

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

October 29, 2015

MEMORANDUM TO: Members of the Faculty Assembly

The UNIVERSITY FACULTY ASSEMBLY will meet on Tuesday, November 10, 2015 at 4:00 p.m. in the Lisner Auditorium, 730 21st Street. A reception will be held immediately following the meeting in the lower lobby of the Lisner Auditorium.

1. Call to order
2. Approval of the minutes of the Faculty Assembly held on October 7, 2014.
3. New faculty member introductions from schools with new faculty:
 - Columbian College of Arts & Sciences
 - Elliott School of International Affairs
 - Graduate School of Education and Human Development
 - GW Law
 - Milken Institute School of Public Health
 - School of Business
 - School of Engineering and Applied Science
 - School of Medicine and Health Sciences
 - School of Nursing
4. Remarks by Nelson A. Carbonell, Jr., Chair, GW Board of Trustees
5. Remarks by Steven Knapp, University President
6. Remarks by Steven Lerman, Provost and Executive Vice President for Academic Affairs
7. ASSEMBLY ACTION on Resolutions:
 - a) Board of Trustees Resolution FA 16/1
"A Resolution to Amend the *Faculty Organization Plan*" (Board Resolution FA 16/1 is attached.)
8. Report of the Faculty Senate
Charles A. Garris, Jr., Chair, Executive Committee of the Faculty Senate
9. Adjournment

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary

ATTACHMENT A

THE GEORGE WASHINGTON UNIVERSITY Washington, D.C.

REGULAR FACULTY ASSEMBLY October 7, 2014 Continental Ballroom, Marvin Center

CALL TO ORDER

The Assembly was called to order by President Knapp at 2 p.m. He welcomed all of the members of the Assembly, particularly the new faculty present.

APPROVAL OF THE MINUTES

The minutes of the regular Faculty Assembly held on October 1, 2013 were approved as distributed.

INTRODUCTION OF NEW FACULTY

President Knapp called upon the deans to introduce faculty members newly appointed in their schools.

REMARKS BY NELSON A. CARBONELL, JR., CHAIR, GW BOARD OF TRUSTEES

Chair Carbonell's remarks about faculty governance are included with these minutes.

REMARKS BY STEVEN KNAPP, UNIVERSITY PRESIDENT

President Knapp gave a special welcome to new faculty, including new faculty from the Corcoran College of Art and Design, which is now the Corcoran School of the Arts and Design within the Columbian College of Arts and Sciences. He reflected on the opening of three new buildings on campus: the Milken Institute School of Public Health's new home, Science and Engineering Hall, and the new George Washington University Museum and Textile Museum. He also discussed construction on a new dormitory. Finally, he announced that the university is more than halfway to its \$1 billion goal for its comprehensive campaign launched in June 2014.

REMARKS BY STEVEN LERMAN, PROVOST AND EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

Provost Lerman highlighted the great strides that the university has made towards achieving our goals under the strategic plan. He discussed recruitment efforts to attract students from both here and abroad. He also discussed international programs hosted which created unique opportunities for students from Brazil and China to attend George Washington University. Provost Lerman noted his work with the deans of the Columbian College of Arts and Sciences, the School of Engineering and Applied Science and the Graduate School of Education and Human Development to create a new cross-disciplinary organization called the

Science, Technology, Engineering and Mathematics (STEM) Academy. The purpose of this academy is to assist faculty in implementing effective teaching methods within the STEM fields, while also encouraging new student participation in the STEM fields. Provost Lerman discussed the different budget models used within the university and the development new model for the seven “open unit” schools. Lastly, he described ways in which the university has sought to decrease expenditures and increase enrollment.

REPORT OF THE FACULTY SENATE

Charles Garris, Chair of the Faculty Senate Executive Committee, gave a report on shared governance between faculty, administrators, and board members at George Washington University. He noted the importance of including faculty in decisions pertaining to the university, citing their distinct and rich knowledge on educational subjects. Professor Garris also highlighted the fact that faculty knowledge and expertise is pivotal in generating educational policies.

Professor Garris noted that the shared governance model within the *Faculty Code* has been successfully implemented at George Washington University. He also noted that this mode of operation has been highly beneficial to the university, as it has allowed the faculty to work alongside the Board of Trustees and the Administration on a range of imperative issues.

Professor Garris noted that from May 2013 through May 2014, the Faculty Senate held ten regular meetings. During those meetings, six resolutions were adopted. Additionally, four more resolutions were adopted at the meeting held on May 9, 2014. The resolutions are listed below as follows:

- Resolution 13/1 entitled, *A Resolution to Recommend Adoption of the Sexual Harassment and Sexual Violence Policy and Procedures*. This resolution was introduced by Professor Garris, and it advanced a new university policy entitled “Sexual Harassment and Sexual Violence Policy and Procedures.” The purpose of the policy was to prohibit sexual harassment and sexual violence, while encouraging victims to report instances of harassment or violence. The policy also encouraged the proper and timely adjudication of cases involving sexual harassment and sexual violence. Resolution 13/1 was adopted as amended.
- Resolution 13/2 entitled, *A Resolution to Amend the Policy on Conflicts of Interest and Commitment for Faculty and Investigators*. The Faculty Senate previously approved a Policy on Conflicts of Interest. This new resolution was introduced by Professor Garris, and it called for the Senate’s approval of the amended version of the Policy, which was distributed with the meeting agenda. Resolution 13/2 was adopted unanimously.
- Resolution 13/3 entitled, *A Resolution on the Established Procedures for Approving Any Changes to the Faculty Code or Faculty Policies that May Be Recommended by the Board of Trustees Governance Task Force*. Professor Garris introduced Resolution 13/3 on behalf of the Committee on Professional Ethics and Academic Freedom (PEAF). This resolution requires the Faculty Senate, as the elected representative and authorized agent of the Faculty, to consider changes to the *Faculty Code* and Faculty Policies that are proposed by the Board of Trustees and the Administration before such changes are submitted to the Board of Trustees for final approval. Resolution 13/3 was adopted as amended by a vote of twenty-nine in favor, two opposed, and none abstaining.
- Resolution 13/4 entitled, *A Resolution to Amend the Policy on Retaining Incomplete Grades on Students’ Transcripts*. Professor Robert J. Harrington, Chair, of the Educational Policy Committee, introduced

this resolution, which recommends that the grade notation of “I” must be removed once an actual grade has been reported to the registrar. Resolution 13/4 was adopted as amended.

- Resolution 13/5 entitled, *A Resolution to Alert Students Who Are Doing Substandard Academic Work Early in the Semester*. Professor Harrington, Chair, introduced the Resolution 13/5 on behalf of the Educational Policy Committee. This resolution encourages faculty to assign graded work to students early in the semester, but no later than the fifth week of the semester. This Resolution also encourages faculty to enter information about student’s academic performance into the Faculty Feedback System in Banner, so that the information may be accessed by undergraduate schools and athletic advisors. Resolution 13/5 was adopted as amended.
- Resolution 13/6 entitled, *A Resolution to Upgrade Information for Students Seeking to Register for Courses*. This resolution was introduced by Professor Robert J. Harrington, Chair, of the Educational Policy Committee. Resolution 13/6 encourages faculty to submit to the Registrar’s Office one of the following:
 - 1) A draft syllabus for the upcoming term, clearly designated as tentative and subject to revision before the course begins, or;
 - 2) A syllabus used in a previous version of the course, clearly marked as subject to change, or;
 - 3) A form provided by the Registrar including such information as the course aims in a paragraph briefly describing what students will be expected to learn.

Resolution 13/6 was adopted as amended by the Senate.

- Resolution 14/1 entitled, *A Resolution to Request Increased University Contributions towards Health Insurance Costs*. This resolution was introduced by Chair Murli Gupta, member of the Committee on Appointment, Salary, and Promotion Policies. This resolution urged the university and the Board of Trustees to pay a higher portion of the medical and prescription drug expenses without reducing increases to merit compensation. Resolution 14/2 was adopted as amended.
- Resolution 14/2 entitled, *A Resolution to Amend the Faculty Code with Respect to Academic Freedom*. This resolution was introduced by Professor Garris on behalf of the Committee on Professional Ethics and Academic Freedom (PEAF). The resolution proposed a modification to Article II of the *Faculty Code*, which pertains to Academic Freedom. Resolution 14/2 was adopted as amended. The Administration indicated that this resolution was recommended to the Board of Trustees for its approval, and the Board approved this amendment on June 19, 2014.
- Resolution 14/3 entitled, *A Resolution on the Need for a Long Term Budget Model*. This resolution was introduced by Professor Anthony Yezer, on behalf of the Committee on Fiscal Planning and Budgeting. The resolution led to the acceptance of a new financial model that would replace the Unified Budget Model used by seven colleges within George Washington University. The new model makes it possible to assess issues such as the fiscal implications of alternative future plans for development. Resolution 14/3 was adopted.
- Resolution 14/4 entitled, *“A Resolution of Appreciation”*. This resolution expresses the Senate’s appreciation for Professor Scheherazade Rehman’s three years of service on the Senate Executive

Committee. Resolution 14/4 was adopted by acclamation. President Knapp presented the Resolution to Professor Rehman, who expressed her appreciation for the sentiments expressed.

- Resolution 14/4 expresses the Senate's appreciation for Professor Scheherazade Rehman's three years of service on the Senate Executive Committee, the last session (2013-14) as Chair. Resolution 14/4 was adopted by acclamation. President Knapp presented the Resolution to Professor Rehman, who expressed her appreciation for the sentiments expressed. The Administration in its response heartily endorsed this resolution.

ADJOURNMENT

There being no further business before the Assembly, President Knapp adjourned the meeting.

**Remarks by Nelson A. Carbonell, Jr. Chair, GW Board of Trustees
Faculty Assembly October 7, 2014**

Thank you, Mr. President. I appreciate the opportunity to speak to all of you today. I have to say that, I am now one year older and hopefully more than one year wiser as chair, and it is an honor to serve the University in this capacity; one that is one of the greatest honors of my life so I appreciate all of the trust that has been invested in me.

If you look around the campus, you see a lot of construction: the Science and Engineering Hall, GW Museum, the Corcoran who recently became part of our family, and I think it is now under construction because if you're part of GW, you have to be under construction at some point. That's one of the rules.

The District Hall, which I think will create a fairly dramatic change in the campus, will house many of our students. Over the last 20 years one change has been that our students now live here and it's a different community when all the students are on campus than the one that was here when I came as an undergraduate or even the one that was here 20 years ago. So I think it's quite dramatic. But I think the rumors that GW is all about the real estate are untrue. We are building these facilities and renovating some of them in some cases because GW is about the people.

This gathering today of our faculty at the Assembly is about the people who make GW what it is and without all of you, we don't do anything here. We don't teach. We don't do research. We don't provide service to the community. So I want to first thank all of you for your service to George Washington University. It's very important that we have each and every one of our faculty members feel the honor of being here and that we honor your presence. I want to welcome the new faculty members to our community. I think it's a community that's warm and embraces new people. We do that with a couple thousand freshmen every year but we also do that with new faculty. Welcome to all of you here. There is something I think really exciting that's going on at the University.

Eighteen months ago the University adopted, and the Board adopted, a Strategic Plan. The plan's four pillars - innovation, globalization, governance and policy and citizenship and leadership - I think have served us well and allowed us to move with great speed toward our goals. So we are very happy with what took place under Provost Lerman's leadership and President Knapp's leadership with that plan.

Let me give you an update, but I need to first talk about what happened last year. So last year, I came to this Assembly and I was new. I said we were going to review faculty governance in one year and make a series of recommendations. That turned out to be overly ambitious and I have been accused of that in the past. So I have to say, with some apologies, that it's going to take us longer than that.

At the conclusion of last year, I think with a very fruitful collaboration with many of you, with the Faculty Senate, and with some of the committees of the Senate, we were able to outline five areas that were of interest to everyone. One of those was academic freedom and I'm happy to say that at our meeting in June, just prior to our Board of Trustees retreat, we adopted the new provisions in the *Faculty Code* for academic freedom. I think it's the cornerstone of the community we've built here that everyone has the academic freedoms that we expect. I think the new language is quite appropriate given some of the modernizations that have happened in terms of speech and where we send our faculty.

Other areas really required more study. So in June, the Board adopted a resolution that effectively set to work four working groups. Those working groups are charged with reviewing four areas which I'll talk about in a second and, they have a one year deadline. I think it's important to give people deadlines and then sometimes, they might miss them.

Let me just recap for you what those working groups are up to. So that's four working groups; 43 members. There are eight trustees, four members of the Faculty Senate executive committee. In

**Remarks by Nelson A. Carbonell, Jr. Chair, GW Board of Trustees
Faculty Assembly October 7, 2014**

addition, there are 12 university and school administrators and 19 faculty members representing all 10 of our schools. By the end of this week, each of these working groups will have met three times and they are charged with really looking at four areas in terms of how we govern ourselves as an institution.

I just want to take one step back and note how important it is for the Board and the faculty to collaborate on this because it's the way that we communicate what the framework is under which we operate. You know, the Administration is different. They work for us and we have a different hierarchical relationship with them. With you, it's a much more collaborative relationship. It's collaborative with the administration as well. Each of these areas came out in a series of meetings that we held last year. We held about 27 or 28 meetings, met with about 800 faculty members and also had a questionnaire that circulated amongst the faculty and these areas emerged. The first is participation. We have many full-time faculty that don't happen to be tenured that would like to participate more actively in the governance of the institution. We need to look at where it's appropriate to have that and there's a working group that is charged with looking at that. They are also looking at eligibility, and who is full time and I think it's an exciting area because we want to make sure that all of our faculty members feel like they're part of this community and have a say in what we do.

The second group is working on appointment, promotion and tenure processes and really, fundamentally, how the system currently works. Currently the Board of Trustees reviews every tenure case. I have to be honest, we are not qualified to do that. We need to think about the mechanisms by which we grant tenure. I think that working group has gotten off to a good start in looking at what has been done at GW, and also what has been done in our different schools. There are differences from school to school and the question is whether or not we can adopt some best practices there.

The third area is appointment and review of academic administrators, in particular, deans. We want to make sure that our deans get feedback from their faculty and the administration, and see that is done in a way that can help them be better deans. Also, as we select them and move forward, we can assess those processes and make sure, again, that we have the ability to get the best deans that we possibly can at the institution.

The last area is school rules and procedures. This may seem somewhat mundane but in each school and in some cases at the departmental level, the faculty have adopted certain procedures and we've gotten over time a misalignment in terms of how those work. What we want to do is build a framework that says, "We want you to have procedures about this in these areas."

In some cases those don't exist, and just because I'm an engineer I can draw this contrast. The Engineering School rules and procedures are about three pages long and the Law School's are over 40. So, they must say exactly the same thing.

Anyhow, those groups are off and running. I think we're expecting hard work from all the members of those groups and also for them to bring to us collectively a set of recommendations in each of those areas, which we will then use to decide how to move forward. We may, as we did last year, adopt some changes. We may decide further review is necessary. I think it's really up to those groups to make their recommendations.

I want to close with our goal as a Board, and I hope our goal collectively as a community at the George Washington University, is to move the University to be amongst the most respected and admired institutions of higher learning in the world. I can tell you that we can only do that together. I'm counting on all of you for your support and I pledge to you our support. So thank you very much for your attention.

APPENDIX B

A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN (FA 16/1)

WHEREAS, Article III.2(a) of the *Faculty Organization Plan*, entitled “Membership,” currently provides in paragraph 3:

3. The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, 11 seats; the Graduate School of Education and Human Development, 3 seats; the School of Engineering and Applied Science, 4 seats; the School of Business, 5 seats; the School of Medicine and Health Sciences, 5 seats; the Law School, 4 seats; the Elliott School of International Affairs, 3 seats; the School of Public Health and Health Services, 3 seats; and the School of Nursing, 2 seats. The faculty members shall be professors, associate professors, or assistant professors in full-time service who have tenure as of the academic year next succeeding the date of the election. Vice presidents, assistant vice presidents, deans, associate deans, assistant deans, and other faculty members whose duties are primarily administrative in nature shall be ineligible for election as faculty members of the Senate; and

WHEREAS, Article III.3 of the *Faculty Organization Plan*, entitled “Election of Faculty Members,” currently provides in paragraph 3:

3. Only members of the faculty in full-time service shall be eligible to vote;

NOW, THEREFORE

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

1. That paragraph 3 of Article III, Section 2(a) entitled, “Membership” be amended to read as follows:

3. The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, 11 seats; the Graduate School of Education and Human Development, 3 seats; the School of Engineering and Applied Science, 4 seats; the School of Business, 5 seats; the School of Medicine and Health Sciences, 5 seats; the Law School, 4 seats; the Elliott School of International Affairs, 3 seats; the Milken Institute School of Public Health, 3 seats; and the School of Nursing, 2 seats. The members of the Faculty Senate shall have completed at least three years of full-time academic service at the University and shall be either (1) tenured faculty members or (2) full-time faculty members (regular or specialized) who have attained the rank of associate professor or higher. Vice presidents, associate vice presidents, assistant vice presidents, vice provosts, associate vice provosts, deans, vice deans, associate deans and assistant deans shall be ineligible for election as members of the Senate. At least half of the faculty members of the Senate from each school shall be tenured faculty members.

2. That paragraph 3 of Article III, Section 3 entitled, "Election of Faculty Members" be amended to read as follows:

3. All members of the faculty in full-time service shall be eligible to vote with the exception of visiting faculty.

President Steven Knapp (at the request of the GW Board of Trustees)
October 27, 2015

References:

Resolution to Arrange for Faculty Assembly Consideration of a Proposed Amendment to the Faculty Organization Plan, Board of Trustees, October 16, 2015.

A Revised Substitute Resolution on Recommended Changes to the *Faculty Organization Plan* Regarding Faculty Participation in the Faculty Senate (Revised Substitute 16/4), Faculty Senate, September 11, 2015.

ATTACHMENT C

Language from Faculty Senate resolution 16/4 that may be introduced as a possible amendment to the Board of Trustees' Resolution FA 16/1.

The possible amendment is shown in "track change form" below:

"3. The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, 11 seats; the Graduate School of Education and Human development, 3 seats; the School of Engineering and Applied Science, 4 seats; the School of Business, 5 seats; the School of Medicine and Health Sciences, 5 seats; the Law School, 4 seats; the Elliott School of International Affairs, 3 seats; the School of Public Health and Health Services, 3 seats; and the School of Nursing, 2 seats. The members of the Faculty Senate shall have completed at least three years of full-time academic service at the University and shall be either (1) tenured faculty members or (2) regular full-time faculty members without tenure (~~regular or specialized~~) who have attained the rank of associate professor or higher. Vice presidents, associate vice presidents, assistant vice presidents, vice provosts, associate vice provosts, deans, associate deans and assistant deans shall be ineligible for election as members of the Senate. At least half of the faculty members of the Senate from each school shall be tenured faculty members."

Faculty Senate

The George Washington University

October 23, 2015

Dear GW Faculty,

At its meeting of October 16, the Board of Trustees passed a resolution which directs President Knapp to introduce a resolution at the GW Faculty Assembly, currently scheduled for November 10 in the afternoon, time and place to be determined, which will amend the Faculty Organization Plan (FOP) so as to change the requirements for membership in the Faculty Senate in important ways that may influence the manner in which shared governance is practiced at GW. Adoption of this resolution would require a 2/3 vote of the Faculty Assembly. It is therefore imperative that you attend this Faculty Assembly.

President Knapp Chairs the Faculty Assembly and his office will send out an official agenda next week. There are many details on voting processes that are being worked out by the President's Office and you will be informed of the details.

The faculty membership of the Faculty Assembly consists of the academic personnel holding the rank of professor, associate professor, assistant professor, or instructor who are **full-time** employees (or, in SMHS, the equivalent as defined in affiliations agreements) of a degree-granting college, school, or division of the University. The Faculty Assembly includes **full-time** Research Professors, Teaching Professors, Clinical Professors, etc. as well as Regular and tenure/tenure-track faculty, all of whom are eligible to vote for the resolution.

At its meeting of September 11, 2015, the Faculty Senate passed by a very large margin Resolution 16/4 which included an Exhibit A defining language for expanding membership in the Faculty Senate to include full-time Regular non-tenured faculty with certain provisos. On October 16, the Board adopted most of the Senate's language; however, it differed by expanding participation in the Faculty Senate to Specialized Faculty. Although recognizing the need for inclusiveness, as described in the WHEREAS clauses of Senate Resolution 16/4, the Senate expressed concerns about expanding participation to Specialized Faculty. The Senate further charged the Chair of the Faculty Senate Executive Committee to move the adoption of the amendments to the FOP set forth on Exhibit A attached to Resolution 16/4.

In carrying out my charge, after President Knapp or Provost Lerman moves to consider the Board's resolution, in behalf of the Faculty Senate, I will move to amend the Board's resolution to put it in-line with the Exhibit A of resolution 16/4. By doing this, the Senate is offering to the Faculty **three** options:

1. Expand Participation in the Faculty Senate to Regular and to Specialized Faculty (Vote NO on the Senate Amendment and YES on the Board's Resolution.)
2. Expand Participation in the Faculty Senate to Regular Faculty (Vote YES on the Senate Amendment and YES on the amended Board resolution.)

3. Continue the current limitation of Participation in the Faculty Senate to tenured faculty (Vote NO on the Senate Amendment, and NO on the Board Resolution).

To help you in your decision-making process, we are attaching the following materials:

1. Resolution of the Board of Trustees passed on October 16, 2015 with a cover letter from Chairman Nelson Carbonell.
2. The Faculty Senate Amendment to the Board of Trustees amendment to the Faculty Organization Plan.
3. A Guide to Amendments to the Faculty Organization Plan.
4. Resolution 16/4 of the Faculty Senate with Exhibit A included.

In addition, the Executive Committee will be following our on-line forum gw.hoop.la. Please weigh in on your concerns and thoughts on this matter.

Your attendance at the Faculty Assembly will be very important and I urge you to participate in this event which will have lasting impact on the practice of shared governance at our University.

Best Wishes,

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

Board of Trustees Resolutions

October 16, 2015

October 20, 2015

To the Members of the Executive Committee of the Faculty Senate:

On behalf of the Board of Trustees, I am transmitting a revised resolution to amend the Faculty Organization Plan. This resolution is a testament to the Board's commitment to collaboration with the faculty and administration. It is also the final iteration of the resolution to be considered by the Faculty Assembly.

The Board of Trustees believes its initial resolution was best suited to expand non-tenured faculty participation in the Faculty Senate. In the spirit of collaboration, the Committee on Academic Affairs and the Board of Trustees thoroughly reviewed and considered Faculty Senate Resolution 16/4. After lengthy discussion, the Board of Trustees adopted two provisions within Faculty Senate Resolution 16/4: (1) At least half of the members of the Senate from each school shall be tenured faculty members, and (2) Members of the Senate shall have completed at least three years of full-time academic service at the university prior to being eligible to serve in the Senate. These two provisions address the Faculty Senate's major concern, as expressed in its resolutions, that the Senate will remain an institution whose composition will always be a majority of tenured faculty.

Moreover, the Board of Trustees reaffirmed their commitment to enable specialized faculty to serve in the Faculty Senate if elected by their colleagues to do so. Regardless of their classification under the Faculty Code, all full-time faculty should have the opportunity to represent both their tenured and non-tenured colleagues in the Senate. The Board believes that the enfranchisement of non-tenured faculty, and the subsequent quota placed on school representation, is an amicable compromise.

I will ask President Knapp to bring the revised Board resolution to the Faculty Assembly on November 10.

Sincerely,

Nelson Carbonell
Chair, GW Board of Trustees

RESOLUTION

TO ARRANGE FOR FACULTY ASSEMBLY CONSIDERATION OF A PROPOSED AMENDMENT TO THE FACULTY ORGANIZATION PLAN

Whereas, The Board of Trustees of the George Washington University regularly reviews its governing documents and practices to ensure that it engages in best governance practices;

Whereas, The GW Bylaws charge the Board of Trustees with establishing the Faculty Code and approving any amendments thereto;

Whereas, In June 2014, following a year-long review of faculty governance, the Board of Trustees charged the chair of the Committee on Academic Affairs with forming four working groups, each chaired by a member of the Board of Trustees, to include trustees, faculty, and academic administrators, to engage with the faculty and the administration in a further review of faculty governance to be completed during the 2014-2015 academic year;

Whereas, The working group on participation was charged with the following:

- A. Identify who should be considered full-time faculty
- B. Determine eligibility to participate in governance
- C. Examine the voting rights of full-time faculty at peer-institutions
- D. Recommend appropriate changes to expand governance rights

Whereas, The working group, composed of one trustee, one recent trustee, and six faculty members assessed current eligibility requirements for full-time faculty members to both elect and represent their schools in the Faculty Senate;

Whereas, Article III.2(a)(3) of the Faculty Organization Plan, entitled "Membership," currently provides:

- 3. The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, 11 seats; the Graduate School of Education and Human development, 3 seats; the School of Engineering and Applied Science, 4 seats; the School of Business, 5 seats; the School of Medicine and Health Sciences, 5 seats; the Law School, 4 seats; the Elliott School of International Affairs, 3 seats; the School of Public Health and Health Services, 3 seats; and the School of Nursing, 2 seats. The faculty members shall be professors, associate professors, or assistant professors in full-time service who

have tenure as of the academic year next succeeding the date of the election. Vice presidents, assistant vice presidents, deans, associate deans, assistant deans, and other faculty members whose duties are primarily administrative in nature shall be ineligible for election as faculty members of the Senate.

Whereas, Article III.3(3) of the Faculty Organization Plan, entitled "Election of Faculty Members," currently provides:

3. Only members of the faculty in full-time service shall be eligible to vote.

Whereas, The enfranchisement of full-time non-tenured faculty to elect and serve as representatives of their schools in the Faculty Senate is central to executing several pillars of *Vision 2021: A Strategic Plan for the Third Century of the George Washington University*, including cross-disciplinary collaboration, governance and policy, and citizenship and leadership.

Whereas, The Board of Trustees values continued collaboration with the Faculty Senate and its committees, as evidenced by the incorporation in October 2015 of several constructive changes from Faculty Senate Substitute Resolution 16-4 to this resolution;

Whereas, The Board of Trustees recognizes the enfranchisement of non-tenured faculty will strengthen and increase the value of shared governance; now therefore be it

Resolved, That the GW Board of Trustees directs the president of the university to introduce a resolution at the GW Faculty Assembly, that amends Sections 2(a)(3) and 3(3) of Article III of the Faculty Organization Plan entitled, "Membership" and "Election of Faculty Members", to read as follows:

"3. The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, 11 seats; the Graduate School of Education and Human development, 3 seats; the School of Engineering and Applied Science, 4 seats; the School of Business, 5 seats; the School of Medicine and Health Sciences, 5 seats; the Law School, 4 seats; the Elliott School of International Affairs, 3 seats; the School of Public Health and Health Services, 3 seats; and the School of Nursing, 2 seats. The members of the Faculty Senate shall have completed at least three years of full-time academic service at the University and shall be either (1) tenured faculty members or (2) full-time faculty members (regular or specialized) who have attained the rank of associate professor or higher. Vice presidents, associate vice presidents, assistant vice presidents, vice provosts, associate vice provosts, deans, associate deans and assistant deans shall be ineligible for election as members of the Senate. At least half of the faculty members of the Senate from each school shall be tenured faculty members.

3. All members of the faculty in full-time service shall be eligible to vote with the exception of visiting faculty.”

Aristide J. Collins, Jr.
Secretary of the University

Date

Faculty Senate Amendment
to the
Board of Trustees Amendment
to the
Faculty Organization Plan

Faculty Senate Amendment to the Faculty Organization Plan Article III – Section 2(a)(3)

To be moved at the Faculty Assembly, November 10, 2015

On September 11, 2015, the Faculty Senate passed Senate Resolution 16/4. As directed by the Faculty Senate Resolution 16/4, I move to amend the Board of Trustees Resolution regarding Article II, Section 2(a)(3) of the Faculty Organization Plan as follows:

Between the numeral (2) and the term "full-time faculty", insert the term "regular", and also under (2), delete the parenthetical "(regular or specialized)" and insert the term "without tenure".

The amendment is shown in "track change form" below:

"3. The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, 11 seats; the Graduate School of Education and Human development, 3 seats; the School of Engineering and Applied Science, 4 seats; the School of Business, 5 seats; the School of Medicine and Health Sciences, 5 seats; the Law School, 4 seats; the Elliott School of International Affairs, 3 seats; the School of Public Health and Health Services, 3 seats; and the School of Nursing, 2 seats. The members of the Faculty Senate shall have completed at least three years of full-time academic service at the University and shall be either (1) tenured faculty members or (2) regular full-time faculty members without tenure ~~(regular or specialized)~~ who have attained the rank of associate professor or higher. Vice presidents, associate vice presidents, assistant vice presidents, vice provosts, associate vice provosts, deans, associate deans and assistant deans shall be ineligible for election as members of the Senate. At least half of the faculty members of the Senate from each school shall be tenured faculty members."

A Guide to Amendments
to the
Faculty Organization Plan

Guide to Amendments to the Faculty Organization Plan

Article III. Section 2(a)3 and 3(3); Election of Faculty Members of Senate

Requirements for Membership in the Faculty Senate	Current FOP	Senate Amendment (Resolution 16/4 September 11, 2015)	BOT Amendment (October 16, 2015)
The faculty members of the Senate shall be elected by and from their faculties.	YES	YES	YES
Faculty members of the Faculty Senate shall have completed at least three years of full-time academic service.	NO	YES	YES
Tenured Faculty	YES	YES	YES
Regular Faculty without tenure who have attained rank of associate professor or higher.	NO	YES	YES
Specialized full-time faculty who have attained rank of associate professor or higher.	NO	NO	YES
Vice presidents, vice provosts, associate vice provosts, deans, associate deans, and assistant deans shall be <u>ineligible</u> for election.	YES	YES	YES
At least half of the faculty members of the Senate from each school shall be tenured faculty members.	NO (All must be tenured)	YES	YES
All members of the faculty in full-time service shall be eligible to vote with the exception of visiting faculty.	YES	YES	YES

Faculty Senate Resolution 16/4

September 11, 2015

**A REVISED SUBSTITUTE RESOLUTION ON RECOMMENDED CHANGES TO THE
FACULTY ORGANIZATION PLAN REGARDING
FACULTY PARTICIPATION IN THE FACULTY SENATE (Revised Substitute 16/4)**

- WHEREAS,** In 2014, the University’s Board of Trustees established four working groups on university governance, and the working group on faculty participation (“Working Group”) recommended changes to the *Faculty Organization Plan* regarding faculty participation in the Faculty Senate;
- WHEREAS,** The Faculty Senate’s Executive Committee, Committee on Professional Ethics and Academic Freedom, and Committee on Appointment, Salary and Promotion Policies (collectively, the “Senate Committees”) carefully reviewed the proposals by the Working Group for changes in the *Faculty Organization Plan* with regard to faculty participation in the Faculty Senate;
- WHEREAS,** In May 2015, the Senate Committees proposed Substitute Resolution 16/4, which would expand the categories of faculty members eligible for service in the Faculty Senate to include the following categories of faculty with at least three years of full-time service at the University: (1) tenured faculty members and (2) Regular, full-time faculty members without tenure who have attained the rank of associate professor or higher;
- WHEREAS,** Substitute Resolution 16/4 also provided that, in order to ensure the independence of the Faculty Senate from undue influence by the Administration, at least half of the Senators from each school would be required to hold tenured appointments, because tenured faculty members are more likely to engage in robust dialogue with senior members of the Administration and to disagree with the policy preferences of the Administration without fearing for their future job security;
- WHEREAS,** At the Faculty Senate’s meeting on May 8, 2015, the Faculty Senate postponed Substitute Resolution 16/4 for further consideration at its meeting on September 11, 2015;
- WHEREAS,** On June 18, 2015, the Board of Trustees adopted a resolution proposing amendments to the *Faculty Organization Plan* (the "Proposed Board Amendments") with regard to the participation of faculty in the Faculty Senate;
- WHEREAS,** The Proposed Board Amendments incorporate the recommendations of the Working Group that (1) all non-tenured, full-time faculty members who have attained the rank of associate professor or higher, including Specialized faculty, should be eligible to serve in the Faculty Senate, and (2) there should not be any limitation on the number of non-tenured, full-time faculty members who may represent their respective schools in the Faculty Senate;
- WHEREAS,** In a separate resolution adopted on June 18, 2015, the Board of Trustees approved numerous amendments to the *Faculty Code*;

WHEREAS, The amendments to Article I of the *Faculty Code* approved by the Board of Trustees did not place any limitation on the number or percentage of Specialized faculty in any school;

WHEREAS, The amendments to Article I of the *Faculty Code* approved by the Board of Trustees did not follow the recommendation made by the Faculty Senate in Substitute Resolution 16/2 adopted on May 8, 2015, which proposed that the number of Specialized faculty within a school should not exceed 25% of the total full-time faculty of that school (with exceptions for the School of Medicine and Health Sciences and the School of Nursing, in view of their special clinical teaching models, and the College of Professional Studies, in view of its different academic model and unique status under the *Faculty Code*);

WHEREAS, Under Article I.C. of the *Faculty Code*, as amended by the Board of Trustees, Specialized faculty do not engage in all of the three core faculty activities of research, teaching, and service, and instead are responsible for only one or two of those activities;

WHEREAS, Many Specialized faculty are appointed on year-to-year contracts, and many Specialized faculty receive "soft money" appointments supported by external grants (with the result that their positions are not renewed if supporting external grants are not renewed);

WHEREAS, Many Specialized faculty with "soft money" appointments are contractually obligated under external grants to dedicate all of their working time and effort to grant-related activities and are therefore prohibited from devoting time and effort to the Faculty Senate or other University service;

WHEREAS, Due to the short-term and highly contingent nature of many of their appointments, Specialized faculty are significantly more vulnerable to pressure from administrative officials of the University in comparison with Regular full-time faculty, who hold tenured, tenure-accruing, or longer-term, non-tenured appointments and therefore have greater job security and stronger protections under their contracts of appointment and the *Faculty Code*;

WHEREAS, The Faculty Senate believes that it is unlikely that most Specialized faculty would feel able, if they were members of the Faculty Senate, to engage in robust dialogue with senior members of the Administration or to disagree with the policy preferences of the Administration without fearing for their future job security;

WHEREAS, The Proposed Board Amendments will be presented by the President to the Faculty Assembly for consideration at the Faculty Assembly's meeting on October 6, 2015;

WHEREAS, The Faculty Senate believes it is essential that the Faculty Assembly receive the advice and recommendations of the Faculty Senate before the Faculty Assembly votes on the Proposed Board Amendments;

WHEREAS, The Faculty Senate is greatly concerned that the Proposed Board Amendments, if adopted by the Faculty Assembly, would severely undermine the independence of the Faculty Senate as well as the Senate's ability to carry out its vital role in the shared governance of the University without undue influence by the Administration, in view of (1) the limited scope, short terms and highly contingent nature of the appointments of many Specialized faculty and their greater vulnerability to pressure from administrative officials, (2) the absence of any limitation on the number of Specialized faculty in any school under Article I of the *Faculty Code* as recently amended by the Board of Trustees, and (3) the absence of any limitation on the number of Specialized faculty or non-tenured Regular faculty who could serve in the Faculty Senate under the Proposed Board Amendments;

WHEREAS, The Senate Committees and the Faculty Senate are concerned that Specialized Faculty members have not had an adequate opportunity to consider and express their views on the question of whether they would favor an amendment to the *Faculty Organization Plan* granting them eligibility to serve in the Faculty Senate even if such an amendment might impair their existing potential rights to engage in collective bargaining under the National Labor Relations Act;

WHEREAS, The Faculty Senate has carefully considered the amendments to the *Faculty Organization Plan* originally proposed in Substitute Resolution 16/4, and the Senate strongly believes that those amendments are consistent with the best interests of the Faculty and the University by (1) granting the right to serve in the Faculty Senate to faculty who have completed at least three years of full-time service at the University and who hold either tenured appointments or Regular, full-time appointments at the rank of associate professor or higher, and (2) requiring that at least half of the members of the Faculty Senate representing each school must hold tenured appointments, thereby ensuring the independence of the Faculty Senate from undue influence by the Administration; and

WHEREAS, The Faculty Senate therefore strongly believes that the amendments to the *Faculty Organization Plan* set forth on Exhibit A attached to this Resolution should be adopted by the Faculty Assembly because they are consistent with the best interests of the University and all of its constituencies and stakeholders (including the Faculty) and would help to maintain an effective system of shared governance at the University;

WHEREAS, The Faculty Senate also strongly believes that the Proposed Board Amendments should be rejected by the Faculty Assembly;

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

- (1) That the *Faculty Organization Plan* be amended as set forth on Exhibit A attached to this Resolution, conditional upon the adoption of such amendments by the Faculty Assembly pursuant to Article IV of the *Faculty Organizational Plan*.
- (2) That the Faculty Senate recommends that the Faculty Assembly reject the amendments to the *Faculty Organization Plan* proposed by the Board of Trustees in its resolution of June 18, 2015.
- (3) That the Chairman of the Faculty Senate Executive Committee is hereby directed, at the next meeting of the Faculty Assembly, to move the adoption of the amendments to the *Faculty Organization Plan* set forth on Exhibit A attached to this Resolution as alternatives for the amendments to the *Faculty Organization Plan* proposed by the Board of Trustees in its resolution of June 18, 2015.
- (4) That, if the amendments to the *Faculty Organization Plan* set forth on Exhibit A attached to this Resolution are adopted by the Faculty Assembly, the President is requested to forward those amendments to the *Faculty Organization Plan* for final approval by the Board of Trustees.

Faculty Senate Executive Committee
Faculty Senate Committee on Professional Ethics and Academic Freedom
August 31, 2015

Voted on and Passed by the Faculty Senate, September 11, 2015

EXHIBIT A to “A Revised Substitute Resolution to Recommend Changes to the Faculty Organization Plan Regarding Faculty Participation in the Faculty Senate”(Revised Substitute 16/4)

1. **Membership in Faculty Senate**

Faculty Organization Plan, Article III, Section 2(a)(3) [final two sentences]:

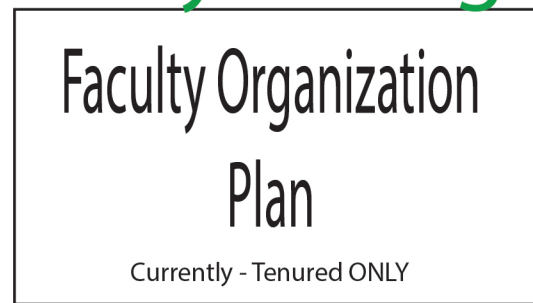
"...The faculty members of the Faculty Senate shall have completed at least three years of full-time academic service at the University and shall be either (1) tenured faculty members or (2) regular, full-time faculty members without tenure who have attained the rank of associate professor or higher. Vice presidents, associate vice presidents, assistant vice presidents, vice provosts, associate vice provosts, deans, associate deans and assistant deans shall be ineligible for election as faculty members of the Senate. At least half of the faculty members of the Senate from each school shall be tenured faculty members.

2. **Election of Faculty Members**

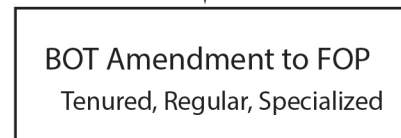
Faculty Organization Plan, Article III, Section 3(3):

“All members of the faculty in full-time service shall be eligible to vote with the exception of visiting faculty.”

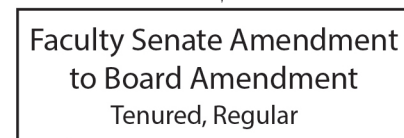
Faculty Assembly Voting Options



President Knapp Introduces BOT Amendment to FOP



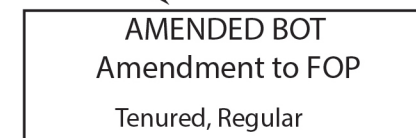
EC Chair Garris Introduces Senate Amendment to BOT Amendment



Faculty Vote on Senate Amendment

NO

YES



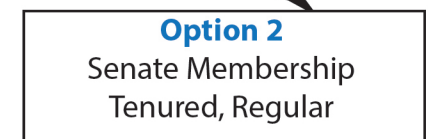
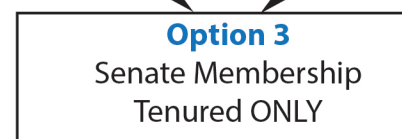
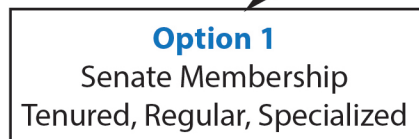
Faculty Vote on BOT Amendment

YES

NO

NO

YES



RESULT