

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

MINUTES OF THE REGULAR FACULTY SENATE MEETING
HELD ON APRIL 8, 2016
IN THE STATE ROOM

Present: Interim Provost Maltzman, Registrar Amundson, and Parliamentarian Charnovitz; Executive Committee Chair Garris; Professors Barnhill, Brazinsky, Costello, Galston, Harrington, Hawley, Hopkins, McAleavey, McDonnell, McHugh, Newcomer, Price, Rehman, Rice, Rimal, Roddis, Rohrbeck, Sidawy, Swiercz, Williams, Wilmarth, and Wirtz.

Absent: President Knapp; Deans Brigety, Dolling, Eskandarian, Feuer, Goldman, Jeffries, Livingstone, Morant, and Vinson; Professors Dickinson, Downes, Griesshammer, Jacobson, Katz, Khoury, Packer, Pulcini, Sarkar, Shesser, Squires, Swaine, Thompson, and Zeman.

CALL TO ORDER

The meeting was called to order at 2:29 p.m. after the Senate convened for its annual photograph.

APPROVAL OF THE MINUTES

The minutes of the March 11, 2016, Faculty Senate meeting were approved unanimously without comment.

RESOLUTION: A RESOLUTION RECOMMENDING A PROCEDURE FOR AMENDING THE FACULTY CODE (16/7) (Professor Arthur Wilmarth, PEAFF)

Professor Wilmarth introduced the resolution by noting that the Faculty Code does not currently provide any procedure for amending the Code. The university's charter similarly does not provide for an explicit role of the faculty in adopting or amending the Faculty Code. The Faculty Senate has a long tradition of participating in amendments of the Code, as specifically referenced in the last two versions of the Code published in 2004 and 2016.

The PEAFF Committee's report accompanying the resolution explains that the Senate concurred with or initiated amendments to the Code on almost fifty occasions between 1965 and 2015. There was only one instance in which the Board of Trustees made substantive amendments to the Code without the Senate's concurrence. The Senate's role in amending the Code has been a matter of tradition, however, and the Senate's ability to concur in amendments is not a right explicitly granted to the Senate under the Faculty Code. After the recent governance exercise involving the Board of Trustees and the Senate, the PEAFF Committee determined that it was highly desirable to establish a specific and explicit procedure for amending the Code in order to prevent future disputes or misunderstandings about the Senate's proper role in Code amendments.

Resolution 16/7 would insert a new Article XIII of the Faculty Code, entitled "Amendments." The proposed new Article XIII would provide that amendments to the Code may follow one of two paths.

The first route would occur if the Board proposed an amendment. In that case, after proposing the amendment, the Board would consult with the Faculty Senate and provide a reasonable opportunity for the Senate to adopt a resolution presenting its recommendations with regard to the Board's proposed amendment. The Board and the Senate would engage in a good faith effort to reach agreement on the final text of the amendment. After receiving the Faculty Senate's resolution with recommendations, or if the Senate fails to take action within a reasonable time, the Board could take final action on the amendment.

The second route would occur if the Senate proposed an amendment. That is effectively what happened in May 2015. The governance working groups established by the Board of Trustees made a number of different recommendations, to which the Senate responded. The Senate then adopted its own set of resolutions proposing Code amendments that it believed the Board should adopt with regard to dean searches, composition of school faculties, and procedures for reviewing and approving recommendations for tenure and promotion.

Under proposed new Article XIII, if the Board concurred with the Faculty Senate's proposed amendment, no further consideration would be required by the Senate. Should the Board review the Senate proposal and develop a revised amendment, the Board would send its proposed revised amendment to the Senate. Good faith consultation and negotiations would follow, and the Senate would present another resolution presenting its recommendations with regard to the Board's proposed revised amendment and would return the amendment to the Board for final action.

The foregoing process is effectively what did not happen this past year. As previously explained, the Senate made a number of recommendations to the Board in three resolutions that the Senate adopted in May 2015. The Senate Executive Committee and representatives of the Board of Trustees held a teleconference meeting in early June. The Executive Committee urged the Board to send revised amendments back to the Senate for consideration at the Senate's September meeting if the Board didn't agree with the Senate's proposed Code amendments. Instead, however, the Board revised the Senate's proposed amendments and took final action on the revised amendments in June. Proposed new Article XIII would require the Board, in that situation, to send its proposed revised amendments back to the Senate for one more round of consultation and negotiation in an attempt to reach concurrence, followed by another Senate resolution containing that body's recommendations. That Senate resolution would then go back to the Board for final action.

Professor McAleavey asked whether the Faculty Assembly might be the arbiter of disagreements over amendments between the Board and the Senate, given that Faculty Organization Plan amendments must be approved by the Faculty Assembly. Professor Wilmarth responded that he believed the Board of Trustees would not be inclined to accept any amendment procedure that did not give the final decision to the Board and that required any type of concurrence by the faculty.

Professor Barnhill noted his general support for the amendment, given the strong rationale of clarifying the amendment process. He proposed an amendment to the resolution that would strike the sentence reading, "Following such consultation and good faith efforts, the Board of Trustees may take final action on the proposed amendment after receiving and considering the resolution presenting the Faculty Senate's recommendations or if the Faculty Senate fails to provide its recommendations within a reasonable time." Professor Barnhill noted that, while the Board may have this power according to the university charter, it would be a mistake for the Senate to propose and endorse the Board taking such action. The amendment was seconded, and discussion of the amendment was opened.

Professor Garris spoke against Professor Barnhill's amendment, noting that the sentence in question does not endorse the action the Board may take. Instead, it simply recognizes the fact that, according to the university's charter, the Board has the right to take this action. He also reinforced Professor Wilmarth's response above that the Board would not be willing to cede veto power over amendment adoption.

Professor Swiercz spoke in favor of the amendment, stating that it would be a mistake to reinforce this right of the Board in the current resolution. This phrase in the amendment reinforces a degradation of the pattern and tradition of shared governance at the university. This degradation was evidenced by the Board's actions in June 2015. He noted his preference that the Senate accept the idea of and nurture good faith effort as opposed to including a statement that accepts without criticism the Board's right to enact amendments unilaterally.

A vote on the amendment was held and passed, 12-7. A vote was then held on the resolution and passed unanimously.

RESOLUTION: A RESOLUTION ON THE CONTRIBUTION OF THE UNIVERSITY TO STAFF/FACULTY HEALTH INSURANCE COSTS (16/8) (Professor Robert Harrington, ASPP)

Professor Harrington noted the assistance of Professors Biles, Anbinder, and Wirtz in drafting the current resolution. He noted that the university currently spends just shy of \$120million on benefits, with approximately one-third of that amount going toward faculty and staff health benefits. A problem has arisen from the fact that benefits contributions have increased by 3% annually, while health plan costs have increased about 6% annually, leaving a gap in coverage that must increasingly be borne by employees. Professor Harrington then asked Professor Wirtz to discuss the resolution itself.

Professor Wirtz stated that one origin for the resolution was a fairly significant change in the political climate surrounding health care in the country. The federal government was planning to implement a so-called "Cadillac tax," which would have cost GW a significant amount of money. The benefits task force felt that those funds would be better reinvested into a GW health plan and recommended the adoption of a high-deductible health plan (HDHP), which would keep the university from having to pay a large amount of Cadillac tax. In the intervening time, the Cadillac tax has not been implemented and, given a lack of political support, may never be passed.

This development raises the question regarding GW's health benefits: specifically, whether the university needs to be focusing its attention as myopically on the HDHP. One objective of the current resolution is to raise that question and to state that, while the HDHP may have many benefits, there is now a much more open field of options than appeared to be available when the HDHP was being envisioned. The third resolved clause speaks to the fact that it is now time to make sure that all of the existing plans are given adequate attention and that any expansion of the HDHP not disadvantage any of the other plans.

Professor Wirtz also noted that the other primary focus of this resolution concerns the allocation of funds for supporting the health plan. For many years, the university was assuming approximately 75% of the burden of health care costs, with the remaining 25% falling to the employees. In more recent years, the university has gone on record as saying that it is willing to support a 3% increase in benefits in general, including compensation, each year. This means that, should the cost of health care increase by 4%, the university would assume 3%, maintaining the 75% standard. However, health care costs are rising at higher rates; the projection this year is 6%. As a result of these higher rate increases, GW

employees have had to absorb a fairly significant burden of the health care costs. The second objective of the resolution, therefore, is to address this imbalance and assert that the university should be assuming responsibility for 75% of health care costs and that the burden on employees should be 25%.

Professor Wirtz then yielded the floor to Professor Biles, the ASPP Committee's expert on health care costs. Professor Biles concurred that, given the unlikelihood that the Cadillac tax would be adopted, the rationale for the HDHP as the primary health plan offering at GW is gone.

Professor Biles also noted that health insurance costs are projected to increase about 6% annually. The university has tied the increase in university contribution to health insurance to the increase in salary, an approach that no other large employer follows. Nationally, large employers have been increasing salary in low inflation in the 3-4% level. However, they have been increasing their contributions to health insurance on the order of 5-5½% annually. This resolution would state, then, that GW should move from the current 3% annual increase to something on the order of 5% and then over time back to the 75% contribution across the board, which is close to the national average.

Professor Biles noted that this is a budget issue, and he recognized Professor Cordes, Chair of the Fiscal Planning & Budgeting Committee. Professor Cordes noted that a means of funding the resolution's objective will have to be identified. Some of these means have been identified by the Budget Task Force and have begun to be implemented. The most notable of these are the phased-in increase in fringe benefit rates to be applied to salaries. Additionally, the full fringe rate will be applied to a broader swath of compensation categories than currently in place. This will generate additional funds to support health plan cost contributions.

Professor Cordes noted that the general problem is that this will be an annual conversation as long as health care costs grow annually at a rate higher than that of compensation at the university. A sensible approach would therefore be to take advantage of the university's five-year budget horizon model, forecasting benefits costs using a 5% (for example) increase each year in the university's contribution to health plan costs. This would need to be related to other parts of the budget to see what is doable under that forecast; it could require actual reductions or slower growth rates in other areas. It is clearly time, Professor Cordes noted, to look at this in a more comprehensive manner and see what can be done. The Fiscal Planning & Budgeting Committee would plan on taking this up in the fall.

Professor Barnhill inquired where the necessary funds might be found. For example, are there opportunities for GW to bid its health insurance policy more aggressively to save money? Could this impact tuition rates, salary levels, or other areas? Professor Cordes reiterated that this remains an open question and that a deep dive into the budget on this topic would be illuminating.

Professor Wilmarth spoke in support of the resolution, noting that imposing large premium increases on higher salary bands is not a sustainable approach over the long term. He also noted his concern that imposing a HDHP, particularly on lower-paid employees, would result in extremely high out-of-pocket costs and treatment avoidance issues for those populations. Professor Wilmarth also suggested that Executive Vice President & Treasurer Katz might be able to speak to this issue if he addresses the Senate in May. Professor Garris noted that he would ask EVP&T Katz about adding this to his report.

Professor Wirtz noted that the Kaiser report indicates that the national average for contribution support is approximately 75% employer/25% employee. While GW should certainly be looking at the question of how this support should be funded, the university should also look at how other similar employers are modeling this contribution balance.

A vote was held on the resolution and passed unanimously.

REPORT: UNIVERSITY INITIATIVES TO REDUCE BUREAUCRACY AT GW (President Steven Knapp, Deputy Executive Vice President & Treasurer Ann McCorvey, Interim Vice President for Human Resources Dale McLeod, Assistant Vice President for Research Gina Lohr, and Assistant Vice President for Business Intelligence Jelena Roljevic)

This report was originally scheduled to be presented by President Knapp, who was unable to attend today's meeting. Provost Maltzman read a statement from President Knapp to introduce the presentations that follow. This statement is attached to the minutes.

Dale McLeod, Interim Vice President for Human Resources, discussed the research hiring process improvements that are underway at GW. He noted that this process is critical as the time it takes to hire staff onto grants can have a dramatic impact on how funding can be utilized across the duration of the grant. Approximately 200 research staff are hired annually at GW, and Human Resources (HR) determined that it was imperative they focus on streamlining this hiring process.

The first step was to identify the issues with the current process; this was done through an audit documenting the current workflow of the entire process. Key themes emerged as needing attention. First, it was clear that the process leading up to a hire was very paper and labor intensive. Redundancies were also noted – cases where a hiring proposal had to proceed through the same entity more than once during the process. It became clear that technology was not being efficiently leveraged in the process, and HR sought to implement technologies from other hiring arenas at GW. Finally, the waiver process was examined, noting that waivers are applied consistently and efficiently (e.g., appointing rather than hiring post-docs).

The attached presentation illustrates the old and new workflows for research hires. The new process has been piloted in SEAS, SMHS, and GWSPH to date. It is completely paperless, and routing can therefore be automated. There is increased transparency in the process so that authorized personnel may see at any point where a hire is in the process. This also allows for quantifiable metrics to ensure that HR is meeting service-level agreements on the timeliness of the process.

Mr. McLeod then addressed improvements in student background checks. This process applies to the approximately 3500 student workers hired each academic year through the student employment office, regardless of whether they are work study funded or not. Under the previous policy, each student worker was required to undergo a background check. The new process redefines which positions require background checks – namely, those positions related to the safety and security of others, sensitive identification or financial information, special building access, and university vehicle operation.

Provost Maltzman thanked Mr. McLeod for his presentation and for the work HR has done to streamline these processes. Professor Price inquired about the end-dating of research assistants (RAs) as her department has had issues with RAs continuing to be paid after their end date. Mr. McLeod responded that an end date can be entered into the system, if known, at the date of hire; this would prevent overpayment after work has been completed.

Next, Assistant Vice President for Research Gina Lohr and Assistant Vice President for Business Intelligence Jelena Roljevic presented the Principal Investigator (PI) Dashboard. The PI Dashboard is a web-based analytics tool that allows investigators and their designated staff to look at their grant

finances at the summary and detail levels, including a real-time overview of grant funds. The tool includes drill-down capabilities, permitting users to look at the individual transactions on a grant. The system includes alerts for award end dates, creation dates, and funding changes. Monthly run rate and labor effort reporting tools were also developed to that PIs can see effort at an award or individual staff level.

Prior to this system, only static and difficult-to-read PDF reports run through EAS were available to obtain financial grant data. The PI dashboard includes clear visualizations and a web-based tool that populates upon login. From there, a user can hover over the award numbers to see all of the award detail (PI, budget, start and end dates, etc.). Spending limits are also easily visible. The attached presentation includes some examples of views available within the dashboard.

Dashboard data is updated nightly and available to users the next day. The dashboard is also accessible via mobile platforms. Due to the sensitive nature of information in the dashboard, access is granted at the individual level and is tied to GW's financial system access. Access may be requested by emailing pi@gwu.edu; prospective users should include their full names and GWIDs.

The PI dashboard was the first developed for GW by this team. There are, to date, a dozen or more different dashboards in enrollment and research as well as in the finance area. This particular dashboard was developed as a joint venture between Office of the Vice President of Research and the Division of Information Technology. Last year, it received the National Association of College and University Business Officers' Award for Innovation.

Professor Barnhill asked what dollar value of sponsored research is being monitored through the dashboard and how comprehensive the dashboard's coverage of awards is. Ms. Lohr responded that everything available in GW's financial system is available through the PI dashboard, approximately \$186million in research expenditures last year.

INTRODUCTION OF RESOLUTIONS

None.

GENERAL BUSINESS

- I. Professor Garris noted that the May 13 Senate meeting was rescheduled to May 6 due to conflicts for both President Knapp and Provost Maltzman. As this is the first meeting of the new Senate session, the decision was made to reschedule the meeting so that the President and Provost could be present to welcome the new senators. The meeting will be held in room 700A of the Milken Institute School of Public Health Building.
- II. Introduction of new nominations for election of faculty members to Senate Standing Committees:

Delores Gibson was elected to PEAFF (previously mistakenly elected to PF).
- III. Nominations for election of faculty members to the Faculty Senate Executive Committee for the 2016-2017 session, Professor Sylvia Marotta-Walters, Convener (see attached slate)

Professor McAleavey presented the slate of nominees for the 2016-2017 Executive Committee. Professor Garris was unanimously approved as Chair of the committee, and the slate was unanimously approved.

IV. Nominees for election of faculty members to the Dispute Resolution Committee:

Professor Joan E. Schaffner was unanimously approved as Chair for a one-year term.

V. Nomination for reappointment by the President of Professor Steve Charnovitz as Parliamentarian for the 2016-2017 session

Professor Charnovitz's nomination was unanimously supported by the Senate.

VI. Report of the Executive Committee: Professor C.A. Garris, Chair

Please see the attached report of the Executive Committee presented by Professor Garris. Professor Wirtz noted in response that Candace Johnson is a staff member, not a faculty member, serving on the joint task force discussed in the Executive Committee report. In addition, Cheryl Beil will also serve on the joint task force.

VII. Provost's Remarks

The Provost thanked those who have served on the Senate during the 2015-2016 session, noting his appreciation for their effort and advice during the year.

He then highlighted the recent success of the men's basketball team, which won the NIT.

The Provost also noted that April is the biggest month for visitors to the university. He noted that when he spoke to visiting prospective students this morning, he highlighted the hands-on learning in GW's classrooms as one of the things that makes GW special. He noted that students are drawn to GW after spending time talking with faculty. He acknowledged that this engagement with prospective students takes a great deal of effort on the part of the faculty and that he greatly appreciates everyone stepping up to the plate to welcome these students to campus.

Finally, the Provost noted that Paul Duff and Cheryl Beil will speak to the Senate at the May meeting about the upcoming Middle States self-study. The self-study is a collective enterprise that will require involvement from many segments of the university. Professor Duff is chairing the self-study this time, and the Provost thanked him in advance for taking on this important task.

BRIEF STATEMENTS

None.

ADJOURNMENT

The meeting was adjourned at 3:56.p.m.

**A RESOLUTION RECOMMENDING A PROCEDURE FOR
AMENDING THE *FACULTY CODE* (16/7)**

WHEREAS, Article IX.A. of the *Faculty Code* provides: “The regular faculty shares with the officers of administration the responsibility for effective operation of the departments and schools and the university as a whole. . . . The regular faculty also participates in the formulation of policy and planning decisions affecting the quality of education and life at the university”; and

WHEREAS, Article IX.A. thus affirms the vital importance of shared governance of the University based on constructive dialogue and cooperation between the faculty of the University (the “Faculty”) and the University’s Administration, directed by the Board of Trustees; and

WHEREAS, Article III, Section 1 of the *Faculty Organization Plan* provides that (1) the Faculty Senate has authority to “consider any matters of concern or interest to more than one college, school, or division, or to the Faculty, and make its recommendations or otherwise express its opinion with respect thereto, to the [Faculty] Assembly, the President, or through the President to the Board of Trustees;” and (2) the Faculty Senate is “the Faculty agency to which the President initially presents information and which he consults concerning proposed changes in existing policies or promulgation of new policies”; and

WHEREAS, The *Faculty Code* and the *Faculty Organization Plan* establish a proven and highly successful model of collaborative shared governance between the Faculty and the Administration, which has enabled the University to make notable and sustained progress since the 1930s; and

WHEREAS, The Faculty Senate recognizes that the *Faculty Code* must be updated on a regular basis to meet changing conditions and needs within the University and emerging trends within the academic enterprise more generally, and the Faculty Senate has a long history of considering, recommending and endorsing amendments to the *Faculty Code* in order to improve the quality of education and academic life within the University; and

WHEREAS, The Board of Trustees’ decision, on June 18, 2015, to approve important substantive amendments to the *Faculty Code* that were not previously endorsed by the Faculty Senate, without providing to the Senate an opportunity to give further consideration to those amendments and to issue recommendations with respect thereto, has created widespread and serious concerns among members of the Faculty Senate and the Faculty regarding the future role of the Faculty Senate and the Faculty within the University’s system of shared governance; and

WHEREAS, The *Faculty Code* does not provide an explicit procedure for approving amendments to that document; and

WHEREAS, To maintain a constructive and harmonious relationship between the Faculty Senate and the Board of Trustees, and to maintain the confidence of both groups in the University’s system of shared governance, an explicit procedure for amending the *Faculty Code* should be established that will assure consultation

and good faith deliberation between both groups with regard to any proposed amendments; and

WHEREAS, The Faculty Senate therefore strongly believes that (1) the *Faculty Code* should be amended to establish an explicit procedure for approving amendments, (2) that new procedure should ensure that the Faculty Senate will have a reasonable opportunity to consult with the Board of Trustees and adopt resolutions presenting its recommendations with respect to future proposed amendments to the *Faculty Code* before the Board of Trustees gives its final approval for such amendments, and (3) that procedure should stipulate that the Faculty Senate and the Board of Trustees will make good faith efforts to agree on the final text of future proposed amendments to the *Faculty Code* before the Board of Trustees gives its final approval for such amendments;

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

(1) That the *Faculty Code* be amended by inserting the following new Article XIII, which shall read as follows:

“XIII. Amendments

Amendments to this *Faculty Code* may be proposed by either the Board of Trustees or the Faculty Senate. Before approving any amendment to the *Faculty Code* that has not previously been endorsed by resolution of the Faculty Senate, the Board of Trustees will consult with the Faculty Senate and will provide a reasonable opportunity for the Faculty Senate to adopt a resolution presenting its recommendations with respect to the proposed amendment. When the Board of Trustees consults with the Faculty Senate on a proposed amendment to the *Faculty Code*, the Board of Trustees and the Faculty Senate will both make good faith efforts to agree on the final text of the amendment. Following such consultation and good faith efforts, the Board of Trustees may take final action on the proposed amendment after receiving and considering the resolution presenting the Faculty Senate’s recommendations or if the Faculty Senate fails to provide its recommendations within a reasonable time. Amendments to the *Faculty Code* will become effective upon final approval by the Board of Trustees.”

(2) That the Faculty Senate hereby requests that the President of the University forward the foregoing proposed amendment to the *Faculty Code* to the Board of Trustees for its consideration.

(3) That the Faculty Senate hereby requests, and expects, that the Board of Trustees will consult with the Faculty Senate and provide a reasonable opportunity for the Faculty Senate to adopt a resolution presenting its further recommendations before the Board of Trustees approves any amendment to the *Faculty Code* that is different from the foregoing proposed amendment.

March 28, 2016

Faculty Senate Committee on Professional Ethics and Academic Freedom

Report of the Faculty Senate Committee on Professional Ethics and Academic Freedom on Proposed Faculty Senate Resolution 16/7

March 28, 2016

The Faculty Senate Committee on Professional Ethics and Academic Freedom (“PEAF”) submits this report in support of proposed Faculty Senate Resolution 16/7, which the PEAF Committee approved on March 28, 2016. The purpose of this report is to provide a summary of the events that led to the adoption of Resolution 16/7, as well as the reasons for the amendment to the *Faculty Code* that Resolution 16/7 proposes. Resolution 16/7 would amend the *Faculty Code* by adding a new Article XIII, which would create a new procedure for amending the *Faculty Code*. As discussed below, Article XIII would establish a consultative and collaborative process between the University’s Board of Trustees and the Faculty Senate in proposing and considering amendments to the *Faculty Code*.

Under Article IX.A. of the *Faculty Code*, “The regular faculty shares with the officers of administration the responsibility for effective operation of the departments and schools and the university as a whole. . . . The regular faculty also participates in the formulation of policy and planning decisions affecting the quality of education and life at the university.” Thus, Article IX.A. affirms the vital importance of shared governance of the University based on constructive dialogue and cooperation between the faculty of the University (the “Faculty”) and the University’s Administration, directed by the Board of Trustees.

Article III, Section 1 of the *Faculty Organization Plan* provides that (1) the Faculty Senate has authority to “consider any matters of concern or interest to more than one college, school, or division, or to the Faculty, and make its recommendations or otherwise express its opinion with respect thereto, to the [Faculty] Assembly, the President, or through the President to the Board of Trustees;” and (2) the Faculty Senate is “the Faculty agency to which the President initially presents information and which he consults concerning proposed changes in existing policies or promulgation of new policies.” The *Faculty Code* and the *Faculty Organization Plan* create a proven and highly successful system of collaborative shared governance between the Faculty and the Administration, which has enabled the University to make notable and sustained progress since the 1930s.

The *Faculty Code* and the *Faculty Organization Plan* are matters of great interest and concern to the Faculty because they represent a part of the contract of each member of the Faculty with the University (subject, in the case of certain part-time members of the Faculty, to the terms of a collective bargaining agreement between the University and Service Employees International Union, Local 500). Under Article IV.1.a) of the *Faculty Code*, a copy of the *Faculty Code* must accompany or precede each faculty member’s letter of appointment, and the *Faculty Code* “shall be considered part of the agreement between the faculty member and the University.” The *Faculty Code* includes a “Background” section, which affirms that the *Faculty Code* provides “the statement of the rights and privileges, and the responsibilities, of the academic personnel of the University.” In addition, several decisions of courts in the District of

Columbia have recognized that the *Faculty Code* constitutes part of a binding and enforceable contract between each member of the Faculty and the University.¹

On May 7, 2013, the University’s Board of Trustees adopted a resolution, which established a Governance Task Force and directed the Task Force to conduct “a review of faculty governance” and to consider “appropriate revisions” to the University’s *Faculty Code* and “related faculty governance documents” in light of the Board of Trustees’ approval of “Vision 2021: A Strategic Plan for the Third Century of The George Washington University.” In response to the Board of Trustees’ resolution, as well as subsequent discussions between representatives of the Board of Trustees and representatives of the Faculty Senate, the Faculty Senate adopted Resolution 13/3 on November 8, 2013. Resolution 13/3 stated:

“The Faculty Senate expects that any changes to the *Faculty Code* or Faculty Policies recommended by the Board of Trustees Governance Task Force will adhere to the University’s long-established and unbroken tradition and procedures of shared governance, which require the Faculty Senate, as the elected representative of the Faculty, to consider and act on changes to the *Faculty Code* or Faculty Policies that are proposed by the Administration, the Board of Trustees or other members of the University community before such changes are submitted to the Board of Trustees for final action.”

From 1965 to 2015, pursuant to the University’s longstanding tradition of collaborative shared governance, the Faculty Senate followed a consistent practice of considering and endorsing amendments to the *Faculty Code* that were proposed by the Administration, the Board of Trustees, or other members of the University community before such amendments were transmitted by the Administration to the Board of Trustees for final consideration and approval. The Executive Committee and the PEAFF Committee are aware of only one occasion between 1965 and May 2015 on which the Board of Trustees approved substantive changes to the *Faculty Code* without the Senate’s prior concurrence. In contrast, and as shown in Exhibit 1, during the same 50-year period, the Board of Trustees amended the *Faculty Code* on almost 50 occasions with the prior concurrence of the Faculty Senate.

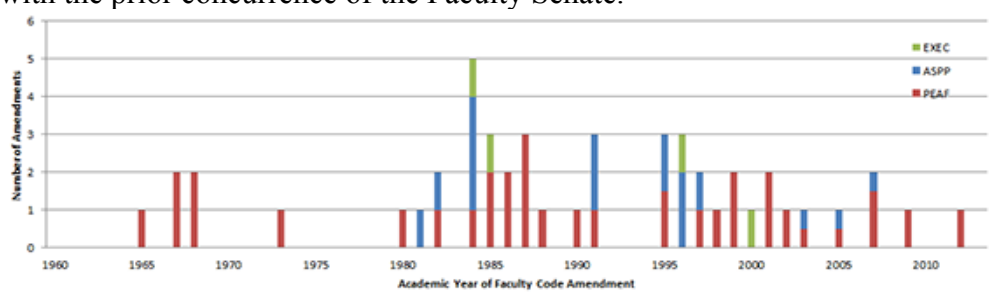


Exhibit 1-History of Changes to the GW Faculty Code

In 2014, the University’s Board of Trustees established working groups on university governance (the “Working Groups”), which included representatives of the Board of Trustees

¹ See *Kyriakopoulos v. George Washington University*, 866 F.2d 438 (D.C. Cir. 1989); *Saha v. George Washington University*, 577 F. Supp. 2d 439 (D.D.C. 2008); *Brown v. George Washington University*, 802 A.2d 382 (D.C. App. 2001); *Kakaes v. George Washington University*, 663 A.2d 128 (D.C. App. 1996).

and the Administration, representatives of the Executive Committee, and other faculty members. On January 13, 2015, the Working Groups proposed sweeping and far-reaching amendments to the University's *Faculty Code* with respect to dean searches, composition of school faculties, and standards and procedures for approving applications for tenure and promotion. The Executive Committee, the PEAFC Committee, and the Committee on Appointments, Salary and Promotion Policies ("ASPP") carefully reviewed the Working Groups' proposals. On January 26, 2015, the three Senate Committees (the "Senate Committees") provided a detailed written response. That response advised the Working Groups that their proposals were not acceptable unless major modifications were made.

After receiving the advice provided by the Senate Committees, the Working Groups submitted modified proposals to amend the *Faculty Code* on March 23, 2015. The modified proposals of the Working Groups did not incorporate much of the advice provided by the Senate Committees, and the modified proposals were therefore unacceptable to the Senate Committees. Consequently, the Senate Committees prepared and submitted to the Faculty Senate three resolutions – Substitute Resolutions 16/1, 16/2, and 16/3 (the "Senate Resolutions") – which set forth counter-proposals for amendments to the *Faculty Code*. The counter-proposals of the Senate Committees were designed to improve academic standards and procedures while preserving the long-established role of the Faculty in dean searches, in determining the composition of school faculties, and in presenting and reviewing recommendations for tenure and promotion.

On May 8, 2015, the Faculty Senate adopted the Senate Resolutions by overwhelming votes after determining that (1) the Senate Resolutions would serve the best interests of the University and all of its constituencies and stakeholders (including the Faculty), and (2) the resolutions would help to advance the University's explicitly stated goals to "[e]xpand and improve our research and teaching"² and "to match the excitement of discovery and excellence of instruction with superior research."³ In the Senate Resolutions, the Faculty Senate requested that "the Board of Trustees not approve changes to the *Faculty Code* that are different from the amendments [endorsed by the Faculty Senate] until there has been an opportunity for further consultation with the Faculty Senate for the purpose of reaching a shared consensus on such changes." The Senate Resolutions also warned that any approval of different amendments by the Board of Trustees, without further consultation with the Faculty Senate, "would cause great concern among the Faculty regarding the future role of the Faculty Senate and the Faculty within the University's system of shared governance."

On June 10, 2015, the Faculty Senate Executive Committee held a teleconference meeting with the Academic Affairs Committee of the Board of Trustees. During that meeting, the Executive Committee identified and emphasized the very important differences between the Senate Resolutions and the Working Groups' modified proposals. The Executive Committee also offered suggestions on some potential changes to the *Faculty Code* amendments, as proposed in the Senate Resolutions, which might be acceptable to both the Faculty Senate and the Board of Trustees if the Faculty Senate were given an opportunity to consider and act on

² "Vision 2021: A Strategic Plan for the Third Century of The George Washington University," page 29, available at https://provost.gwu.edu/sites/provost.gwu.edu/files/downloads/Strategic%20Plan_May13.pdf.

³ See "GW Overview: University Priorities - Research," available at <http://www.gwu.edu/university-priorities>.

those potential changes. After hearing the Executive Committee's suggestions, members of the Academic Affairs Committee indicated that the Board of Trustees could decide, at its scheduled meeting on June 18, 2015, to adopt substantive amendments to the *Faculty Code* that had not been endorsed by the Faculty Senate in the Senate Resolutions. The Executive Committee responded by strongly recommending that the Board of Trustees should not give final approval to any such amendments until those amendments could be considered by the Faculty Senate when the Senate reconvened in September 2015.

On June 18, 2015, the Board of Trustees adopted a resolution in which it gave final approval to amendments to the *Faculty Code* with respect to dean searches and reviews, the composition of school faculties, and standards and procedures for approving applications for tenure and promotion. The amendments to the *Faculty Code* approved by the Board of Trustees incorporated many of the Faculty Senate's recommendations contained in the Senate Resolutions, but the amendments approved by the Board of Trustees also differed from the recommendations set forth in the Senate Resolutions in a number of very important and substantive respects.

On August 15, 2015, the Executive Committee provided a detailed report to the Faculty. The Executive Committee's report described the amendments approved the Board of Trustees on June 18, 2015, and the report also provided a side-by-side comparison between the approved amendments, the amendments proposed by the Faculty Senate, and the previous version of the relevant provisions of the *Faculty Code*. The Executive Committee's report was attached to the agenda for the Faculty Senate's meeting on September 11, 2015, and that report is available at http://www.gwu.edu/~facsen/faculty_senate/pdf/SenateAgenda_090515.pdf.

In sum, notwithstanding the Executive Committee's advice on June 10, 2015, the Board of Trustees approved a series of important substantive amendments to the *Faculty Code* on June 18, 2015, without giving the Faculty Senate the opportunity to consider and provide recommendations on amendments that had not been previously endorsed by the Faculty Senate. The Board of Trustees' decision to approve those amendments, without providing the Senate with an opportunity to consider and issue recommendations with respect thereto, has created widespread and serious concerns among members of the Faculty Senate and the Faculty generally regarding the future role of the Faculty Senate and the Faculty within the University's system of shared governance.

The procedure followed by the Board of Trustees in approving the most recent amendments to the *Faculty Code* has highlighted the significant problems created by the fact that the *Faculty Code* does not contain any explicit procedure for amending that document. To maintain a constructive and harmonious relationship between the Faculty Senate and the Board of Trustees, and to maintain the confidence of both groups and the Faculty in the University's system of shared governance, it is essential to establish an explicit procedure for amending the *Faculty Code*. Such an amending procedure should ensure that consultation and good faith deliberation will occur between the Faculty Senate and the Board of Trustees before future amendments to the *Faculty Code* are approved by the Board of Trustees.

As described in proposed Resolution 16/7, the PEAFF Committee strongly believes that the *Faculty Code* should be amended by inserting a new Article XIII, which will establish an explicit procedure for approving amendments to the *Faculty Code*. The new Article XIII should ensure that the Faculty Senate will have a reasonable opportunity to consult with the Board of Trustees and adopt resolutions presenting its recommendations with respect to future proposed amendments to the *Faculty Code* before the Board of Trustees gives its final approval for such amendments. In addition, Article XIII should stipulate that the Faculty Senate and the Board of Trustees will make good faith efforts to agree on the final text of future proposed amendments to the *Faculty Code* before the Board of Trustees gives its final approval for such amendments.

The PEAFF Committee has reviewed and approved this report as well as proposed Resolution 16/7. The PEAFF Committee strongly urges the Faculty Senate to adopt Resolution 16/7.

Respectfully submitted on behalf of the PEAFF Committee,

Arthur E. Wilmarth, Jr., Chair

Resolution on the Contribution of the University to Staff/Faculty Health Insurance Costs (16/8)

- WHEREAS,** Health insurance coverage for health care is important to GW faculty and staff and their families as it assures access to quality health care services when they are faced with illness or injuries; and
- WHEREAS,** Comprehensive health insurance is important to protect against personal fiscal disaster as health services for serious illness and injuries, while effective and even lifesaving, can cost a patient thousands or even hundreds of thousands of dollars; and
- WHEREAS,** The US health insurance system is based on coverage provided by employers, especially large employers such as the University; and
- WHEREAS,** Over the past five years, the national average employee percentage share of employer health insurance costs has remained constant at 18% for individuals and 29% for families; and
- WHEREAS,** Over these five years, the national average increase in the employer contribution to employee health benefits has averaged approximately 5% per year; and
- WHEREAS,** Over these five years, GWU as an employer has limited the increase in its contribution to faculty health insurance costs to 3% in each year, resulting in an increase over this period in the GWU employee share of health insurance premium costs from an average of 25% to nearly 40% of the total premium costs; and
- WHEREAS,** Nationwide, the average 2015 annual employer premium contribution for single and family coverage is estimated to range between 68% and 84% of total premium costs, which is similar to the estimated range of employer percentage contributions in prior years; and
- WHEREAS,** A task force was selected and appointed by President Knapp in 2015 to review health insurance and other staff/faculty benefits; and
- WHEREAS,** The President's task force advised in December 2015 that a high deductible plan might be considered as an option, along with other health plans, because of the impact on GW of a new and soon to be implemented Federal health insurance excise tax, widely known as the “Cadillac tax”; and
- WHEREAS,** The implementation of the Federal health insurance Cadillac tax has now been delayed for two years with the bipartisan support of Congressional Republican and Democrat leadership and is widely expected to be repealed and never implemented;

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

1. That the GWU contribution for health insurance costs, including premiums in 2017 and future years, should be no less than 75% of total health insurance costs;
2. That the necessary funds to increase future GWU contributions for health insurance benefits not be derived from reduction in covered health services, increased out-of-pocket health costs including deductibles and co-insurance, other staff/faculty compensation, other staff/faculty benefits, or academic activities;
3. That any planning for the expansion of the high deductible health plan should not replace or, as a consequence, disadvantage any of the other plans.

Faculty Senate Meeting – April 8, 2016
Remarks by President Knapp
On University Initiatives to Reduce Bureaucracy

To the Faculty Senate:

I regret that I am away from campus this afternoon to attend a funeral and therefore unable to introduce this topic in person. I have asked Provost Maltzman to read these remarks on my behalf.

Last October 1st, I convened all the deans and vice presidents and asked them to work together on ways of removing bureaucratic obstacles and streamlining redundant processes to make life easier for our faculty, students and staff, and also to develop additional tools that would enhance the ability of all of us to do the work we are here to do. This was not about saving money, but of course by reducing duplication, we may end up saving some money as well.

At the October meeting, we decided to form working groups that would focus on five areas. These were our hiring processes; procurement; contracts and agreements; support of faculty and students engaging in international research; and access to essential data. I convened a second meeting on November 17th, this time focused specifically on issues in research administration and including the associate deans of research from all the schools. We decided in that meeting to concentrate initially on two areas: first improving the process of hiring of post-doctoral fellows so that it more closely resembles what happens at peer institutions; second, to making it easier for faculty and students to conduct international research. We held a third meeting on February 25th to check on our progress and to involve a wider group of staff in the process.

Many of these efforts are still in progress, but I would like to give you a sense of how we are proceeding by introducing two illustrative and, I think, very encouraging presentations. The first, by our Interim Vice President for Human Resources Dale McLeod, will cover two topics of great interest to many of our colleagues: the hiring of research staff and a new approach to doing background checks on student employees. The second will be an overview of a very innovative dashboard for principle investigators; it will be delivered by Gina Lohr, Assistant Vice President for Research, and Jelena Roljevic, Associate Vice President for Business Intelligence in the Division of Information Technology.

Again, these are only samples of work that is proceeding across the university. Thank you.



Human Resources Process Improvement Initiative for Research

Dale McLeod, Interim Vice President, Human Resources

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WASHINGTON, DC

University Human Resources



Impacted Population

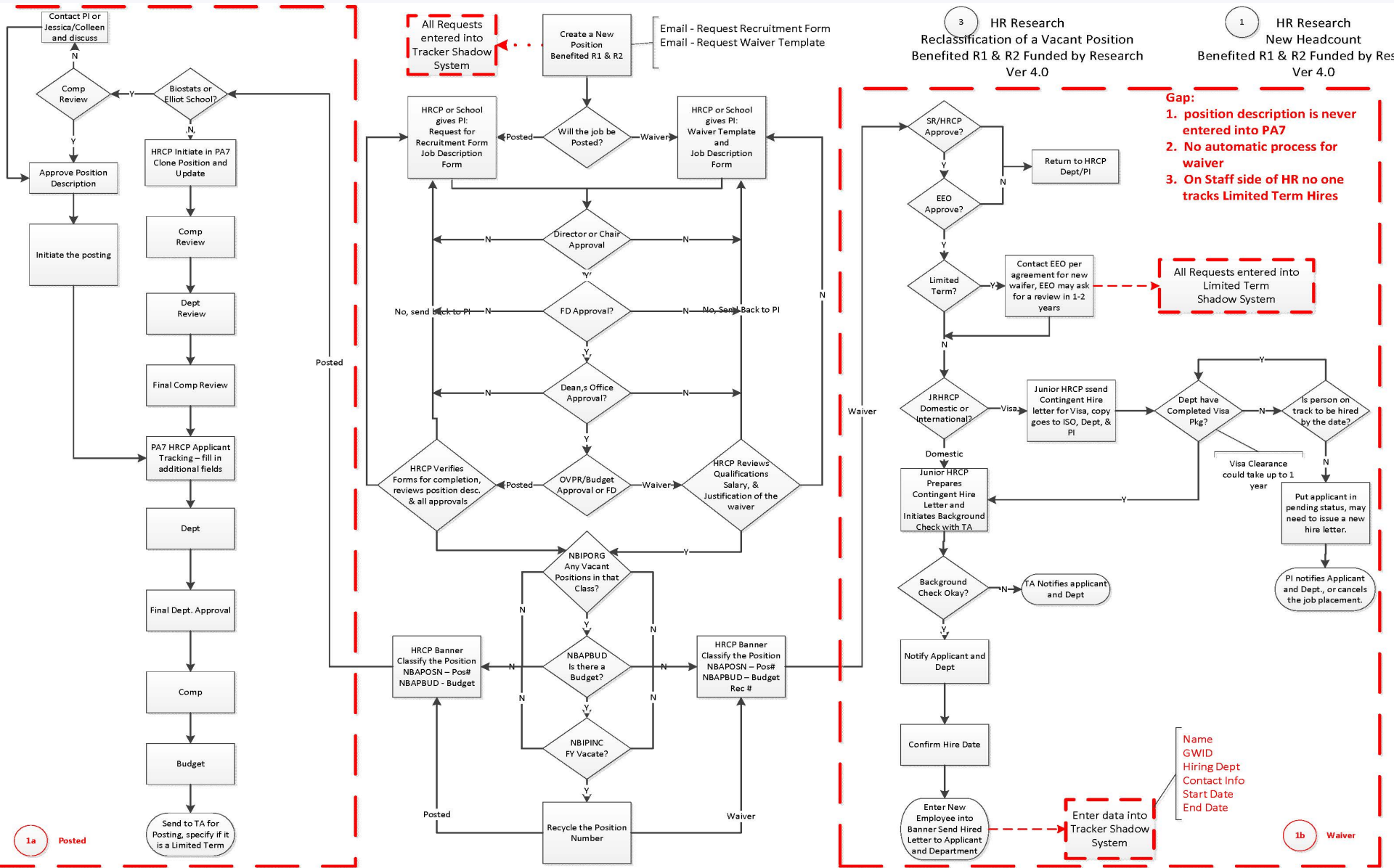
Role	GW Titles
Research Staff	Research Scientist, Senior Research Scientist Research Associate, Senior Research Associate Research Assistant, Senior Research Assistant Director Research Center/Institute Clinical Research Coordinator Center/Institute Laboratory Assistant, Laboratory Associate Laboratory Technician Biostatistician
Trainees	Post Doctoral Scientist

Observations of Previous Hiring Process

- Paper driven
- Inability to monitor workflow progress
- Redundant
- Risk of transmitting highly sensitive information
- Time spent re-keying data
- Lost paperwork
- No internal action tracking
- Lengthy waiver process
- Limited Term appointments are not tracked.

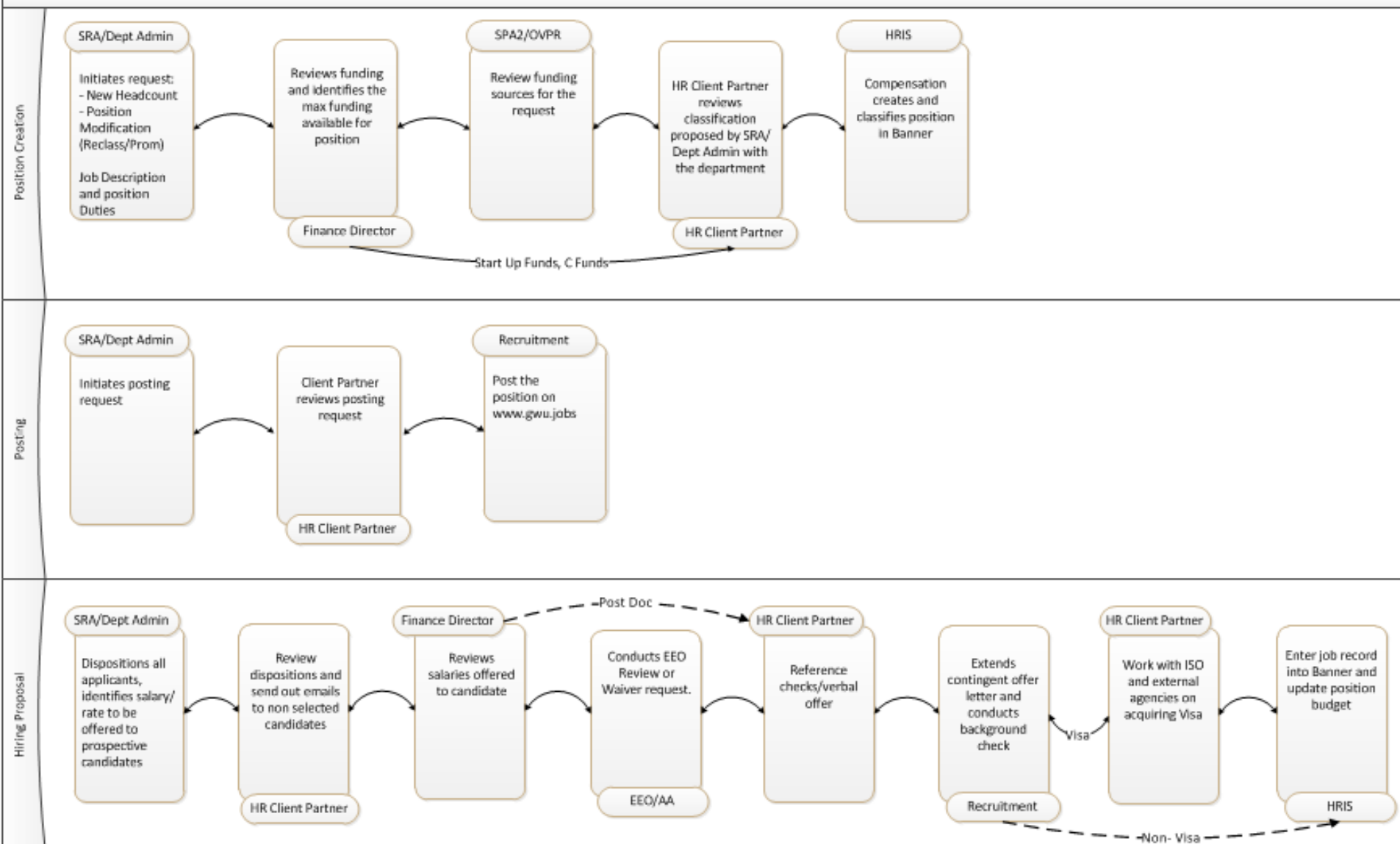


Previous Research Hiring Process



New Research Hiring Process

Research/Post Doc Position Lifecycle Workflow - PeopleAdmin





Improvements

- ✓ Streamlined workflow
- ✓ Paperless process
- ✓ Automated hire process
- ✓ Increased transparency, accountability and accuracy
- ✓ Assured compliance with University policies and best practices
- ✓ Clarified duties/actions associated with each role
- ✓ Ability to view the status of an action and how long it has been there

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WASHINGTON, DC

Changes to Student Background Checks

Faculty Senate

April 8, 2016



Summary of Changes

Current Practice	Changes occurring no later than July 1, 2016
<ul style="list-style-type: none">• All student workers undergo background checks	<ul style="list-style-type: none">• Student workers only required to undergo background checks for financially sensitive roles, or roles sensitive to safety and security. Specifically, where students:<ul style="list-style-type: none">○ Have access to keys;○ Work in residence halls;○ Work with minors;○ Drive university vehicles;○ Have access to sensitive data; or○ Engage in financial transactions.

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A decorative graphic at the bottom of the slide consisting of several overlapping, semi-transparent, light-colored geometric shapes (parallelograms and trapezoids) arranged in a rhythmic, staggered pattern.

Division of Information Technology, Business Intelligence Services

and

Office of the Vice President for Research

Faculty Senate

April 8, 2016

Principal Investigator (PI) Dashboard

Web-based analytics tool that allows PIs to manage grant finances

Features:

Real-time overview of grant funds

Drill down capabilities into each expense

Alerts for award end dates, new awards, funding changes, and over budget, failed funds

Monthly run rate and award labor effort reports

Expenditure in suspense



Before PI Dashboard

The George Washington University
Award-Project Performance Report - Detail [GM-139] Unsecured XML

Report Date: 23-AUG-2013
Page: 27 of 39

Postings from: 31-JUL-13 To 31-JUL-13

Note: NOTE: Actual costs EXCLUDE transactions that have failed funds and transactions that have not been burdened

Data Selection Level: AWARD

Award Status: ACTIVE

Award Type : Grant

Award No./Short Name: CCLS20717F BSC/TK1213

Award Start Date: 01-Dec-11 Award End Date: 28-Feb-14 Award Close Date: 29-May-14

Project No./Name: 23438 Prevention and Treatment

Award PI: HIRST, KATHRYN

Task 12

Task Organization: 113011-new BIostatistics CENTER

113193

Funding Source: HHS/NATIONAL INSTITUTES OF HEALTH-LOC

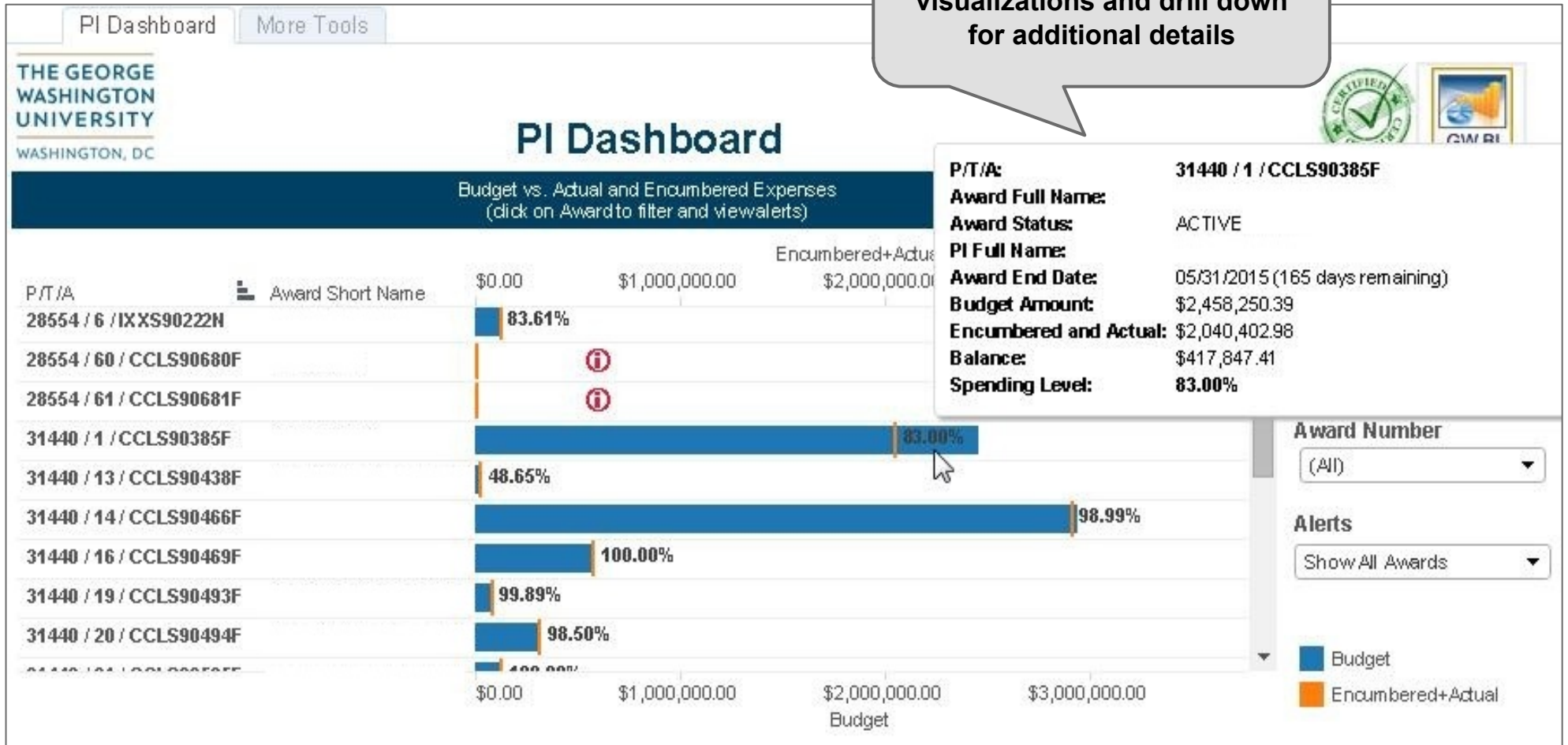
Transaction Detail	Budget	Actual	Encumbrances	Balance/Deficit
TALIZED FURNITURE & EQ:	0.00	17,020.63	0.00	(17,020.63)
OCCUPANCY RENTAL				
56311--BUILDING/ROOM/FACILITY RENTAL				
Opening Balance	260,844.00	228,157.00	0.00	32,687.00
WASH REAL ESTATE INVEST TRUST Inv:1078787 Rcvd: ELECTRICITY USAGE ELECTRICITY USAGE		241.00	0.00	(241.00)
Ending Balance	260,844.00	228,398.00	0.00	32,446.00
Y RENTAL:	260,844.00	228,398.00	0.00	32,446.00
Resource Category: POSTAL SERVICES				
Resource Detail: 53411--POSTAGE/EXPRESS MAIL - NON GW				
Opening Balance	34,539.00	2,053.69	0.00	32,485.31
31-Jul-13 3-Jul-13 FEDERAL EXPRESS CORP Inv:232504951 Rcvd: MAILING MAILING		68.56	0.00	(68.56)
Ending Balance	34,539.00	2,122.25	0.00	32,416.75
Subtotal by POSTAL SERVICES:	34,539.00	2,122.25	0.00	32,416.75

Static
Reports

PDFs

View only
in Oracle
EAS

After PI Dashboard



Interact with mouse-over visualizations and drill down for additional details

PI Dashboard



Budget vs. Actual and Encumbered Expenses
(click on Award to filter and view alerts)

Logged in as:

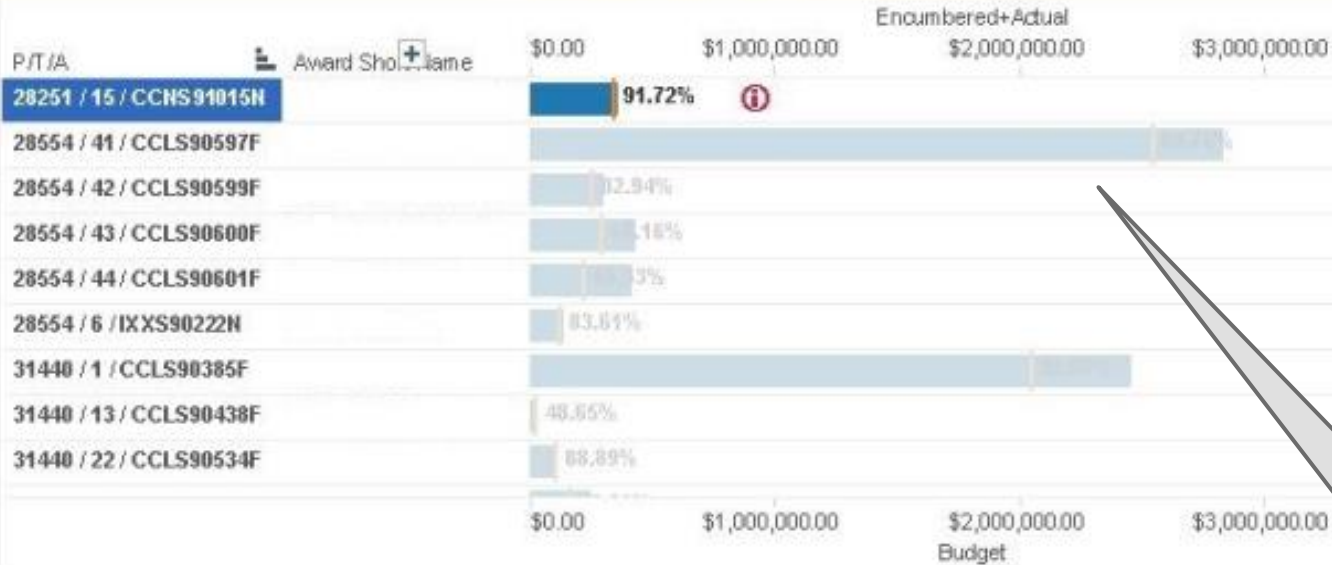
PI Full Name

Award Status

Award Number

Alerts

- Budget
- Encumbered+Actual



ALERT : * 14 days to End Date

Expenditure Category	Budget	Actual	Encumbrance	Balance (Deficit)	Spending Level
COMPENSATION	\$255,964.00	\$234,367.58	\$0.00	\$21,596.44	91.56%
FRINGE BENEFITS EXPENSE	\$63,991.00	\$59,082.05	\$0.00	\$4,908.95	92.33%
INDIRECT COSTS	\$42,042.00	\$38,558.58	\$0.00	\$3,483.42	91.71%
Grand Total	\$361,997.00	\$332,008.19	\$0.00	\$29,988.81	91.72%



Interact with mouse-over visualizations and drill down for additional details

More Tools



Logged in as:

These links will take you to a separate GW site where you can log in with your GW NetID



Summary and Detail Reports

Access summary and detail information in a table format. Reports show a list of awards at the summary level with the ability to drill down into details on budget, encumbrances, and actuals.



Monthly Run Rate

What is an award's average monthly expenditure and when will the budget run out?



Labor Effort

What percent of a person's labor distribution was paid from an award?

Award Monthly Run Rate

Release 4

Data refreshed on: Dec 17, 2014 4:43:22 AM

P/T/A: 28251/15/CCNS91015N [i](#) [u](#)

Award Short Name
Award Status: ACTIVE
PI Name

Award Start Date: 01/01/2014
Award End Date: 12/31/2014
Award Close Date: 02/14/2015

Funding Source
Banner Index: 063973

Calculate average based on:

- Last 12 months
- Last 6 Months
- Last 3 Months
- Last 2 Months
- Last 1 Month

Budget Amount	Encumbrance Amount	Actual Amount	Spending Level	Average Monthly Expenditure (Last 6 Months)	# of Months to Award End Date	Estimated # of Months Until Balance Runs Out	Projected Expenditures to End of Award	Remaining Balance will approximately last until	Will Projection will go over/under Budget?
351,997.00	0.00	332,008.19	91.72%	30,007.20	0	1.00	332,008.19		

Expenses by Month:

12/2013	01/2014	02/2014	03/2014	04/2014	05/2014	06/2014	07/2014	08/2014	09/2014	10/2014	11/2014	Total (Last 6 Months)
0.00	0.00	0.00	0.00	0.00	151,964.98	30,266.45	31,122.39	31,122.38	32,145.63	25,775.83	29,610.53	180,043.21


Drill-through - click on any text in blue for more details

		Budget Amount	Period Actual *	Cumulative Actual *	Cumulative Encumbrance	Balance (Deficit)	Spending Level	In Funds Failed	In Suspense Account/s
Direct Cost	COMPENSATION	5,259.00	1,000.00	1,000.00	0.00	4,259.00	19.02%	0.00	0.00
	FRINGE BENEFITS EXPENSE	1,047.00	65.00	65.00	0.00	982.00	6.21%	0.00	0.00
	MISCELLANEOUS OPERATING	0.00	3.00	3.00	0.00	(3.00)	-	0.00	0.00
	PROGRAM DEVELOPMENT ACTIVITY	0.00	1,330.80	1,330.80	0.00	(1,330.80)	-	0.00	0.00
	STUDENT SUPPORT	20,052.00	20,020.00	20,020.00	0.00	32.00	99.84%	0.00	20,020.00
	SUPPLIES	350.00	0.00	0.00	0.00	350.00	0.00%	0.00	0.00
	TRAVEL DOMESTIC	16,550.00	119.27	119.27	0.00	16,430.73	0.72%	0.00	0.00
	Total	43,258.00	22,538.07	22,538.07	0.00	20,719.93	52.10%	0.00	20,020.00
Indirect Cost	INDIRECT COSTS	0.00	0.00	0.00	0.00	0.00	-	0.00	0.00
	Total	0.00	0.00	0.00	0.00	0.00	.0	0.00	0.00
Total		43,258.00	22,538.07	22,538.07	0.00	20,719.93	52.10%	0.00	20,020.00

- o Clicking on the link will open a new window that shows the details of the expenditures in suspense.

		Budget Amount	Period Actual *	Cumulative Actual *	Cumulative Encumbrance	Balance (Deficit)	Spending Level	In Funds Failed	In Suspense Account/s
Direct Cost	COMPENSATION	5,259.00	1,000.00	1,000.00	0.00	4,259.00	19.02%	0.00	0.00
	FRINGE BENEFITS EXPENSE	1,047.00	65.00	65.00	0.00	982.00	6.21%	0.00	0.00
	MISCELLANEOUS OPERATING	0.00	3.00	3.00	0.00	(3.00)	-	0.00	0.00
	PROGRAM DEVELOPMENT ACTIVITY	0.00	1,330.80	1,330.80	0.00	(1,330.80)	-	0.00	0.00
	STUDENT SUPPORT	20,052.00	20,020.00	20,020.00	0.00	32.00	99.84%	0.00	20,020.00

- Accessible from OVPR web page <https://research.gwu.edu/pi-dashboard>.
- Information is updated nightly and available the next day.
- Accessible from computers and mobile devices, tablets and mobile phones.
- Due to the sensitive nature of the PI Dashboard's data, access is secured and must be granted for each individual user.
- To request access to the PI Dashboard, please send an email to pidash@gwu.edu with your: Full Name & GW NetID
- Those who already have access may use their GW NetID credentials when prompted to log in.

SEARCH 

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Office of the
Vice President
for Research

ABOUT

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PI DASHBOARD

COMPLIANCE

ENTREPRENEURSHIP

TECHNOLOGY TRANSFER

NEWS

You are here: [Home](#) / [PI Dashboard](#)



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[SUMMARY & DETAIL REPORTS](#)

[TRAINING MATERIALS](#)

[DATA DICTIONARY](#)

[FREQUENTLY ASKED QUESTIONS](#)

[FEATURES UNDER DEVELOPMENT](#)

PI Dashboard

Welcome to the Principal Investigator (PI) Dashboard!

The Office of the Vice President for Research has partnered with the Division of Information Technology to provide Principal Investigators with powerful online tools to access personalized award information. The Research community can use these tools to make more informed project decisions by viewing financial and human resources information about awards at summarized and detailed levels.

Due to the sensitive nature of the PI Dashboard's data, access is secured and must be granted for each individual user. To request access to the PI Dashboard, please send an email to pidash@gwu.edu with your:

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Research Resources Powered by IT



Division of
Information Technology

University Libraries
Resources



Resulting Value

- Reduces administrative burden
- Allows academics to focus on their research
- Easier cost analysis helps maximize utilization of grants
- Rapid adoption with 700+ users accessing the dashboard regularly



Recognition & Feedback

- 2015 Innovation Award from the National Association of College and University Business Officers (NACUBO)
- Positive faculty feedback (video)
<https://it.gwu.edu/news-and-accomplishments>



Jelena Roljevic, Assistant Vice
President for Business
Intelligence Services

Division of Information
Technology

roljevic@gwu.edu

Gina Lohr, Assistant Vice
President for Research

Office of the Vice President for
Research

glohr@gwu.edu



Results of the 2016/2017 Executive Committee Nominating Meeting

3/24/16

The committee met and unanimously voted on the following slates:

Columbian College: Marie Price

Elliott School: Alexander Downes

Graduate School of Education & Human Development: Elizabeth H Rice

Law School: Art Wilmarth

GW School of Business: Theodore Barnhill

School of Engineering: Charles Garris

School of Nursing: Joyce Pulcini

Milken Institute School of Public Health: Karen McDonnell

School of Medicine: Tony Sidawy

For the chair of the 2016/2017 Executive Committee:

Charles Garris

REPORT OF THE EXECUTIVE COMMITTEE

Charles A. Garris, Chair

April 8, 2016

ACTIONS OF THE EXECUTIVE COMMITTEE

1. A RESOLUTION RECOMMENDING A PROCEDURE FOR AMENDING THE FACULTY CODE (16/7)

The Executive Committee had discussions with Chair Carbonell on the resolution and we worked with PEAFF in the final drafting of the resolution. In particular, it was decided that the historical record should be included in a separate PEAFF Report rather than listed in the WHEREAS clauses of the original versions of the resolution. Resolution 16/7 will be forwarded to the Board with information about today's Senate vote. The Academic Affairs committee will discuss it and make their recommendations to the Board in May. We very much hope that they accept the resolution.

2. A RESOLUTION ON THE CONTRIBUTION OF THE UNIVERSITY TO STAFF/FACULTY HEALTH INSURANCE COSTS (16/8)

The Executive Committee worked with ASPP in drafting the final form of the resolution. The Executive Committee fully supported this resolution as there is much concern about the escalating costs of health insurance and the need for GW to maintain a proportionate contribution to share with faculty and staff the burden of this escalation.

3. GLITCHES IN THE NEW FACULTY CODE

Concerning the implementation of the changes in the Faculty Code that were approved by the Board in June 2015, several glitches have become clear which will require correction. PEAFF is currently consolidating these glitches, and we have discussed some of them with Provost Maltzman to determine corrective action. However, all 9 schools are currently reviewing their by-laws in light of the changes in the Faculty Code and further glitches, or problems, are expected to emerge. The Executive Committee therefore decided to wait until this process is completed before submitting a resolution having all of the corrections. We will probably be ready to do this in September or October.

In examining your school by-laws, if you find problems with the new Faculty Code, please inform your Executive Committee representative, and PEAFF will attempt to address them in their resolution.

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

In accordance with the revisions in the Faculty Code, the By-Laws of all schools are being revised to assure compliance.

Section A of the Procedures for the Implementation of the Faculty Code on Governance of Departments and Schools states that :

"All school procedures, rules, and criteria shall be approved by the Provost in consultation with the Faculty Senate Executive Committee."

Since we are expecting ten revised sets of By-Laws to be submitted by each of the nine schools and CPS, the Executive Committee and Provost Maltzman are working together to develop a good process. We have established a Special Subcommittee of PEAFF which will consider all of the school by-laws; The Subcommittee will consist of:

- Professor Arthur Wilmarth, Chair
- Professor Charles Garris, EC Chair
- Member of EC Connected with particular school
- Selected faculty member from school

Professor Steve Charnovitz, Parliamentarian
Provost Forrest Maltzman
Two additional PEAf members.

The first school to submit its revised by-laws is the School of Medicine and Health Sciences. The subcommittee will proceed to work on this case and make recommendations to the Provost.

5. CHANGE OF DATE FOR THE MAY FACULTY SENATE MEETING

The May Faculty Senate meeting is the first of the 2016-2017 academic year and the Executive Committee felt that it was important that the President and the Provost be available to welcome the new Senators. Unfortunately, both President Knapp and Provost Maltzman are not available on the original May 13 date. The Executive Committee therefore decided to change the date of the Faculty Senate meeting to May 6. We hope that this does not inconvenience anyone and that everyone will be able to adjust their schedules to this date. The meeting will be held in the Milken Institute School of Public Health Building, at 950 New Hampshire Avenue, Room 700A.

6. NOMINATING COMMITTEE FOR THE 2016-2017 EXECUTIVE COMMITTEE

In accordance with the Faculty Organization Plan, Article III, Section 5(b)(2), The Executive Committee created the Executive Committee Nominating Committee, including one representative from each school. We then designated Professor Sylvia Marotta-Walters as the Chair of that Committee and charged it with obtaining a slate of candidates and a chair for nomination to the Senate. Today, you considered that slate and voted accordingly.

7. CREATION OF JOINT ED POLICY/PEAF COMMITTEE ON ACADEMIC PROGRAM APPROVAL PROCESSES

The Executive Committee discussed the importance to the University of remaining at the cutting edge of new methodologies of education as well as engendering new modes of revenue generation. These needs can and should be consistent with one another. Maintaining a strong forward-thinking perspective in both of these areas is essential to the continued progress of GW as a distinguished center of learning. It is clear that if GW is to maintain its status as a distinguished research university, we must always ensure the quality of ALL of our programs, and never allow an opportunity to generate revenue diminish the reputation of the University for excellence.

Most of the schools at GW are innovating with new programs and new methodologies for delivering education. In this effort, there has been some controversy about the ways in which these new programs, including on-line and off-campus programs, are approved. It is clear that the faculty must be intimately engaged. This is supported by the Faculty Code as follows:

Section D.1 of Procedures for the Implementation of the Faculty Code states:

“The regular faculty members of the rank of assistant professor and higher of each school shall establish procedures for their participation, directly or through elected standing committees, in decisions relating to the addition, revision, or elimination of curricular offering.”

The Executive Committee requested that PEAf and Ed Policy Committees form a Joint Task Force to explore current practice in various schools for the approval of new programs or the revision of programs and to make recommendations as to best practices. The outcome of the task might be a report suggesting proper processes for the review of programs by the faculty of the respective schools. The Task Force might also review best practices at other institutions. The Committee will be Chaired by Professor Kurt Darr and will include the following members: Professors Lilien Robinson and Murray Loew from PEAf, and Professors Rene van Dorp, and Zhiyong Han, and Director of On-Line Programs for the Milken Institute Candice Johnson, from Ed Policy.

8. DISCUSSION OF FUTURE DIRECTIONS OF GW WITH DR. STEPHEN PORTCH

The Board of Trustees, in consultation with President Knapp, has requested Stephen Portch, the Chancellor Emeritus of the University System of Georgia, to conduct an environmental scan of the George Washington University to assess its current status and the views of various stakeholders on future directions for the institution.

Dr. Portch is exploring the following questions:

- What will be the university's challenges over the next five years?
- What will its opportunities be over the same period?
- What has worked well in the current Strategic Plan?
- What is still a work in progress?
- How will the University be different five years from now?
- What will be needed from the leadership of the university over the next five years to realize the George Washington University's Vision for the future?

The Executive Committee met with Dr. Portch and had a very open discussion of these issues. Similar discussions were held between Dr. Portch and other groups.

9. STANDING COMMITTEES

The Executive Committee has distributed electronic sign-up forms for our standing committees and administrative committees. As you all know, shared governance is a lot of work, and we need dedicated faculty and staff to enable us to contribute to a better GW. Please actively encourage your faculty to sign up and participate in real shared governance. We have a terrific body of very active committees who are engaged in every aspect of university life, and we need enthusiastic faculty to keep it going. Applications are due to Liz by April 18th.

FACULTY PERSONNEL MATTERS

Nonconcurrences

We currently have five non-concurrences: two in SMHS, one in CCAS, one in SB, and one in SEAS. Recall that under the new Faculty Code, the School-Wide Personnel Committee can independently nonconcur. The Executive Committee will proceed shortly to review these and provide our recommendations in accordance with the revised Faculty Code.

Grievances

There are currently two grievances pending. The first, from the School of Medicine and Health Sciences, is in the mediation stage. The second, from the Graduate School of Education and Human Development, asked for an extension to evaluate whether to go back to mediation or proceed to a formal hearing. This situation has not changed since last month.

ANY OTHER MATTERS

None.

ANNOUNCEMENTS

Committee Chairs: If you have not already done so, kindly submit the annual reports for your committees at the May 6 meeting. The Executive Committee will meet Friday, April 22 for our joint Executive Committee meeting (both old and new EC participate). At that meeting, we will formulate membership in our standing committees. Please remind your faculty to sign up. A link to the forms was sent out via a faculty-wide email as well as by each dean's office. Resolutions and reports for the May Senate meeting should be submitted to the Senate Office before that date.

The following are some tentative upcoming agenda items:

May 6, 2016

- Dean David Dolling – Status and New Developments in the School of Engineering and Applied Science.
- Executive Vice President and Treasurer Louis Katz: Report on University Strategy for Servicing University Debt
- Professor Paul Duff and Associate Provost for Academic Planning Cheryl Beal will provide a review of the Middle States Self Study process and the current status.

Finally, since today's Senate meeting is the last of the 2015-2016 Academic Year, I would like to take this opportunity to thank all of our Senators for your excellent service this year. I think it has been a very productive and interesting year thanks to your support. For those who are not returning as Senators for the 2016-2017 academic year, I would like to express the appreciation of the Executive Committee for your service and our hopes that you will return to the Senate soon, and continue your work with the Senate through service on our standing committees.

Thank You.