THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR FACULTY SENATE MEETING
HELD ON NOVEMBER 13, 2015
IN THE STATE ROOM

Present: Provost Lerman, Registrar Amundson, and Parliamentarian Charnovitz; Executive
             Committee Chair Garris; Dean Goldman; Professors Barnhill, Brazinsky, Downes, Ellis,
             Galston, Griesshammer, Harrington, Hawley, Hopkins, Katz, Khourey, Marotta-Walters,
             McAleavey, McDonnell, Newcomer, Packer, Price, Pulcini, Rehman, Rimal, Roddis,
             Rohrbeck, Sidawy, Squires, Welsh, Williams, Wilmarth, and Wirtz.

Absent: President Knapp, Deans Akman, Dolling, Eskandarian, Feuer; Professors Costello,
             Dickinson, Jeffries, Livingstone, McHugh, Morant, and Vinson; Professors Jacobson,
             McDonnell, Miller, Perry, Rice, Sarkar Shesser, Swaine, Swiercz, Thompson, Wald, and
             Zeman.

CALL TO ORDER

The meeting was called to order at 2:16 p.m.

APPROVAL OF THE MINUTES

The approval of the minutes was delayed until the December 11, 2015 meeting.

INTRODUCTION OF RESOLUTIONS

President Knapp was not in attendance, and Provost Lerman moderated the meeting. He noted that
there was a quorum and began the meeting by asking if there was a resolution that anyone wanted to
introduce.

Professor Sidawy indicated that he wanted to introduce *A Resolution to Amend the Faculty Organization
Plan to Create Special Exemptions for Senate Representation from Two Schools*. He stated that the two schools
are the School of Medicine and Health Sciences and the School of Nursing. He mentioned that the
resolution was formed with the collaboration of Dr. Joyce Pulcini from the School of Nursing. He
stated that he was asking for this exemption because the clinical requirement for these two schools
necessitated that there be a large number of regular full-time faculty. He also stated that the number
of tenured faculty in these two schools is very low because of the expansion of the clinical enterprise
programs. He noted that the other tenured have administrative positions, and therefore they cannot
serve on the senate. He further clarified that he was asking for an exemption for these two schools,
for at least 50% of their representatives to be tenured. He mentioned that in the School of Medicine,
there are five representatives, and a maximum of two of them will be regular, full-time faculty, non-
tenured, and in the School of Nursing, a maximum of one of the two will be regular full-time
faculty, non-tenured.

Provost Lerman provided a brief summary of the rules. He stated that when resolutions are introduced to the floor, if seconded, they will be sent to the Executive Committee for consideration. He then asked if there was second for the resolution introduced by Professor Sidawy. Professor Hawley seconded the resolution introduced by Professor Sidawy.

Provost Lerman stated that the resolution did not have any objections and would be forwarded to the Executive Committee. Provost Lerman noted that this was pursuant to Section 3C of the Bylaws of the Senate. He also mentioned that in order for this resolution to be enacted, it would have to proceed to the Faculty Assembly. He stated that only the Faculty Assembly can modify the Faculty Organization Plan.

Provost Lerman asked Professor Sidawy if he would like to make any additional comments on the Resolution. Professor Sidawy indicated that he wanted to defer to Professor Pulcini to receive her comments. Professor Pulcini then added that the School of Nursing was similar to the School of Medicine and Health Sciences in that the School of Nursing is a clinical school with a large need for clinical faculty. She also indicated that the School of Nursing does not have a large number of research faculty, and the school has a large number of clinical faculty who are not tenure track. She also mentioned that the School of Nursing is a new school that is attempting to build up its research enterprise and its tenured faculty.

Provost Lerman reiterated again that the resolution introduced by Professor Sidawy was not a debatable issue and that it would proceed to the Executive Committee for its consideration. Provost Lerman inquired as to whether Professor Sidawy's resolution was available in written form. Professor Sidawy noted that it was written and passed a written copy of the resolution to Provost Lerman. Provost Lerman then noted that Charles Garris would take up the resolution during a subsequent meeting of the Executive Committee.

Provost Lerman then asked if there were any other resolutions. No one offered to present any other resolutions and Provost Lerman then moved on to item four on the agenda.

REPORT FROM FISAC (FACULTY INFORMATION SYSTEM ADVISORY COMMITTEE): STATUS OF LYTERATI 3.0 AND THE FACULTY EXPERT FINDER

Dianne Martin, Vice Provost for Faculty Affairs gave a presentation on the status of Lyterati 3.0.

She stated that she had two goals that she hoped to accomplish during her presentation. Her first goal was to provide an update on the third cycle of using the Lyterati system for capturing the faculty annual report. Her second goal was to discuss another initiative coming out of the Lyterati project, which is called the Expert Finder.

Vice Provost Martin provided the names of all of the members of the FISAC Committee. Those members are:

- Dianne Martin, Faculty Affairs;
- Geneva Henry, Library;

- Scott Pagel, Law Library;
- W. Burlette Carter, Law School;
- Michael Castleberry, SEHD;
- Steven Tuch, CCAS;
- Kathy Newcomer, CCAS;
- Walter Reich, ESIA;
- Christine Pintz, School of Nursing;
- Melissa Perry, MISPH;
- Kim Roddis, SEAS;
- Paul Swiercz, GWSB;
- Mary Corcoran, SMHS;
- Laura Boselovic, CCAS; and,
- Monica Partsch, MISPH

Vice Provost Martin explained that this group was established after the end of the first cycle of Lyterati being used. She also mentioned that this group was created by charge of the Faculty Senate, and that the Senate's purpose in creating this group was to have a group of people who would act as "watchdogs" to be protective of the data being collected through Lyterati. She noted that the Lyterati system held confidential and important data on personnel information, and Faculty Annual Reports. She also noted that the FISAC Committee was highly representative of the schools at George Washington University.

She noted that the following individuals on FISAC are or have been members of the Faculty Senate:

- Michael Castleberry, GSEHD
- Kathy Newcomer, CCAS
- Kim Roddis, SEAS
- Paul Swiercz, GWSB

In addition, staff administrators, also work with Lyterati including the dean's offices, and the faculty served on FISAC including:

- Laura Boselovic, CCAS
- Monica Partsch, MISPH

She also mentioned that the Libraries were added to the FISAC Committee because they expressed an interest in the non-confidential data that was collected. She also stated that the members of the FISAC Committee have been diligent, and they have contributed good features to the Lyterati system. She explained that the interface of the system has become a lot easier to use, and she attributed improvements to the Lyterati program to the FISAC group. She also explained that the group was charged with protecting the confidentiality of the information contained with Lyterati 3.0.

Vice Provost Martin explained that there are three types of information that come in through the Lyterati system. One type of information is the Academic History of the faculty, and this information was once built on the curriculum vitae (CVs) of faculty. She noted that the information

contained in CVs was publicly available. She also explained that this sort of information tends to be comprised of research, and service contributions that the faculty make each year. The information from these datasets is contained in a database called Academic History.

Vice Provost Martin then explained that there was a second portion called "confidential information" because the data pertains to questions on the annual report. She explained that the Academic History which is given each year, along with the answers to the questions on the conflict of interest report are compiled together and created into a PDF file. The data is essentially a snapshot in time, and it also the annual report of the year. She explained that the annual report becomes part of the personnel record and it is used to make merit pay allocations; consequently it is a very important document.

Vice Provost Martin explained that the third type of data contained within the Lyterati database was the conflict of interest disclosures. She explained that this information was highly confidential, and the university requires that this information be recorded annually. Vice Provost Martin also explained that Lyterati has a special application called "Expert Finder" that assists with conducting searches. She explained that any confidential information entered into Lyterati would not be displayed through the Expert Finder. She then began to provide information about the Lyterati database over the course of the year. (Note: See attached PowerPoint presentation from Vice Provost Martin).

Vice Provost Martin noted that another new feature was added this year due to the FISAC Committee. She explained that in the past, faculty members who completed their annual reports had no way of accessing their reports until the very end of the cycle. She said that the new feature allows for faculty members to review their faculty reports after they have been submitted. This allows faculty members to be able to review the status of their report as it proceeds to the department chair review, the dean level review, and other subsequent reviews. She noted that one of the benefits of this new feature is that it allows for greater transparency. She also explained that it was beneficial because it gives the faculty an opportunity to submit a response to their reviewer, since they can see how their report is being reviewed at each level.

Vice Provost Martin noted that there was 100% compliance in the reporting of conflict of interest data. She attributed the success in reporting to the Lyterati program. She noted that there were very little problems with the faculty completing the reports. She also noted that the deans' offices and the department chairs found that the Lyterati program was an easier mechanism for them to provide their feedback. Vice Provost Martin explained that an emailing feature would be incorporated into the Lyterati program that would send notices to the faculty member to look at their report within the system.

Vice Provost Martin noted that Dean David Dolling, of the School of Engineering and Applied Science (SEAS) meets with his department chairs and personally reviews each annual report. Dean Dolling prefers to conduct his faculty reviews in person, as opposed to using the Lyterati system. Consequently, a zero was entered for the SEAS in the row titled "Dean Review Completed."

Professor Packer asked a question about the likeability of the Lyterati program. He noted that Vice Provost Martin stated that the department chairs were pleased with the new Lyterati system and its improvements. However, he wanted to know which Department Chairs favored the Lyterati database, and how their opinions on Lyterati were recorded. Vice Provost Martin explained that this

information was received through the administrators like Laura Boselovic of the Columbian College, and Monica Partsch. She explained that if faculty are having problems, then the administrators are typically contacted. She then noted that there were very few calls, so that was used as an indication of the popularity of the Lyterati database.

Professor Packer stated that he thought the Lyterati program was good. However, he wanted to know if the program was worth its cost, especially since there were other less expensive methods of collecting the data. He noted that, for example, the annual reports could be contained in PDF documents and collected, stored securely in three different locations, that could be accessed. He noted that the old form was not difficult for him to complete. He noted that the Lyterati program was initially difficult to use, and it was also difficult to type information into the database while reviewing an employee's annual report. Moreover, when he was completing the letters that he wrote on the annual reports, he was instructed to "click outside the box" so that his comments would be saved. When he went back into the Lyterati system, however, all of the information that he had entered about the letters was erased. Consequently, he found that he had to print out his documents after writing his reports, since the system was not functioning properly. He suggested that Provost Martin reach out to the other chairs and receive their feedback and opinions on the utility of the Lyterati system.

Vice Provost Martin explained that she did speak to some of the chairs to get their opinions and feedback on Lyterati. She said that in the first year that Lyterati was implemented, the faculty was surveyed on their opinions of the program. She considered surveying the faculty chairs in order to ensure that their opinions were also received on the Lyterati database. Professor Packer explained that when he was a faculty member and had to fill out Lyterati, he did not experience any issues. However, as an administrator filling out forms in Lyterati, he found that the system was more cumbersome and it took longer to complete the required information.

Vice Provost Martin noted that she would return to the discussion on the price value, however she wanted to know if there were any additional questions on the charts that she presented. Professor Griesshammer asked that since the Dean of SEAS conducts his reports orally, he wanted to know if there was a record of the conversation. He expressed concern over this because he believed that the purpose of Lyterati was to spot problems and establish a record of any issues. He also explained that it was disconcerting to him that deans could choose how to act on certain information without a paper trail. He noted that this essentially defeated the purpose of the annual reports.

Vice Provost Martin stated that there was a capability available to the deans. She also mentioned that she was unsure if it was mandated. She then asked Provost Lerman if he wanted to comment on Professor Griesshammer's question. Provost Lerman indicated that this was a matter that could be further looked into and would be potentially discussed over the course of the subsequent semester.

Vice Provost Martin clarified that use of the Lyterati system was not mandated for the deans. She explained that the database has been used to allow them to provide their feedback through the system, and reiterated again that the system was not mandated.

Professor Price noted that there was a very low faculty acceptance completion rate, when considering the number of people who have filled out the form. She wanted to know whether faculty should receive reminders to complete their entries in the system. She explained that most faculty look at Lyterati early within the cycle, and then do not consider it again for the rest of the

year until the evaluations are due. She noted that there is no reminder trigger for faculty to complete the forms.

Vice Provost Martin explained that numerous reminders were sent to faculty involving Lyterati. In order to reduce the numbers of outgoing emails, reminder emails were not sent to faculty. She noted that she planned to make changes to the emailing system for next year.

Vice Provost Martin called on Professor Galston who indicated that she had a question. Professor Galston thanked Provost Martin for reducing the number of emails that were sent to faculty, and indicated that the numerous emails were a nuisance. She then inquired into the summary presented in Vice Provost Martin's report. She noted that in the column labeled ESIA the Dean reviewed 25 reports, however the Faculty Acceptance number was 41 reports. She sought clarification on these two numbers.

Vice Provost Martin explained that Professor Galston should add both of those figures (the 25 reports and the 41 reports) together. Vice Provost Martin then explained that if the numbers are combined had reached the top, then the dean had reviewed them.

Vice Provost Martin then received a question from Professor Rehman. Professor Rehman noted that under the old system, modifications could be made on paper copies and Word documents could be filled out manually. Then there were the chairs comments, and then deans' comments. Professors could see the comments, and then the comments could be filled out and the returned as part of the final report. Professor Rehman wanted to know whether the Lyterati system changed the old system by giving the deans and option not have a written component, or whether this had always been an option.

Vice Provost Martin stated that she was unsure of the answer to Professor Rehman's question. She explained that the system in Lyterati flows uphill, and at each point, the administrator at that level has the option to fill in comments.

Dean Goldman commented that she believed the option for Deans to make comments differed by schools. She had never been told that it's optional to do the reports for her faculty under the paper system or Lyterati. She also stated, for knowledge purposes, that when she did the reports on the chairs, it was logged as department head review completed.

Professor Roddis stated that she currently served on the Lyterati committee. She then stated that she was a chair for eight years under two different deans in the School of Engineering and Applied Science. She said based on her professional experience and current service in the Lyterati group, she commended Vice Provost Martin for her success in instituting the Lyterati system. She then read from prepared remarks which praised Vice Provost Martin's implementation of the Lyterati system. (Note: Professor Roddis remarks are attached to this report).

Professor Hawley commented that he observed that there were not a lot of SMHS faculty acceptances on the handout provided by Vice Provost Martin, and he noted that he was unable to indicate acceptance of his own report after the Dean's review was completed. He inquired as to whether the system was locked after the Dean's review was entered. Vice Provost Martin asked whether Professor Hawley remembered the date in which he accessed Lyterati. He responded that

he could not remember the date. Vice Provost Martin then further explained that there was a cutoff date for the cycle, and consequently, he may have accessed the report after the cutoff date.

Professor Griesshammer commented that he was alerted to the availability of the Dean's review by an email from the CCAS Dean's office. Vice Provost Martin said that she would ensure that the email was generated from the Lyterati system next year.

Professor Griesshammer stated that after he completed and commented on his report, he was unable to view the full report as a PDF file, including his reply to the Dean's comments. Vice Provost Martin mentioned that she would have this issue looked into. She said that the comments and replies were supposed to be included in the final PDF, in order to capture all of the information in one large snapshot. She then explained that the information in the final PDF becomes the official record. She reiterated again that if there was a problem with the final PDF, then it would be looked into. She also suggested that Professor Griesshammer look into the final PDF again, since all of the PDFs for the year have been generated.

Vice Provost Martin commenced a new conversation on how Lyterati could be used. She commented that this portion of her presentation may address a Professor Packer's previous question about the benefit of having Lyterati. She explained that some of the schools are using the information in the Academic History to assist them with their accreditation data. She also said that it was possible to generate a GW curriculum vitae, which may also be used for accreditation purposes. She highlighted the fact that the curriculum vitae generated by the system were helpful, since it contained information about a professor's research, teaching, and service. These provided essential information that accreditors need to review for each faculty member.

Vice Provost Martin also said that the Lyterati system was helpful because it allowed for special reports to be accessed. She used an illustration to demonstrate the utility of this feature. Professor Newcomer reached out to Vice Provost Lerman to obtain the names of individuals who were involved in local community outreach projects this year. Through the system, they found that 588 faculty members participated in community outreach projects this year. The system also allowed them to see which small projects the faculty have participated in. Vice Provost Martin also noted that Professor Newcomer was the Urban Affairs Committee Chair in the Faculty Senate.

Vice Provost Martin then discussed a new product being implemented called the Expert Finder. She explained that the Expert Finder was a spinoff product the university was able to use, because all of the information was contained within the Academic History data of the Lyterati system. She explained that the project commenced as a result of individuals from various divisions working together, including Jennifer Wisdom, from the Office of the Vice President for Research; Geneva Henry, Vice Provost for Libraries, and the Office of Academic Affairs. She mentioned that External Relations and some of the communication officers at the various schools also participated in this initiative. She explained that this initiative was driven by the fact that there was a need to be able to locate individual experts within the various schools. She also explained that occasionally, external

requests are made for experts. She further explained that each school was maintaining a database of its own names of experts, and this caused incongruencies between the parties.

Vice Provost Martin narrated how these issues led to the need to create an expert database, that would be public-facing, and could utilize the repository of data that is currently possessed in Lyterati. She stated that a resolution to this issue was developed through the FISAC committee. Paul Swiercz encouraged the use of VIVO. She explained that VIVO has to pull information from a data source. And several divisions and offices such as the Department of Information Technology, External Relations, and Office of the Vice President for Research have all assisted in the initiation and development of Expert Finder.

Vice Provost Martin stated that some information contained within Lyterati was confidential. She explained that there is a special feature within Lyterati that allows a professor to opt-out of having their confidential information searched. She again noted that the program was a public facing repository and search tool that allowed expert professors at GW to be found.

She also added that another benefit to Lyterati was that it allowed for GW to showcase its research, scholarship, and expertise on various educational programs. Vice Provost Martin explained that many of the professors may be unaware of the fact that they already have a VIVO profile. She said that another benefits of the system was that enables schools to comply with the strategic plan and improve research infrastructure.

Professor Packer stated that years ago, he participated in a group that met with individuals from Lyterati. During that meeting, one of the major selling points of Lyterati was that it helped to create a searchable database. He inquired as to whether the VIVO program was an add-on to Lyterati. Vice Provost Martin explained that the program was not an add-on to Lyterati. She also mentioned that no fees were incurred by Lyterati for the use of the VIVO program.

Vice Provost Martin then explained that GW has an interface for the VIVO program that draws in data. She said that she would show a demonstration of how the program functions. She explained that the data is drawn from the Lyterati Academic History, and it comes from an interface program called Orchid. She stated that the source of the data comes from individuals who want to build their own profile. She then explained how to select portions of the Academic History to have as part of the public profile.

Vice Provost Martin said that many researchers and clinical faculty have an Orchid Profile, and that information from those profiles would be automatically pulled as well. She also mentioned that eventually, other sorts of public profiles would also be pulled into the system as well. She said that individuals with an orchid profile and individuals without an orchid profile, will be the sources of data for Expert Finder.

Vice Provost Martin said that interface was developed over the past year, and last fall pilot testing was conducted on some faculty members. She said that feedback from professors was generally positive, and some professors noted that the program was fairly easy to use. She said that the VIVO software will first be introduced to the deans, and then faculty will receive an email informing them to view their VIVO profile. She stated that the information contained within VIVO was not public

facing, and would be strictly internal to GW. She added that an individual would have to have been on a GW network to be able to access their profile. She also said that this will give professors time to review their profile in VIVO, and review the information that they want to show within their profile.

Professor Barnhill commented that SSRN (Social Science Research Network) and Research Gate are methodologies that are used to accumulate research and document citation levels. He added that these programs report the number of document downloads, and the number of individuals reading papers. He inquired as to whether these sources are included in Expert Finder. Vice Provost Martin replied that those sources are going to be pulled in eventually, and currently Orchid is being pulled in. She said that as the VIVO platform expands overall, the instantiation of the program will also expand in terms of the data that is included, without the faculty having to do anything.

Professor Pulcini asked if Vice Provost Martin would send out this information to the entire faculty. Vice Provost Martin affirmed that this information would be sent out to the faculty. Vice Provost Martin further explained that the Faculty Senate was being told about this program first, and then the deans would be informed about this program. She also added that the faculty would be informed about this program.

Vice Provost Martin gave a demonstration of the program. During the demonstration, she highlighted the fact that faculty have complete control over their own profiles. Her presentation included a demonstration of Expert Finder.

Professor Squires inquired into whether the data is updated dynamically. Vice Provost Martin confirmed that it was updated dynamically every night. She explained that current adjustments made to the system would be reflected the following morning. She also said that the information is pulled from Banner, which contains the demographic data of each faculty member. She said that when a faculty member gets a new title or a change occurs in banner or Lyterati, that change will be displayed in the system.

Professor Squires inquired as to whether individuals outside of GW would be able to use Expert Finder to locate professors in various areas of academia. Vice Provost Martin said that after January, the program will become "outward facing" which will allow individuals outside of GW to access the information. She explained that currently, only faculty members can view the program, and edit their own profiles. Vice Provost Martin reiterated again that the program will be announced to all faculty at GW before its goes public.

Professor Galston posed a question on how Lyterati functioned. She asked whether tags were put on searches conducted in the system, or whether certain comments had to be placed in the title of a work authored by the professor, for example if "computer and ethics" had to be included in the title of a work produced by a faculty member. Vice Provost Martin replied that searches conducted through Lyterati were very comprehensive and sophisticated. She said that a search can find information in titles of articles, but there is a category about research interests that allows participants to search for four or five keywords. She also explained that research interests and titles of articles were included as well. Vice Provost Martin concluded her presentation.

Provost Lerman thanked Vice Provost Martin for her presentation. He commented that her presentation was an exemplary model of the administration working with a faculty committee and the Faculty Senate to implement a challenging, but resourceful technological program. He noted that although Lyterati was initially a rough tool to use, it has evolved into the type of project that many individuals believed it would be. Provost Lerman thanked all of the faculty members who served on FISAC and continued to serve on that committee. He also thanked individuals for providing their comments, both positive and negative, as their comments helped to shape the direction that Lyterati has taken. Provost Lerman also commented that he believed the Lyterati system was a much better system due to all of the input that Vice Provost Martin solicited and responded to in an effective way.

FACULTY SENATE MEMBERSHIP: DISCUSSION OF OUTCOME OF FACULTY ASSEMBLY

Provost Lerman commenced a new conversation on the outcome of the Faculty Assembly meeting and invited Professor Garris to give his remarks. Professor Garris said that he would report on the numbers and some of the outcomes of the Faculty Assembly meeting. He said there was a vote on the issue of amending the Faculty Organization Plan, which was initiated by the Board of Trustees. He said that he believed everyone was familiar with the voting sketch which was distributed prior to the Faculty Assembly, and noted that the voting process at the Faculty Assembly was in accordance with the voting sketch.

Professor Garris supplemented his presentation with a Power Point presentation (attached). He said that the President was instructed by the Board of Trustees to propose an amendment on the membership in the Faculty Senate. Professor Garris said that the Faculty Senate instructed him in Resolution 16/4 to amend the Board of Trustees Resolution, in order to add certain features. He stated that he followed the instructions of the Faculty Senate to amend the Board of Trustees' resolution.

Professor Garris stated the Senate amendment failed. He said there was a vote of 139 in favor of the amendment, and 187 voted against the amendment. He noted that the total of the votes amounted to 326 votes. He explained that since the Senate amendment failed, Professor Garris on the behalf of the Faculty Senate, went back to the Board of Trustees' original amendment. He said that the original amendment was also voted on, and that resolution failed. Professor Garris explained that in order for the Trustees' resolution to carry, there would need to be two-thirds of the votes in favor of the resolution. He said that the vote for the resolution was 169 in favor of the resolution, and 159 voted against the resolution. He said that the majority of the faculty in attendance voted for the resolution, and the vote was very close.

Professor Garris said 375 faculty registered for the Faculty Assembly meeting. He explained that those faculty members went through the registration process and attended the meeting. However, the timing of the event was difficult for the attendees. He said that the class schedules posed scheduling conflicts for some of the faculty members. Professor Garris also noted that the start time of the program was delayed in order to accommodate the faculty from the Medical School. However, there were other faculty, such as faculty members from the Business School, who had class scheduled for 5:00 p.m. and had to depart from the meeting early. Professor Garris explained that 50 voters left the meeting early since they had to attend class. He further explained that there

was a possibility that some of the voters may have abstained, and he was unsure of the reason why some individuals decided not to vote. He noted again that there was a large number of faculty members that did not vote.

Professor Garris said that Vice Provost Martin provided him with the voting data of the Faculty Assembly. He said that the voting data was based on a breakdown of the various schools. Professor Garris stated that the number of faculty members present, from each of the schools was recorded. He also said that the total number of faculty from each of the schools that were eligible to vote was recorded. Professor Garris stated that he had data on the percentage of faculty from each school that attended the meeting but did not vote. He said that the source of this data came from the registration data. He said that there was no way to identify the 50 faculty members who did not vote during the meeting.

Professor Garris stated that all of the data from the meeting was presented in graphical form. He said that the registration data was organized by school. He stated that the Columbian College had the largest representation of all the schools. He also provided a breakdown of the numbers of voters that presented at each school as follows:

- Columbian College, 114 voters;
- School of Medicine, 74 voters;
- Milliken School of Public Health, 62 voters;
- School of Engineering, 35 voters;
- School of Business, 32 voters;
- School of Education and Human Development, 20 voters
- School of Nursing, 13 voters;
- Law School, 12 voters;
- Elliott School, 5 voters.

Professor Garris explained that there was a section on the graph entitled "no college" which meant that there are a small number of University Professors and individuals who have no affiliation to a particular school who are still eligible to vote. He said that the graph showed the percentage of votes by school. However, Professor McAleavey corrected Professor Garris's statement by stating that the numbers were not a percentage of votes by school, they were a percentage of registered voters.

Professor Garris confirmed that Professor McAleavey's statement was correct.

Professor Garris noted that while the highest number of registered voters came from the CCAS, he reiterated that the Milliken Institute had the highest percentage of registered voters in relation to eligible voters in that school. He said that the Milliken School really considered this issue to be very important, and he was impressed by their interest in the meeting. He noted that the Milliken Institute, in particular had a strong desire to participate in the Senate, as evidenced by their large attendance numbers. Professor Garris stated that the School of Engineering had a large number of participants at the meeting. He also said that in terms of percentages the School of Nursing, the School of Business, and the School of Education and Human Development had good representation, in terms of their percentages.

Professor Garris stated that the total percentage of eligible voters that participated in the Assembly was about 23.65%. He said that the quorum for the Faculty Assembly was 125 people, and this number was exceeded. The quorum of 125 faculty was established in 1984 when the Faculty Organization Plan was last revised.

Professor Garris said that representation at the Faculty Assembly of the Columbian College was a slightly lower than this figure, about 22.6% of the eligible faculty. He said that the School of Medicine also had an extremely good representation at the Faculty Assembly meeting. Although, percentage wise, their representation was not good, in absolute numbers, 74 faculty members from the School of Medicine attended the Faculty Assembly meeting, and the school showed a strong interest in participation in the Senate.

Professor Garris said that the College of Professional Studies, the law school, and the Elliott School were definitely disappointing in terms of their attendance. He said that on a percentage basis the law school was 15.8% and the Elliot School was 7.4%. He reiterated again that the School of Medicine and Health Sciences showed a strong interest in participating in the Senate, as did the Milken Institute School of Public Health and the School of Nursing.

Professor Garris stated that he believed it was in the interest of the Senate to represent all faculty members and encourage their participation as much as possible. He said that the majority of the votes, in terms of the number of votes, was 169 votes favored participation of non-tenure accruing Specialized Faculty. He also noted again that 159 people voted against the resolution. He concluded that percentage wise, there is a considerable number of faculty members who support allowing non-tenure accruing Specialized Faculty to participate in Faculty Senate membership. Professor Garris stated that he would open up the discussion to receive questions from members of the Faculty Senate. He also stated that in his opinion, the Faculty Senate needed to be inclusive of all faculty, especially the medical health wing of the university. He also stated that he found it disappointing that participation from certain schools at GW was so weak.

Professor Garris also questioned whether the Senate was relevant to large segments of the traditional schools, and suggested that the Faculty Senate may want to look into this. He stated that the George Washington University Faculty Association (GWUFA) found the need to create a new organization, and this might be an indication that the Faculty Senate should also follow their direction, and look into ways in which to make the Faculty Senate more relevant to the faculty.

Professor Garris noted that he deduced two options from the data presented on the Faculty Assembly meeting. He noted that the Faculty Senate must be guided by the Faculty Organization Plan, which requires that only tenured faculty can serve as members in the Faculty Senate. He said that the first option is to leave the outcome of the Faculty Assembly as it is. However, from the discussions that he has had since the Faculty Assembly meeting, he believes the University is somewhat fractured. Professor Garris also said that the Faculty Assembly has to be representative of all of faculty. Therefore, he believes that we might consider a limited representation on the Faculty Senate of non-tenured faculty. Professor Garris said that the tenured wing of the faculty is very important, and all of the arguments made in the WHEREAS clauses in Resolution 16/4 are valid in terms of having a strong Senate.

Professor Garris then stated that the believed that the Faculty Senate may be called upon to revisit the issue of amending the Faculty Organization Plan to expand Senate membership to all faculty in

accordance with the Board of Trustees' resolution. He then said the he didn't believe anyone on the Faculty Senate wanted this to happen. He then said he believed the compromise put forth by Professor Sidawy was good. He explained that Professor Sidawy's compromise entailed allowing the faculty from the Medical and Health Science health wing of the University participate in the Faculty Senate, while maintaining a very strong tenured influence on the proceedings.

Professor Garris stated that the second option was to consider Senate relevance. He suggested that a Senate task force be created to interview different schools. The task force would then complete a study on how relevant the Senate is to the respective school, and how the Senate can be made more relevant to the school. Professor Garris stated that he proposed initiation a task force to enact this suggestion.

Professor Garris commented that the data on the Faculty Assembly meetings was extremely revealing. He said that when the Board of Trustees first proposed this resolution, he believed that it was a waste of time for faculty members and he was displeased by the resolution. However, after all we have gone through, it may have been beneficial in allowing providing a forum for self-evaluation and improvement towards a more relevant Faculty Senate. He also stated that the Faculty Senate may be strengthened if all faculty members are pulled together. Professor Garris concluded his comments, and invited discussion on his comments.

Professor Barnhill thanked Professor Garris for his presentation. He noted that the information was very interesting, and the proposal was also very interesting. Professor Barnhill said that Professor Garris's conclusion about the three schools that were more or less within the medical area was a good conclusion. He also said that it was evident from the data on the participation that the support for both the Board's resolution and the Senate's modification outside of the medical areas was minimal.

Professor Barnhill stated that he believed the outcome of the vote at the Faculty Assembly meeting to vote down the resolution was good. He said he believed the resolution was not widely supported by faculty members outside of the medical areas. Professor Barnhill stated that he believed the proposed resolutions to this highly contentious issue were appropriate.

Professor Rimal thanked Professor Garris for his summary, and noted that it was an accurate depiction of what occurred at the Faculty Senate meeting. He stated that another way of interpreting the data was to note that there was wide support for the resolution, although the votes did not amount to the required two-thirds votes in order for the resolution to be passed. Professor Rimal also commented that his attendance at the Faculty Assembly meeting was his first Faculty Assembly meeting. He then noted that the voting procedure that was implemented seemed arcane, due to the fact that voting by proxy was not permitted, that it required physical presence, and that it did not make use of any technology that allowed attendance remotely. He suggested that current modern technology could be used to implement a better voting system.

Professor Rimal then inquired into what could be done to enhance the participation of faculty during Faculty Assembly meetings. He noted that some faculty members could not attend the Faculty Assembly meeting. Professor Rimal also inquired into whether proxy voting could be permitted at a subsequent meeting. And he asked whether some professors who could not physically attend the meeting, could participate via Skype or another electronic format. He explained that some

professors were teaching during the time of the Faculty Assembly meeting, and did not have the opportunity to voice their opinions and cast their votes.

Professor Sidawy noted that he agreed with Professor Garris's conclusions. Professor Sidawy said that he was surprised at the number of individuals who showed up from the clinical faculty of the School of Medicine. He stated that the number of their attendance was an indication that the issue debated during the meeting was important to them, and that they want representation. Professor Sidawy also discussed gender representation, and noted that, in the School of Medicine, women comprised 35% of the tenured faculty. He then said that of the non-tenured, full-time regular faculty, 56.7% are women. Professor Sidawy added that in regards to underrepresented minorities, their percentage of tenured faculty is very small. He said that amongst non-tenured faculty, the representation of underrepresented minorities is larger.

Professor Sidawy explained that within his school (the School of Medicine), having its full-tenure representation in the Faculty Senate does not represent that totality of the regular full-time faculty of the Medical School. He mentioned that these facts on representation needed reflection. He said that Gary Simon, who once represented the School of Medicine, sought to have more representation from non-tenured faculty for years. Professor Sidawy said that he carried on this endeavor after Gary Simon stepped down from the Senate. Professor Sidawy concluded that he hoped the Faculty Assembly would support his resolution.

Professor Wirtz stated that he did not disagree with much of the discussion. However, he urged caution over the forms of resolutions implemented. He said he believed there was an inadequate exchange of ideas at the Faculty Assembly meeting. He said that the message from one attendee from the School of Public Health was heard fairly clearly, but that many other individuals were not given an adequate opportunity to speak because others were so anxious to leave the meeting. Professor Sidawy said he was unsure if the vote was an enlightened vote, and he was also unsure if everybody had an opportunity to express their view on the issue. He expressed concern as to whether everyone in the room that voted fully understood the consequences of the alternatives.

Professor Wirtz also noted that he agreed with Professor Rimal that the voting system implemented during the meeting was arcane. Professor Wirtz stated that Robert's Rules of Order were created in order to ensure that individuals who voted were voting in an enlightened way. He further explained that the Robert's Rules of Order required that individuals be present at a vote, and attend the discussion so that they understood the nature of the debate. Professor Wirtz added that some of his colleagues who were out of the country questioned why they were not being permitted to vote during the meeting. He explained that he was concerned that by not attending the meeting, these individuals would not be aware of the issues that transpired during the debate. Professor Wirtz stated that he encouraged the Faculty Senate to look at the voting procedures to discover ways in which the Faculty Senate could improve its voting procedures.

Professor Wirtz also added that he hoped there was no rush to automatically permit proxy voting and absenteeism, without thinking about what the consequences of these forms of voting might entail. He also added that he hoped that at the next Faculty Assembly meeting, there would not be a rush to judgment due to the fact that some faculty wanted to leave quickly. He said that this prevented an adequate exchange of views.

Professor Pulcini stated that her school, the School of Nursing (SON), is on two campuses but GW has four campuses, Mt Vernon, Alexandria, Virginia and Foggy Bottom. She said that traveling back and forth from Foggy Bottom to Virginia takes half a day. She inquired as to whether these faculty members were being disenfranchised due to the fact that their commute to Foggy Bottom was long.

Professor Pulcini also noted that the voting system was antiquated. She was surprised to see that paper ballots were being implemented at the meeting when the votes could have been recorded electronically. Professor Pulcini urged for the creation of a task force that could look into modernizing voting at the Faculty Assembly meeting. She also added that Skype, Adobe Connect, and other electronic means should be implemented to allow people to participate in the meeting.

Professor Brazinsky stated that he agreed with Professor Garris that the Milliken Institute, the SON, and the School of Medicine had a strong sentiment in favor of representation for specialized and contract faculty. He said that the Columbian College of Arts and Sciences (CCAS) came across as being uncertain about what their sentiment was during the meeting. He said there was one member of the Writing in the Disciplines (WID) program that was a contract faculty. He also added that CCAS, in general, did not state that they were against the Board's resolution. However, CCAS communicated that they needed more time to think about the resolution. Professor Brazinsky said that perhaps there should be a way to encourage discussion, in all of the schools about the issue. He said he believed that all of the schools could benefit from some additional thought and debate about the issue.

Professor Galston commented on the antiquated voting process implemented at the meeting. She noted that Vice Provost Martin knows more about the voting process than she does. She said that although Vice Provost Martin made arrangements for electronic voting devices known as "clickers" to be used during the event, according to the rules of the Faculty Assembly, there has to be advance notice that a secret ballot will be used prior to the start of the meeting. She said that due to the fact that there was no prior notice, all faculty members were forced to use cards for voting during the Faculty Senate meeting. Therefore, a manual count had to be conducted during the meeting.

Professor Galston noted that this manner of voting does not have to occur again. She suggested that one of the faculty members might want to remember to announce voting in advance, in order to prevent the use of arcane voting methods.

Professor Galston then addressed one of the comments made by Professor Wirtz pertaining to voting by proxy and voting electronically. Professor Galston said that she was a law professor, and in 49 states, it was required that directors participate in person or electronically in order to vote on an issue, and not by proxy. She said that the reasons which Professor Wirtz previously asserted were the basis for this rule. She further elaborated that a faculty member should not attend a meeting with a closed mind, but rather, be willing to hear and learn ideas debated at the meeting. Thus, in doing so, their voting would be properly informed. Professor Galston stated that she would be in favor of using electronic means to allow for more faculty participation. However, she would not be in favor of expanding the vote through proxy voting.

Professor Galston concluded her discussion by stating that there was a need to know more information about Ben Hopkins's comment. She noted that she was surprised that there was not a lot of information about this topic, especially since it had been discussed for a very long time. Professor Galston said that there was a survey conducted on individual's reactions to the Board of Trustees recommendations. She then said that a request was made for data from the survey to be presented. However, it's been difficult for the Senate and the Executive Committee to get this information. Professor Galston stated that this information should be provided in hard data, as opposed to anecdotal information.

Professor Garris said that the Board of Trustees conducted two faculty surveys. The first survey is the one that Chair Carbonell refers to as support for the idea that many non-tenured faculty have interest in membership in the Faculty Senate. Professor Garris stated that the results of this survey were never sent to the Faculty Senate. However, he believed that the results of the second governance survey was posted, although it did not cover participation.

Dean Goldman stated that she was impressed by the turnout of faculty from the Milken Institute School of Public Health, and the School of Medicine. She said that service on the Senate and membership in the Faculty Assembly are amongst the highest order of service to GW. She noted that the voting procedure was very antiquated. She also stated the fact that every vote took several minutes to process, and that faculty couldn't discuss the items, could have contributed to a vote against the resolution. She predicted that half of the time had been spent on counting the votes.

Dean Goldman also addressed that some of the faculty members have said they felt individually disenfranchised. She stated that she believed it was important that members of the Senate have the understanding that different schools operate in very different ways. She also noted that the roles for contract faculty and specialized faculty differ among Schools. Dean Goldman stated that she believed there was still an issue at GW in regards to the issue of understanding and acceptance of the differences between schools.

Professor Griesshammer said that one of the lessons learned from the Faculty Assembly meeting, was that it was much better if the Faculty talked with each other than about each other. He said that there has been a lot of discussion recently about what specialized and contract faculty want. He said he did not know what that was because he had not heard from them.

Professor Griesshammer said that part of the frustration felt by some individuals was that they did not feel adequately informed about the issues of the Faculty Assembly meeting. And this was due to the fact that they were contract faculty or specialized faculty, or they wanted to hear first-hand from these people. Professor Griesshammer stated that the Faculty Senate in the past often tended to talk about the Board as opposed to talking with the Board. That was certainly not true for the Executive Committee, but for the Senate as a whole. He brought up the idea to not only to have specialized and contract faculty members participate in Senate deliberations, but also a Board member, ex-officio or as delegate. This would make sure there is more talking with each other than about each other.

Professor Griesshammer noted that the outcome of talking about rather than to each other was pretty clearly seen on Tuesday: everybody got a black eye, the Board did not get what it wanted, the Senate did not get what it wanted, and by the end of the meeting everybody was pretty mad. He said that this ending was the worst possible outcome, and consequently more dialogue was needed. Professor Griesshammer said that a longer process was needed which is driven by the faculty and not by some interest or a timeline.

Professor Price stated that she wanted to endorse Ben's Hopkins comment that the resolution put before the Faculty Assembly come directly from the Faculty Senate and not the Board of Trustees. She said that many colleagues felt as though the Board was overplaying its hand, and were concerned that this resolution was not necessarily the will of the Senate. She said she believed that this fact may have caused some faculty members to vote against the resolution. She said that procedurally it would be feasible to have the resolution come directly from the Faculty Senate. And the resolution would be stronger if it came from the Faculty Senate.

GENERAL BUSINESS

I. NOMINATIONS FOR ELECTION OF FACULTY MEMBERS TO SENATE STANDING COMMITTEES:

Provost Lerman stated that the first item on the agenda was the nomination of faculty members to Senate Standing Committees.

Professor Garris made the following nominations:

- Professor Anthony Yezer, to the Educational Policy Committee;
- Professor Ashraf Imam, to the Senate Research Committee; and
- Professor Anton Sidawy, to chair the Faculty Senate Libraries Committee.

Provost Lerman said that the nominations required a second. He asked if there were any other nominations. After seeing no additional motions for nominations, he noted that there was unanimous consent on the nominees.

II. REPORTS OF THE SENATE STANDING COMMITTEES

Professor Garris inquired into whether there were any reports of the Standing Committees. Seeing that there were no reports, he moved to the discussion of the Executive Committee.

III. REPORT OF THE EXECUTIVE COMMITTEE

Professor Garris provided a report on the activities of the Executive Committee. (See attached).

IV. PROVOST'S REMARKS

Provost Lerman stated that he would combine the Provost's remarks and the Chair's remarks. He discussed a meeting he attended in Boston for a group of Provosts that was moderated by the

Educational Advisory Board. He said that approximately six of the provosts present at the meeting asked him what decision-making process went into George Washington University's decision to implement a test-optional procedure. Provost Lerman stated that based on the question, it was evident that each of the universities was considering a similar test-optional admissions process.

Provost Lerman said he informed the other provosts of his discussions with the faculty committees in weighing the pros and cons. He said he would not be surprised if the decisions made at GW served to be a tipping point amongst peer institutions. He also added that many small liberal arts colleges and specialized colleges have implemented test-optional procedures. Provost Lerman said that the incoming freshman class to GW will be admitted under the test-optional rule.

Provost Lerman stated that Senior Associate Provost for Enrollment Management Laurie Koehler will continue to monitor the test-optional rule for the university. He also noted that the test-optional rule was not permanent and that she will study the data on the incoming freshman under this new rule.

Provost Lerman also discussed the importance of diversity at GW. He asked that faculty members take the opportunity to encourage an atmosphere that welcomed and celebrated diversity at GW. He noted that many campuses around the nation have been experiencing a rise in racial tensions among students and administrators. He also noted some unfortunate instances around the country involving threats made to students of color.

Provost Lerman stated that his office would continue to encourage a climate of inclusion on the GW campuses in which all students have the same opportunities and everyone is respected. He stated that in order for this to happen, all faculty would have to assist in creating an atmosphere of inclusion. He explained that this could be done within classrooms or while mentoring a student. He encouraged faculty to be aware that every student's experiences is unique and to do whatever can be done to make every student feel included on campus.

Provost Lerman stated that a task force under the direction of then-Vice Provost for Diversity and Inclusion Terri Harris Reed was created years ago to address issues of diversity and inclusion at GW, and the group successfully implemented all 13 of its recommendations. He noted that fostering a sentiment of diversity and inclusion was an ongoing project for the university and that there is always room for improvement.

Provost Lerman welcomed comments from the faculty about their thoughts and ideas on diversity. After receiving none, he asked the faculty to be proactive in addressing or reporting instances of discriminatory behavior against students, or instances that make students feel unwelcome. Provost Lerman also encouraged the members of the Faculty Senate to talk to their colleagues and others within their respective schools about diversity and inclusion. He noted that doing so could be challenging at times, however it was important to do so, and be deliberate about doing so at time.

BRIEF STATEMENTS

Professor Griesshammer commented on an article in the Hatchet newspaper which discussed plagiarism allegations by GW's Lab Safety Officer. He stated that he realized Provost Lerman would not want to make a comment on the article right now, but hoped he would do so at a later time. However, he wanted to comment on three interesting aspects of the article. First, he found it

interesting that there was an allegation of plagiarism by a senior university administrative employee. Next, he commented that as a nuclear physicist, he was concerned about the potential impact on both lab and radiation safety. Lastly, he was troubled about an allegation in the Hatchet article that some employees within that office instructed subordinate staff to keep quiet when they first pointed to plagiarism more than 6 months ago.
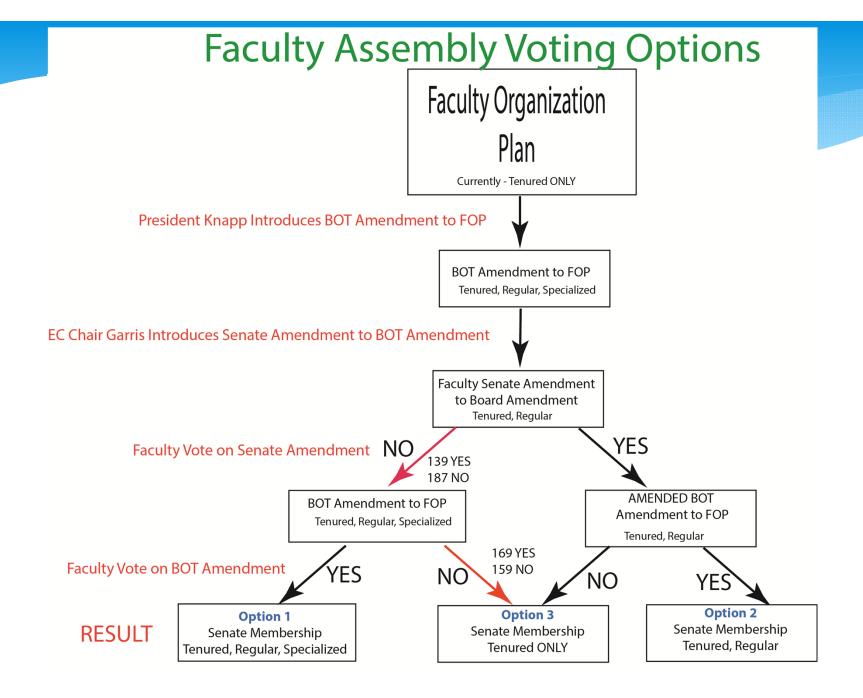
Provost Lerman replied that he would not comment on such allegations and the allegations would have to be looked into.

ADJOURNMENT

The meeting was adjourned at 3:58 p.m.
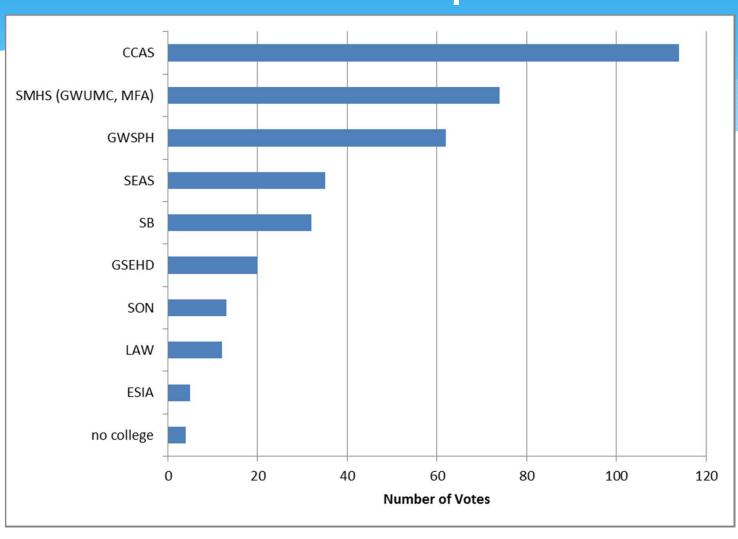
Discussion of Outcome of Faculty Assembly

Faculty Senate

November 13, 2015
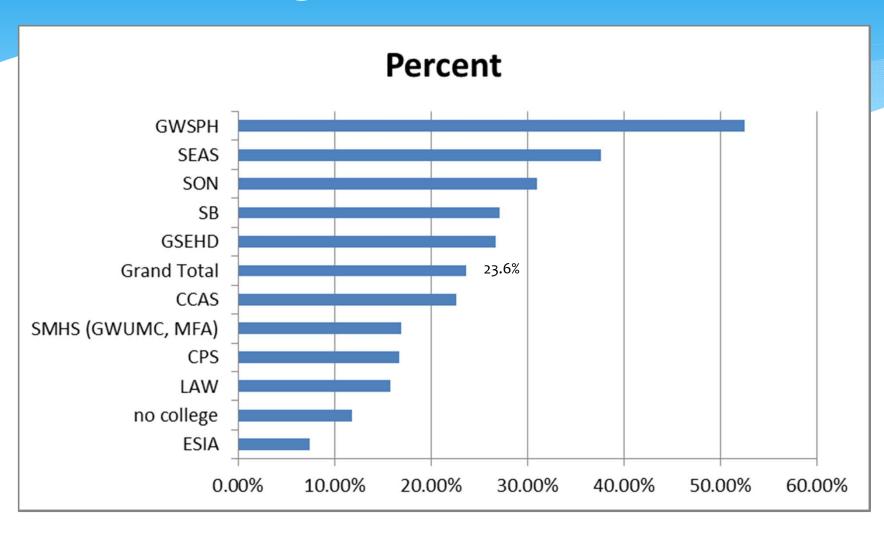
Prof. Charles A. Garris, Chair
Faculty Senate Executive Committee

Faculty Assembly Voting Options

Faculty Organization Plan

Currently - Tenured ONLY

President Knapp Introduces BOT Amendment to FOP

BOT Amendment to FOP
Tenured, Regular, Specialized

EC Chair Garris Introduces Senate Amendment to BOT Amendment

Faculty Senate Amendment to Board Amendment
Tenured, Regular

Faculty Vote on Senate Amendment

NO
139 YES
187 NO

YES

BOT Amendment to FOP
Tenured, Regular, Specialized

AMENDED BOT Amendment to FOP
Tenured, Regular

Faculty Vote on BOT Amendment

YES

NO
169 YES
159 NO

NO

YES

RESULT

Option 1
Senate Membership
Tenured, Regular, Specialized

Option 3
Senate Membership
Tenured ONLY

Option 2
Senate Membership
Tenured, Regular

Data on FA Voting by School

2015 Faculty Assembly					
CPS	4	24	16.7%		
no college	4	34	11.8%		
ESIA	5	68	7.4%		
LAW	12	76	15.8%		
SON	13	42	31.0%		
GSEHD	20	75	26.7%		
SB	32	118	27.1%		
SEAS	35	93	37.6%		
GWSPH	62	118	52.5%		
SMHS (GWUMC, MFA)	74	438	16.9%	affiliated faculty = 622	
CCAS	114	504	22.6%		
Grand Total	375	1590	23.6%	Honors, WLP, Uni Profs	
School	Attend	Total School	%		

Number of Votes per School

Percentage of Votes by School

Analysis of Numerical Data

* SMHS showed very strong interest in participation.
* MISPH showed very strong interest
* Majority (169/159) of voters favored participation of Specialized Faculty.
* Quorum of 125 exceeded. But only 23.6% of voters attended. Weak quorum for making major changes in our governance process.

Conclusions

* We need to be inclusive. The Senate represents ALL faculty and we must be responsive to the Medical/ Health Wing of the University.

* It is gratifying that there is such a strong desire to participate in governance from the Med/Health Faculty.

* It is disappointing that participation from some traditional departments is so weak. **Is the Senate relevant to faculty in mainstream departments?**

What is the Mission of the Senate?
Which Faculty can best sere that mission?

* Vehicle for Transfer of Information
  * Reports
  * Discussions
  * Debates
* Vehicle for Shared Governance (real decision-making)
  * Committees – hard work & robust discussion on policies, actions, and the University business.
  * Resolutions

Options ???

* Accept result of vote of the Faculty Assembly – Only tenured faculty can be members of Senate.
  * This clearly would fracture the Faculty. We need to bring the Faculty together.
* Revisit Participation Issue – Craft new resolution from scratch.
  * Not a good option. After all the work, no enthusiam for this option.
* Compromise: Support Resolution 16/4 but with exemptions for SMHS, SON, and MISPH.
  * Balance between the importance of tenure in shared governance while recognizing the importance of inclusion of the Med/health faculties which operate on different models than the traditional disciplines.
* Initiate a Senate Task Force to study how to make the Senate relevant to ALL Faculty.

Thank You.

REPORT OF THE EXECUTIVE COMMITTEE
Charles A. Garris, Chair
November 13, 2015

ACTIONS OF THE EXECUTIVE COMMITTEE

Faculty Governance:

The Executive Committee was very much engaged with the administration and the parliamentarian in preparing for the Faculty Assembly and dealing with an abundance of decisions that had to made.
Recall that at the September Faculty Senate meeting, resolution 16/4 concerning membership in the Faculty Senate was passed by a large margin. It directed the Chair of the Executive Committee to put forward an amendment to the Board of Trustees' amendment to the Faculty Organization Plan at the upcoming Faculty Assembly. I presented the Senate's amendment at the Faculty Assembly. The amendment failed by a vote of 139 YES; 187 NO. Voting then went to the main motion which required a 2/3 vote. This motion failed by a vote of 169 YES; 159 NO. Thus, the Faculty Organization Plan remains unchanged and tenure is required for Faculty Senate membership.

Health Care Benefits:

The Executive Committee has been keeping in communication with the ASPP, Benefits Task Force, and the Benefits Advisory Counsel in connection with health benefits. At the Senate meeting of October 9, concerns were raised that the benchmarking of GW with peer institutions varied between the studies of the ASPP-FP&B Joint Task Force, the Benefits Task Force, and the consulting firm Mercer. Arguments were made by the administration that the Mercer benchmarking model was the superior one. It was suggested that the Benefits Tax Force, which is due to submit its report to President Knapp in November, might include in that report an Appendix titled "Approach to Benchmarking Fringe Benefits" in which the various approaches that have been used are analyzed, and provide discussion of what each reveals and the limitations of each. Then, as part of the BTF reporting to the Senate about its work, this issue would be discussed. Professors Cordes, Hopkins, and Rosenbaum agreed with this approach. After the report becomes available, we will schedule a Benefits Task Force Report to the Senate.

Provost Transition Process:

The Executive Committee met with Professor Forrest Maltzman, named Interim Provost starting in January, on two high level appointments. The first was Professor Teresa Murphy as Deputy Provost for Academic Affairs beginning January 1, 2016; and Ms. Laurie Koehler as Senior Associate Provost for Enrollment Management. The Executive Committee met with both and discussed their roles in the administration as part of the consultative process. We will continue to interact with the Administration to discuss changes within the Provost office and how the Senate can most productively ensure meaningful input during the interim period. We will also be following the search process for a new Provost.

FACULTY PERSONNEL MATTERS

Grievances

There are currently three grievances pending. One in the School of Engineering and Applied Science, one from the School of Medicine and Health Sciences, and a new one from the Graduate School of Education and Human Development.

ANY OTHER MATTERS

The Faculty Senate Coordinator position has not been filled yet. We have completed interviews and have identified some excellent candidates. We have requested that an offer be extended to one candidate. We are awaiting news from HR.

In the meantime, we have continued to enjoy the marvelous support of Jennifer Siecks, Cassandra Wiseman, and Jacqueline Akyea who have been on loan from the Provost's Office. I once again thank Provost Lerman and Vice Provost Dianne Martin for providing this excellent support.

An updated list of the Senate Standing Committee membership is posted to the Senate website. Kindly advise me of any omissions or errors and if you would like to nominate new members to the standing committees.

Because of all of the pressing Senate activity, and the fact that we do not have a replacement Senate Coordinator at this time, we have not been able to complete the Minutes of the September 11 and October 9 in a timely manner. This is my responsibility and I apologize for not having it ready. It is very important that we have an accurate record for these meetings. Professor Harald Griesshammer has kindly agreed to help me and the staff put together complete and accurate minutes. We hope to have them ready for next meeting.

Concerning the Faculty Assembly, I would like to thank Parliamentarian Steve Charnovitz and Vice Provost Dianne Martin for the tremendous amount of effort needed to make this event run smoothly. Most of their efforts were behind the scenes and not visible. I will not go into the details, but they faced many challenges and both responded with excellent solutions.

ANNOUNCEMENTS

The following are upcoming reports:

December 11, 2016:
      Dean Linda Livingstone – Report on New Direction in SB
      Patrick Nero – Report on Athletic Activities at GW
      Professor J. Cordes – Report of FP&B on University Budget Status

January 15, 2016

Senior Associate Provost for International Strategy – Doug Shaw –Report on GW International Activities
Vice Provost Paul Berman – On-Line Education Programs.

February 12, 2016:
Mr. Aristede Collins – Report on GW Development

Thank You.

Lyterati Update

Expert Finder Initiative

Dianne Martin

Vice Provost for Faculty Affairs

Faculty Senate Report

November 13, 2015

Faculty Information System Advisory Committee (FISAC) – faculty watchdog

Dianne Martin   Faculty Affairs

Geneva Henry   Library

Scott Pagel   Law Library

W. Burlette Carter   LAW

Michael Castleberry GSEHD

Steven Tuch   CCAS

Kathy Newcomer   CCAS

Walter Reich   ESIA

Christine Pintz   SoN

Melissa Perry   MISPH

Kim Roddis SEAS

Paul Swiercz SB

Mary Corcoran SMHS

Laura Boselovic CCAS

Monica Partsch   MISPH

Lyterati Update – 2015 Annual Report Cycle

Number of faculty reporting through Lyterati: 1565 (<=100%)

Number of reports that went through the entire cycle: 1363
90 completed by faculty only
112 went to dept chair level review

This year – greater transparency as faculty could look in on their report at any stage along the way.

COI disclosure reporting – 100% compliance this year!

Process went very smoothly this year - no drama

Lyterati AR Summary Report 2015

Table 1 - Breakdown by Status and School													
AR Status	**CCAS**	**CPS**	**ESIA**	**GSHED**	**GWSB**	**LAW**	**MISPH**	**No College**	**SEAS**	**SMHS**	**SON**	**University**	**College Total**
Dean Review Completed	231	21	25	25	61	61	96	3	0	383	2	5	913
Department Head Review Completed	5	0	2	4	0	0	5	0	46	47	2	1	112
Faculty Acceptance Completed	251	4	41	18	52	9	6	0	0	33	34	2	450
Faculty Review Completed	5	0	1	15	2	0	5	6	37	18	0	1	90
Faculty Review Initiated	4	0	0	1	0	0	0	1	2	2	0	0	10
Not Started	11	2	6	8	3	2	3	6	4	8	1	3	57
Total*	492	25	69	62	115	70	112	9	83	491	38	9	1565
Table 2 - Pending by Supervisor													
Total Supervisory Chains by School	500	27	72	66	115	70	112	13	84	494	38	9	1590
Pending*	8	2	3	4	0	0	0	4	1	3	0	0	25

How Lyterati can be used

- Generate accreditation data / faculty CVs

- Special reports – Urban Affairs Committee: 588 faculty involved in local community outreach projects

- Faculty Expert Finder project

Expert Finder *Background*

The Need

- Numerous requests to locate faculty by expertise
- Multiple databases storing faculty information
- Both internal and external needs to identify GW experts

The Response

The Office of the Provost, Office of the Vice President for Research, Executive Vice President & Treasurer, and Vice President for External Relations charged a cross-functional team with exploring options for creating an "Expert Finder" tool

Expert Finder *Solution*

- [VIVO](#) is an open source semantic web application that enables the discovery of research and scholarship across disciplines at an institution

  o **"VIVO: Enabling National Networking of Scientists: (NIH Project, 2009-12)**

- Feeds are sent from [Lyterati to VIVO](#) from **Banner** and the **Academic History** section of the faculty data to display non-confidential information and enhance collaboration
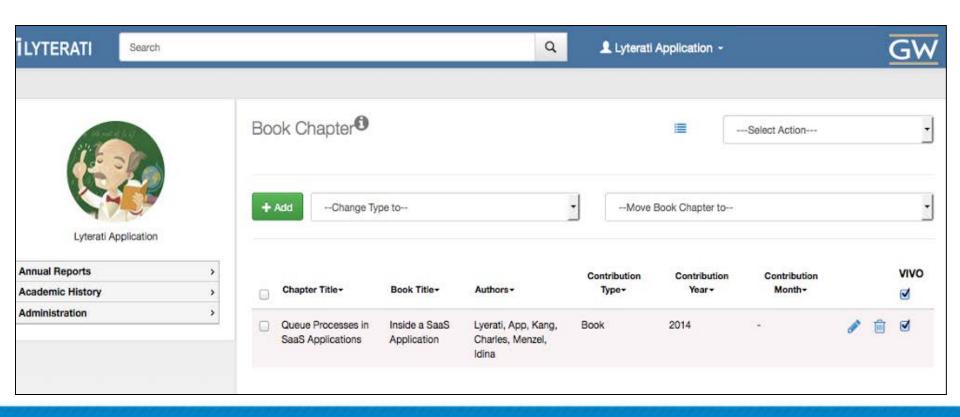
- Faculty who have opted out of searches are not included.

Expert Finder *Benefits*

- Expertise Network

  - Built-in core ontology closely matches Lyterati research headings/terminology / also inputs Orcid profiles

  - Media Experts

  - Aligns with GW Strategic Plan

- GW Web Profiles

- Streamlined flow of information

  - Eliminate need for multiple databases across schools & institutes
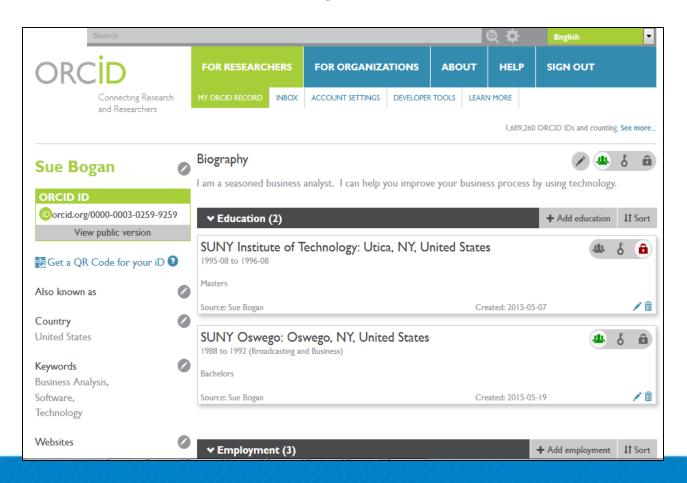
Sources of the Data in GW/VIVO

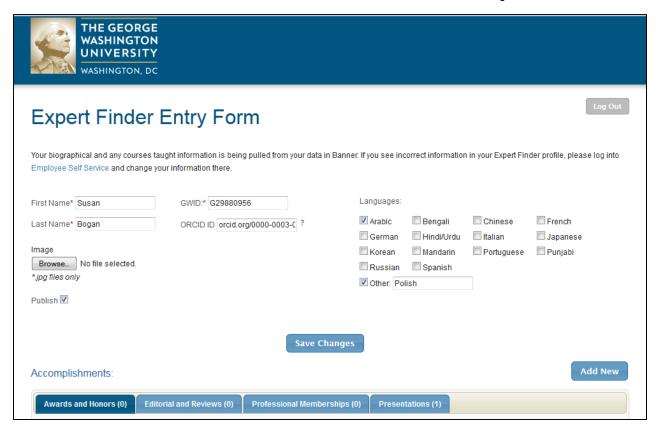**Faculty– Banner for Demographic info / Lyerati for Academic History**

Sources of the Data in GW/VIVO

From outside – ORCID profile – others to be added

Sources of the Data in GW/VIVO

Researchers / staff can create a GW VIVO profile

Timeline

- **AY 2014-15**
Build the VIVO application

- **Spring –Fall 2015**
Several pilot tests with selected faculty

- **Now**
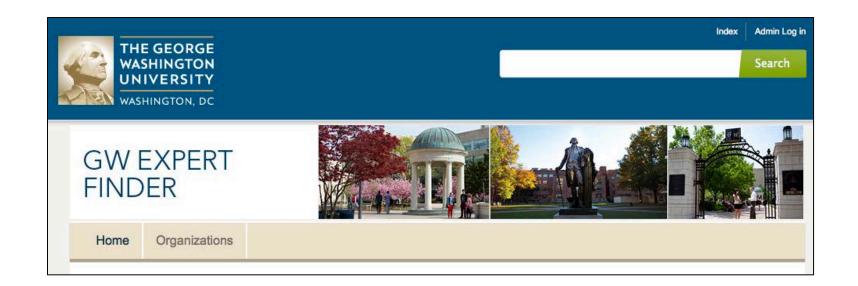Brief deans, send out Infomail to faculty to announce that VIVO is ready for them to view/edit

Timeline

- **Mid November 2015 – Mid January 2016**
Open to all faculty, specialized faculty and staff to clean up data (Lyterati) or create a profile (MyGW/ORCID) Expert Finder only open to those on GW Network

- **Mid January**
Open Expert Finder site to public

- **Beyond**
Allow for consumption of this data by school sites (potentially replace existing, manually maintained, faculty listings)
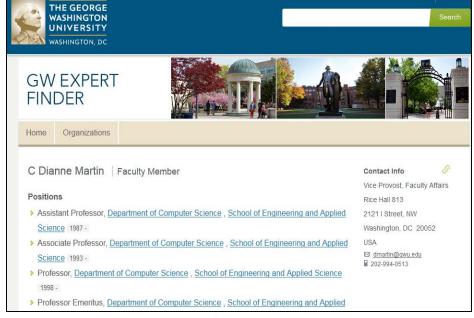
https://expert.gwu.edu

** Until mid-January, must be on GW Network to access

VIVO DEMO

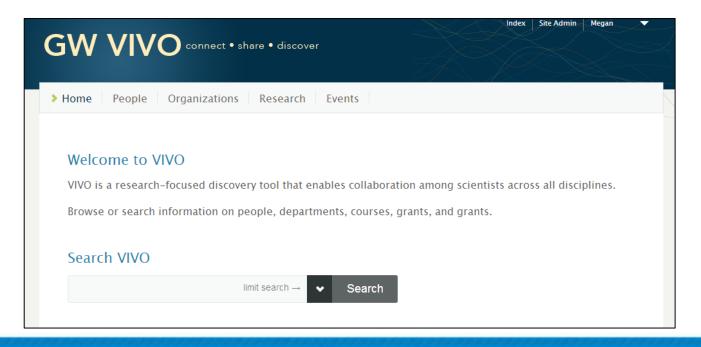# **Expert Finder** *Feedback*

Questions?

W. M. Kim Roddis
Professor of Civil and Environmental Engineering
Science and Engineering Hall, Civil & Environmental Engineering
Faculty Senate Meeting on November 13, 2015

I commend Associate Provost Martin for her success instituting a modern system for faculty annual reports. She has accomplished this through persistence, patience, and leadership of an open process. The following portion of Provost Lerman's letter to Chairs in 2012 concerning faculty annual reviews seems very appropriate:

> "I thank you in advance for your diligence in carrying out this very important performance evaluation process.   It helps to strengthen our academic programs and to create a culture of transparency."

The transparency provided by Associate Provost Martin reveals the extent of a long-standing problem in the School of Engineering and Applied Sciences. The faculty annual review process is not completed by the dean. Consider the result for Chairs and Faculty. Referring again to the Provost's letter of 2012 to Chairs:

> "Please schedule a personal meeting early in the fall semester of 2012 with each of your colleagues, at which you discuss the past year, your comments, the dean's comments, and the faculty member's own comments. This is an opportunity for you to discuss future goals with each faculty member. I want to emphasize how important it is that you carefully place on the record, and simultaneously communicate to each individual, any departmental concerns regarding performance, especially when those concerns may affect reappointment decisions, promotion decisions, tenure decisions, or compensation."

Since the Chair is not to meet with or provide comments to the faculty member without first receiving the dean's comments, no faculty reviews are formally completed in SEAS. Perhaps this would not be much of a problem if the merit raises were allocated based on the Chairs' recommendations. However, this is not done. The Dean withholds one third of the merit raise pool to allocate according to procedures he has established. The Chairs make recommendations for allocation of two thirds of the merit pool, but may well find that the actual raises differ from the Chairs' recommendations.

This situation continues year after year. Perhaps the transparency provided by Associate Provost Martin's report will combine with the new Faculty Code provisions for regular review of all deans to correct this situation.