

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR FACULTY SENATE
MEETING HELD ON OCTOBER 10, 2014
IN THE MARVIN CENTER, ROOM 405

Present: President Knapp, Provost Lerman, Registrar Amundson and Parliamentarian Charnovitz; Deans Dolling, Feuer, and Vinson; Professors Brazinsky, Castleberry, Costello, Fairfax, Feldman, Galston, Garris, Gee, Harrington, Hawley, Katz, Khoury, Lantz, Marotta-Walters, McDonnell, Miller, Newcomer, Parsons, Price, Prasad, Pulcini, Roddis, Sidawy, Thompson, and Williams

Absent: Deans Akman, Brown, Eskandarian, Goldman, Johnson, Livingstone, and Morant; Professors Dickinson, Jacobson, Lindahl, McAleavey, Rehman, Sarkar, Shesser, Simon, Squires, Swaine, Swiercz, and Weiner

CALL TO ORDER

The meeting was called to order at 2:05 p.m.

APPROVAL OF THE MINUTES

The minutes of the September 12, 2014 Senate meeting were approved as distributed.

INTRODUCTIONS

President Knapp introduced Nick Gumas, President of the Student Association. No other individuals were introduced.

TRIBUTES TO RETIRING FACULTY MEMBERS WHO HAVE SERVED ON THE FACULTY SENATE

Professor Price requested and was granted the privilege of the floor for Professor Robert Baker to read the tribute included with these minutes. After doing so, he commented as follows: *I'd like to add one personal note about Professor Youens. Thirty-one years ago I took a course at Catholic University. It was in research methodology and the newly-minted Ph.D. Professor Youens was my teacher. She excited me about that scholarly interest in music. That is one reason why I join you here today. Thank you, Professor Youens.*

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

BRIEFING ON THE CORCORAN GALLERY PARTNERSHIP

Dean of the Columbian College of Arts and Sciences (CCAS) Dean Ben Vinson III presented a briefing that was accompanied by a powerpoint report. (The powerpoint presentation is included with these minutes). Dean Vinson thanked the Senate for the invitation to present the briefing and speak about the new partnership with the Corcoran which has been moving apace quite nicely over the past month or so since the arrangement was finalized.

Dean Vinson began the briefing by talking about what the Corcoran represents to the Columbian College and the University, and underscoring that the George Washington University has had a long association with the Corcoran family over many years. William W. Corcoran was President of the Columbian College from 1869 to 1888, and the Corcoran family donated a painting entitled "The Boston Boys and General Gage" to it. In addition, GW's School of Engineering and Applied Science began as the Corcoran Scientific School of Columbian University in 1884. So George Washington University has had a deep and long relationship with that family and the present venture represents a new chapter in this very exciting journey with the Corcoran brand.

It is really important to understand that the collaboration that is the result of all of the processes the University has undertaken over the past several months in connection with this venture is a triangular partnership involving the University, the Corcoran, and the National Gallery of Art. As many know, GW will receive the Corcoran College, the 17th Street NW Beaux Arts building, and the Fillmore Building in Georgetown. The National Gallery of Art will receive the Corcoran museum collection. The Gallery will become a tenant in the Beaux Arts building and will display legacy art and rotating exhibits. One aspect of the partnership moving forward will involve the academic side of GW's house; the hope is to get to a place where the University will be able to utilize the artwork remaining in a legacy gallery (now part of a teaching laboratory of sorts) where GW students will be able to access, appreciate and work with these resources. It is the hope as well that it might be possible to develop internships and other types of relationships with the National Gallery as GW's partner. It should be kept in mind that it was only in late August when GW concluded the *cy pres* process that officially resulted in the transfer of Corcoran assets to the George Washington University and this is a very new relationship with many details yet to be worked out.

Many have asked what is going to happen to all of the beautiful artwork now in the Corcoran. The National Gallery will take possession of it and assess what it can retain for its own use. The rest of the artwork will be distributed to institutions in the District of Columbia unless there is no one in the District who wants a particular piece, so it would then be done as is traditional, beyond D.C. boundaries. This process has already begun.

The new Corcoran School of the Arts and Design at GW is open for business. This represents an almost Herculean accomplishment, as it was only a little over a month ago that the

required legal process was completed and partnership arrangements finalized. The Corcoran School opened its doors to students at the beginning of the fall semester 2014. Twenty-one full-time faculty members have been hired and part-time faculty positions have been honored as needed. 305 full-time students have been processed and enrolled; the School is currently teaching over 100 arts courses and a new Corcoran School website has just been launched. The new website has been a lot of work for many people but it is very exciting that the site is up and running. It provides critical facts and information for current and prospective students.

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The top square on the homepage of the site showcases the arts at GW. This is an important element of the larger vision that involves looking at the relationship with the Corcoran as a way to nucleate, strengthen, and provide more muscle for GW in the arts under this new brand. The College looks forward to uniting many of the existing arts departments at GW with Corcoran programs.

Dean Vinson next talked about the vision for the new School. GW has yet to hire a director, but there are a few points that merit highlighting. The new Corcoran School embodies and exemplifies what Columbian College has been discussing and has defined as the engaged liberal arts. This is a concept that Dean Vinson said he had able to refine in conversation with CCAS faculty, students, and to some extent staff, about what the distinctive features are that animate and distinguish the College. One of the answers and one of the responses is that CCAS is a home for the engaged liberal arts. It is a place where there is not only breadth and depth in the liberal arts curriculum but it is also a home to units and programs that extend into the practical realm, for example, in art therapy, forensic science, and museum studies. These departments are very important, as they enable the College to transfer and bridge what is known as the classic liberal arts with areas of knowledge that radiate around that. A critical task for the College is to unify these units and make them very robust. The Corcoran fits into this particular mission of the College. It is also part of the engaged liberal arts because it trains students to think laterally. For the College, a lateral approach requires thinking across the curriculum in very agile ways that will enable students to face the 21st century challenges they will encounter upon graduation. Having a School of Arts and Design within Columbian College provides an additional opportunity for students to utilize the arts curriculum that is being developed to help them in other realms and in their majors and their minors, so this is part of the vision for the School.

Another aspect of the vision is encouraging an interdisciplinary approach to art and research. Even though this transition is in a very embryonic stage one of the things that is really

exciting are some of the stories that are starting to bubble up and partnerships that are being envisioned in the near and mid-term.

The Physics department recently asked for Corcoran faculty members to come and speak to their classes. The Anthropology department is excited about possible linkages with the Corcoran, particularly in connection with their Paleoanthropology lab that does many drawings and studies of skulls.

Dean Vinson said he had also been responding to emails from a Corcoran student who was looking for a way to make his artwork glow. Dean Vinson said he was able to connect him with the Chemistry department and a very interesting and fertile relationship came about. That student has now created a piece of art that incorporates the use of some phosphorus elements and has produced a glowing project.

Other types of relationships that are already happening include a member of the Interior Design unit of the Corcoran who has reached out to the Engineering School to partner in a project that is taking place on the National Mall. Dean Vinson said that he was speaking with members of the GW Business Plan Competition who expressed interest in working with Corcoran students because often, people who have the artistic impulse are part of the creative and talented tenth of our population. They are the innovators and the entrepreneurs, and there are ways in which the skills that go into creative and artistic endeavors translate well into the business enterprise, according to these students. That same ingenuity in design areas also maps out well with a number of aspects of engineering. All of these are the types of collaborative work that the College anticipates as the partnership moves forward.

Dean Vinson pointed out that the University's Strategic Plan calls for greater interdisciplinary offerings. Given the range of relationships that have already started to germinate as a result of this partnership, movement in that direction is already starting to percolate. The Corcoran School can certainly be viewed in terms of how it is evolving and how it can be a valuable partner in making this aspect of the Strategic Plan a reality.

The Corcoran partnership will also allow GW to collaborate with a number of D.C. art institutions, including the National Gallery, the Smithsonian, the Phillips Museum, the Folger, and the Textile Museum. Dean Vinson said he expected to be meeting very soon with a number of representatives from various Smithsonian Museums to talk about what the Corcoran may mean as an opportunity for GW. These types of conversations will take place, and these types of relationships going forward will be forged because of this new partnership. Through GW's academically robust programs, combined with the Corcoran School's creative and inspired scholarship, the College is well positioned to create a School that sparks the imagination of students, builds collaborations across disciplines, and significantly raises GW's profile in the arts.

The College also looks forward to developing a stimulating roster of on-campus lectures that will feature artists, designers, museum professionals, musicians and other art professionals, as well as being able to sponsor a vibrant resident artist scholar program to entice local, national, and international art professionals to campus for very extended periods of time. These are part of the

things that the College foresees. At the same time it should be underscored that a director has yet to be hired.

Dean Vinson next described the current leadership structure for the partnership. Professor Alan Wade, Professor of Theatre, is the current interim director, and Professor Stephanie Travis, who is the director of GW's Interior Architecture and Design program, is serving as the assistant director. A consultant from the Office of the Executive Vice President and Treasurer, Professor Emeritus of Business Edward Cherian, has been serving as the transition coordinator, and he is a very important figure in this process.

A national search has begun to find a permanent director for the School. The aim of the search is to find an experienced leader/practitioner of the arts who is a consensus builder, and also someone with a demonstrated passion for interdisciplinary studies and for developing new lines of inquiry that may transcend the arts. All of these are part and parcel in dovetailing the types of activities that the College is already starting to observe by having this institution embedded within it. The Search Committee has been composed and is chaired by Professor of Music Douglas Boyce. The Committee includes GW and Corcoran faculty members and students, and is now entertaining bids from search firms.

Another part of helping to map the school's future direction will be bringing in consultants who will be helping the College to think about what the Corcoran can become and how it can interrelate with GW as an institution that has not had this type of institution within it. There is also a need also to think realistically about what possible ties to the community might be brought into existence through this partnership, so the College looks forward to bringing these consultants to campus perhaps beginning as early as the end of October.

Dean Vinson said that one of the questions he often gets has to do with finances, and he sketched the broad parameters of these. There was a transfer of cash from the Corcoran Museum in August of \$29.4 million and there is an additional \$7.1 million in funds held in investments. The University also anticipates that the proceeds from the (Huguette) Clark Estate will provide an additional \$7.5 million. So the total transfer is on the order of about \$44 million. It is expected that the Corcoran's Fillmore building in Georgetown will be vacated by the end of the academic year. The proceeds from the sale of that building should take place in summer 2015 and that will add to the overall asset picture.

Some of that money will be spent on building renovations. The overall plan for these as a dollar figure is about \$80 million in renovations planned that will include:

- Basic infrastructure needs for the Corcoran such as a new roof, fiberoptic connections, air handling systems, making sure that things are ADA compliant, and making sure that everything is up to fire and safety codes etc.

The University will also be engaging in renovations of the building's interior space – by doing such things as creating classroom and fabrication lab space in areas that will no longer house administrative operations, offices and gallery activities. This will be a very exciting development for students as the building is transformed from gallery to more useable classroom space.

As the renovations progress, people are trying to keep in mind the Science and Engineering Hall model. The SEH is a building designed to foster collaborations across schools. Columbian College feels that if these kinds of spaces are also designed for the Corcoran, this will create that same type of synergies amongst the various arts disciplines that will be connected to the Corcoran, and that will be a very exciting development.

Dean Vinson showed a slide that illustrates the kind of activities that take place in the Corcoran School and some that will likely be more prominent in the space as renovations are undertaken. These activities include woodworking, printmaking, sculpting, ceramics work, metalworking, photography, and design.

All of these are the types of activities that will be coming from the scenes of the Corcoran as it continues to be filled with GW students and faculty, and the activities will resonate from there.

With respect to students, the University is committed to teaching Corcoran legacy students. There are about 186 students who were enrolled at the Corcoran before the transition and were admitted into the Corcoran School of the Arts and Design this year. GW is committed over the next four years to teaching this group of students through their programs, and over the next two years do the same for approximately 218 Corcoran graduate students. The teachout budget approved by the GW Board of Trustees is approximately \$8 million.

It is important to note that beginning in 2015, students admitted to the Corcoran School will be required to meet GW admission standards. At the same time, GW is going to keep a very careful eye on preserving arts-related experiences, such as the traditional NEXT exhibition of senior projects which Corcoran students mount every year. This exhibition has historically taken place in the Corcoran galleries and GW is looking to continue this tradition of celebrating the artwork of Corcoran students.

With respect to programs, conversations are underway between Corcoran and CCAS faculty members about shared curricular goals. These will involve the integration of related programs such as digital media, photojournalism, exhibition design, museum studies and the Bachelor's degree and the Bachelor of Fine Arts degree. These are conversations that started early and they are continuing, and that is how this process is going to be completed in terms of developing the curriculum that is going to integrate a variety of fields and also be very important in delivering the very best educational product to students.

At the undergraduate level Columbian College will be enhanced by the Corcoran Bachelor of Fine Arts (BFA) program in areas like the fine arts, graphic design, digital media, and photojournalism. A very positive aspect of this relationship is that there is strength that is being generated by a partnership in the overall academic curriculum and some of that is in the particular areas described. The existing Columbian College Bachelor of Fine Arts (BFA) in Interior Architecture and Design is being merged with the Corcoran's BFA in Interior Design. At the graduate level the Corcoran has very excellent programs in exhibition design, new media photojournalism, and its MA in Interior Design is now being offered as an MFA in Interior Architecture and Design.

At the same time, program accreditation needs to be addressed, and Cheryl Beil, the Associate Provost for Academic Assessment and Planning, is spearheading the process that involves both the Middle States Association of Colleges and Schools and also NASAD (the National Association of Schools of Art and Design). This process is necessary in order to proceed with the Corcoran's School's activities, and is targeted for completion by the fall of 2015.

Dean Vinson concluded his presentation with a slide that portrayed a beautiful nighttime image of the Corcoran's Beaux Arts building as he touched briefly on what the Corcoran relationship means for the University in the realm of Philanthropy. One exciting aspect of this new partnership is that it will expand GW's existing prospect pool that includes arts philanthropists in the D.C. region. The University will be looking to attract new potential donors, and excite them about what GW is doing in this area.

Part of the philanthropy challenge for GW and the opportunity as well is changing the focus of philanthropy that has traditionally supported the Corcoran and reorienting it away from the gallery side of the house toward the student/faculty and capital improvement side of the house. This will represent a shift in the overall philanthropic endeavor the Corcoran has traditionally experienced. GW is looking to maintain and strengthen relationships with the larger arts community and previous Corcoran patrons throughout the Washington metropolitan region. GW is also looking to leverage the strength of the University's location to establish a reputation with international scope and reach.

Discussion followed. Professor Parsons asked if it has been determined whether or not Corcoran students will be counted toward GW's enrollment cap or if it will be relaxed so that GW will receive more revenue. Dean Vinson responded that this is being discussed by the corporate transition team. There is no answer right now on that but it is certainly something that is occupying the time and attention of everyone involved in the transition. Professor Parsons followed up by asking if it is part of the vision for the Corcoran that GW's arts departments will go down to 17th Street and be housed there. Dean Vinson responded that this is certainly possible. Departments need to agree to this and those conversations have taken place. Work has begun on the overall space design, to determine who is going to inhabit what and how and when. It isn't certain exactly how many of GW's people can be accommodated because not everyone can be housed there, especially as the Fillmore Building in Georgetown will be vacated. That is a major teaching space for the Corcoran right now so the loss of that space has to be accounted for in the planning process.

Professor Sidawy asked about the estimated value of the artwork collection that the National Gallery of Art is going to disperse all over the country. President Knapp said that the Corcoran would not be emptied of art. Whatever the National Gallery does not take for itself will be distributed in the District of Columbia, not nationally, unless there is no one in the District who wants a particular piece, so it would then be done as it is traditionally is beyond D.C. boundaries.

Professor Brazinsky thanked Dean Vinson for presenting what seems to be a very interesting and exciting vision for the Corcoran School. With the curriculum still under development, Professor Brazinsky asked what that would mean for GW departments, i.e. if future

Corcoran students will have general educational requirements similar to other CCAS students. He also asked if the impact of the Corcoran students' enrollment in different courses has been calculated. Dean Vinson responded that these conversations are definitely taking place, and students who will be coming in will have to satisfy GW's requirements for graduation. It has yet to be determined what the impact of new curriculum courses that will be put in place will be on departments; at this stage it is hard to predict. One thing that can also be imagined as part of this process is there will likely be GW students who will want to take courses at the Corcoran School. That is something to look forward to as it is one the ways in which synergies will come to full fruition.

Professor Price asked Dean Vinson if he thought the future relationship between CCAS and the Corcoran School would appeal more to graduate students or primarily to an undergraduate population. Dean Vinson responded that, again, these conversations are underway and the answers are not sure at this precise moment. There are certainly some great opportunities on the graduate side of the house. But the Corcoran School will still have a significant undergraduate community. The balance has not yet been worked out.

Professor Miller complimented Dean Vinson on an excellent presentation. She asked if there would be possibilities in the space allocation process for something like a lecture hall that would accommodate 100 to 200 people for scholarly presentations and receptions. President Knapp pointed out that the 17th Street building already has the Armand Hammer Auditorium, which is a fairly large amphitheater that has been used by the GW Music department for recitals over a number of years.

REPORT FROM THE GWU FACULTY ASSOCIATION

President Andrew Zimmerman presented the report in powerpoint format (the presentation is included with these minutes). He thanked the Senate for the opportunity to address the Senate about the George Washington University Faculty Association (GWUFA), and extended a special thanks to Professor Garris, the Senate Executive Committee Chair, for making the presentation possible.

Professor Zimmerman began by introducing the Vice-President of the GWUFA, Katrin Schultheiss. She is a Professor and colleague in the History Department who will present part of the Report presentation about the Association.

As perhaps many in the Senate know, the GWUFA emerged from two issues that the organization saw as interrelated concerns arising during the last fiscal year. The first was a concern about health care costs, particularly the cost of health insurance to faculty members. A pattern had emerged where cost increases were being disproportionately shifted from the University to faculty members, so that over the previous two years, a 52% increase in faculty health insurance expenses occurred.

A second related concern was about shared governance. This became especially evident during discussions about changing the *Faculty Code* through a revision directed by the Board of Trustees.

Organization members saw this initiation of a *Code* revision as being at variance with academic tradition and the exercise of shared governance.

Professor Zimmerman then turned over the floor so she could present information about some of the organization's principles.

Professor Schultheiss noted that the central principles she was about to talk about are part of the Association's bylaws, and they can be found on the organization's website at GWUFA.ORG.

The GWUFA presently has 141 members and is actively recruiting more. It represents the interests of all full-time faculty at George Washington University and as such, it includes tenure-track, tenured, contract, and special service faculty members. The Association considers its work as complementary to that of officially established bodies like the Faculty Senate and other faculty governing bodies. It works together with them but it is also outside of them; it sees itself as a grassroots organization with a greater reach. The organization does not include part-time faculty as members because they are already represented by SEIU Local 500. It should also be noted that many of the organization's members also sit on some of the official governing bodies with organization members elected to the Senate. Several organization members serve on Senate Committees and as representatives on other officially constituted bodies as well.

The Association's core principle is to support and enhance substantive and meaningful shared governance at GW as an indispensable mechanism for ensuring that the University continues to prioritize its core commitments of teaching, research, and service. As faculty do at many other educational institutions, GWUFA members perceive the University's governance structure as overly top-down and becoming increasingly more so, with too little meaningful input from faculty. Some examples of this are:

- a) A salary merit pool decrease (2010) and health insurance rate increase in 2014 contrary to adopted Senate Resolutions.
- b) The GWU Faculty Association also notes that the Corcoran Partnership, which sounds like a very exciting enterprise, was undertaken without broad faculty consultation.

The Association also recognizes that the *Faculty Code* revision initiated by the GW Board of Trustees is viewed by many as a sign of involvement in faculty affairs by the Board that exceeds traditional norms. At other institutions across the county, there are ominous signs of potential problems with the decline of shared governance and the growing authority of university governing boards, most recently at the University of Virginia, the University of Illinois at Urbana Champaign, and Florida State University.

Another of the Association's core principles is that GW faculty members should receive appropriate compensation, i.e., salary and benefits, commensurate with those provided by other top-ranked private universities located in high-cost urban areas. Two examples of movement in the opposite direction of parity at GW are the decrease in the salary merit pool from 4% to 3% in 2010 despite a Senate resolution opposing this. In addition, the University paid a smaller share of

the cost increases in health care benefits than last year and the consequence of this was that faculty and staff paid a larger share of the cost increase.

The Association is also concerned about the allocation of funds for salaries and various bonuses throughout the University; this is an issue the Association is just beginning to investigate. Related questions include whether or not salary differences among faculty of various statuses and ranks, departments, and higher level administrators are rational and equitable. A GWUFA research committee is studying the GW budget to examine the priorities and commitments it reveals. In addition, the Association hopes to work with the Senate on exploring the larger issue of budget distribution, budget allocation and the priorities that those budget allocations reveal. This is the Association's big project for the coming year, and one of the goals is to inform Association members as much as possible because being informed is the core of being engaged and this one of the group's central principles.

Professor Zimmerman commented next on the fourth principle of the GWUFA, which is to maintain traditional standards of professional excellence in the academy, including classroom engagement between students and faculty. There is a need for broad and informed discussions about the implications of expanded online learning formats. There is also concern that initiatives and programs designed primarily to raise revenue should also adhere to traditional standards of excellence. It is particularly important that meaningful and informed discussions take place with faculty members about the implications of such initiatives and their likely impact on the traditional aims of pedagogy. The GWUFA understands that pedagogy especially to involve personal and educational interaction between students and faculty in classrooms. And it wants to make certain that discussions about online education and other initiatives go forward with a strong eye on what makes a University a great University. Classroom teaching is indispensable in achieving academic excellence.

The fifth principle of the GWUFA is to re-establish the tenured and tenure-track research faculty position as the norm for academic employment at George Washington University. It is worth remembering that tenure is essential to academic freedom, and it is also essential not only to research excellence but also to meaningful shared governance. Already far too many GW colleagues have contingent appointments, whether as part-time faculty or or as non-tenure-accruing full-time faculty. This trend is already in evidence in Columbian College where tenure-track hiring is severely constrained, and this pattern interferes with the core missions of GW as a research and teaching University. The GWUFA believes all faculty in most departments should be tenured or tenure-track professors and the Association is going to work very hard to make sure that happens at GW.

The sixth principle of the GWUFA is that it plans to support related activities of part-time faculty, staff, and undergraduate and graduate students in their efforts to reach similar goals commensurate with creating an excellent and equitable university.

The Association has already worked very closely with the SEIU Local 500 as the organization representing adjunct faculty at GW, and the union has been very supportive of efforts to organize a Faculty Association. The Association has also begun to reach out to other organizations on campus. Planning is underway to organize a mixer involving the GWUFA, the

SEIU Local 500, and possibly other labor organizations at GW as well as the Progressive Student Union this winter in the International Brotherhood of Teamsters Labor Research Center in Gelman Library.

In conclusion, if there is one overarching principle that the Association stands for, it is an excellent and equitable University. Association members believe that true academic excellence is not achievable without an equitable University, because universities are by their very nature lateral institutions based on shared governance and mutual respect.

Discussion followed. Professor Miller said she was pleased to see the Association's six principles in which the organization includes non-faculty members. She added that she thought that the Association sounds like a very active one that recognizes that faculty are only as good as their students and how well faculty take care of them. She asked if students could join the Association, and whether or not the Association was at all concerned about the rollback in tuition benefits for student staff members. Professor Zimmerman responded that the Association is open to any full-time faculty member who supports its goals. Only full-time faculty members can be active members of the Association. Discussions have just begun about student participation with the Progressive Student Union, but the Association would also be very glad to have discussions with other students as well. The Association wants to work with students, staff, and adjunct faculty members who cannot be active members. These are all valued partners critical members of the campus community. As an example of the importance of student input, Professor Zimmerman said that when the Association explores the budget and its priorities, it is critical to engage students in this effort as they are the first people who are impacted by decisions about priorities that are reflected in the budget.

Professor Parsons asked if there was anything in the Association's structure that makes it different from the Faculty Senate. Professor Schultheiss responded that the organization does not elect its members, so anyone who if a full-time faculty member and shares the Association's principles is welcome to join and attend meetings. There are two meetings a semester at this point. All members are eligible to run for election to the Steering Committee. By contrast, Faculty Senate members are elected by their schools for two year terms and the number of people who serve in the Senate is quite limited by necessity. The GWUFA has no limits; it can be as large as the faculty. That is why the Association considers itself a grassroots organization and chiefly why it is different from the Senate. Professor Zimmerman noted that the Associations activities are not limited by any status as an official body. So, for example, last year it organized a petition which is something it can do as a grassroots organization. He added he was not certain that the Senate could do this. The Association also sees itself very much as complementary to the Senate and has worked closely with member about the health insurance issue, and it hopes to continue this sort of role.

Professor Katz asked if research faculty can be members of the Association. Professor Zimmerman responded that any-full time faculty member is welcome to join and that includes research faculty. One of the things the Association is working on is trying to figure out all the various problems that face different types of faculty.

All faculty members, not just faculty, but faculty and staff, face common issues, for example, health insurance costs. However, there are many issues that will be separate for different categories of faculty. One of the important things the Association does at general meetings is opening the floor to hear from different types of faculty and learn about their concerns. This is also something Steering Committee, on which many different types of faculty serve, learn about. Professor Schultheiss added that some of the Association's most active members are special service faculty, for example, contract faculty.

Professor Zimmerman concluded his remarks by thanking the Senate for its attention. Those seeking additional information about the Association can access its website at GWUFA.ORG, and can also email him at azimmer@gwu.edu if they wish to join the Association or seek further information.

GENERAL BUSINESS

a) NOMINATIONS FOR ELECTION OF FACULTY MEMBERS TO SENATE STANDING COMMITTEES

Appointment, Salary and Promotion Policies: Linda Briggs; Educational Policy: Sandra L. Davis; Research: Mollie Manier and Kausik Sarkar

The following individuals were nominated at the meeting:

Committee on the Libraries: Ayanna Thompson; Professional Ethics and Academic Freedom: Dina Khoury

The entire slate was elected.

With the consent of the Senate, the following item not on the agenda was taken up:

b) NOMINATIONS FOR ELECTION OF FACULTY MEMBERS TO THE STUDENT GRIEVANCE REVIEW PANEL:

Professors Ken Harwood, Susan LeLacheur, Blaine Parrish and Julie Ryan

The entire slate was elected.

REPORT OF THE EXECUTIVE COMMITTEE

Professor Charles A. Garris, Chair presented the report that is included with these minutes.

PROVOST'S REMARKS

As he did at the Faculty Assembly the previous Tuesday, Provost Lerman reminded everyone that there is still time to nominate individuals for honorary degrees. This can be anyone thought to be an individual who faculty think merits the honor of an Honorary degree. New nominees are vetted primarily through the Senate Committee on Honors and Academic Convocations, and it recommends that individuals who meet the criteria be added to a list of eligible individuals. Ultimately this list is reviewed by the Board of Trustees Committee on Academic Affairs, which usually does so only after input has been received from the Honors and Academic Convocations Committee. It should be noted that not everyone who is nominated receives an honorary degree, particularly since in any given three only three Honorary Degrees are conferred.

Academic Affairs has been working on operationalizing various aspects of the Strategic Plan in a number of areas. One area of focus is on the issue of the globalization and internationalization of the University and how this can be translated into a set of decisions and full blown strategy moving forward.

This is an evolving process. Provost Lerman said that a faculty group started working on the issue of globalization before he arrived at GW. Professor Castleberry co-chaired that group with Donna Scarboro. Using the work of that group as input, the Provost said he has been working with the ten school and college deans to explore the question of what the University has done in the past about strategy in this area as well as to assess where the University is today.

University will move from some of the ideas in the Strategic Plan to specific actions. This process will unfold with the deans working as a Committee of the whole. The first meeting has already been held. They will divide into working groups that will make specific recommendations. As part of this work, they may be consulting Senate members and the faculty members in the schools to gather input. The hope is to come back to the Senate at some point and advise the Senate about the work that has been done and give a sense about how the

Provost Lerman said he periodically hosts dinners at his house that he calls dinner and dialogue. He sits down with a group of about 25 to 30 faculty and they have dinner and then a conversation with me to tell me about what is on their minds. It is often a good leading indicator that a problem is widely perceived when the same topic or issues come up multiple times at several dinners.

The Provost described topics discussed at dinner the night before. The two biggest issues are items about which the Senate and the Assembly have been briefed this year. The Corcoran partnership is clearly something that is on people's minds. Many are enthusiastic about this partnership. Three of faculty members from the Corcoran School were at the dinner and they had a lot to say about their perceptions of the University and where they how they would like to see the Corcoran School evolve over time. Faculty who were not from the Corcoran also either raised questions or offered their thoughts and comments.

Overall there was a great deal of enthusiasm and excitement about the vision that Dean Vinson has developed for the Corcoran. This would position the School to nucleate a leading institution of the arts in Washington D.C. This idea seemed to resonate with faculty members attending the dinner, and many there spoke in support of the concept.

There was some understanding that incorporating the Corcoran into GW will be a long and intricate process. Renovations to the building on 17th Street NW will be complicated and take some time as will other aspects of the transition, for example, bringing in a new director and launching a reorganization of the space from one that is now primarily a museum space to what will be predominately but not exclusively an educational space. The relative ratio of teaching space to gallery space will undergo a significant transition as the building's use shifts to accommodate the Corcoran School. Some of the gallery spaces will be converted into teaching spaces. There also seems to be an understanding that as long as GW tries to stay true to the outlined roadmap/vision, great results will be achieved, while at the same time there are some questions to which the administration doesn't yet have answers.

Another topic that was raised at the dinner was the budget; this is very much on people's minds. It has been also subject discussed with the Senate about and addressed at the Faculty Assembly the previous Tuesday. Some who were present at the Assembly expressed appreciation for the candor of the remarks made about it there.

Expanding on his remarks at the Assembly, the Provost said that the University will be moving to a 5 year budget planning process. Of course, every plan is subject to change. But the idea is to map out both at the University level and for each of the schools a likely budget trajectory over several years that will be rooted in forecasts of revenue and expenses that the schools themselves believe is their most likely pathway. It would also allow them to explore alternate scenarios such as how their budgets might be affected if they created new graduate programs. There was some enthusiasm for that notion at the dinner and people generally felt that this was a prudent thing for the University to do. Work on this new planning process has begun and will continue.

Some faculty members in the schools may hear about or be approached with requests for forecasts of graduate program enrollments. Someone may come and ask for a projection of the best estimate of the likely growth of a graduate program. This is not a commitment, but rather an effort to get a best estimate and forecast of the prospective program growing, not growing, or shrinking.

Provost Lerman concluded his remarks by observing that midterms are often a time of significant stress for students, particularly freshmen, for whom this is their first round of examinations. He noted that if faculty members have concerns about a student in one of their classes there are many ways in which that student can be connected to resources that could help. The most straightforward and least intrusive way to do this would be to register a concern with the CARE network. There is an online form that any member of the GW community can fill out to do this. Someone from Counseling Services or Student Affairs will follow up with that student. Students will not be approached by staff saying the University is desperately concerned about them; rather they would relay the fact someone has expressed concern about them and they will be asked if they want to talk to someone.

Faculty members can also talk to students directly. They can also walk students to the Counseling Center or encourage them to do go. The good news is that the University has expanded resources in this area and students can usually be seen within a couple of days. Students in severe crisis will be seen the same day.

Because faculty members are often the first identifiers of these issues, Provost Lerman urged that they be proactive in their approach. The upside is that there may be students who are in deeper distress than people realize and by identifying them, they can be directed to resources that can be of help in alleviating that distress.

CHAIR'S REMARKS

President Knapp began his update about the campus by saying there has been a lot of concern about the Ebola outbreak. This is concern among the clinical faculty and their students, particularly in the Hospital and the Medical Faculty Associates because this is the time of year when people begin to show flu symptoms. According to the advice of experts in this area, the symptoms of Ebola and the symptoms of the flu are initially indistinguishable and yet obviously the outcomes are quite a bit worse with Ebola. People often forget the fact that something like 36,000 Americans die of the flu virus every year. Thus far, there has been but one death from Ebola.

The University is taking the necessary steps to be prepared if anything should emerge here as a result of someone traveling from an area where the infections are widespread. It is developing all of the necessary protocols to deal with a potential outbreak.

It is also important to educate people about the nature of Ebola and the fact that it's not spread in the same way that influenza is; it is not an airborne virus and can only be spread by an exchange of bodily fluids. According to the Center for Disease Control, it is hard to catch and it is also a very fragile virus.

So, while the University is taking all possible steps to prepare for a potential outbreak, it is also prudent to remind people of the importance of the flu vaccinations that are provided by the University.

President Knapp reported that a student was severely injured the day before in a fall from a window at what is now called Shenkman Hall, that building being the former Ivory Tower residence hall on 23rd St. The student is now hospitalized and recovering from serious injuries, and the University is doing everything it can to support the student and her family at this time.

This weekend the University will once again host the annual joint meeting of the World Bank and International Monetary Fund on campus. A café has been set up in the University yard to accommodate these visitors, and new signage has been posted directing international visitors coming to the campus to these meetings.

President Knapp also reported that the University is hosting in partnership with Sulgrave Manor and Mount Vernon the first of a two-day Sulgrave Manor Symposium. Sulgrave Manor was

the ancestral home near Oxford England of U.S. President George Washington. The President said that GWU has a partnership with Sulgrave Manor and that he serves as an advisory member of their Board of Trustees. Sulgrave Manor also has a relationship with Mount Vernon because of the connection between the two historic homes. The second day of the symposium will be held at Mount Vernon, George Washington's estate and gardens on the Potomac River in Virginia.

The focus of the Symposium will be the connections between Sulgrave Manor, Mount Vernon, and George Washington University. GW faculty will be giving presentations about the War of 1812 because in December there will be a celebration of the 200th anniversary of the Treaty of Ghent, which marked the official end of the war of 1812. As an interesting aside, President Knapp related that General Andrew Jackson did not get the message the war had ended and as a result his troops fought and won the battle of New Orleans. This was a rather glorious but unnecessary victory which propelled him to the U.S. presidency. This December will also mark the 200th year of an unbroken friendship and alliance between the United States and the United Kingdom.

Lastly, President Knapp reported on his latest visit in a series to University departments. These are very valuable occasions, as they provide an opportunity to obtain a unique perspective that is helpful not only in fundraising but in other contexts as well. It is also an opportunity to notice things that faculty might not be aware of, because it is possible to go to two different departments on opposite ends of the campus and notice connections that are not readily apparent, such as observing people from different departments working on the same thing.

The President said that his visit that morning to the Chemistry department was informative; this is a very collaborative department in terms of what its faculty are doing with partners around and beyond the campus. It also is a department that has enjoyed some growth in the number of its faculty and also significant growth in its sponsored research and seems to be doing very well. It is preparing to make the complicated move into new facilities in the Science and Engineering Hall.

President Knapp also reported briefly on his visit to the Biology department which took place in a conference room there. No one could hear clearly what anyone was saying, the reason being there was an unbelievably noisy air conditioning unit in the room, with the result that people were shouting at each other across the table in order to be heard. President Knapp said he asked if the department had trouble holding departmental meetings in the room and people said it has been real challenge for about ten years. In answer to the question about why the unit had not been fixed, the department said they had asked Facilities to fix it and they responded that it couldn't be fixed.

The President said he knew that could not be true. In his experience as a homeowner, he knew there was no such thing as an air conditioning unit that could not be fixed or entirely replaced. And so, when he left the meeting, the President said he called Facilities and got a new air conditioner for the department. Which proves these visits are not only pleasant interactions that add to his store of knowledge about the University, but also can produce other results.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Parsons if the University could report to the Senate what percentage of students are vaccinated for the flu each year, and if GW's participation rate is as good as that of other similar universities. Provost Lerman that GW offers flu shot clinics for students, but as far as he knew there is no data collected about how many are vaccinated; there is no mandatory reporting on this. He said he thought it was possible that the University could do a survey to collect statistical information about how many GW students have gotten the flu vaccine at various points in time.

Professor Sidawy indicated that flu vaccination has been mandatory for GW Hospital workers for some time. This year MFA faculty, even those who do not practice in the Hospital, will be required to get a vaccination.

ADJOURNMENT

There being no further business before the Senate, the meeting was adjourned at 3:21 p.m.

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary

A Tribute to Laura S. Youens, Professor Emerita of Music

Professor Laura Youens came to GW in 1989 as a seasoned scholar, having established a series of modern scholarly editions of music from Renaissance France and Germany. She continues with this work, which has accorded her an international reputation as an expert on the French Renaissance chanson. Her editions are being published by the highly-respected American Institute of Musicology. In 2012, the last two volumes won a major award from the American Musicological Society, which then asked Professor Youens to head the selection committee for the 2013 award.

Professor Youens' interests beyond editions are remarkably broad. She has presented or published work on music from the seventeenth through the twentieth century and headed the music section of the *Tudor Encyclopedia*, through which she introduced scholars in other fields to the era's rich musical legacy. In addition, her dozens of concert program notes each year is a substantial scholarly endeavor written on deadline.

In twenty-five years at GW, Professor Youens has taught more than a dozen courses, both core curriculum and elective. She has taught the entire music history sequence except the 20th-21st centuries, courses on individual composers, opera in various manifestations, and an innovative, multidisciplinary course on the Washington National Cathedral. She also taught in the honors program for several years. Professor Youens is respected by students and colleagues for her vast store of repertoire and contextual knowledge, her use of exemplary recordings to communicate the music's impact and appeal, and her encouraging responses to student talent, interest, and serious attention to music study. As her curriculum vita shows, her department and university service is extensive. She served one two-year term on the Faculty Senate as an elected representative of the Columbian College of Arts and Sciences. She also served on several Senate Standing Committees, including six years on the Educational Policy Committee. She was Interim Chair of that Committee in 2003-04. She also served on the Libraries Committee for two years, and on the Joint Committee of Faculty and Students for three. She was Faculty Co-Chair of that Committee in 1997-98.

Professor Youens has stated that she will continue with her scholarly activities after the current year, an assertion that, based on her record to date, is entirely creditable.

Prepared by Karen Ahlquist, Associate Professor of Music

**Read into the record of the Faculty Senate meeting
held on October 10, 2014 by
Robert Baker, Assistant Professor of Music**



CORCORAN
SCHOOL *Of The*
ARTS & DESIGN

FACULTY SENATE REPORT
OCTOBER 10, 2014

Ben Vinson III, CCAS Dean

GW/Corcoran a Long History



- William W. Corcoran was President of the Columbian College – 1869-1888
- Corcoran donated art to the College: *“The Boston Boys and General Gage”*
- *SEAS began as Corcoran Scientific School of Columbian University in 1884*

The Collaboration



GW, Corcoran, National Gallery of Art:

- GW receives the Corcoran College and building
- National Gallery of Art receives the Corcoran Museum collection
- National Gallery is a tenant in the Corcoran building; displays legacy art and rotating exhibits
- Corcoran art collection distributed between National Gallery and other institutions

Moving Forward!



The new Corcoran School of the Arts and Design at GW is open for business!

- Hired 21 full-time faculty members
- Part-time faculty positions honored as needed
- Employment for 25 staff positions
- Processed and enrolled 304 full-time students
- Teaching 100+ arts courses
- School website launched



New Website

The screenshot shows a web browser window displaying the homepage of the Corcoran School of the Arts & Design. The browser's address bar shows the URL <https://cmssite103.gwu.edu>. The page features a large header banner with the text "CORCORAN SCHOOL Of The ARTS & DESIGN" and images of a lion sculpture and a classical statue. Below the banner is a navigation menu with links for HOME, ABOUT, ACADEMICS, ADMISSIONS, FACULTY, NEWS & EVENTS, ALUMNI, and SUPPORT. The main content area is divided into several sections: a large "CORCLIFE" section with a blue and yellow background, a "PROSPECTIVE STUDENTS" section with an image of a student painting, "The Arts @ GW" section with an image of students in a studio, "UNDERGRADUATE PROGRAMS" section with an image of students in a library, and "GRADUATE PROGRAMS" section with an image of a student in a library. At the bottom, there is a search bar labeled "I am looking for..." with a dropdown menu showing "Student Resources" and a list of links: "FAQs", "How to Apply", and "GW's Virtual Tour". To the right of the search bar is a "Recent News" section with a headline "Corcoran Library Moves to Gelman" dated "September 22, 2014" and a brief description. Further right is a "Tweets" section with a "Follow" button and a tweet from "Corcoran @CorcoranDC" dated "21h" about a class trip to the Library of Congress.

The George Washington U... x +

<https://cmssite103.gwu.edu> Google

Most Visited Getting Started GW CCAS gwemail GWU Newsletter Web Slice Gallery

CORCORAN SCHOOL *Of The* ARTS & DESIGN

HOME ABOUT ACADEMICS ADMISSIONS FACULTY NEWS & EVENTS ALUMNI SUPPORT

CORCLIFE

PROSPECTIVE STUDENTS

The Arts @ GW

UNDERGRADUATE PROGRAMS

GRADUATE PROGRAMS

I am looking for...

Student Resources

- » FAQs
- » How to Apply
- » GW's Virtual Tour

Recent News

Corcoran Library Moves to Gelman

September 22, 2014

As the Corcoran School of the Arts and Design continues its integration into the GW community, Corcoran students now

Tweets

Follow

Corcoran @CorcoranDC 21h

Class trip @librarycongress viewing amazing original photographs #corclife [instagram.com/p/TYSalfg1DA/?...](https://www.instagram.com/p/TYSalfg1DA/?...)

<https://cmssite103.gwu.edu/node/9>

Vision



The Corcoran School embodies and exemplifies what Columbian College has defined as the engaged liberal arts.

Through our academically robust programs—combined with the Corcoran School’s creative and inspired scholarship—we are well positioned to create a school that sparks the imagination of our students, builds collaboration across disciplines, and significantly raises GW’s profile in the arts.

Vision, *continued*



- Encourage an interdisciplinary approach to art and research
- Foster an environment for experimentation
- Integrate the arts with analysis, scholarship
- Spark innovative programs , conversations across GW
- Collaborate with DC area art institutions
- Host on-campus lectures focused on the arts
- Sponsor a Resident Artist and Scholar Program

Leadership



- Interim leadership: Alan Wade and Stephanie Travis
- Transition coordinator: Ed Cherian
- National search to commence for a permanent director; experienced leader/practitioner of the arts
- Search committee formed, chair selected
- Search firm to be hired
- Consultants to visit campus

Finances



Merger Activities:*

- Transfer of cash from Corcoran in August: \$29.4 million
- Funds held in investments: \$7.1 million
- Clark Estate proceeds expected: \$7.5 million

Total: \$44 million

*There also will be a profit from sale of Fillmore building in summer 2015.

Building Renovations



\$80 million in renovations planned:

- Basic infrastructure needs
- Modifications to interior
- Fillmore building vacated

Renovations, *continued*



Create open spaces for woodworking, printmaking, design, sculpting, ceramics, metalworking, photography, etc



Students



- Committed to “teach out” Corcoran legacy students
- Beginning 2015, students admitted to the Corcoran School meet GW admission standards
- Preserving art-related experiences

Program/Curriculum



- Shared curricular Goals
- Accreditation process
- Undergraduate Level
- Graduate Level

Philanthropy



- Realign philanthropic efforts
- Pull on new prospect pool
- Maintain and strengthen relationships with the larger arts community
- Leverage strength of GW and its location to establish reputation with international scope and reach





George Washington University Faculty Association

Andrew Zimmerman, President

Katrin Schultheiss, Vice-President

Presentation to the Faculty Senate

Friday, October 10, 2014

Origins of the Organization



- Concern about cost-shifting of health insurance expenses to faculty members
 - 52% increase over two years in faculty health insurance expenses
- Concern about shared governance, especially in relation to the proposed faculty code revisions by the Board of Trustees

1. Represent the interests of all full-time faculty at George Washington University



- Complementary to Senate and other official governing and consulting bodies at GW
 - Pursues an inside/outside strategy
 - Represents a broader range of faculty than bodies established by colleges of university: Tenure-track, tenured, contract, and special service faculty
- Does not include part-time faculty members because they are already represented by SEIU Local 500



2. Support and enhance substantive and meaningful shared governance at GWU as an indispensable mechanism for ensuring that the university continues to prioritize its core commitments to teaching, research, and service.

- Like many faculty, we perceive GW governance as top-down, with too little meaningful input from faculty
 - Merit pool decrease (2010) and health insurance increase (2014) taken contrary to senate resolutions
 - No discussion about Corcoran
- Faculty Code revision process suggests Board of Trustees role in faculty affairs exceeding traditional norms.
 - Worrying parallels at UVA, UIUC, Florida State University

3. Maintain and, where applicable, achieve salary and benefits commensurate with other top-ranked private universities located in high-cost urban areas



- Merit pool decreased from 4% to 3% in 2010 despite skyrocketing area housing prices (and senate resolution)
- Health insurance cost increases disproportionately shifted to individual faculty members
- Are salary differences among faculty of various statuses and ranks, departments, and upper administrators rational and equitable?
- GWUFA research committee studying the GW budget to engage with the priorities and commitments it reveals

4. Maintain traditional standards of professional excellence in the academy, including classroom engagement between students and faculty.



-
- Need for broad, informed discussions about implications of expanded on-line learning formats
 - Concern that initiatives and programs designed primarily to raise revenue adhere to traditional standards of excellence

5. Reestablish the tenured and tenure-track research faculty position as the norm for academic employment at George Washington University.



- Concern that financial pressures will lead to decrease in tenure/tenure-track hires and increasing reliance on contingent faculty at expense of university's core mission
- Trend already in evidence in severely constrained tenure-track hiring in CCAS
- All faculty in most departments should be tenure or tenure-track professors



6. Support related activities of part-time faculty, staff, and undergraduate and graduate students to achieve similar goals commensurate with creating an excellent and equitable university

- An excellent and equitable university for all
 - Support ongoing activities of SEIU Local 500 with part-time faculty
 - SEIU Local 500 has supported our efforts
 - Organized labor at GW mixer this winter in International Brotherhood of Teamsters Labor Research Center in Gelman Library



Questions?

Andrew Zimmerman, President

Katrin Schultheiss, Vice President

Visit us on the web: www.gwufa.org

Join GWUFA or signup for our mailing list on the website or email azimmer@gwu.edu

REPORT OF THE EXECUTIVE COMMITTEE

Charles A. Garris, Chair

October 10, 2014

ACTIONS OF THE EXECUTIVE COMMITTEE

The Executive Committee has been following closely the work of the Board of Trustees working groups on Faculty Governance. The following outlines some of our interactions.

- The Board of Trustees' Academic Affairs Committee, Chaired by Dr. Madeleine Jacobs, has the responsibility for oversight of the work of the four working groups. I met with Dr. Jacobs and Mr. Ryan Evans, Special Assistant to the Board of Trustees, on September 25, 2014 to discuss the progress of the Board of Trustees' four working groups reviewing faculty governance. A schedule for briefings for the Faculty Senate and the Executive Committee was determined. It was reported that all working groups have met at least twice and have begun work. Their hope is for the working groups to complete their work by January 2015 to allow time for Faculty Senate review. It is expected that at least some of the recommendations will be ready for consideration by the Board of Trustees at their May meeting. Chair Jacobs assured me that one of her guiding principles is: "It is better to do it right than to do it fast." While she has established a deadline for completing this work, and considers deadlines to be important, she understands how complex these issues are and how critical it is to "get it right". In discussions with Chair Carbonell, he has also made this assertion.
- Subsequently, PEAFA Chair Arthur Wilmarth and I met with Mr. Ryan Evans to further discuss the progress of the Working Groups.
- In setting up the Working Groups on shared governance, a member of the Executive Committee was placed on each of the four working groups. At the Executive Committee meeting of September 26, all four members briefed the Executive Committee on their progress.
- At the Faculty Assembly on October 7, Chair Carbonell reported on the progress of the Working Groups. He reiterated what Chair Jacobs had said, except in the interim, the working groups have had more meetings. He stated that all working groups have met at least three times. He further affirmed that the working groups are working hard and trying to meet their deadlines.

In summary, all four working groups have been in fact-finding modes. Therefore, specific recommendations have not yet emerged. Our current understanding is that the working groups have been reviewing existing GW governance documents, familiarizing themselves with the classification of different types of faculty at GW, reviewing governance documents at market basket institutions, meeting key people with experience in the various areas, reviewing current criteria, and studying the rules and procedures of each school. At the November Faculty Senate meeting, Chair Jacobs will be able to provide more information and answer questions on the progress. Members of the Executive Committee will continue their efforts within the working groups and interactions of the working groups with Senate standing committees is expected as well as close collaboration with the Senate in general.

As part of our report to the Faculty Assembly, it was thought to be an opportune time to make a clear statement about what we the faculty of GW consider “shared governance” to be. This was particularly germane in that changes in the *Faculty Code* are contemplated and, if nothing else, the *Faculty Code* is actually a constitution defining the boundaries and implementation of “shared governance” as we understand it at GW. While, in general, the term “shared governance” is very uplifting, in reality, it can mean different things to different people, as the abundant literature attests. It is important to have clarity at this juncture on what we mean by “shared governance.” Please review our statement in the minutes of the Faculty Assembly and share your thoughts on the subject. I expect that my report to the Faculty Assembly will be posted to the Senate website sometime next week.

As I stated previously, the Faculty Assembly was held on October 7. Many of you attended. The Executive Committee presented its annual report on the work of the Faculty Senate. Both Chair Carbonell and President Knapp commented on how voluminous it was. This was thanks to you, the Faculty Senate, who made so many contributions last year and gave us so much to report on. Keep up the good work, and perhaps next year, our report may be even more voluminous.

At the Executive Committee meeting on September 26, 2014, the subject of developing a template to assist department chairs, school-wide personnel committees, and deans to better present recommendations for appointment, promotion, and tenure consistent with published criteria, the *Faculty Code*, and Senate Resolution 10/3, and to properly meet the burdens under the *Faculty Code* for nonconcurrency was discussed. It was agreed that the Executive Committee would make three draft templates, one for the recommending department, one for school-wide personnel committees, and one for deans who are considering nonconcurring. The Executive Committee will request that the PEA and ASPP Committees review the templates and make recommendations to the Executive Committee. These templates will then be sent to the Provost’s Office to obtain further recommendations or suggested amendments. It is hoped that agreement between the faculty and the Provost’s Office will be obtained. The resulting templates will then be submitted to the Faculty Senate for review and adoption. After adoption, the templates will be distributed by the Provost’s Office to departments and deans for future use. It is also hoped that this can be accomplished as soon as possible so that the templates will be available this academic year. The thought is that clarifying the roles of each party will make the nonconcurrency process more streamlined and consistent with the *Faculty Code*.

The Executive Committee has distributed a comprehensive list of tasks to all of our standing committees. This is a starting point to assist the committees formulate their agendas for the year and to give other committees an opportunity to become involved in the projects of fellow committees if they so desire. It also encourages faculty to join our standing committees so as to become involved in specific areas that interest them.

FACULTY PERSONNEL MATTERS

Grievances

A hearing panel was appointed to consider a grievance originating in the School of Business. This matter continues in process.

ANY OTHER MATTERS

A draft of the *Faculty Handbook* was approved by both PEAf and ASPP. However, it was subsequently sent to the Office of General Counsel who proposed further revisions. The revised version is now being reviewed by PEAf for their recommendations.

The Student Association recently forwarded its list of student liaison members to Senate Committees and the Joint Committee of Faculty and Students. Those names have been forwarded to the Committee Chairs. A Committee list will be posted to the Senate website next week with the names of new faculty and student Committee members.

ANNOUNCEMENTS

The Executive Committee will make reports on the work of the Faculty Senate to the Academic Affairs Committee of the Board of Trustees on October 16 and to the Board of Trustees on October 17.

At the November 14 Faculty Senate meeting, Academic Affairs Committee Chair Madeleine Jacobs will report on the status of the Board of Trustees Working Groups on Faculty Governance.

At the December 12 Faculty Senate meeting, we are scheduled to have Vice Provost for Diversity and Inclusion Terri Reed give us a report on the implementation of the Policy on Sexual Harassment and Sexual Violence; and Dr. Steven Kubisen, Director of the Office of Technology Transfer, will report on new directions and opportunities in Technology Transfer at GW.

I have invited Dr. Kathleen Merrigan, Director of the Sustainability Institute and leader of GW's sustainability initiatives, to provide an update on the GW sustainability efforts. We will try to schedule her presentation in January or February.

The next meeting of the Executive Committee is scheduled for Friday, October 24th. Resolutions, reports and any other items of business for the November 14th Senate agenda should be received by the Senate Office before October 22, 2014.

THANK YOU.