL) should foster teamwork across other library-like functions at GW** (e.g., information

collections and services in departments and research centers; units and individual staff who support the use of scholarly tools by faculty and students). For such collaboration to have a real impact, it must be strongly supported by the Provost's Office, Deans, Center directors, and department chairs.

- 5.3. **Continue to engage in energetic multi-institutional cooperation in order to acquire, manage, and share resources, staff skills, and organizational services.** Institutions such as Cornell and Columbia are already coordinating in this way; GW should become a leader, too.
- 5.4. In collaboration with faculty and with organizations outside GW, participate in efforts **to strengthen open access publications that feature rigorous peer review.** The spiraling prices of academic publications dominate and distort all efforts to modernize libraries as tools for scholarship. GW cannot solve this problem by itself, nor should we sit on the sidelines waiting for others to solve the problem for us.
- 5.5. An early step in planning for GW's Libraries is for a team of academic leaders and librarians to **visit institutions doing innovative library thinking, planning, and implementation,** and apply insights from such visits to help **craft a new strategic plan for the GW Libraries.**

6. Provide funding for an adequate number of professional librarians to implement these recommendations.

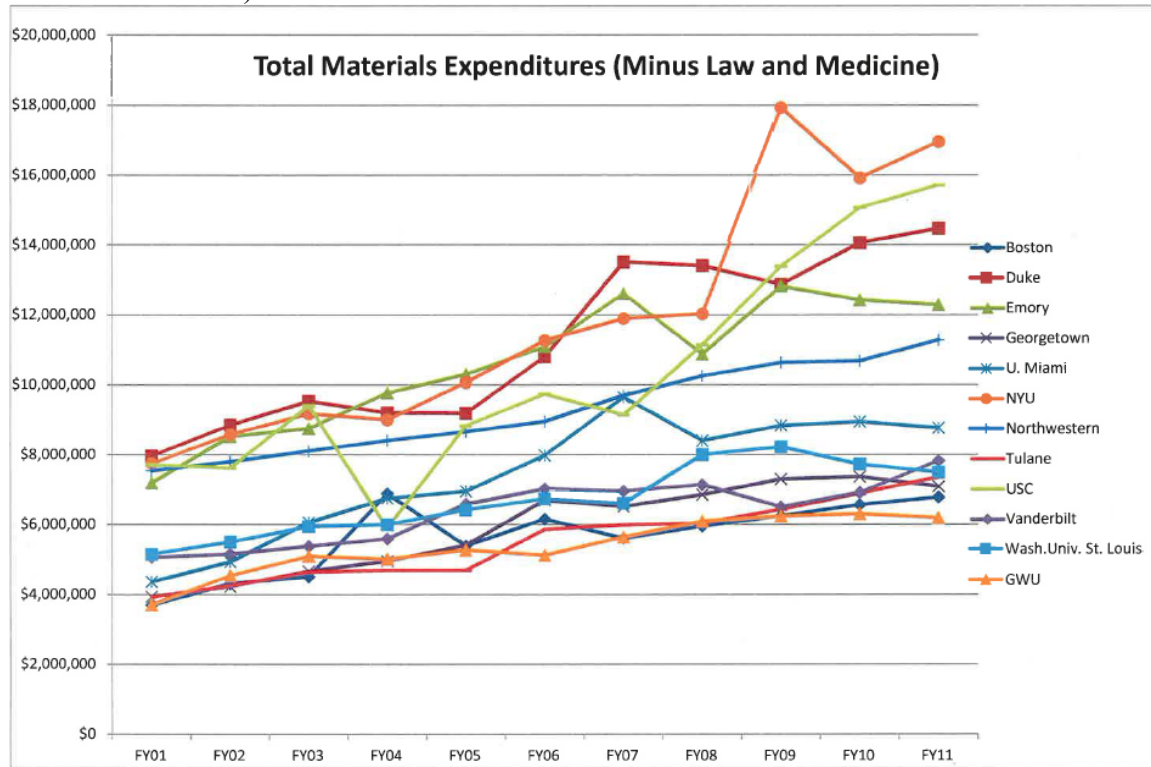
6. As the outside consultants pointed out, and as our own librarians have asserted, GWL is understaffed. To provide instruction in new research tools, foster research through interaction with faculty and students, deal with researchers' datasets, and carry through with every objective in this report, including arranging for and managing new acquisitions, more professional librarians are urgently needed.
 - 6.1. During her first year, the new University Librarian and Vice Provost for Libraries should lead the effort to create a strategic plan for GWL, including a 5-year plan for staffing.

Attachments

1. Expenditures of Access to Scholarly Resources – GW Libraries compared with Market Basket Institutions
2. Interlibrary Loan Activities
3. Committee members

Attachment 1. Expenditures of Access to Scholarly Resources – GW Libraries compared with Market Basket Institutions

Figure 2: Total Materials Expenditures for Individual Market Basket Institutions (Minus Law and Medicine)



Analysis of data drawn from Association of Research Libraries (ARL) statistical reports from FY 2001-2002 and FY 2010-2011 indicates that investments in resources for professional education in law and medicine at GW have been quite robust. The data makes it equally clear, however, that expenditures for library acquisitions for the GW Libraries, which support the work of the entire University, have not kept pace with the growth of the University.

Expenditures for Library Materials, FY 2001-2002

	Monographs	Current Serials	Other/Misc Materials	Total Expenditure for Materials
GWU*	\$1,533,362	\$3,578,545	\$1,075,331	\$6,187,238
GW Libraries only**	\$1,041,136	\$2,669,601	\$821,289	\$4,532,026

*From published ARL statistical report which includes law, medical, and branch libraries.

**Figures taken from worksheet for ARL statistical report

Proportional Expenditures for Library Materials, FY 2001-2002

	Expenditure/ PhD Awarded	Expenditure/ PhD Field	Expenditure/ Full-time Faculty	Expenditure/ Student FTE	Expenditure/ Graduate FTE
GWU	\$65,822	\$193,351	\$6,711	\$469	\$1,147
GW Libraries only	\$48,213	\$141,626	\$4,915	\$344	\$840

Expenditures for Library Materials, FY 2010-2011

	Monographs	Current Serials	Other/Misc Materials	Total Expenditures for Materials
GWU*	\$2,566,425	\$7,117,989	\$1,834,800	\$11,519,214
GW Libraries only**	\$1,290,013	\$3,517,730	\$1,373,355	\$6,181,099

*From published ARL statistical report which includes law, medical, and branch libraries.

**Figures taken from worksheet for ARL statistical report

Proportional Expenditures for Library Materials, FY 2010-2011

	Expenditure/ PhDs Awarded	Expenditure/ PhD Field	Expenditure/ Full-time Faculty	Expenditure/ Student FTE	Expenditure/ Graduate FTE
GWU	\$73,841	\$221,523	\$9,320	\$633	\$1,341
GWL only	\$39,622	\$118,867	\$5,001	\$340	\$719

Percentage Change in Proportional Expenditures for Library Materials, FY 2002-FY 2011

	Expenditure/ PhDs Awarded	Expenditure/ PhD Field	Expenditure/ Full-time Faculty	Expenditure/ Student FTE	Expenditure/ Graduate FTE
GWU	12.18%	14.57%	38.88%	34.95%	16.89%
GWL only	-17.82%	-16.07%	1.74%	-1.09%	-14.37%

In 2003, the GW Libraries received the budgetary infusion primarily responsible for increased materials expenditure between FY 2002 and FY 2011. However, if we restrict our attention to "C budget" allocations for collections in the years since 2003, we see clear evidence of stasis in the GW Libraries' primary budget for acquisitions, which translates to significant decline in support of the growth of the University.

Changes in Proportional Expenditures for Library Materials, FY 2005-FY 2013

	FY 2004-2005	FY 2012-2013	% Change
C Allocation for Collections	\$4,616,073	\$4,659,688	0.94%
Total Student FTE	19,556	21,421	9.54%
Graduate FTE	8,972	11,272	25.64%
Expenditures/Total FTE	\$236	\$218	-7.84%
Expenditures/Graduate FTE	\$514	\$413	-19.65%

Comparing GWU/GWL's data to that of our "market basket" competitors--Boston University, Duke University, New York University, Northwestern University, University of Pennsylvania, Tulane University and Vanderbilt University--shows that nearly all of these schools have seen strong growth in doctoral education, faculty, and student populations and significant growth in library expenditures. It seems clear that under-investment in materials for the GW Libraries (as distinct from investments in law and medicine) has an impact on our standing within the group.

Percentage Changes, FY 2002-FY 2011 -- Proportional Expenditures for Library Materials*

	Expenditure/ PhDs Awarded	Expenditure/ PhD Field	Expenditure/ Full-time Faculty	Expenditure/ Student FTE	Expenditure/ Graduate FTE
Boston U	36.49%	13.46%	57.58%	56.51%	42.61%
Duke	30.50%	41.48%	25.04%	31.72%	13.30%
GWU	12.18%	14.57%	38.88%	34.95%	16.89%
GWL only	-17.82%	-16.07%	1.74%	-1.09%	-14.37%
NYU	35.01%	125.89%	-0.89%	0.71%	-29.15%
Northwestern	38.72%	115.72%	68.46%	65.98%	48.46%
Penn	-16.50%	36.76%	133.17%	33.81%	-1.76%
Tulane	51.52%	219.85%	1.87%	5.78%	-22.33%
Vanderbilt	-9.04%	28.64%	-8.42%	36.12%	23.47%

*From published ARL statistical reports: data for all of our market basket schools include general, branch, law and medical libraries.

Percentage Changes, FY 2002-FY 2011 -- Demographics

	PhDs Awarded	PhD Fields	Faculty, full-time	Total FTE	Graduate FTE
Boston U	31.25%	57.89%	13.69	14.40%	25.62%
Duke	25.10%	15.38%	30.56%	23.95%	44.09%
GWU	65.96%	62.5%	34.06%	37.89%	59.27%
NYU	9.51%	-34.55%	49.19%	46.66%	108.69%
Northwestern	44.19%	-7.27%	18.74%	20.53%	34.74%
Penn	118.98%	34.00%	-21.58%	36.73%	86.14%
Tulane	-4.50%	-54.76%	42.04%	36.80%	86.29%
Vanderbilt	76.79%	25.00%	75.58%	18.18%	30.23%

Attachment 2. Interlibrary Loan Activity

Figure 1: Interlibrary Loans – Borrowing

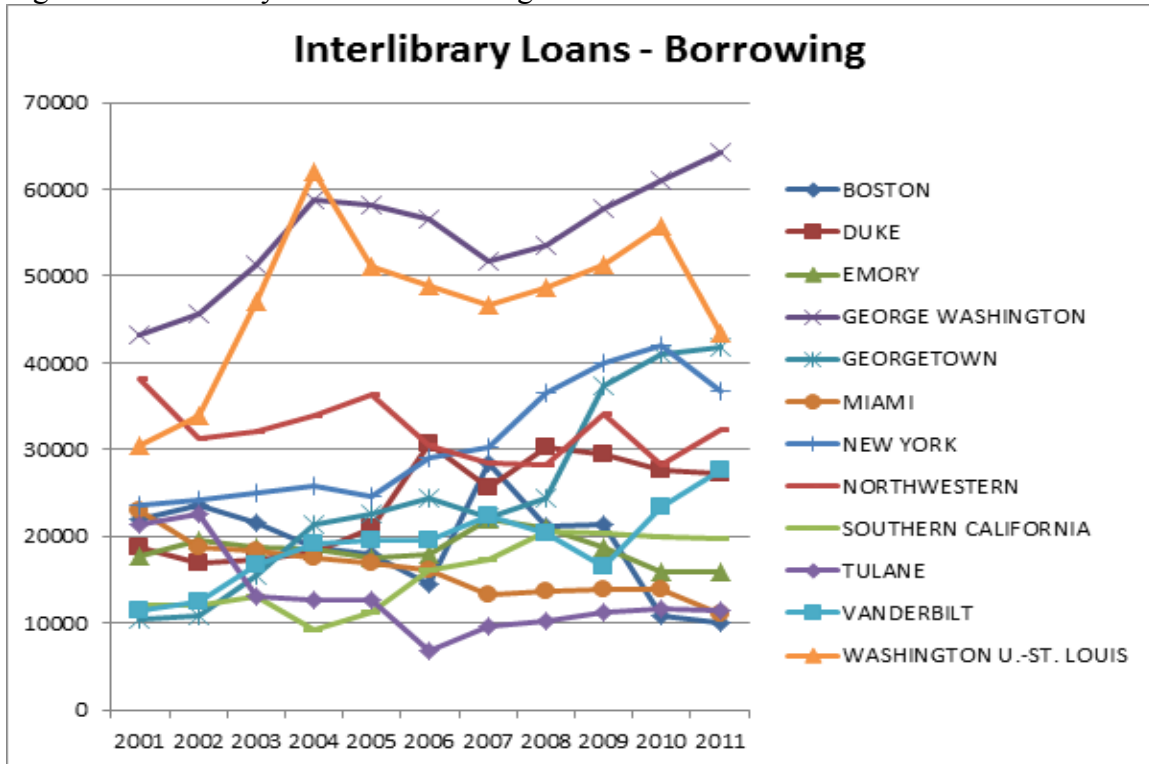


Figure 2: Interlibrary Loans – Lending

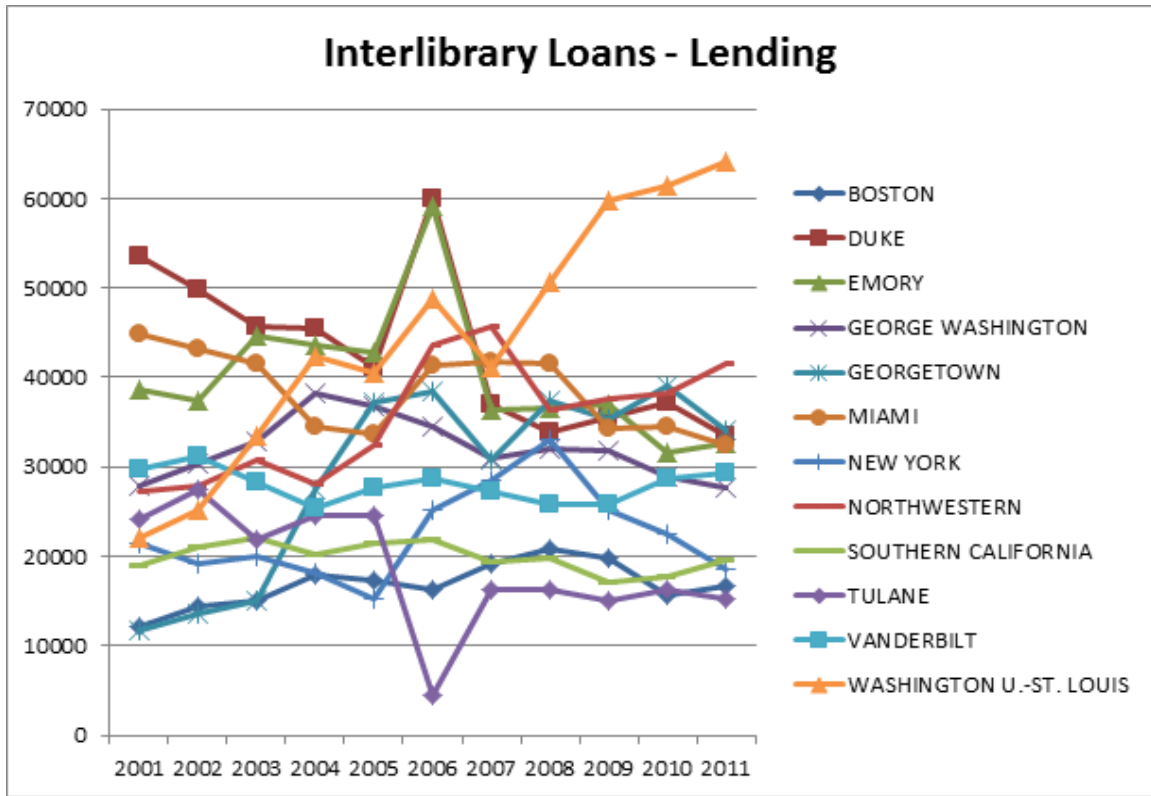


Figure 3: Summary of GW Libraries Borrowing Activity FY 2001-FY 2012

Fiscal Year	Total Books Circulated To GW Community *	CLS Book Borrows	ILL Book Borrows **	Total Non-GW Book Borrows	Non-GW Book Borrows as % of Total Circulation	Articles Received through CLS	Articles Received through ILL ***	Total articles received from outside of GW libraries	Total Borrowed
FY 01	196,416	23,062	3,660	26,722	14%	7,167	4,097	11,264	37,986
FY 02	161,993	27,614	4,195	31,809	20%	7,043	4,132	11,175	42,984
FY 03	167,542	30,078	4,910	34,988	21%	6,723	4,120	10,843	45,831
FY 04	184,769	37,546	4,259	41,805	23%	8,070	3,481	11,551	53,356
FY 05	182,991	40,287	4,125	44,412	24%	6,541	2,550	9,091	53,503
FY 06	166,208	40,769	4,271	45,040	27%	6,164	3,519	9,683	54,723
FY 07	159,488	39,428	4,815	44,243	28%	4,670	5,811	10,481	54,724
FY 08	157,137	41,509	5,691	47,200	30%	3,784	6,133	9,917	57,117
FY 09	154,391	42,678	6,687	49,365	32%	4,721	7,365	12,086	61,451
FY 10	153,816	46,422	6,416	52,838	34%	5,435	6,879	12,314	65,152
FY 11	147,549	49,406	5,949	55,355	38%	6,230	8,039	14,269	69,624
FY 12	139,898	46,535	5,345	51,880	37%	7,316	12,182	19,498	71,378

* Represents initial checkouts only –does not include renewals.
Includes circulation activity from: Gelman, GRC, Eckles and VSTCL (Virginia Campus)
Does not include: Media, Periodicals, Reserves, Special Collections
** ILL book borrows for VSTCL are not included for FY 01 through FY 05
The average number of ILL book borrows for VSTCL for FY 06 through FY 11 is 435, which, if added to FY 01-FY 05 counts, would not impact percentages of increase.
*** ILL articles received for VSTCL are not included for FY 01 through FY 05

Attachment 3. Committee for the Strategic Review of the GW Libraries

Stephen Ehrmann, Vice Provost for Teaching and Learning/Associate Professor of Educational Leadership, Graduate school of Education and Human Development (*co-chair*)

Daniel Ullman, Associate Dean for Undergraduate Studies/Professor of Mathematics, Columbian College of Arts and Sciences (*co-chair*)

Deborah Bezanson, Associate University Librarian for Research and User Services, Gelman Library

Brian Biles, Professor of Health Policy, Health Services Management and Leadership, School of Public Health and Health Services

Yvonne Captain-Hidalgo, Associate Professor of Spanish and International Affairs; Director of Master in International Policy & Practice Program, Elliott School of International Affairs

Denis Cioffi, Director of the GW Teaching & Learning Collaborative and Associate Provost/Associate Professor of Decision Sciences, School of Business

Arnold Grossblatt, Associate Professor in the College of Professional Studies

Carol Hoare, Professor of Human Development, Graduate School of Education and Human Development

Jennifer James, Director of the Africana Studies Program/Associate Professor of English, Columbian College of Arts and Sciences

Ann Linton, Director of Library Services, Himmelfarb [Medical] Library

Derek Malone-France, Executive Director of University Writing/Associate Professor of Religion, Columbian College of Arts and Sciences

Rob Maxim, graduate student selected by the Student Association

David McAleavey, Professor of English, Columbian College of Arts and Sciences

Scott Pagel, Associate Dean for Information Services, Law School/Professor of Law, Law School

Scheherazade Rehman, Professor of International Business and International Affairs, School of Business

Julie J. C. H. Ryan, Associate Professor of Engineering Management and Systems Engineering, School of Engineering and Applied Sciences

Rhys Seiffe, undergraduate student selected by the Student Association

Greg Squires, Professor of Sociology and of Public Policy and Public Administration, Columbian College of Arts and Sciences

Christopher Sterling, Associate Dean for Special Projects/Professor emeritus in
School of Media and Public Affairs, Columbian College of Arts and Sciences

Andrea Stewart, Deputy [and in 2012-13, Interim] University Librarian, GW
Libraries

**GWU Faculty Senate
Committee on Professional Ethics and Academic Freedom**

**Final Report
Academic Year 2017-2018**

April 2, 2018

The Committee on Professional Ethics and Academic Freedom met six times during academic year 2017-2018.

Charge to the PEAFF from the Faculty Senate Executive Committee (FSEC) for Academic Year 2017-2018:

- (1) Complete the work of the joint task force (with Education Policy) on online course and program curricular standards, to be discussed by the full senate in the fall semester
- (2) Continue to monitor and suggest ways to implement the requirements of the 2015 *Faculty Code*, informally known as the “glitch” list
- (3) Continue exploring the possibility of an amendment to *Faculty Code* Article X.A providing that a faculty member is not required to pursue a grievance before filing a lawsuit to seek judicial remedies for an infringement of the faculty member's rights or privileges by the University
- (4) Continue to follow-up on implementing the guidelines for ensuring academic freedom
- (5) Continue to participate in the joint task force on aligning school bylaws to conform to the new *Faculty Code*

In addition, President LeBlanc asked the Faculty Senate to review and strengthen the University’s policy and guidelines on consensual relationships that are part of its policy on sexual harassment. This additional assignment was considered by the PEAFF during the spring semester.

The PEAFF is pleased to report that most elements of the FSEC’s charge, including Dr. LeBlanc’s request, were addressed and completed.

Status of charge (1): Complete the work of the joint task force (with Education Policy) on online course and program curricular standards, to be discussed by the full senate in fall semester.

Completed. The report of the Joint Task Force on Online Course and Program Curricular Standards was reviewed by the PEAFF and the report was forwarded to the Faculty Senate. Subsequently, a resolution regarding online and hybrid courses and programs was drafted by the Committee on Education Policy and approved by the Faculty Senate on March 2, 2018, as Senate Resolution 18/6.

Status of charge (2): Continue to monitor and suggest ways to implement the requirements of the 2015 *Faculty Code*, informally known as the “glitch” list.

Partially completed. On further review, two items originally considered to be “glitches” requiring only technical changes were determined by the administration to be substantive or have substantive implications.

Three resolutions were developed, reviewed, and approved by the PEAFF. They were forwarded to the FSEC for disposition and subsequently approved by the Faculty Senate.

1. Remove the words “full-time” before “faculty members” in the first sentence of Article VII.D. of the *Faculty Code* and clarify that such faculty members will be considered Regular Faculty for purposes of Article I(B). This resolution was approved by the Faculty Senate February 9, 2018, as Senate Resolution 18/4.
2. Amend Article IV.A.6. (c) of the *Faculty Code* by adding a new clause, which references Section IV.B.2. This resolution was approved by the Faculty Senate January 12, 2018, as Senate Resolution 18/1;
3. Amend the first sentence of Part B.6. of the *Procedures for the Implementation of the Faculty Code* by adding the following parenthetical phrase after the word “recommendations” at the end of that sentence: “(whether positive or negative);” and Amend the third sentence of Part B.7 of the *Procedures for the Implementation of the Faculty Code* similarly. This resolution was approved by the Faculty Senate on January 12, 2018, as Senate Resolution 18/2.

The two “glitches” the administration determined required more review and feedback to PEAFF are:

1. Insert the following two new sentences AFTER the first sentence of Article IV.D.1 of the *Faculty Code*:

The School-Wide Personnel Committee shall consult with the chair of the responsible departmental committee before obtaining any additional materials and shall provide copies of all such additional materials to the chair of that committee. The departmental committee (either collectively or through its chair) may submit a written response to such additional materials.

2. Insert the following two new sentences at the end of Part C. 2. (b)(ii)(3) of the *Procedures for the Implementation of the Faculty Code*:

The regular faculty of a school may establish additional rules and procedures, in accordance with Part A of these *Procedures*, for making periodic assessments of the dean's performance by the full-time faculty or a faculty committee authorized by the faculty. Such periodic assessments may be combined with the Provost’s review of the dean under this subpart.

Insert the following two new sentences at the end of Part C. 2. (b)(ii)(3) of the *Procedures for the Implementation of the Faculty Code*:

The regular faculty of a school may establish additional rules and procedures, in accordance with Part A of these *Procedures*, for making periodic assessments of the dean's performance by the full-time faculty or a

faculty committee authorized by the faculty. Such periodic assessments may be combined with the Provost's review of the dean under this subpart."

At this writing, the PEAf is awaiting the administration's response.

Status of charge (3): Continue exploring the possibility of an amendment to *Faculty Code* Article X.A providing that a faculty member is not required to pursue a grievance before filing a lawsuit to seek judicial remedies for an infringement of the faculty member's rights or privileges by the University.

Completed. The resolution making this change was approved by the PEAf and sent to the FSEC. The PEAf proposed amending the third sentence of Article X.A to substitute "may" for "shall" and to conclude with the words, "by the grievant." This resolution was approved by the Faculty Senate on February 9, 2018, as Senate Resolution 18/3 (as revised).

Status of charge (4): Continue to follow-up on implementing the guidelines for ensuring academic freedom.

Completed. The language to modify Senate Resolution 17/4, "A Resolution Recommending the Adoption of Guidelines for Exercising and Defending Academic Freedom," was drafted and approved by the administration. It was presented to the Faculty Senate and approved March 2, 2018, as Senate Resolution 18/5.

Status of charge (5): Continue to participate in the joint task force on aligning school bylaws to conform to the new *Faculty Code*.

Partially completed. The working group, including the co-chairs of PEAf, continues to review school and college bylaws. Several remain to be reviewed and approved.

In response to Dr. LeBlanc's request that the Senate draft a policy statement on consensual sexual and amorous relationships to be part of the University's policy on sexual harassment, the PEAf developed alternative guidelines for consideration. Those draft guidelines were reviewed by the PEAf. The Provost's office and chair of the FSEC have that draft and PEAf awaits instructions as to how to proceed.

Finally, a proposal was made to the PEAf to expand the number of University actions subject to a grievance. There was support and interest in modifying the *Code* and the PEAf will take up this issue in the 2018/19 academic year.

Respectfully submitted,

Jeff Gutman and Kurt Darr
PEAf Committee co-chairs

**Faculty Senate
April 13, 2018**

Nominees for Approval by the Faculty Senate

2018-2019 Faculty Senate Executive Committee

CCAS: William Briscoe

ESIA: Hugh Agnew

GSEHD: Sylvia Marotta-Walters, Chair

GWSB: Phil Wirtz

GWSPH: Anne Markus

LAW: Miriam Galston

SEAS: Robert Harrington

SMHS: Tony Sidawy

SON: Christine Pintz

2018-2019 Faculty Senate Parliamentarian

Steve Charnovitz, Law School

2018-2019 Dispute Resolution Committee Chair

Joan Schaffner, Law School

Report of the Executive Committee

April 13, 2018

Sylvia A. Marotta-Walters, Chair

ACTIONS OF THE EXECUTIVE COMMITTEE

Review of the Section on Relationships, Current Policy on Sexual Harassment.

Since my last report, the Professional Ethics and Academic Freedom (PEAF) Committee of the Senate submitted a statement of principles to guide faculty and administrators on managing relationships and multiple roles among faculty, students and staff when these have the potential to become exploitative. This guideline document is intended to update the section on “Consensual Relationships” within the GW Policy on Sexual Harassment. Administration is studying this document and will likely incorporate its content into a revised Policy on Sexual Harassment.

Both the Faculty Senate Executive Committee and the PEAFF Committee are meeting with the administration to continue to craft an updated policy on sexual harassment that incorporates existing university policies and national legislation that has been enacted since the GW policy was last revised in 2011. As noted previously, the university hired a consulting firm with expertise in this domain to recommend best practices. These ongoing conversations are in keeping with the *Faculty Code* which calls for shared responsibility by faculty and administrators in the development of university policies.

Middle States Review. On-Line programs were a focus of the recent Middle States Review, which had an overall positive conclusion for the university. As an update, the chair of the review team specifically asked me about senate activity since the negative publicity about on-line learning occurred last Fall. I was pleased to be able to respond that the Senate passed Resolution 18/6 last month which recommended best practices. The chair wanted to know whether best practices were gleaned internally or externally. I responded that GW has some schools with more than 20 years’ experience in this delivery system and our resolution was a way of sharing that experience with those schools and colleges at the university that had not yet begun their own use of on-line learning. At the exit interview, the School of Nursing was singled out for its commitment to excellence in delivering on-line programs.

University Review of Enterprise Resource Planning (ERP). At the January Senate meeting, CIO Loretta Early provided an update on changes that are being planned for the university’s virtual infrastructure. A meeting is planned for the University Leadership Council (ULC) on Monday April 16, with a consulting firm that will be helping the university do a gap analysis on what we currently have and what we will need in the future. CIO Early is recommending

keeping Banner on a maintenance-only function past the December 2018 date when the vendor will no longer offer Banner. This coming fall will be a critical time to research options for all of our systems, with final roll outs sometime between 2019 and 2021 for the various systems.

Review of School Rules and Regulations (By-Laws). All GW Schools and Colleges have had their school rules and by-laws reviewed for conformance to the *2015 Faculty Code*, with the exception of the School of Business. Several schools are revising their by-laws as a result of the meetings with the Provost's Office and representatives of the Senate.

Volunteering for Next Year's Senate Committees. Liz Carlson, the Faculty Senate Coordinator, developed an online process for faculty, staff, and students who wish to volunteer for Senate committees during AY2018/2019. The electronic form eliminates paper forms that had to be either scanned for email return or delivered through campus mail. Senators are advised to let their schools know this form is now available on the Senate website.

FACULTY PERSONNEL MATTERS

There are four active grievances, one each in GWSB, ESIA, CCAS, and GSEHD.

Mediation recently failed in one case, one is in the hearing stage, one recently ended the hearing stage, and one is in mediation. The GWSPH grievance was withdrawn.

ANNOUNCEMENTS

The next meeting of the Executive Committee is Friday, April 27, 2018. Please submit any reports or drafts of resolutions to the FSEC by Friday, April 20, 2018.

Upcoming Agenda Items

May 11, 2018	Introduction of New Senate Members
	Nominations for election of new chairs, members of Senate Standing Committees
	Approval of 2018-2019 Senate Calendar
	Budget Model Presentation (Provost Maltzman/Professor Cordes)