

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
JANUARY 10, 2014 IN THE STATE ROOM

Present: President Knapp, Provost Lerman, Registrar Amundson, and Parliamentarian Charnovitz; Deans Goldman and Johnson; Professors Brand, Brazinsky, Briscoe, Costello, Dickinson, Downes, Fairfax, Galston, Gee, Harrington, Helgert, Katz, Lantz, Lindahl, McAleavey, McDonnell, Newcomer, Parsons, Prasad, Roddis, Sidawy, Simon, Stott, Swaine, Swiercz, Weiner, and Williams

Absent: Deans Akman, Brown, Dolling, Eskandarian, Feuer, and Vinson, Interim Deans Kayes and Maggs; Professors Castleberry, Cordes, Garris, Hawley, Jacobson, Marotta-Walters, Miller, Price, Pulcini, Rehman, Shesser, and Yezer

CALL TO ORDER

President Knapp called the meeting to order at 2:18 p.m. He introduced Professor Christina Gee, Associate Professor of Psychology, who was elected as a Columbian College Senator, replacing Professor Eugene Montague, who resigned in June 2013.

APPROVAL OF THE MINUTES

The minutes of the meeting held on December 13, 2013 were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

REPORT ON RESEARCH

Vice President for Research Leo Chalupa presented the report in powerpoint format (the report is included with these minutes). The report focused on the two areas of metrics that depict how the University is doing in key research areas, and initiatives put into place in the last year or so to make it easier for faculty to be more competitive in obtaining grants.

The first chart shows research expenditures and indirect costs for the University from FY 2009 through FY 2013. Grant expenditures are the measure that all universities track because that is what is reported to the National Science Foundation. This does not reflect grants received, but rather money spent on the grants that GW receives. In FY 09 and FY 10 the University did quite well. The chief reason for that was that the economy was collapsing, and the Obama administration injected something like \$300 million into the economy. Universities and research benefited from this because the National Institutes of

Health received a major budget increase, as did the National Science Foundation, and the money had to be spent for stimulus-ready projects. The University gained something on the order of \$32 million but that money stopped after one year, although it took nearly two years for the University to expend it. After that, research expenditures dropped, and that drop has continued.

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Between FY 12 and FY 13, the University increased total expenditures by 7.3%. This is remarkable because that occurred during the federal budget sequestration. During this time the NIH budget was reduced by 5.5%, and the NSF budget was reduced 4.6%. While this was going on, the University actually increased its research expenditures while federal funding was going down.

The next chart reflects a comparison of data on Extramural Expenditures and Indirect Costs for the first quarter of Fiscal Years 2009-2013 the most recent data available. These figures reflect a steady increase in expenditures from the first quarter of FY10 through FY 14, while Indirect Costs have risen by 7.5%.

The next chart shows the various sources of research funding, FY 13 being the latest 12-month period for which complete information is available. As is the case for most universities, GW's research funding comes primarily from the federal government. NIH and NSF account for 75% of the total, with foundations supplying 13.4%, other sources 10.2%, state funding 5.6% and corporations 2.4%. The fourth chart provides a complete breakdown of federal funding sources. As is true for most universities with medical schools, approximately 60% comes from NIH, about a \$30 billion budget. This year's funding will be made public on January 15, and the expectation is that both NIH and the NSF will do at least as well as inflation and perhaps a bit better due to changes in the sequestration of funds.

Corporate funding is one area that Vice President Chalupa said he is very anxious to grow. Historically, shortly after Sputnik, two-thirds of research funding in this country came from the federal government and the rest came from corporations. As of 2011, this has reversed, and now two-thirds of R&D funding in the U.S. comes from corporations, and only one-third comes from the federal government. Thus, GW needs to come up with new ways to engage these corporations and compete for their research dollars.

Vice President Chalupa briefly reviewed metrics for the Office of Technology Transfer (TTO). GW faculty are increasing the number of disclosures they are making, so when a faculty member has developed something that is of potential commercial value, they are obligated to let the TTO office know that. The Office is headed by Steve Kubisen, who came to the University 8 months ago after working at Hopkins and in Utah. Mr. Kubisen meets with faculty in the different schools that are doing research that could potentially be commercialized – this is key because many faculty do not know they have something with commercial potential.

Another metric for the Office shows that the number of patents GW has applied for has gone down, the reason for that being that GW is now much more selective in what it

patents because the process is expensive and the result uncertain. In the area of licensing, income has risen steadily from about \$27,000 in FY 10 to \$118,000 in FY 13. Vice President Chalupa said he expected this to rise to over \$200,000 in FY 14. Research in the tech transfer area has brought in \$2.3 million, a tenfold increase from FY 10. GW has now launched 8 companies and taken an equity position in two of them worth over \$1.2 million. This may or may not generate resources for the University.

The Office of the Vice President for Research (OVPR) has numerous outreach mechanisms to foster the growth of research at GW. Three years ago, the University established an Entrepreneurship Office. Jim Chung, who was trained at Stanford and MIT, was recruited from Maryland to head it. There are currently over 30 student startups at GW; one student has a company that is valued at over \$50 million. Over 4,000 individuals have attended the OVPR's business meetings. Mr. Chung was able to secure a NSF grant, with the University of Maryland and Virginia Tech as partners. GW's portion is \$1.2 million. This money is provided so that courses can be offered for faculty members to learn how to commercialize their findings. The only other conglomerate that received this grant was comprised of Stanford, the University of Southern California, and Berkeley. The Entrepreneurship Office is currently 25th in the country, quite remarkable for such a new program. The OVPR also recruited an Assistant Vice President for Industry and Corporate Research, Tom Russo. In the last year and a half Mr. Russo has secured funding for CCAS, SEAS, and the ESIA totaling \$2.5 million. GW will expand its efforts in the coming years, particularly in the Northern Virginia area where GW's Virginia Science and Technology campus is located.

The OVPR has done a number of things to help faculty become more efficient in what is an extremely ferocious and competitive climate for obtaining research funding. A Principal Investigator (PI) Dashboard has been launched, in part at the urging of the Senate Research Committee. Faculty can now go online and access up-to-date information that tracks exactly how much money he or she has in each account and what is left to be spent. Representation on the Advisory Council on Research has also been increased from 30 to 40 faculty members. It is expected this group will be enlarged even further. This is a group that meets about six times a year, to review center and institute applications as well as individual intramural grants from the University Facilitating Fund and Center and Institute Facilitating Fund. It also advises the OVPR on things it should be doing. A retreat will be held in the near future to further gather input from this group on research areas the University should focus on in the future. This group's input has proven invaluable, and Vice President Chalupa expressed deep gratitude for their work.

In other areas, research support services have been aligned so the OVPR is now providing staff to work in schools with the open budget model. There are seven positions allocated in a partnership between the Office of the Provost and the OVPR and the deans, and people to fill these roles are being hired now in CCAS, SEAS, and GSEHD.

Other outreach areas undertaken by the OVPR include launching a monthly newsletter and an updated Sponsored Projects Handbook. Associate Vice President Jennifer Wisdom held a PI summits with over 250 faculty to provide information on how the

OVPR office can be of assistance in their efforts to secure research funding. AVP Wisdom also holds a boot camp to help faculty, especially new faculty, learn how to put together grant applications. Over 90 faculty members attended this last year. Last but not least, the OVPR started monthly lunches over the last year with two groups. One group consists of senior faculty who are very successful in research. 8 to 10 at a time attend, and offer their feedback on how the research enterprise is going and what can be done to improve it. Another set of monthly lunches is held with new faculty in research-oriented disciplines, so that they can become acquainted with OVPR staff and staff can learn what they can do to make them functional and competitive in obtaining grants.

Vice President Chalupa concluded his report with an excerpt from President George Washington's first annual address to Congress: "there is nothing which can better deserve your patronage, than the promotion of Science and Literature. Knowledge is in every country the surest basis of publick happiness."

Discussion followed. Professor Briscoe commented on the indirect cost figures in the first slide, which show less than 10% overall. He added that he pays substantially more than that for his grants, Vice President Chalupa responded that the overall figure for the campus is about 15.8 %. This figure includes all grants. Because the highest indirect costs are paid by federal grants, with foundations and other sources paying far less, the average figure is reduced.

Professor Costello said that in the School of Medicine and Health Sciences, there are faculty who have received grant funding that requires a data use agreement. This process of getting approval of the data use agreement has been very lengthy, up to a year, involving GW's Office of General Counsel. This is significant because faculty members, particularly in Medicine and the Health Sciences, are beginning to work with very large data sets which require data use agreements, and this has potential to delay or interrupt grant funding. As the agreement does not identify individuals and therefore is not a HIPAA issue, Professor Costello asked the Vice President if he had any thoughts about this roadblock. Professor McDonnell, a faculty member in the School of Public Health and Health Services, voiced the same concern. She also expressed an additional concern about the duplication of effort required to work with the OVPR and the General Counsel's Office and the lack of collaboration between the two entities. Vice President Chalupa responded that there are really two different issues, the first being the review process by the Internal Review Board (IRB). A major effort has been launched in the last year to make the IRB process more effective. A consulting firm in this area was engaged to conduct meetings about this with a wide range of people, including faculty members and deans. The OVPR is now implementing step by step a number of suggestions from this effort, and the result has been significant improvement in the IRB process and a reduction in the amount of time it takes for reviews to take place. Vice President Chalupa noted that the OVPR has no control over the University's Office of General Counsel, but said that he meets weekly with Beth Nolan, the head of that office, and her senior staff. He added that if Senate members or their colleagues encounter problems in the research area, they should not hesitate to e-mail him, and that he would follow up promptly on these inquiries.

Professor Brazinsky inquired about research spending in the humanities. Vice President Chalupa confirmed that funding in this area is much less than that available for research in science and engineering. To offset lower research funding in this area, the University gives out something on the order of \$800,000 per year in internal grants, an amount that has just been increased by \$300,000. The composition of the group that reviews these grants has been changed so there are more humanities people there. As a result more than one third of this money is going to the humanities and social sciences. While the total amount available seems small, money needed for research in these areas is far less than that required for science and engineering projects.

Professor Roddis said that in the past it was very difficult to hire post-docs for research projects. On a NSF grant, for example, students had to be hired as GW employees instead of being supported as graduate students. She asked if progress had been made on altering this system across the University. Vice President Chalupa responded that his office had spent a lot of time working with the Provost's office and the Human Relations office on this problem. In the last three months, a new policy has been adopted to address this issue. The policy is now available on the OVPR website

There being no further questions, Vice President Chalupa described an initiative sponsored by the OVPR in cooperation with the GW Center for Civic Engagement & Public Service and the Office of Government and Community Relations. From January 20 to March 21, new and used children's books will be collected at designated locations on all three of GW's campuses. He encouraged everyone to participate in this book drive which will provide children's books to children in the community through local nonprofit organizations.

GENERAL BUSINESS

I ELECTION OF PROFESSOR JOYCE PULCINI (SON) TO REPLACE PROFESSOR KIMBERLY ACQUAVIVA ON THE SENATE EXECUTIVE COMMITTEE

Professor Harrington moved the nomination of Professor Pulcini to replace Professor Acquaviva, who resigned from the Senate and the Executive Committee due to a decanal appointment effective January 1, 2014. Professor Pulcini was elected.

II. ELECTION OF PROFESSOR EDWARD CHERIAN TO CONTINUE AS INTERIM CHAIR OF THE FISCAL PLANNING AND BUDGETING COMMITTEE FOR THE SPRING SEMESTER, 2014

Professor Harrington moved the nomination of Professor Cherian to serve as Acting Chair of the Committee, and Professor Cherian was elected.

III. INTERIM REPORTS OF SENATE STANDING COMMITTEES

No Interim Reports were received.

IV. REPORT OF THE EXECUTIVE COMMITTEE

Because Professor Rehman was on GW travel, Professor Harrington presented the Report, which is included with these minutes.

IV. PROVOST'S REMARKS

Provost Lerman brought the Senate up to date on three issues. The first was the publication of an article in which GW was described as pursuing lawsuits against people who have defaulted on their Perkins loans. Provost Lerman said he thought the article somewhat incomplete in its reporting, in that one of the things about Perkins loans that is not well known is that by law, the federal government requires this. This is not true of other types of federal loans. In order to stay eligible to continue issuing Perkins loans, the University is required to take all reasonable measures to collect money from those who have defaulted. This is something the University does with great reluctance. Anyone who makes a reasonable effort to communicate with GW, and makes an effort, however small, to try and work with the University would not be brought into court. Unfortunately, there are a number of people who have refused to communicate with the University over multiple years and the point has been reached where GW believes the law requires it to pursue the matter.

Another important factor is that the Perkins loan pool is a recycling pool within the University. Thus every dollar not collected is one that some other student cannot get. The first thing that happens with money collected from defaulting individuals is that it gets recycled into the pool for future loans. And of course, if the money is not collected, it is not available to be loaned. The University works very hard through the financial aid office to try to work with individuals who are having trouble paying these debts to help them find a way to begin paying back their loans; it is only when they break off communication that legal action is undertaken.

The Provost next described developments related to one of the themes of the Strategic Plan -- that of citizenship and leadership. Vice Provost Terri Reed has been asked to lead a steering committee including academic affairs staff and faculty members to begin to look at the translation of that theme, specifically how an option, or even a requirement, might eventually be created so that students can acquire skills in these two areas. Most likely, this would involve an experiential core that spans an undergraduate's four years.

The Provost added that he thought Vice Provost Reed has a number of great ideas. Departments will be contacted to elicit feedback on how this conceptual area might be transformed into a programmatic idea that students can actually follow. Individual faculty members are also welcome to share their thoughts and input with Vice Provost Reed as she spearheads this effort.

Provost Lerman also briefed the Senate on developments in implementing innovations in the area of teaching and learning. A number of initiatives have been launched by Vice Provost Ehrmann. The first has been ramping up support for undergraduate research. This includes not only the traditional model of working in laboratories, but also data analysis in the social sciences and library research in the humanities and law. The success of these efforts depends upon faculty wanting to do this. Academic Affairs is now offering some matching grants, so that faculty who have grants can hire an undergraduate to work on new projects. Work on an integrated website is underway, so that all of the opportunities around the University are accessible to students.

A second area is coaching and mentoring faculty. This is not exclusively for younger faculty who are still acquiring teaching skills. In addition to providing coaching for those faculty who want it, faculty learning communities have been created in which cohorts of faculty get together to exchange information on classroom skills and what can be done to help them become better teachers. New ways of letting faculty experiment, for example, in technologies, have been developed. Once again, Academic Affairs is providing more support to faculty who wish to learn about these things and use them. Many young faculty are taking this up with great enthusiasm, and people feel like this coaching and mentoring is a great addition to their learning experiences as new teachers, particularly the post-docs.

A third area in process is how to evaluate teaching excellence and reward it. The most simple and straightforward way has been prizes, but there are a number of other possibilities. A new website provides guidance on ways in which faculty who are up for promotion and tenure can better document teaching excellence. This can be done in many different ways. Traditional student assessments can be used. There are also peer reviews by faculty members, where faculty with perhaps more experience can sit in a classroom watching a colleague and evaluate their teaching. Academic Affairs will continue to try to provide a larger menu of ways in which faculty can document their accomplishments in the classroom in the areas of pedagogy and developing new teaching ideas. The Provost said he had met with department chairs and the hope is they will encourage faculty who they think have done a great job teaching to use different ways of demonstrating their accomplishments so that the University can continue to reward those colleagues who really demonstrate an excellent commitment to better teaching.

In conclusion, Provost Lerman said that he planned at each of the remaining Senate meetings to report on a specific aspect of the Strategic Plan's implementation and solicit input about other things that Academic Affairs staff can do to support the core missions of the University.

V. CHAIR'S REMARKS

President Knapp made no remarks.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Parsons related that when he was chair of the Economics department, there were strong directives coming from the Academic Affairs Vice President that research should be emphasized. At the same time, there was little money left over to internally reward good teaching or good service. There was no indication from top administrators that departments should reward these financially. Provost Lerman responded that he could not comment on the history of this before he came to GW. He added that the University wants to recognize, acknowledge, and value both great research and great teaching. During merit reviews, department chairs are not directed to partition merit money into rewarding teaching or research. Great teachers should certainly be rewarded not just with recognition and thanks, but also through the merit pool process. The deans and chairs have received a very clear message that the University ought to reward excellence in all areas of faculty members' responsibilities. President Knapp said he thought that traditionally, the metrics available for measuring performance in research have always been more obvious, visible, and easily recorded than other dimensions of faculty achievement. Rewarding achievement in other areas, as Professor Parsons pointed out, is a challenge in areas like service and also clinical care [in the case of medicine] and in other practice-oriented professions. At the same time, there has been a move toward trying to develop alternatives to metrics that take into account broader ranges of data that can inform the evaluation process. This is leading toward a more balanced approach to recognizing quality and measuring and evaluating the kinds of contributions that cannot easily be assessed by traditional measures.

Professor Costello said she thought the emphasis on teaching and learning is an excellent focus. There are a lot of new faculty in Health Science who are developing their scholarship around these two areas in addition to pursuing more traditional paths, such as applying for grant funding. However, during the tenure and promotion process what is evaluated by external review is a faculty member's written work related to research and has nothing to do with other areas of faculty performance such as teaching and learning. She added that if all aspects of faculty performance could be reflected in the evaluation process, this would better reflect a faculty member's overall achievements. Provost Lerman said it had been his experience at his former institution that when external reviewers were asked to evaluate teaching performance, they often demurred because they had not had the opportunity to observe it. Then, the reviews turned to an evaluation of research. The Provost added that some departments do peer reviews of teaching performance, and this is a great thing. Other departments sometimes ask former students, particularly those who are now in academia, to comment on their educational experiences with a faculty member whose performance is being evaluated. Beyond that it is important to be as creative as possible in finding ways to document teaching in all of its aspects, not merely in the classroom, but also in mentoring and coaching students. Some of this is hard to document, but it is real.

Professor Lindahl said most of the comments about teaching and learning seem to emphasize documentation for tenure and promotion reviews. Over the 6 or 7 years of a tenure clock, that is not insignificant. However, it is also important to find ways to encourage faculty improvement over the next 30 or so years of their employment. Efforts to

encourage this in the top 1% of faculty is important, but it may be that a focus on the bottom 10 to 25% might also be fruitful. Vice Provost for Teaching and Learning Ehrmann described the new Academy of Distinguished Teachers at GW which is currently defining its mission and initial activities. The issue of providing peer coaching is very much under discussion by this group, as well as other practices and policies that can support excellence in teaching at GW.

Professor Weiner said he wanted to encourage the Provost not to give up on the idea of sending out elements of teaching for external review. He added that he thought one thing that could lend itself easily to these reviews are a faculty member's course syllabi, for those whose syllabi are an important element of the course. He said he thought there is no reason external reviewers could not also be asked to review these, because a lot of information can be gleaned from them. Provost Lerman said he would be willing to incorporate this into the process and said he would try to roll it into the next memorandum sent out about evaluations.

ADJOURNMENT

There being no further business before the Senate, and upon motion made and seconded, the meeting was adjourned at 3:09 p.m.

Elizabeth A. Amundson
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Secretary

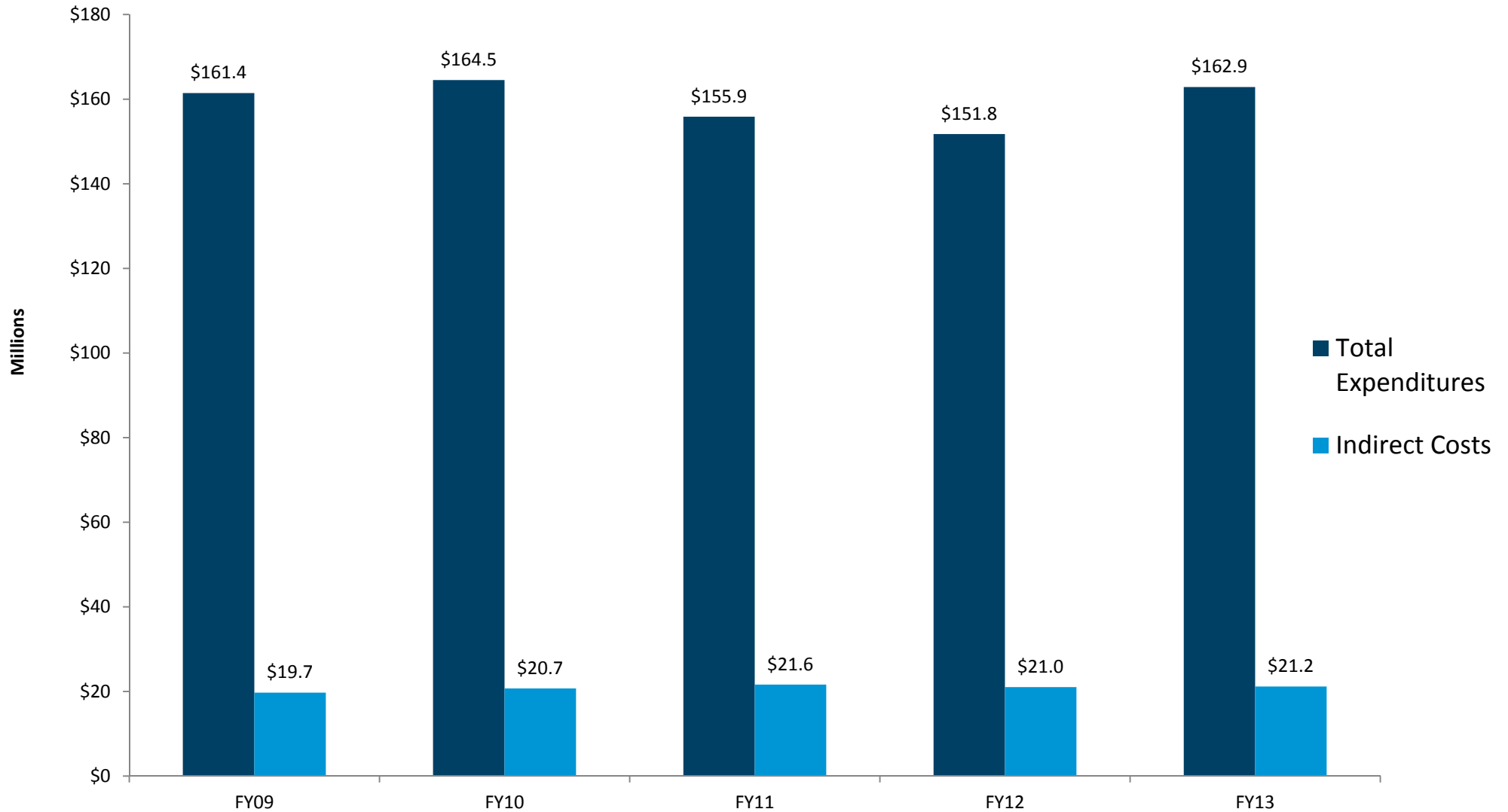


Update on Research Faculty Senate

Leo M. Chalupa
Vice President for Research
January 10, 2014



Extramural Expenditures & Indirect Costs by Fiscal Year



Percentage difference between FY12 & FY13

Total Expenditures: **+7.3%**

IDC: **+0.7%**



Extramural Expenditures & Indirect Costs by Fiscal Year First Quarter Comparison



Percentage difference between FY13 & FY14

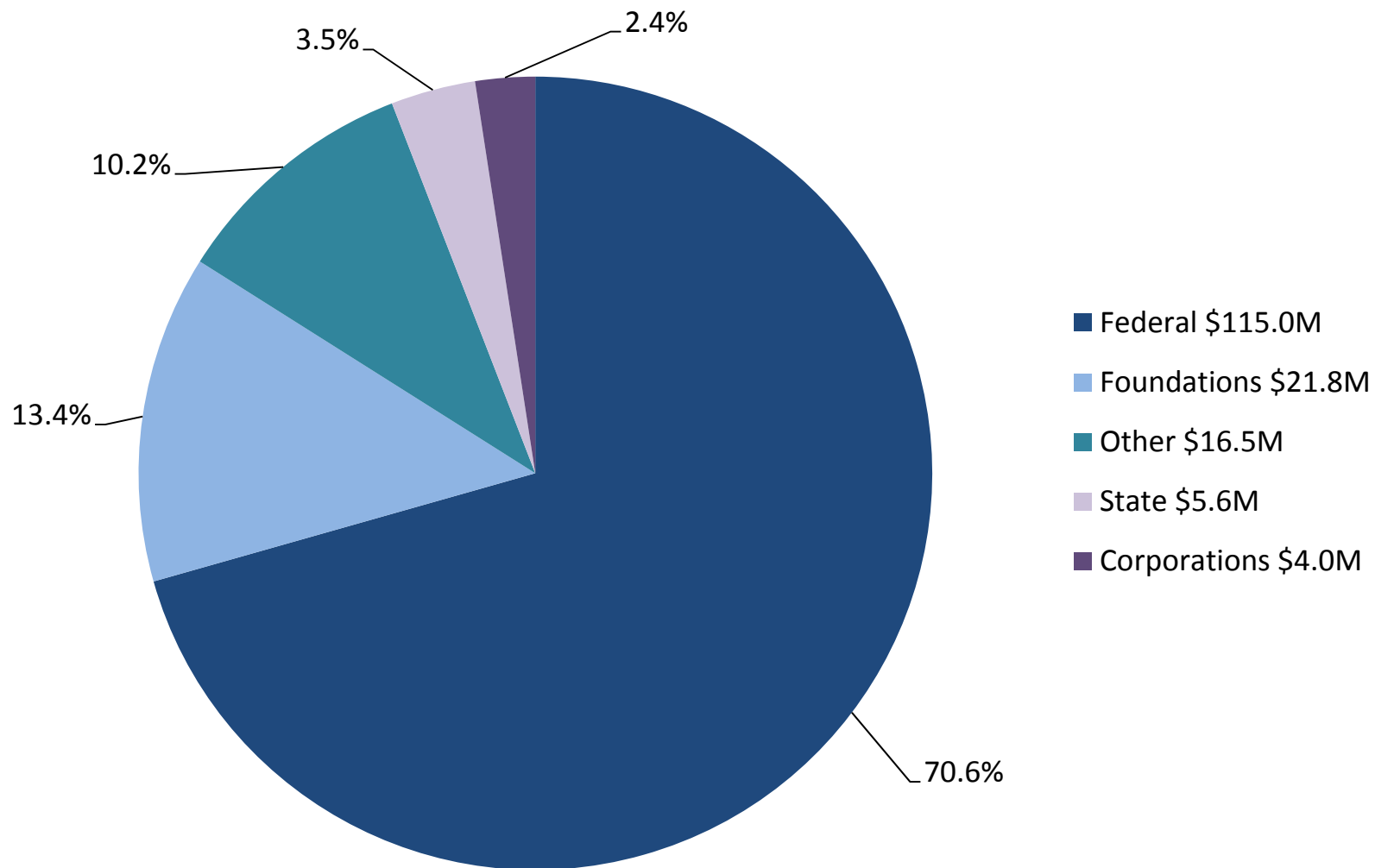
Total Expenditures: +8.1%

IDC: +7.5%



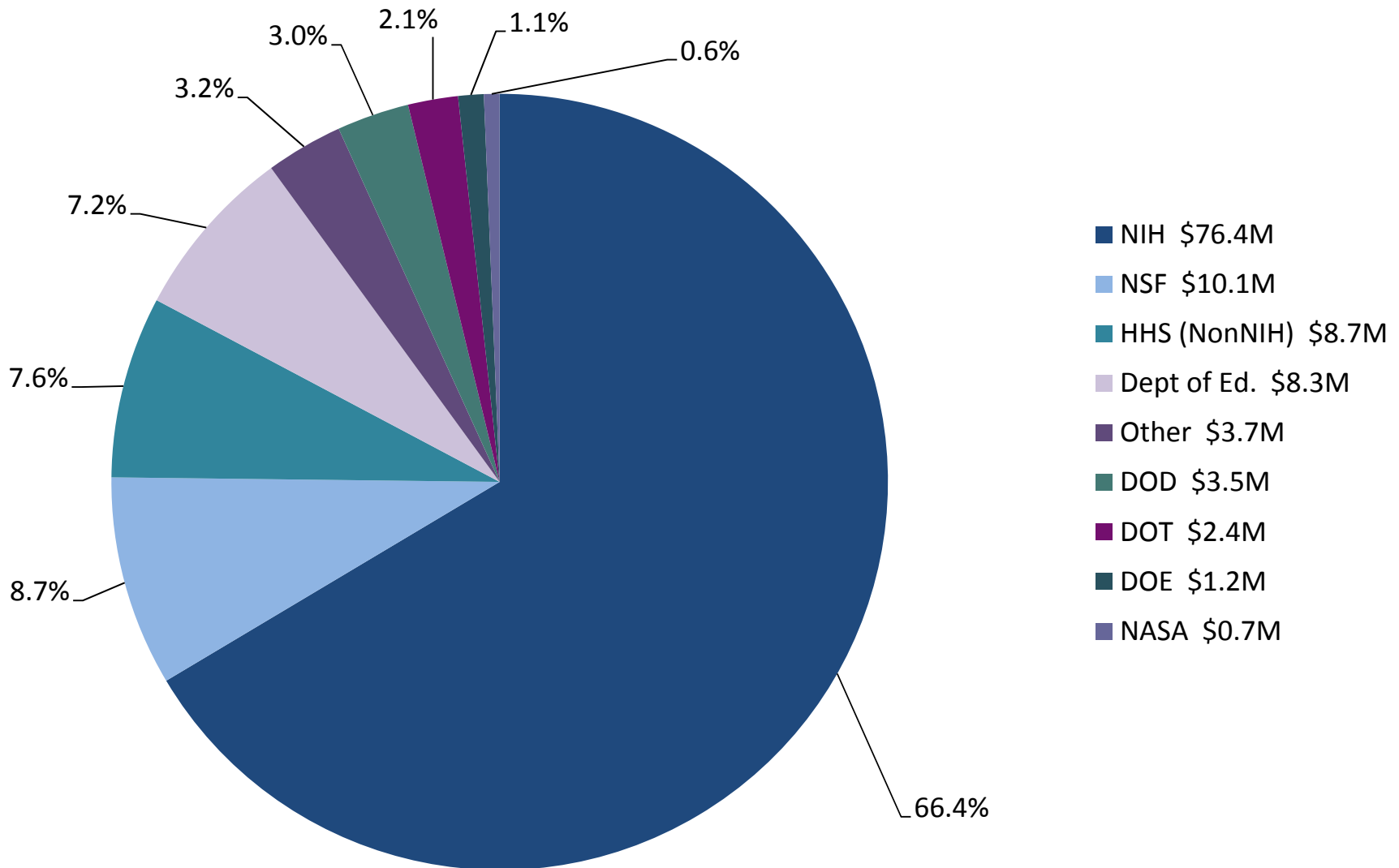
Sources of Funding – FY13

[\$162.9 Million]





Federal Sources of Funding – FY13 [\$115 Million]





Office of Technology Transfer Metrics

	FY10	FY11	FY12	FY13
Invention Disclosures	17	41	39	51
Provisional Patent Applications Filed	17	28	18	17
Patents Granted (US)	4	7	11	6
Licenses Completed	3	4	1	4
Licensing Income	\$27,000	\$35,235	\$16,273	\$118,360
Technology Transfer Related Sponsored Projects	\$235,205	\$1,915,654	\$315,357	\$2,360,562
Equity Position	\$0	\$0	\$0	\$1,260,000



Office of Entrepreneurship Activity

Faculty Startups (VC, Corporate, Angel, or SBIR Funded)	8
Student Startups	30 (est.)
Entrepreneurship Events	100
Attendees at Events	4,000
Social Media/Newsletter Followers	2,400
Sponsorships and Donations	\$600K
Business Plan Competition Participants	600
Mentors/Judges	100
NSF I-Corps Grant (FY2013-2016) – Total/GW	\$3.75M/\$1.2M
External Business Plan Competitions Won	3
2013 Ranking of Best Graduate Entrepreneurship Programs	#25 (1 st Time on List)



Office of Industry and Corporate Research

Perkin Elmer, Inc.	Forensic Sciences (CCAS)	\$800K
Vanda Pharmaceuticals	Biology and Women's Leadership Program (CCAS)	\$130K
Tektronix	Mechanical & Aerospace Engineering, Electrical & Computer Engineering (SEAS)	\$316K
Leica Microsystems	Center for Microscopy & Image Analysis (OVPR & SMHS)	\$1M
ICF International, Inc.	Homeland Security Policy Institute (OVPR)	\$220K
Sandia National Laboratories	Elliott School of International Affairs	\$30K
	Total	\$2.5M



Research Operations Update

Launched PI Dashboard

Increased faculty representation on Advisory Council on Research

Implemented realignment of research support services

Increased research enhancement services

Launched monthly newsletter for faculty and research administrators

Updated and streamlined Sponsored Projects Handbook

Revitalized OVPR's Sponsored Projects website

PI Summits (>250 faculty)

Grant Preparation Boot Camps (>90 faculty)

Monthly lunches with faculty



“[t]here is nothing which can better deserve your patronage, than the promotion of Science and Literature. Knowledge is in every country the surest basis of publick happiness”

*- George Washington
(First annual address to Congress)*



Office of the
Vice President for Research



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- » Rice Hall Lobby
- » Mount Vernon Campus Clocktower
- » Virginia Campus

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REPORT OF THE EXECUTIVE COMMITTEE
Robert J. Harrington, on behalf of Scheherazade S. Rehman, Chair
January 10, 2014

As Professor Rehman is on overseas travel for GW today, I have been asked to present the Executive Committee report.

I would like to welcome our newest Senate member from Columbian College – Professor Cristina Gee, who was elected to replace Professor Montague. I would also like to welcome the newest member of the Senate Executive Committee, Professor Joyce Pulcini. As noted on the agenda, Professor Pulcini was elected to replace Professor Acquaviva, who resigned due to a decanal appointment effective January 1, 2014. Professor Pulcini is on travel today and could not be present, but we welcome her contributions in the coming months.

ACTIONS OF THE EXECUTIVE COMMITTEE

The Executive Committee is in the process of appointing eight alternate temporary members to the Dispute Resolution Committee. There are presently fifteen regular Committee members and twenty-two alternate temporary members.

The Executive Committee also notified the Administration that the following three faculty members have agreed to serve on the Trachtenberg Prize Selection Committees for this year:

Research:	Paula Lantz (SPHHS)
Service	David McAleavey (CCAS)
Teaching	Gregg Brazinsky (ESIA)

OTHER MATTERS

At the last Executive Committee meeting, Provost Lerman said he would be reviewing a report on the Gelman Library System with President Knapp and that his hope and expectation was that this could be shared with the University community in the near future in order to make clear what the aspirations are for the Library system.

As many of you know, Professor Swaine is presently serving on the Board of Trustees Governance Task Force. It is our understanding that Board Chair Carbonell and Task Force members will be conducting town hall meetings on campus during January, February, and March. Professor Garris and the Committee on Professional Ethics and Academic Freedom (which he Chairs) will also meet with Chair Carbonell beginning this month.

It is the Executive Committee's understanding that the University Bylaws have been revised by the Board of Trustees. These are still in the editing stage and as yet a copy has not been provided. We look forward to receiving and reviewing these and, of course, sharing them with the Senate.

The next meeting of the Executive Committee is scheduled for Friday, January 24. Resolutions and reports for the February Senate meeting should be submitted to the Senate Office before that date.

Finally, Happy New Year as we head into what promises to be a busy spring semester.