# THE GEORGE WASHINGTON UNIVERSITY <br> Washington, D.C. <br> The Faculty Senate 

The Faculty Senate will meet on Friday, May 6, 2016, at 2:10pm in the Milken Institute School of Public Health Building, Room 700A ( 950 New Hampshire Avenue NW).

## AGENDA

1. Call to order
2. Approval of the minutes of the meetings held on April 8.
3. REPORT: Middle States Self-Study Process (Professor Paul Duff and Associate Provost for Academic Planning \& Assessment Cheryl Beil)
4. REPORT: Current Status and Directions in the School of Engineering and Applied Science (Dean David Dolling)
5. REPORT:
(1) University Debt Management Strategy
(2) Future Trends in Capital \& Operating Budgets (including consideration of potential flexibility for increasing the University's support for employee health benefits without reducing other fringe benefits or merit pay increases)
(Executive Vice President \& Treasurer Lou Katz and Deputy Executive Vice President \& Treasurer Ann McCorvey)
6. Introduction of Resolutions
7. GENERAL BUSINESS
a) Nominations for election of new members to Senate Standing Committees
b) Approval of 2016-2017 Faculty Senate calendar
c) Reports of Senate Standing Committees
a. Appointment, Salary, \& Promotion Policies Annual Report: Professor Robert Harrington, Chair
b. Educational Policy Annual Report: Professor Philip Wirtz, Chair
c. University \& Urban Affairs Annual Report: Professor Kathy Newcomer, Chair
d) Report of the Executive Committee: Professor Charles Garris, Chair
e) Provost's Remarks
f) Chair's Remarks
8. Brief Statements and Questions
9. Adjournment

## INVITATION

Immediately following the Senate meeting, there will be a reception in honor of Vice Provost Dianne Martin, who is retiring from the university this spring. The reception will take place in the lobby immediately outside the meeting room.

## Elizabeth A. Amundson Secretary

## FACULTY SENATE CALENDAR

2016-2017 Academic Year

# EXECUTIVE COMMITTEE MEETINGS <br> Begin at noon ~ Executive <br> Committee Members Only 

August 26, 2016

September 30, 2016

October 28, 2016

November 18, 2016

December 16, 2016

January 27, 2017

February 17, 2017

March 24, 2017

April 28, 2017*

FACULTY SENATE MEETINGS
Begin at 2:10pm ~ Normally held in 1957 E Street/State Room

May 6, 2016

September 9, 2016

October 14, 2016

November 11, 2016

December 9, 2016

January 13, 2017

February 10, 2017

March 3, 2017

April 7, 2017

May 12, 2017**
*Joint meeting of the old and new Executive Committees
**First meeting of the 2017-2018 Academic Year session

The 2016 Faculty Assembly is TBA.

NOTE: To permit compliance with the rules requiring seven days notice of Senate meetings, the Executive Committee prepares the agenda two weeks in advance of the regular Senate meetings.

# Faculty Senate Committee on <br> Appointment, Salary, and Promotion Policies (including Fringe Benefits) 

Friday April 15, 2016
Annual Report
The ASPP committee has met on 7 occasions during the session 2015/2016.
At our meeting in October we discussed the following:
(i) The chair of the ASPP committee had presented the resolution agreed on by the committee at the Faculty Senate meeting on October 9. The resolution had been amended by the Faculty Senate in respect to reordering two of the WHEREAS clauses, but the resolving clauses were left intact. The amended resolution was adopted unanimously by the Faculty Senate. It was pointed out by members of the committee that President Knapp's Task Force on benefits was due to report in December 2015. It was hoped that this report would reinforce the findings of the Joint Task Force of the ASPP and Fiscal Planning \& Budgeting committee of the Faculty Senate that GW had lower benefits and total faculty compensation compared to other schools in the Market Basket Schools list.

As the Benefits Advisory Committee (BAC) was due to meet in January, by which time the Benefits for fiscal 2017 were already being negotiated there was probably not enough time for the BAC to weigh in on them. Nevertheless, the committee felt that it might be a good tactic to raise the issue of benefits at each meeting of the Faculty Senate, when the president would have to make some reply. The issue of banding was discussed at length, and the question of whether or not this was discussed at the BAC was raised. As it was a suggestion from the President's Task Force it was thought that there had been little discussion in the BAC on this.
(ii) The ASPP committee members were asked to contact their respective faculty and ensure that all faculty would attend the Faculty Assembly which had been postponed to November 10 to vote on the Board of Trustees resolution to change the composition of the Faculty Senate.

At our meeting in November we discussed the following:
(i) The chair of the ASPP committee had presented the resolution agreed on by the committee at the Faculty Senate meeting on October 9. As was noted in the meeting, with some amendments to the Whereas clauses the resolution was passed unanimously.

The committee felt that the Open Enrollment period was too early and a better timing would be from the middle of October to the middle of November. The comment was made that the options presented were quite difficult to resolve to get a comparison of costs. There was always the possibility of calling the Ombudsman for help with this. When more than one person was involved, i.e. spouse and/or family, this became particularly difficult.

Professors Biles and Wirtz, as promised at the previous meeting of the committee, then gave a report of the recent Benefits Advisory Committee (BAC) meeting. Because the composition of the BAC was now large (over 20 members) formulating Benefits Policy was clumsy as there was insufficient opportunity for detailed discussion between the administration and the faculty members. A return to the small group previously convened would be preferable. It was
suggested that the BAC should have good faith discussions with Human Resources in early January as this would help in determining Benefits for the coming year.
(ii) After much discussion it was agreed by the committee that a Secret Ballot on the Board of Trustees resolution was preferable. Vice Provost Martin was asked to see if this could be facilitated. Professor Garris, chair of the Executive Committee and Professor Charnovitz, Faculty Senate Parliamentarian, were also to be contacted on this issue.

At our meeting in December we discussed the following:
(i) The chair of the ASPP committee summarised the previous meeting of the Benefits Advisory Committee(BAC). The current medical benefit concentrates on the PPO basic and medium plans. There appears to be a proposed switch to the High Deductible plan with the HSA savings option. Much of this was justified as responding to the Affordable Care Act provision to tax the so-called 'Cadillac Plans'. This would now seem to be removed as both sides of congress do not like it. Another matter mentioned in the BAC was the items characterized by the 'EPO' acronym which typically would include Kaiser.
(ii) There was no report on non-concurrencies.
(iii) The memorandum from Professor Carter was then taken up. He chair expressed the view that the changes suggested by Professor Carter were of a Faculty Code nature and would be better discussed by the PEAF Committee. However, the ASPP committee could always visit this item at a later meeting. It would appear that most of the suggested changes would principally affect the Law School.

At our meeting in January, postponed to February due to inclement weather, we discussed the following:
(i) Professor Brazinsky, a member of the Executive Committee and also a member of the President's Task Force on Benefits reported that the banding suggested by the Task Force in increases in employee contributions to the health benefits and accepted by the administration would be a one-time event. The ASPP committee would like to know from the University Human Resources department (UHR) if the recommendations from the Task Force, once implemented would, actually save money. Ms. Musselman replied that the effect of these changes, especially to the High Deductible High Premium option, were being studied but would not come into effect until after 2017.

Professor Biles thought that UHR was not able to tell the Benefit Advisory Committee (BAC) the situation with respect to the ongoing discussions for the upcoming Health deductibles and premiums for the coming year 2017. Professor Wirtz expressed what the ASPP committee generally felt that the faculty in particular and the GW employees in general only found out about the next round of health contributions after the fact. In addition, the BAC had too many members and had become unwieldy. Professor Anbinder reminded the ASPP committee that the faculty was only a small proportion on the BAC and therefore the Faculty Senate should be taking a more active role in discussions concerning Benefits.

Professor Anbinder had looked in detail at the President's Task Force report of the position of GW with respect to the other schools in the Market Basket produced by the outside consultants, Mercer and, despite statements to the contrary, still found us near the bottom of the list. Part of the problem is that the Board of Trustees is still implementing and overall increase off 3\%
across the board, while medical costs are increasing by at least 6\% annually. Professor Brazinsky thought that the Senate should come up with a resolution before the summer recess to address this problem.

The ASPP committee asked UHR to have their answers to these matters at the next scheduled meeting of the BAC on March 23. The ASPP committee is due to meet on March 25 to have the numbers from UHR and also to consider formulating a resolution.
(ii) The item of partial retirement was postponed to the next meeting of the ASPP, but in the meantime a subcommittee of ASPP was formed with Professor Galston as convener and Professors LaLecheur and Rohrbeck to report back to the ASPP at its next meeting.

At our meeting on March 4 we discussed the following:
(i) As the HR department had agreed to having a meeting of the Benefits Advisory Committee (BAC) much earlier than last year, the general feeling of the committee was that we would be able to have some influence on the proposed increases in the premiums and deductibles for the health care benefits. This would be revisited at the next meeting of the ASPP committee when the BAC had met. A resolution would be formulated then to present to the Faculty Senate via the Executive Committee.
(ii) The report from the subcommittee, comprised of Professors Galston, LaLecheur and Rohrbeck looking into modifications to the retirement options was then presented by Professor Galston with comments from Professors LaLecheur and Rohrbeck. After much discussion, the ASPP committee agreed to take no action on this proposal. Professor Galston agreed to draft a response to Professor Carter, the original requester.
(iii) Professor Pelzman had requested that the ASPP committee look into the Health Benefits GW was providing and in particular the question of out-of-network services, physcians and facilities. Of the three options available, namely out-of network, in-network and in-network preferred there was some doubt that individual members could get the treatment they needed. It appeared that the benefits provided were deteriorating and the motivation seemed to be reducing costs although 'efficiencies' was given as the reason. The discussion of this matter focused on the various mechanisms the health providers used to deny claims.

At our meeting on March 25 we discussed the following:
(i) The response of the ASPP committee to Professor Carter's proposal to enlarge pre-retirement reduced time arrangements was previously circulated. The chair informed the committee that Professor Carter had thanked the ASPP committee for its deliberations on this issue.
(ii) The 'Resolution on Imposing Caps on Staff/Faculty Health Insurance’ originally drafted by Professor Biles with input from Professors Anbinder \& Wirtz, and attached to the Agenda, was then discussed at length. The ASPP committee, after some minor changes, agreed in principal with the text of this draft and requested Professor Marotta-Walters, the Executive Committee liaison member, to present this at the Executive Committee's meeting immediately following the ASPP meeting.

At our meeting in April we discussed the following:
(i) The 'Resolution on Imposing Caps on Staff/Faculty Health Insurance' presented by the ASPP committee at the previous Faculty Senate meeting with discussion by Professors Biles, Cordes \& Wirtz, was then discussed at length. Several ASPP committee members expressed the need for
more transparency in the University Human Resources (UHR) dealings with the Benefits Advisory Committee. In particular, meetings of the Benefits Advisory Committee should be scheduled earlier in the Academic Year so that the decisions being made for the proposed Benefits for the upcoming Calendar Year, especially Medical Insurance premiums and deductibles, would be presented to the BAC well in advance of any decision being made.

The process of salary banding, proposed by the President's Task Force, had been made with very little input from the BAC or the ASPP, but there was hope that this would be a one-time event. A further point was made that GW appeared to be well behind other organizations in providing adequate support for Health Benefits.

In reply, VP McCorvey stated that a three-year process was being considered which would help in determining the increase in the medical Insurance costs well in advance of any decision being made for the respective Medical Insurance plans being offered. She further stated that the BAC was critically important in the decision making process and she was aware that more transparency was needed. Benchmarking of comparisons with other organizations had been tried previously but the faculty had felt that the methodology for this previous attempt had not been transparent.

There was general agreement that the ASPP should meet once UHR knew what the increase in costs of health care would be for the upcoming year 2017. The chair agreed to arrange for a meeting in mid-June or early July to accomplish this. To help in partaking in the meeting for those faculty who were off-campus a Web-based meeting would be arranged.
(ii) Professor Gupta produced highlights from the IRS report 990 for GW for the years ending 2012 and 2013. It contained the salaries of the top five earners at GW and some comparisons of faculty salaries over the recent years.

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

Respectfully submitted,
Robert J. Harrington, April 15, 2016, Chair

Members of the ASPP committee, Faculty Senate year 2015/2016
Professors:
Abravanel, Anbinder, Biles, Briggs, Cordes, Galston, Gupta, LeLacheur, Maring, Marotta-Walters, Pelzman, Plack, Rau, Rohrbeck, Schanfield, Williams, Wirtz;

Administration:
Vice Presidents Katz, McCorvey; Associate Vice Presidents Kosky, McLeod; Vice Provost Martin;
Director, Legal Clinics Gullo; Library HR Shea; UHR Musselman

The George Washington University
Compilation of Top Administration Salaries; Comparisons with Average Faculty Salaries and Tuition Increases

## April 18, 2016

GW Compensation Data from IRS Form 990 filed in May annually
Base compensation $=$ Salaries
Total Compensation


| Tuition and fees (New Undergraduates- fixed tuition rates) https://studentaccounts.gwu.edu/undergraduate-tuition |  | 2016/17 | 2015/16 | 2014/15 | 2013/14 | 2012/13 | 2011/12 | 2010/11 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | \$51,875 | \$50,367 | \$48,700 | \$47,290 | \$45,780 | \$44,148 | \$42,905 |
|  | Annual Tui | crease: | 2.99\% | 3.42\% | 2.98\% | 3.30\% | 3.70\% | 2.90\% |
| Total Increase in Tuition for New Undergraduates over 6 years (2010/11-2016/1; 20.91\% |  |  |  |  |  |  |  |  |



# Faculty Senate Committee on Educational Policy 2015-2016 Academic Year 

The Educational Policy Committee met as a whole committee on October 30, 2015, December 11, 2015, January 15, 2016, February 12, 2016, March 4, 2016, and April 82016.

## 1. POLICY ON DOUBLE COUNTING CREDITS TOWARD TWO MAJORS OR MINOR

A status report was provided regarding double counting credits toward two majors or minor. This policy was administratively rescinded in view of unintended consequences.

## 2. POLICY ON ONLINE COURSE AND PROGRAM CURRICULAR STANDARDS

The Committee began a review of the extent to which current policies regarding curricular standards are adequate to ensure academic quality control of online courses. The Committee took three actions with regard to this item:
(1) Chief Information Officer David Steinour met with the Committee to discuss this and other information technology issues;
(2) Vice Provost Geneva Henry met with the Committee to discuss this and other academic information technology issues;
(3) The Committee recommended, and the Executive Committee concurred, that a joint Educational Policy-PEAF Task Force be created to look into this matter and provide recommendations to the two committees. Representatives from the Educational Policy Committee include: Cheryl Beil, Rene van Dorp, Zhiyong Han, and Candice Johnson.
3. REPORTING STRUCTURE OF SCHOOL INFORMATION OFFICERS

Concerns were expressed by the Committee to Chief Information Officer David Steinour regarding the reported partial shift of reporting lines of the technology officials in the individual schools. These individuals had been reporting only to the deans; Mr. Steinour confirmed that they would henceforth be jointly reporting to the deans and to the Chief Information Officer for issues involving security only. The Committee expressed concern about the feasibility of a joint reporting relationship, but it was decided to watch the new policy very carefully and review it fully after a year of implementation.
4. THE ITIC

As part of the Committee's discussion with Chief Information Steinour, the Committee learned of the existence of the "Information Technology Initiatives Committee", which addresses issues involving the optimal allocation of scarce information technology resources. Based on this discussion, the Committee recommended to the Senate Executive Committee that the Faculty (through the Faculty Senate) be represented on this Committee. The Executive Committee and the CIO concurred. As a result, Drs. Posey (SON) and Wirtz (GWSB) have recently been appointed to the ITIC Committee.

## 5. THE UNIVERSITY CALENDAR

The University calendar for 2016-17 and 4 years beyond was discussed. It should be noted that there will be a "Fall break" to be instituted beginning in 2016-17. The following dates are proposed: October $24 \& 25$ of 2016-17 with final exams ending December 22; October $9 \& 10$ of 2017-18 with final exams ending December 21; October 8 \& 9 of 2018-19 with final exams ending December 20; October 21 \& 22 of 2019-20 with final exams ending December 20; and October 9 of 2020-2021 with final exams ending December 22. The schedule necessitates that the Fall break is scheduled on different weeks in October. This calendar will NOT apply to the schools of Law or Medicine.
6. POLICY ON OPTIONAL SAT ADMISSIONS REQUIREMENT

Although the GWU administration raised this issue last year with the previous Educational Policy Committee chair, it was not discussed by the full Committee. This year's Committee engaged in extensive discussions with Interim Provost Maltzman and Senior Associate Provost for Enrollment Management Koehler. These discussions informed Ms. Koehler's subsequent presentation to and discussion with the full Faculty Senate.

## 7. MEETING WITH VICE PROVOSTS BERMAN AND HENRY

The Committee met with Vice Provost for Online Education and Academic Innovation Paul Berman. In view of his transition out of his administrative role, the Committee asked Vice Provost Berman to brief the Committee on ongoing initiatives, his view of the future of online education at GW, quality controls that are (and future controls that should be) in place to ensure that online offerings meet the same rigorous academic standards currently being applied to GW's "brick and mortar" classes, and what sorts of plans were being made for a seamless transition as he moves out of his administrative role.

The Committee also met with Dean of Libraries and Academic Innovation Geneva Henry to share ideas about how to move forward with academic technology initiatives and to discuss issues involving online offerings.

## 8. STUDENT RETENTION POLICY

The Committee met with Interim Provost Maltzman and Senior Associate Vice Provost Koehler to discuss ways in which GW's retention rates could be improved. This has become an issue of paramount importance to the University administration, and the administration is seeking the Faculty's assistance in addressing the issue. A new Office of Retention has been created, and Faculty are invited to work with the administration to address the issue.

## 9. REPEATING COURSES FOR CREDIT

The Committee was asked whether it wished to address the University's policy on repeating courses for credit, and in particular the following passage in the University Bulletin:
"Repeating Courses for Credit-For courses that do not specifically state that repetition for credit is permitted, a student may, with permission of the instructor teaching the repeated course, repeat for credit a course in which a grade of B-(2.75) or lower for undergraduate students or C - or lower for graduate students was received. The student must complete an RTF form to register. Credit for the repeated course will not count toward degree requirements; the grade earned in the repeated course will, however, be included in the student's cumulative grade-point average. "

After reviewing the policy with administration officials (notably Registrar Amundson), the Committee decided to defer any further discussion of this policy to the following Academic Year and to remind the Faculty of this provision by way of this Annual Report.

Respectfully Submitted,

Philip W. Wirtz, Chair

Chair: *Philip Wirtz, Decision Sciences
Beveridge, Scott, Counseling
Carter, Geoffrey, English
Davis, Sandra L., Nursing
Han, Zhiyong, Biochemistry
Jakeman, Rick, Educational Leadership
Johnson, Candice, Public Health
Kristensen, Randi, University Writing
Peng, Peng, Special Education and Disability Studies
*Rice, Elisabeth Hess, Special Education and Disability Studies
Robinson, Lilien F., Fine Arts and Art History
Rowe, Walter, Forensic Science
Schwartz, Daniel, History
Seavey, Ormond, English
van Dorp, Johan René, Engineering Management and Systems Engineering
Yezer, Anthony M., Economics

Non-voting:
Amundson, Elizabeth A., Registrar
Beil, Cheryl, Associate Provost for Academic Planning and Assessment
*Price, Marie D., Geography and International Affairs, Executive Committee Liaison
Feuer, Michael J., Dean, Graduate School of Education and Human Development
Konwerski, Peter, Vice Provost and Dean of Student Affairs
Small, Daniel, Executive Director, Student Financial Assistance
*Member of the Faculty Senate

# Report of the Faculty Senate Standing Committee on University and Urban Affairs <br> 2015-16 Academic Year 

Submitted by<br>Chair: Kathryn Newcomer, Professor and Director of The Trachtenberg School of Public Policy and Public Administration (newcomer@gwu.edu)

The Faculty Senate Committee on University and Urban Affairs'

## Our Mission is:

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

1. The UAUA Membership: The UAUA Committee represents the breadth and strength of the University community, with active faculty, administrators, staff, and student members serving in full member or ex-officio status, from schools and departments across campus. Our membership includes: (asterisks note members of Senate):
*Chair: Newcomer, Kathryn, Public Policy and Public Administration
*Jacobson, Leslie, Theatre and Dance
LeLacheur, Susan, Physician Assistant Studies
Wetenhall, Tanya, Theatre and Dance
Non-voting:
Cannaday Saulny, Helen, Associate Vice President, Student and
Academic Support Services
Cohen, Amy, Executive Director, Civic Engagement and Public Service

Demczuk, Bernard, Assistant Vice President for District of Columbia Affairs
Katz, Louis H., Executive Vice President and Treasurer

Konwerski, Peter, Vice Provost and Dean of Student Affairs
McCorvey, Ann, Deputy Executive Vice President and Treasurer
*Pulcini, Joyce, Nursing, Executive Committee Liaison
Scarboro, Donna, Associate Vice President for International Programs
*Squires, Gregory, Sociology
Morrison, Emily, Sociology
Houghtby-Haddon, Natalie, College of Professional Studies
2. On October 7, 2015 the Committee met and discussed what we should do that is appropriate for us and is not being done elsewhere in the university. For the 2015-16 academic year the committee decided to repeat our successful events from the 2014-15 academic year. Our signature initiative this year has been to focus on publicizing and promoting faculty involvement in District of Columbia, and we chose to focus on faculty involvement in two key areas:
a. addressing homelessness and
b. promoting public health among the most needy.

The subcommittee of the Committee focused on Homelessness planned and hosted one event, and due to illness of the leader, the other subcommittee did not host an event this year.
3. Our main event was:

## The Homeless Bill of Rights

A 45-minute performance piece consisting of scenes, monologues, poetry, and songs created and performed by members of the Street Sense Theatre Workshop, "Staging Hope," under the direction of Professor Leslie Jacobson.
Held on Monday, November 16, 2015 at 7 p.m. in the Marvin Center Betts Theatre at $80021^{\text {st }}$ Street $N W$. There was a reception immediately following the performance for the audience to meet the performers and find out how to become involved in the fight to end homelessness in the DC community.
4. The Honey Nashman Center for Civic Engagement and Public Service, especially as represented by Center Director Amy Cohen, worked extremely closely with the Committee to implement our event on November $16^{\text {th }}$.
5. In addition, the committee asked the Chair (Kathy Newcomer) to work with Vice Provost Dianne Martin to get the information that faculty members provide about their community involvement via Lyterati in order to provide a central file on such community engagement. Dr. Newcomer followed through on this and Amy Cohen, obtained the file of these entries from Vic Provost Martin's office. The Nashman Center then provided a stipend to the Geography Department to develop a map of the DC region that shows the many places where GW faculty are involved - like the one that was developed for President Knapp's inauguration. As of this writing, the map -which we are calling the Knapp Map - has not been made available. It is the intent of Dr. Newcomer and Director Cohen that this Knapp Map be made available, ideally in the Marvin Center.

