

**THE GEORGE WASHINGTON UNIVERSITY**  
**Washington, DC**

**MINUTES OF THE REGULAR FACULTY SENATE MEETING**  
**HELD ON FEBRUARY 12, 2016**  
**IN THE STATE ROOM**

Present: President Knapp, Interim Provost Maltzman, Registrar Amundson, and Parliamentarian Charnovitz; Executive Committee Chair Garris; Deans Akman, Livingstone, and Vinson; Professors Barnhill, Brazinsky, Costello, Galston, Griesshammer, Harrington, Hopkins, Khoury, Marotta-Walters, McAleavey, McDonnell, Newcomer, Price, Pulcini, Rehman, Rimal, Roddis, Rohrbeck, Sarkar, Sidawy, Squires, Swaine, Swiercz, Williams, Wilmarth, Wirtz, and Zeman.

Absent: Deans Brigety, Dolling, Eskandarian, Feuer, Goldman, Jeffries, and Morant; Professors Dickinson, Downes, Hawley, Jacobson, Katz, McHugh, Packer, Rice, Shesser, Thompson, and Wald.

CALL TO ORDER

The meeting was called to order at 2:17 p.m.

APPROVAL OF THE MINUTES

The minutes of the December 11, 2015, and January 15, 2016 Faculty Senate meetings were approved without comment.

RATIFICATION OF AMENDED RESOLUTION TO AMEND THE *FACULTY ORGANIZATION* PLAN TO AUTHORIZE NON-TENURED REGULAR FACULTY IN TWO SCHOOLS TO SERVE IN THE FACULTY SENATE 16/6 (Professor A. Wilmarth)

Professor Wilmarth reported that, as instructed by the Senate, the Executive Committee met and agreed to make changes to the resolution's "whereas" clauses to reflect the discussion that took place at the January 15 Senate meeting. The changes to the "whereas" clauses are shown on the revised copy of the resolution that was attached to the agenda for this meeting. The "resolved" clauses have not been changed.

President Knapp noted that the next step is an up or down vote by the Senate to accept the revised language. Questions or comments were entertained prior to the vote.

Professor Griesshammer asked whether the resolution provides clear language regarding the movement of the resolution from the Senate to the Faculty Assembly. Professor Wilmarth responded that the second "resolved" clause authorizes the Executive Committee (on behalf of the Senate) to petition the President to present the resolution to the next regular session of the Faculty Assembly. The Executive Committee intends to petition the President to place the resolution on the agenda for the next regular meeting of the Faculty Assembly. The Executive Committee expects that meeting to occur during the Fall 2016 semester.

A vote on the amended resolution language passed with three senators opposing.

REPORT: DEVELOPMENTS IN THE GW ATHLETICS PROGRAM (Patrick Nero, Director of Athletics & Recreation)

Mr. Nero began with an overview of the Athletics program, noting that the GW has 27 varsity athletics programs with around 500 students participating. GW also has 32 club teams (over 750 students) and 20 intramural programs (over 2000 students). In addition, 150 students participate in the department's spirit programs. He also noted that the department has an annual program that recognizes a faculty member and students receiving academic awards. This event will be held on February 24<sup>th</sup> at the Smith Center; Senate members were invited to attend a reception prior to that evening's men's basketball game.

Mr. Nero invited Ed Scott, Senior Associate Athletic Director, to speak about how the department works to support student athletes. Mr. Scott began by providing an overview of staffing in the academic support area, which includes four academic advisors and a learning specialist. In any given semester, the department supports a pool of 40-50 tutors covering about 150 subjects. Mr. Scott stressed that the department's focus is not on keeping student athletes eligible for team participation but on educating them to be successful both at GW and in their future endeavors.

Mr. Scott indicated that the department works closely with the Admissions Office to ensure that admitted student athletes are a good academic fit for GW as well as a good competitive fit for the team recruiting them. Freshman student athletes as well as other targeted groups (students identified as struggling academically) are required to attend weekly academic support meetings. In addition, study hall hours are mandatory and monitored for all incoming students and any student with a GPA below a 2.7. These students are required to complete a minimum of six hours per week in the study hall. Mid-term progress reports for all student athletes are requested from faculty members in order to identify any problem areas for student athletes early enough in the semester to allow time for adjustments and improvement. Any identified academic issues are brought directly to the relevant head coach; coaches receive weekly updates on study hall progress as well as any tutoring or midterm progress report issues.

The department tries hard to limit missed class time, communicating early in the semester to all faculty, informing them of potential conflicts. Mr. Scott reported that the faculty has been very favorable about working with the Athletics department, recognizing that the department does everything it can to minimize these time conflicts.

Another tool the department uses is summer school. Many admitted student athletes are brought to campus the summer before matriculation to give them a head start on getting acclimated to the academic rigors of GW, identifying potential problem areas and putting support systems in place before the start of the student's first semester. Summer courses are also used to help minimize student athletes' course loads during the fall and spring semesters.

Mr. Scott noted that the department also works with students on time management, proper study skills, note and test taking, proper writing and grammar, and life skills. In addition, the department tracks degree program clustering to ensure that student athletes aren't clustered in certain majors and

are instead more representative of the diversity of program studies found on campus more generally. Currently, student athletes are in 47 different majors.

Mr. Nero provided some data on student athlete academic performance at GW. He noted that currently 119 student athletes are on the Commissioner's Academic Roll with a 3.5 or higher GPA; 68% of student athletes have a GPA over 3.0. The overall student athlete GPA for the Fall 2015 semester was 3.18, which represents the highest average GPA ever for the department. Spring GPAs tend to be a bit higher as incoming students get acclimated; the Spring 2015 average GPA was 3.22, also the best recorded by the department. The graduation success rate for student athletes currently stands at 94%, which is very high within the NCAA.

Demographically, Mr. Nero noted that 63 athletes from 35 different countries participate in varsity sports at GW. This mirrors GW's efforts at a strong international focus.

Mr. Nero also presented GW's institutional performance data from the NCAA, which allows institutions to see how they compare in many categories to similar schools and/or to in-conference schools. GW performs very well on college entrance exam data within the market basket, which allows for a strong recruiting position for high-level student athletes. In particular, entrance exam scores for both the men's and women's basketball teams have risen, allowing for the recruitment of very strong students. High school core GPA is also high as compared to the market basket schools; both basketball programs have shown a significant rise in this area over the past few years.

On the community service front, GW won the NCAA's national competition with the most community service hours by an athletic program. Last year, student athletes performed 9500 hours of community service. GW is currently the only program in the country with a mandatory community service hours requirement for student athletes.

Competitively, Mr. Nero reported, GW had a great year. The program had seven All-Americans and has had 14 team championships since 2011, with six team championships in 2015. National exposure through two strong basketball programs has increased significantly over the past five years.

Professor Brazinsky inquired about the rise in test scores and GPAs for the basketball teams and whether the increases reflect the result of a deliberate strategy or natural turnover of lower performing student athletes for higher performing new recruits. Mr. Nero responded that coaching changes made in both basketball programs (in 2011 and 2012) included a deliberate focus on recruiting stronger students to the programs. This, in combination with some lower-performing students graduating out of the programs, has resulted in the demonstrated GPA increase. Even the lower performing students are now at a higher level than they were prior to the change in recruitment focus.

Professor Roddis observed that the climate for students to succeed at both sports and academics within the School of Engineering and Applied Science (SEAS) has improved in recent years. She noted, though, that some faculty members still seem to believe that students need to choose between an engineering major and a varsity sport. She asked what might be done to correct this misperception. Mr. Nero responded that engineering is certainly the most challenging major for student athletes due to the amount of time required academically for course and lab work, study time and tutoring. Some students, after their sophomore years, determine that they do need to make a choice between their sport and their engineering major. Engineering is an area where more work

needs to be done to ensure student athletes can be successful academically while still participating in their sports.

Professor Sidawy congratulated Mr. Nero on his recruiting accomplishments during his tenure.

Professor McAleavey asked whether there are metrics or anecdotal information available about the success of the midterm warning process. Mr. Nero noted that the midterm progress reports have allowed the department to determine whether a given student athlete should operate under an adjusted schedule (e.g., not traveling during the week) to allow for increased academic focus. Professor McAleavey followed up with an inquiry about the volume of midterm reports indicating students experiencing trouble. Mr. Nero noted that the weekly meeting on “students of concern” include the academic advisor, the director, and the assistant director (as well as, occasionally, a coach) and typically cover ten students.

Professor Wilmarth asked whether the SATs/ACTs as well as high school GPAs are both important in predicting the success of student athletes once they have arrived on campus. Mr. Nero responded that the simplest answer is that the Athletics department is not part of the test optional admissions program. Athletic recruiting begins very early in the high school career of student athletes, and test scores are valuable in the context of long-term recruiting.

#### REPORT: NEW DIRECTIONS IN THE SCHOOL OF BUSINESS (Dean Linda Livingstone)

Dean Livingstone, who has been leading the GW School of Business (GWSB) for a little over a year and a half, opened her remarks by noting that one of the reasons she came to GW was due to her feeling that a unique opportunity existed at GW to take what is already a very good business school with excellent faculty scholarship and student programming, existing at the nexus of the private, public, and nonprofit world, and do what no other business school is positioned to do: engage the world from the nation’s capital.

Dean Livingstone provided information on the academic leadership of the school (see attached presentation document) and reported on academic operations in different areas of GWSB. On the graduate side, Vivek Choudhury joined GW in January from the University of Cincinnati and is the new Associate Dean for Graduate Programs. Graduate programs are a critical area for GWSB; there are approximately 2200 graduate students in the school (representing over half the school’s student population).

In late 2015, a new graduate certificate in capital markets was approved and will begin in Fall 2016. This is a partnership with the International Financial Corporation (IFC) and the Milken Institute. The certificate program, recently recognized by GWSB’s accrediting body as an inspiring innovation, is designed to provide educational opportunities on capital markets to individuals in government and business in the financial sector in sub-Saharan Africa. Students will come to Washington, DC, for coursework and internships and then return to their home countries to build the African business and economic climate. Dean Livingstone also described a new online program within the healthcare MBA program in partnership with the School of Medicine and Health Sciences (SMHS). This collaboration will make the program more competitive in the marketplace.

At the undergraduate level, Leo Moersen began work as the new Associate Dean for Undergraduate Programs in August 2015. Much work has been done on curriculum development at the

undergraduate level; the new Bachelor's of Business Administration (BBA) curriculum requires that students earn a minor outside GWSB. (The Bachelor's of Science and Finance requires that students earn a second major outside of GWSB.) Based on feedback from employers, the school believes this requirement will develop well-rounded students who will be better positioned for jobs in the marketplace. The redesigned program is in its second year, and GWSB will assess outcomes as students graduate to see if this requirement has an impact on hiring.

Dean Livingstone also spoke about the Lemonade Day program, an initiative at the undergraduate level. This program, using an established national curriculum, has been ongoing for several years and is a required part of the first-year development program in GWSB. Students go into middle schools in underserved areas around Washington, DC, and teach a six-week curriculum around entrepreneurship, developing a business plan, and building a financial model and a marketing plan. With the tools learned during the curriculum, students then build lemonade stands and sell lemonade all over Washington, DC. PNC Bank co-sponsors this program that counts 2500 students as participants, with over 300 stands in operation on Lemonade Day. This year, Lemonade Day will be held on April 23<sup>rd</sup>.

These programs are possible because of GWSB's tremendous faculty. In this area, Ave Tucker has funded a professorship in leadership and strategy; Dr. James Wade, coming from Emory University, has been hired for this professorship. The school is also recruiting for two existing open chairs, one in business ethics and one in accountancy. In addition, the PhD program has been completely redesigned.

Dean Livingstone reported that the Korean Management Institute was initiated within GWSB this year. GWSB has many well-placed alumni in Korea, which was the largest non-US alumni base for the school until recently (it is now second to China). The institute is designed to help GWSB partner on research with faculty in Korea and to help develop programs that will help build a strong base and take advantage of the alumni presence there. Along these lines, GWSB has also just signed a comprehensive partnership agreement with the Korea Institute for Advancement of Technology.

The GWSB career center has a couple of areas of strategic focus at present. One is on supporting international graduates. GWSB has a high percentage of international students (23% at the undergraduate level and 30% at the graduate level). Many international students want to remain in the States, and the career center has brought in staff to specifically support this population in placements both in the US and the students' home countries. The career center is also focusing on increasing undergraduate employment placements. Of the spring 2015 GWSB undergraduates, 86% who were seeking employment were employed within three months of graduation; this represents GWSB's highest placement rate to date. The full-time MBA program placement rates were also the highest yet, at 93%. Median salaries are also at an all-time high for the full-time MBA program.

Dean Livingstone noted that GWSB has had to become much more sophisticated in marketing its programs as specialized masters and online programs have become the primary growth drivers for the school. As a result, the school's digital marketing and advertising strategy has been completely revamped over the past few years. This effort has been led by Dustin Carnevale, GWSB's Executive Director for Marketing and Communications. Using new tools and technology, GWSB can now quickly analyze lead generation and make changes to its advertising mix as needed.

GWSB moved into the top 50 full-time MBA programs and remains in the top 10 to 15 programs in international business. In addition, Best for Vets ranks GWSB as the 27<sup>th</sup> best business school in the country for veterans.

Dean Livingstone reported that she undertook an update to the GWSB strategic plan, including work by three faculty-staff task forces. This process has been underway for about nine months and is ongoing. Three priorities have emerged from the process thus far and are leading to refinements to the school's fundraising campaign. The first priority is enhancing global focus. GWSB is looking at identifying initiatives that help the school refine how it engages in different parts of the world in an appropriate way, tailoring activities in different countries to the needs of those countries. A second priority is continuing to leverage the school's Washington, DC, location. The final major theme in the strategic plan is to create more multidisciplinary opportunities, whether with specific faculty or entire programs.

Dean Livingstone closed her remarks by noting four significant opportunities for GWSB as the school looks to the future. First, GWSB is seeking partnerships with other schools at GW in both research and programming opportunities. Second, the school is interested in working with other GW schools on developing non-degree executive education. Dean Livingstone chaired a university-wide task force last year on the need for better structure, support, and development in this area across the university. Third, GWSB is actively engaged in seeking a donor who would fund the school at a naming level. GWSB is one of the few top 50 business schools in the country without a naming donor, and this represents a tremendous opportunity in terms of financial resources and reputation. Finally, GWSB will continue to work on building enhanced support for faculty to endow professorships and continue to build an extremely strong faculty.

#### REPORT: UNIVERSITY DEVELOPMENT STATUS (Vice President Aristide Collins)

Vice President Collins began his report by acknowledging David Anderson, Senior Associate Vice President for Development. David is responsible for all fundraising programs in the schools and units as well as the central development functions.

Vice President Collins noted that the goals he and President Knapp discussed when he began work with Development and Alumni Relations (DAR) were to strategically focus and deploy financial and human resources, to maintain momentum for the campaign, and to accelerate and expand GW's fundraising capacity for the future. In essence, these goals entail analyzing existing information, looking at DAR's staffing structure, and ensuring that the department is providing support to the schools and units to meet their fundraising and alumni relations goals.

Vice President Collins next provided an overview of the *Making History* Campaign, noting that every contribution counts toward the overall campaign goal, the public phase of which began in June 2014. Thus far, just over \$835 million has been raised toward the campaign's \$1 billion goal. The campaign's purpose is to provide a catalyst for giving and alumni engagement. There are three significant campaign pillars: enhance academics, support students, and break new ground. These three areas comprise academic program support, research and faculty, student scholarship, and student life and facilities and cover the breadth of the university. In essence, the role of the campaign is to support the academic mission of the university, the vision of its leadership, and the work of its faculty.

Campaign data shows that, to date, there are over 57,000 donors to the campaign (including 35,000 alumni). Faculty and staff giving last year was \$8 million, and parent giving was \$7 million. Senior class gift participation reached 61% last year; this ability for young alumni to give close to their graduation date helps boost overall alumni participation.

Vice President Collins noted that Matt Manfra joined GW in August 2015 as Associate Vice President for Alumni Relations. The alumni relations team is the staffing group that works with schools and units to provide support for alumni engagement. They conduct events, programs, and activities to help connect alumni to the university, create volunteer opportunities for them, and increase ways for them to become involved with GW. As of today, GW has approximately 275,000 alumni worldwide that the office works to actively engage in programs. One important note is that a lifelong bond is established between alumni and faculty; it is because of faculty relationships and commitments to students that alumni become committed to GW in the long term.

With regard to administrative budget cuts at GW and how they might impact Development operations, Vice President Collins noted that the department is managed as a business unit. As such, areas of focus include return on investment, effective management of resources, and utilization of data to inform decision-making. Under the current leadership team, the organizational structure has been flattened. Staff are working with the deans and directors to develop school- and unit-based business plans and campaign road maps, which look at how best to match donors and prospects to existing priorities and programs in a given unit. Each school has dedicated alumni relations staff that therefore allows for a collaborative work when developing engagement and development programs. The fundraising model is also donor centric, such that, should donors express an interest in supporting certain or multiple fields or areas, development staff will work to strategically engage that donor.

Vice President Collins reported that to date, through philanthropy, approximately \$200 million will be added to the endowment. This includes outright cash as well as pledges and bequest intentions. Some donors prefer to support current-use gifts that are put to immediate use on scholarships or academic program support.

Faculty are essential to the success of the campaign and are encouraged to be partners with Development in fundraising. The largest gift in GW's history – the Milken & Redstone gift – came to fruition because of the goals and research priorities of the faculty. One helpful thing faculty can do in support of fundraising is to let the school fundraising teams know where they are traveling so that they can connect traveling faculty with alumni in those areas.

Professor Squires noted that he has heard that donors are sometimes more likely to give if they know a high percentage of faculty are giving as well. He has therefore asked his faculty to give at any level – even a single dollar – to demonstrate a high participation level among department faculty. He asked whether sharing faculty participation information at the department level might encourage other faculty to contribute to increase their departments' participation levels.

Professor Newcomer asked whether Development staffing has been completed or hiring is continuing. Vice President Collins responded that hiring did increase and is now leveling off and that he is comfortable with current staffing levels. One area where staffing was realigned was in the middle management layers; many of these positions were eliminated in support of creating more

positions in the schools and units where relationships between donors and faculty can be better cultivated.

Professor Newcomer followed up with a question about how high the turnover level is within the Development and Alumni Relations division. Vice President Collins responded that GW's compensation is competitive but that a natural consequence of a successful campaign is that other institutions will try to hire away strong development and alumni relations staffers. Vice President Collins noted that the office has maintained a robust training and support program for team members so that they can grow within GW's development and alumni relations operations.

Professor Price asked for clarification that every dollar given to the university since the announcement of the campaign has counted toward the campaign; Vice President Collins indicated that this is indeed the case. Professor Price then asked about the campaign effect and whether contributions during campaign years are any higher than during non-campaign years. Vice President Collins noted that progress toward the campaign goal engenders excitement and enthusiasm about being in a strong campaign, creating a "halo effect" on the donor community.

Professor Galston asked how the 9% participation rate in the campaign compares to GW's market basket schools or other schools of similar size. Vice President Collins responded that the Development and Alumni Relations division knows it needs to improve on the 9% participation rate. One challenge is that, each year, a new group of alumni join the pool of potential donors. Each year, approximately 5,000 people are added to the alumni pool. As people are becoming engaged and are giving to GW, another group of people the size of a small liberal arts college is coming into the pool of potential donors, which represents a challenge in terms of raising participation rates.

President Knapp noted that this circumstance is typical for institutions like GW that did not previously have a tradition of alumni development along the lines of that found in Ivy League schools and many small liberal arts colleges. In addition, a financial decision has to be made regarding continuing to contact alumni via direct mailing campaigns or investing in development professionals in strategic areas within the university.

Professor Galston also asked about the term length of pledges made under the campaign. Vice President Collins noted that gifts are typically paid over a five-year pledge period. Mr. Anderson added that gifts made in the final year of a campaign may be pledged for a five-year period.

Professor Griesshammer thanked Mr. Collins for his office's assistance in sorting out two departmental fund issues for the Physics department. One fund – established six years ago – had never accrued or been paid interest during those six years, effectively losing money at the rate of inflation. The second fund – another fund designated for the Physics department – had been used by another department in error. In both cases, the Physics department lost intended funds. Professor Griesshammer noted his appreciation for the Development office's help in resolving these issues, and he hopes the department will not have to foot the losses.

Professor Griesshammer asked how many endowments the university has and what kind of mechanisms are in place to keep track of how they are performing, who can access them, and who can pay into them. President Knapp noted that endowments are invested as a whole. They are restricted in many cases by the wishes and intentions of the donor such that they can be spend only for certain purposes. Mr. Anderson noted that there are 1,318 individual endowments.



Professor Wilmarth asked what portion of the \$240 million in fundraising reported for last year was represented by the Corcoran transaction. Mr. Anderson responded that \$232 million was raised last year, a history-making number for GW and higher than Vanderbilt or Emory. \$117 million of that number would be reflected in the Corcoran and Textile Museum transfers, so this is not a sustainable number at present.

Professor Barnhill inquired about who makes the investment decisions on the endowment and what type of investments the endowment is getting. President Knapp noted that this is a large subject in its own right and that perhaps the Executive Committee might consider inviting someone to present on the investment of the endowment.

## INTRODUCTION OF RESOLUTIONS

Professor Barnhill's proposed resolution entitled "A Resolution to Review the Board of Trustees June 8, 2015, Changes to the Faculty Code" was referred to the Executive Committee for assignment pursuant to Section 3(c) of the by-laws of the Faculty Senate.

## GENERAL BUSINESS

### I. Introduction of new nominations for election of faculty members to Senate Standing Committees:

Professor Garris noted that four staff members are nominated for inclusion in Senate committees. Article III, Section 5(c)(3) of the Faculty Organization Plan (FOP) notes that the Senate may elect any person to membership in the Senate committees. The only firm requirement is that committee members be elected by the Senate. In the interest of diversity and in getting expertise from a broad range of people who can contribute, it seems that the FOP was designed to be as inclusive as possible on this point. The executive committee unanimously supported the nomination of these four staff members:

Amy Aldrich (Physical Facilities)  
Dolsy Smith (Professional Ethics and Academic Freedom)  
Pallavi Gullo (Appointments, Salary, and Promotions Policy)  
Wael Bachnack (Fiscal Planning and Budgeting)

The nominations passed the Senate by unanimous consent.

### II. Reports of Senate Standing Committees

Professor Sarkar presented the attached report from the Research Committee bringing two topics to the Senate's attention (please see the report for the detail of these two topics).

In response to the report, Interim Provost Maltzman noted that these issues have been flagged for Vice President Chalupa. Regarding the indirect cost rate, the Provost's understanding is that existing grants have been grandfathered; only future granting activity would be impacted by this change. Professor Sarkar agreed with this understanding but noted that for the grant applications that have been submitted before the rate was introduced and therefore with a proposed budget with the

previous rate, when awarded, will have to adhere to the new rate. Professors Griesshammer and Sarkar further noted that even within the Office of the Vice President for Research (OVPR), there has been confusion. Eight Physics grants went in through three different OVPR officers prior to the December 28<sup>th</sup> deadline. One officer knew that the change needed to be applied, while the other two apparently did not.

President Knapp noted that the fundamental issue appeared to be the fact that the Senate was not consulted prior to the change being implemented. If there was a breach in this consultative process, this should be investigated. He asked the Provost to speak with the appropriate parties to determine what occurred and ensure that expected consultation takes place going forward.

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

Please see the attached report the Executive Committee work presented by Professor Garris.

### IV. Provost's Remarks

Provost Maltzman first addressed the damage to the Science and Engineering Hall (SEH). He noted that academic research performed by faculty and staff is fundamental to the university's mission. On Tuesday, February 9, at approximately 10:50am, a significant setback in this work occurred when a construction crew working on the seventh floor of SEH damaged a very significant sprinkler pipeline. The damage was to a large pipe, and it took high pressure to get water into the fire systems that run throughout the building. Thousands of gallons of water came out of that pipe on the seventh floor and ran down the building. The fifth and sixth floors took a lot of water, which then seemed to gravitate toward the central core of the building, running down the stairwell of the elevator shaft of the teaching tower.

The building had to be evacuated immediately. Fire systems were non-operational, and the elevators are still not running. On Wednesday, the building was closed. A top priority is to try and get principal investigators (PIs) back into the building, both to inspect their own labs and facilities and to make sure that as little damage as possible is done to the research occurring within SEH. PIs were given access to the building on Wednesday. On Thursday, every class that could be rescheduled was moved out of the building. Chemistry has very specialized teaching facilities, and those classes were able to proceed within the SEH. The building remains closed to the general public while cleanup continues. Over the weekend, restricted access for PIs will continue, and a specialized team will come in to do an assessment of any damage to the building.

Provost Maltzman also addressed organizational changes within the Office of the Provost. Professor Terry Murphy, of the American Studies department and the CCAS Dean's office, is now serving as Deputy Provost. In addition, the Office of Online Education and Academic Innovation and the University Teaching and Learning Center have been consolidated under University Librarian Geneva Henry. The Office of Academic Technologies and the eDesign shop for online course development will report to Associate Provost and Chief Academic Technologies Officer PB Garrett. The GW Teaching and Learning Center has also been realigned from Vice Provost for Faculty Affairs Dianne Martin to Ms. Henry's division. There are a lot of synergies in this move; librarians function as instructional designers and play a very productive role in working with faculty on course and curriculum design, and instructional designers are involved in teaching within the library structure.

The Provost noted that Professors McAleavey and Wirtz were excellent partners in helping to devise this reorganization.

Finally, Provost Maltzman noted that the Office of Diversity and Inclusion is being led on an interim basis by Professor Vanessa Perry. A search is underway for a new Vice Provost of Diversity Equity and Civic Engagement. The title of this Vice Provost position has been changed to better align it with the function of the position.

#### V. Chair's Remarks

President Knapp noted that applications to GW's undergraduate program were up 28% this year over the previous year, with a total of 25,400 applications for 2000 undergraduate spaces. The new test optional policy undoubtedly had something to do with this large increase but doesn't account for the full jump in applications as other institutions moving to a test optional policy haven't seen similarly large increases in applications.

The President noted that the way Admissions looks at high school GPAs under the new test optional policy involves a recalculation of GPAs based on a case-by-case assessment of the strength of each student's academic program. This has been found to be a better predictor of a student's success at GW than standardized test scores, which seem to have been discouraging students from inner-city schools, minority communities, and first-time college-going families from even applying to GW. As a result, the early decision round one class – the only definitive result available thus far – is a more diverse but academically stronger class than was recruited last year.

#### BRIEF STATEMENTS

Professor Griesshammer asked whether President Knapp could ensure that an email is directed to all faculty informing them that the new Faculty Code is available online as many faculty appear not to be aware that there is a new version of the Faculty Code. The online version consists of a PDF file that doesn't contain a version date or a list of the amendments to the code.

Professor Costello spoke to highlight the importance of covering the state authorization process for online and distance programs, which includes students who do internships out of state. Accreditation standards now require documentation that students are legally permitted to intern in different states, so this coverage is critical.

President Knapp thanked Vice President for Human Resources Sabrina Ellis for her service and many contributions to GW. Vice President Ellis is moving to New York City to join her family there and will be assuming a position at New York University. A search for her permanent successor will begin soon.

#### ADJOURNMENT

The meeting was adjourned at 4:03pm.

**A RESOLUTION TO AMEND THE *FACULTY ORGANIZATION PLAN* TO  
AUTHORIZE NON-TENURED REGULAR FACULTY IN TWO SCHOOLS  
TO SERVE IN THE FACULTY SENATE (16/6)**

**WHEREAS,** Article III.2(a)(3) of the *Faculty Organization Plan*, entitled “Membership,” currently provides:

“3. The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, 11 seats; the Graduate School of Education and Human Development, 3 seats; the School of Engineering and Applied Science, 4 seats; the School of Business, 5 seats; the School of Medicine and Health Sciences, 5 seats; the Law School, 4 seats; the Elliott School of International Affairs, 3 seats; the Milken Institute School of Public Health, 3 seats; and the School of Nursing, 2 seats. The faculty members shall be professors, associate professors, or assistant professors in full-time service who have tenure as of the academic year next succeeding the date of the election. Vice presidents, assistant vice presidents, deans, associate deans, assistant deans, and other faculty members whose duties are primarily administrative in nature shall be ineligible for election as faculty members of the Senate.”

**WHEREAS,** The academic curriculum of the School of Medicine and Health Sciences (SMHS) is different from the academic curricula of other schools in the University because intensive clinical training represents a very large component of the academic curriculum of SMHS and the clinical training programs of SMHS require a low student-faculty ratio as well as a large number of Regular Faculty who hold non-tenure-track appointments; and

**WHEREAS,** Regular Faculty who are affiliated with the Medical Faculty Associates (MFA) perform much of the clinical teaching within SMHS and comprise a very large majority of the Regular Faculty of SMHS; and

**WHEREAS,** More than a decade ago, the University adopted a policy (which is consistent with policies of other medical schools at other universities) of no longer granting tenure to MFA faculty and, consequently, at some point within the not distant future, no MFA faculty members will be eligible to serve in the Faculty Senate under the current provisions of the *Faculty Organization Plan*; and

**WHEREAS,** The School of Nursing (SON) has been in existence for five years and currently has only one tenured faculty member who does not hold an academic administrative position and is therefore eligible to serve in the Faculty Senate; consequently, SON has been represented in the Faculty Senate by only one Senator for the past two terms of the Senate despite being allocated two Senators under the *Faculty Organization Plan*; and

**WHEREAS,** SON currently has several Regular Faculty members who hold tenure-track appointments, and SON expects that some of those faculty members will receive tenure within the next few years and will become eligible to serve in the Faculty Senate;

**WHEREAS,** SMHS and SON each has Regular Faculty with non-tenure-track appointments at the rank of Associate Professor and Professor who will have completed more than three years of full-time service to the University by Fall 2016 and will be willing to serve in the Faculty Senate; and

**WHEREAS,** Due to the unique circumstances at SMHS and SON, the Faculty Senate believes that the *Faculty Organization Plan* should be amended to grant exemptions that would permit Regular Faculty with non-tenure-track appointments in SMHS and SON to serve in the Faculty Senate if they hold the rank of Associate Professor or higher and have completed at least three years of full-time service to the University, provided that the exemption for SON should be limited to three years and at least half of the Senators from both schools should be required to hold tenured appointments;

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

1. That paragraph 3 of Article III, Section 2(a) entitled, "Membership" be amended by the addition of the following two sentences at the end of that paragraph:

Exemptions to the foregoing rule regarding eligibility for service as a faculty member of the Senate are provided for the School of Medicine and Health Sciences and the School of Nursing, to the extent that, from those two schools only, Regular Faculty with non-tenure-track appointments shall be eligible to serve in the Faculty Senate, provided that such Regular Faculty shall have completed at least three years of full-time service to the University and shall have attained the rank of Associate Professor or higher, and provided further, that at least half of the faculty members of the Senate from each of those two Schools shall be tenured faculty members. The foregoing exemption for the School of Nursing shall expire three years after the approval of that exemption by the Faculty Assembly and the University's Board of Trustees.

2. That the Faculty Senate Executive Committee consult with the Administration as to an appropriate time for consideration of this proposal by the Faculty Assembly and that the Executive Committee be authorized, on behalf of the Faculty Senate, to issue a formal petition to the President, as Chairman of the Faculty Assembly, to place this proposal on the Agenda of the next regular or special meeting of the Faculty Assembly.

**A RESOLUTION TO AMEND THE *FACULTY ORGANIZATION PLAN* TO AUTHORIZE NON-TENURED REGULAR FACULTY IN TWO SCHOOLS TO SERVE IN THE FACULTY SENATE (16/6)**

**WHEREAS,** Article III.2(a)(3) of the *Faculty Organization Plan*, entitled “Membership,” currently provides:

“3. The faculty members of the Senate shall be elected by and from their faculties as follows: the Columbian College of Arts and Sciences, 11 seats; the Graduate School of Education and Human Development, 3 seats; the School of Engineering and Applied Science, 4 seats; the School of Business, 5 seats; the School of Medicine and Health Sciences, 5 seats; the Law School, 4 seats; the Elliott School of International Affairs, 3 seats; the Milken Institute School of Public Health, 3 seats; and the School of Nursing, 2 seats. The faculty members shall be professors, associate professors, or assistant professors in full-time service who have tenure as of the academic year next succeeding the date of the election. Vice presidents, assistant vice presidents, deans, associate deans, assistant deans, and other faculty members whose duties are primarily administrative in nature shall be ineligible for election as faculty members of the Senate.”

**WHEREAS,** The academic curriculum of the School of Medicine and Health Sciences (SMHS) is different from the academic curricula of other schools in the University because intensive clinical training represents a very large component of the academic curriculum of SMHS and the clinical training programs of SMHS require a low student-faculty ratio as well as a large number of Regular Faculty who hold non-tenure-track appointments; and

**WHEREAS,** Regular Faculty who are affiliated with the Medical Faculty Associates (MFA) perform much of the clinical teaching within SMHS and comprise a very large majority of the Regular Faculty of SMHS; and

**WHEREAS,** More than a decade ago, the University adopted a policy (which is consistent with policies of other medical schools at other universities) of no longer granting tenure to MFA faculty and, consequently, at some point within the not distant future, no MFA faculty members will be eligible to serve in the Faculty Senate under the current provisions of the *Faculty Organization Plan*; and

**WHEREAS,** The School of Nursing (SON) has been in existence for five years and currently has only one tenured faculty member who does not hold an academic administrative position and is therefore eligible to serve in the Faculty Senate; consequently, SON has been represented in the Faculty Senate by only one Senator for the past two terms of the Senate despite being allocated two Senators under the *Faculty Organization Plan*; and

Arthur Wilmarth 1/19/2016 11:51 AM  
**Deleted:** THREE

Liz Anderson 2/4/2016 8:09 AM  
**Deleted:** Whereas,

Liz Anderson 2/4/2016 8:09 AM  
**Deleted:** WHEREAS,

Arthur Wilmarth 1/19/2016 11:55 AM  
**Deleted:** t

Arthur Wilmarth 1/19/2016 11:56 AM  
**Deleted:** progra

Arthur Wilmarth 1/19/2016 11:55 AM  
**Deleted:** s

Arthur Wilmarth 1/19/2016 11:51 AM  
**Deleted:** and the School of Nursing (SON) are

Arthur Wilmarth 1/19/2016 11:56 AM  
**Deleted:** programs

Arthur Wilmarth 1/19/2016 11:56 AM  
**Deleted:** programs

Arthur Wilmarth 1/19/2016 11:52 AM  
**Deleted:** and SON,

Arthur Wilmarth 1/19/2016 11:52 AM  
**Deleted:** and SON

Liz Anderson 2/4/2016 8:09 AM  
**Deleted:** WHEREAS,

Liz Anderson 2/4/2016 8:09 AM  
**Deleted:** WHEREAS,

Arthur Wilmarth 1/19/2016 12:05 PM  
**Deleted:** .

Arthur Wilmarth 1/19/2016 12:05 PM  
**Deleted:** SMHS and

Arthur Wilmarth 1/19/2016 12:06 PM  
**Deleted:** each has a comparatively small percentage of

Arthur Wilmarth 2/3/2016 3:07 PM  
**Deleted:** are

Arthur Wilmarth 2/3/2016 3:08 PM  
**Deleted:** ,

Arthur Wilmarth 2/3/2016 3:07 PM  
**Deleted:** and

**WHEREAS,** SON currently has several Regular Faculty members who hold tenure-track appointments, and SON expects that some of those faculty members will receive tenure within the next few years and will become eligible to serve in the Faculty Senate;

**WHEREAS,** SMHS and SON each has Regular Faculty with non-tenure-track appointments at the rank of Associate Professor and Professor who will have completed more than three years of full-time service, to the University by Fall 2016 and will be willing to serve in the Faculty Senate; and

**WHEREAS,** Due to the unique circumstances at SMHS and SON, the Faculty Senate believes that the Faculty Organization Plan should be amended to grant exemptions that would permit Regular Faculty with non-tenure-track appointments in SMHS and SON to serve in the Faculty Senate if they hold the rank of Associate Professor or higher and have completed at least three years of full-time service to the University, provided that the exemption for SON should be limited to three years and at least half of the Senators from both schools should be required to hold tenured appointments;

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

1. That paragraph 3 of Article III, Section 2(a) entitled, "Membership" be amended by the addition of the following two sentences at the end of that paragraph:

Exemptions to the foregoing rule regarding eligibility for service as a faculty member of the Senate are provided for the School of Medicine and Health Sciences and the School of Nursing, to the extent that, from those two schools only, Regular Faculty with non-tenure-track appointments shall be eligible to serve in the Faculty Senate, provided that such Regular Faculty shall have completed at least three years of full-time service to the University and shall have attained the rank of Associate Professor or higher, and provided further, that at least half of the faculty members of the Senate from each of those two Schools shall be tenured faculty members. The foregoing exemption for the School of Nursing shall expire three years after the approval of that exemption by the Faculty Assembly and the University's Board of Trustees.

2. That the Faculty Senate Executive Committee consult with the Administration as to an appropriate time for consideration of this proposal by the Faculty Assembly and that the Executive Committee be authorized, on behalf of the Faculty Senate, to issue a formal petition to the President, as Chairman of the Faculty Assembly, to place this proposal on the Agenda of the next regular or special meeting of the Faculty Assembly.

Liz Anderson 2/4/2016 8:09 AM

Deleted: WHEREAS,

Arthur Wilmarth 1/19/2016 12:07 PM

Deleted: the percentage of tenured faculty at each School is expected to decline or not increase significantly in future years; and .

Arthur Wilmarth 1/19/2016 12:08 PM

Deleted: On June 18, 2015, the University's Board of Trustees approved amendments to Article I.B. of the Faculty Code, including an amendment that exempted SMHS, SON, and the Milken Institute School of Public Health (MISPH) from the provisions of Article I.B. requiring that at least 75% of the Regular Faculty in each school must hold tenured or tenure-track appointments and at least 50% of the Regular Faculty in each department must hold tenured or tenure-track appointments; and .

Arthur Wilmarth 1/19/2016 12:10 PM

Deleted: ,

Arthur Wilmarth 1/19/2016 12:10 PM

Deleted: and MISPH

Charles Garris 2/4/2016 12:31 PM

Deleted: are

Arthur Wilmarth 2/1/2016 5:41 PM

Deleted: WHEREAS, On September 11, 2015, the Faculty Senate approved Revised Substitute Faculty Senate Resolution 16/4, which endorsed the concept of expanding Senate membership to permit the inclusion of non-tenured Regular Faculty from each .

Liz Anderson 2/4/2016 8:10 AM

Deleted: WHEREAS,

Arthur Wilmarth 1/19/2016 12:08 PM

Deleted: WHEREAS, .

Arthur Wilmarth 1/19/2016 12:18 PM

Deleted: e

Arthur Wilmarth 1/19/2016 12:15 PM

Deleted: An e

Arthur Wilmarth 1/19/2016 12:15 PM

Deleted: is

Arthur Wilmarth 1/19/2016 12:15 PM

Deleted: ,

Arthur Wilmarth 1/19/2016 12:15 PM

Deleted: and the Milken Institute School of Public Health

Arthur Wilmarth 1/19/2016 12:15 PM

Deleted: hree

Arthur Wilmarth 1/19/2016 12:17 PM

Deleted: hree

Arthur Wilmarth 2/1/2016 5:41 PM

Deleted: References: .

... [3]

# 2016 Athletics Director's Report

**Presented to:  
GW Faculty Senate**





# Athletics Department Overview

**27 Varsity Teams Comprised of  
500 Student-Athletes**

**+**

**32 Club Teams Comprised of  
750 Club Sports Athletes**

**+**

**2,000 Students Participating in 20 Intramural Sports**

**+**

**150 Students in Colonial Brass and Spirit Program**

---

**= More than 25 percent of GW undergrads  
involved with GW Athletics**

# Thank You!

Please join us:

**WHAT:** Faculty Pregame Reception in the Colonials Club prior to Athletics Academic Dean's List presentations

**WHEN:** February 24<sup>th</sup> at 6:00pm

**WHERE:** Charles E. Smith Center

We will also honor the Student-Athletes' Choice for Professor of the Year, along with the top nominees during halftime of the game.



# Mantra of GW Athletics

BUILDING CHAMPIONS...

...IN THE CLASSROOM

...IN THE COMMUNITY

...AND IN COMPETITION



# Building Champions in the Classroom

## Overview of Educational Support Services

- Four academic advisors plus a learning specialist
- Pool of 40-50 tutors for more than 150 courses
- Mandatory weekly meetings for all freshman plus targeted others
- Monitored, mandatory study hall hours
- Mid-semester progress reports for all student-athletes
- Academic issues identified to Head Coaches
- Focus on education, not eligibility



# Building Champions in the Classroom

- Excellent collaboration with Admissions to identify and admit the brightest students who can excel at GW
- Emphasis on prioritizing practice and travel schedules to minimize missed class time
- Use of summer school to on-board incoming freshmen and aid upperclassmen's pursuit of excellence in their fields of study
- Academic enhancement through teaching of time management, proper study skills, note and test taking, proper writing and grammar
- Degree program selection assistance with serious fields of study = no clustering of student-athletes' majors
- Career services and Life skills offerings for life beyond GW

# Building Champions in the Classroom

- 119 student-athletes on the Atlantic 10 Conference's Commissioner's Honor Roll with a 3.5+ GPA in the fall
- 68% of GW student-athletes with a 3.0+ GPA
- 3.18: Athletics Department cumulative GPA last semester
- Graduation Success Rate of 94, eight percent higher than the NCAA Division I average of 86.
- Seven GW Athletics teams recognized by NCAA with Academic Progress Rate Public Recognition Award for being in the Top Ten percent of their sport nationally in 2015.
- Likelihood that in 2016 APR report, an all-time record number of GW teams will be honored with Public Recognition Awards



# INTERNATIONAL STUDENT ATHLETES



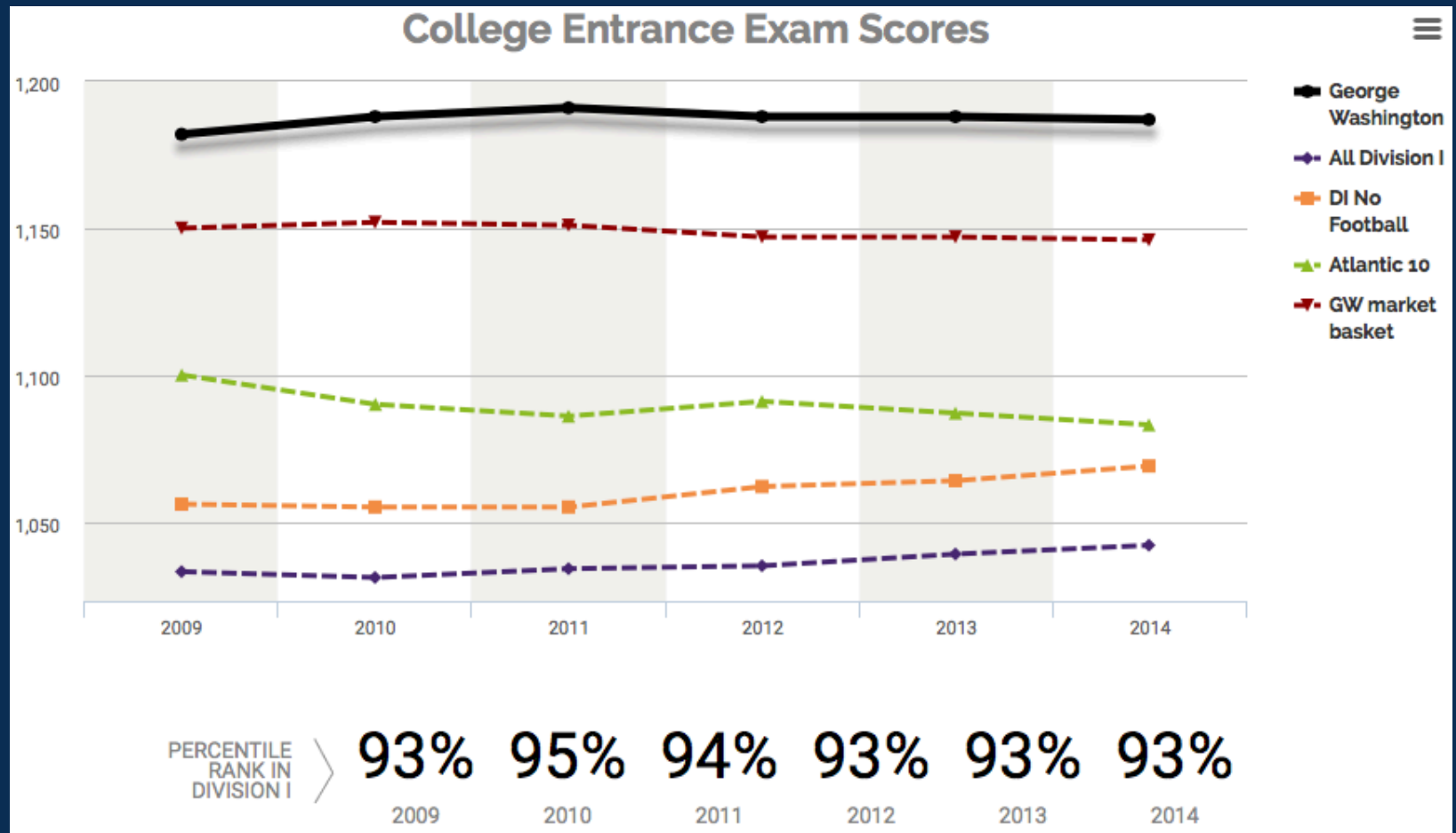
## Department of Athletics

# GW Athletics Institutional Performance Data





# GW Athletics Institutional Performance



GW student-athletes vs. market basket schools

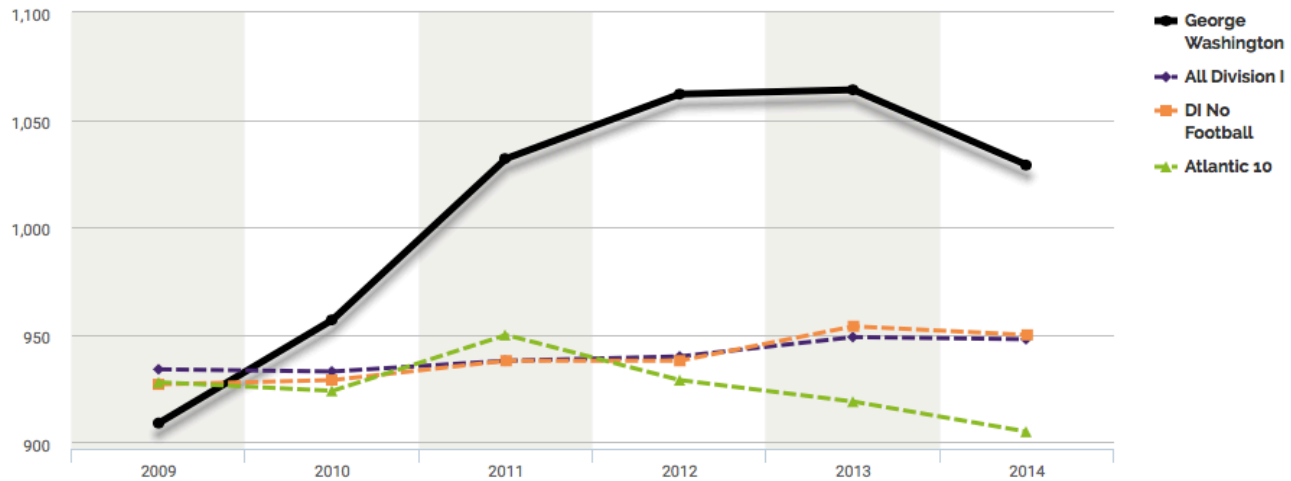


# GW Athletics Institutional Performance

MEN'S BASKETBALL

VIEWS: **GRAPH** TABLE

### College Entrance Exam Scores



PERCENTILE RANK IN DIVISION I > 32% 64% 87% 89% 91% 87%

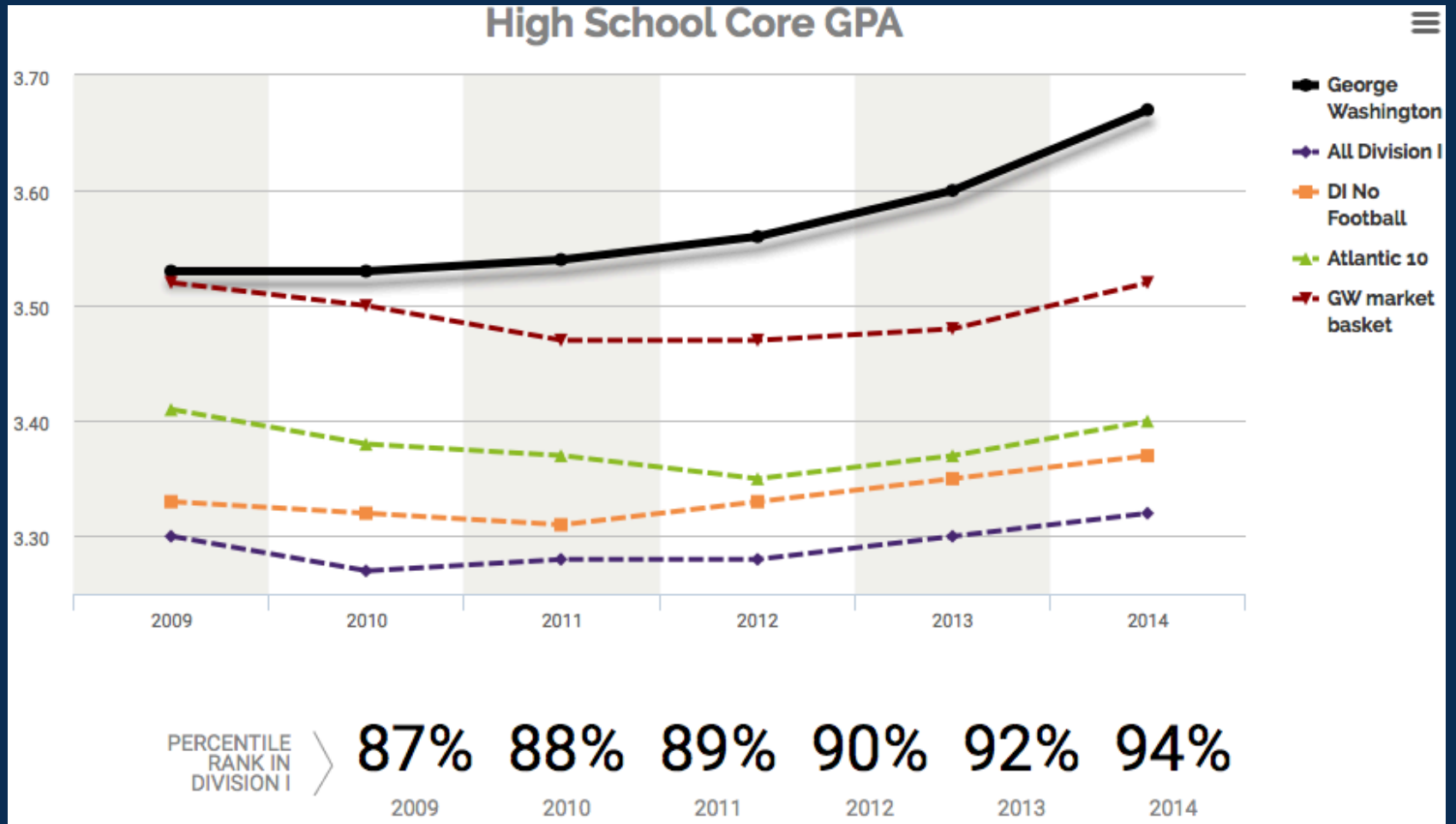
2009 2010 2011 2012 2013 2014

DATA SOURCE: NCAA ELIGIBILITY CENTER

Men's Basketball vs. Atlantic 10 Conference

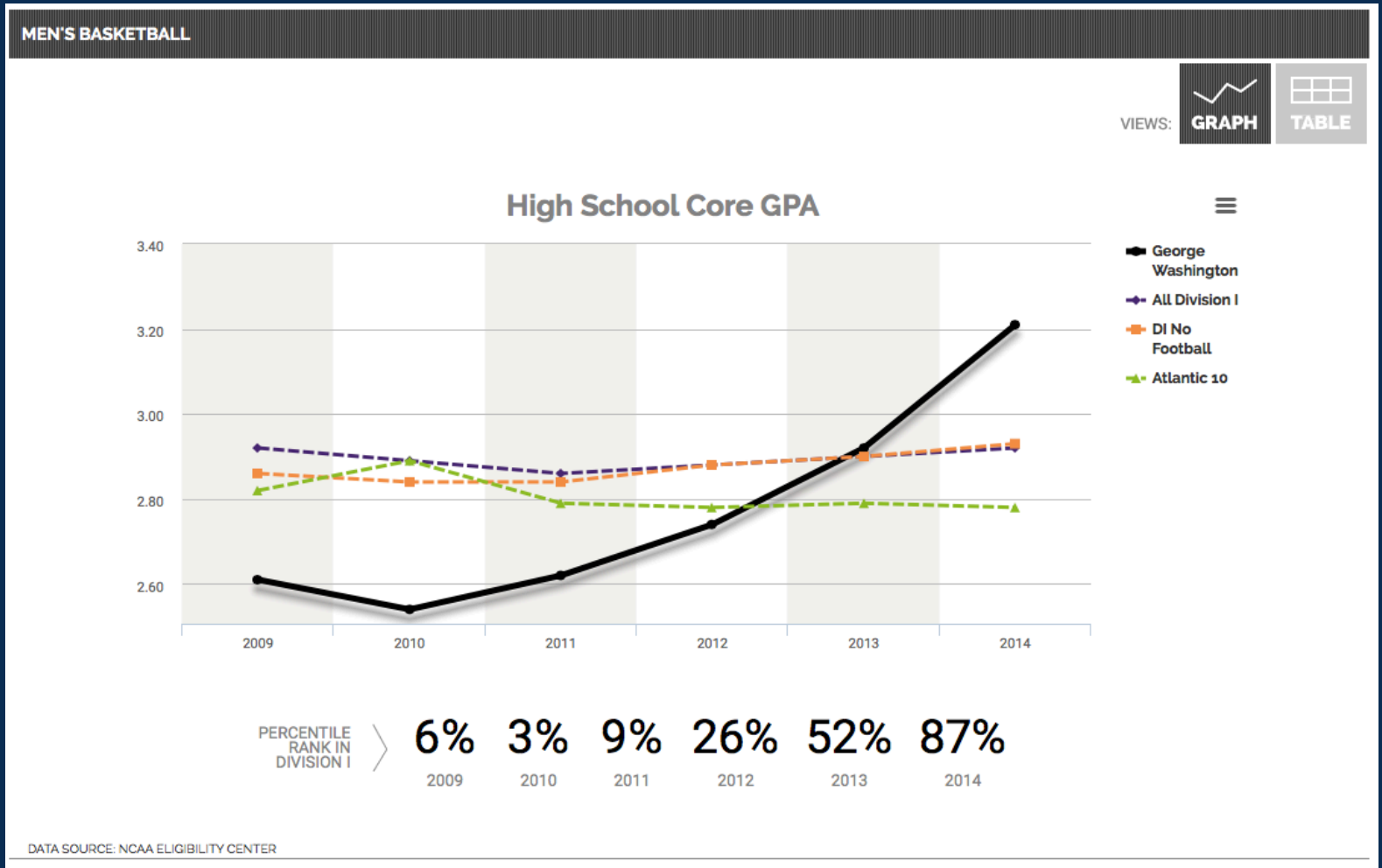


# GW Athletics Institutional Performance



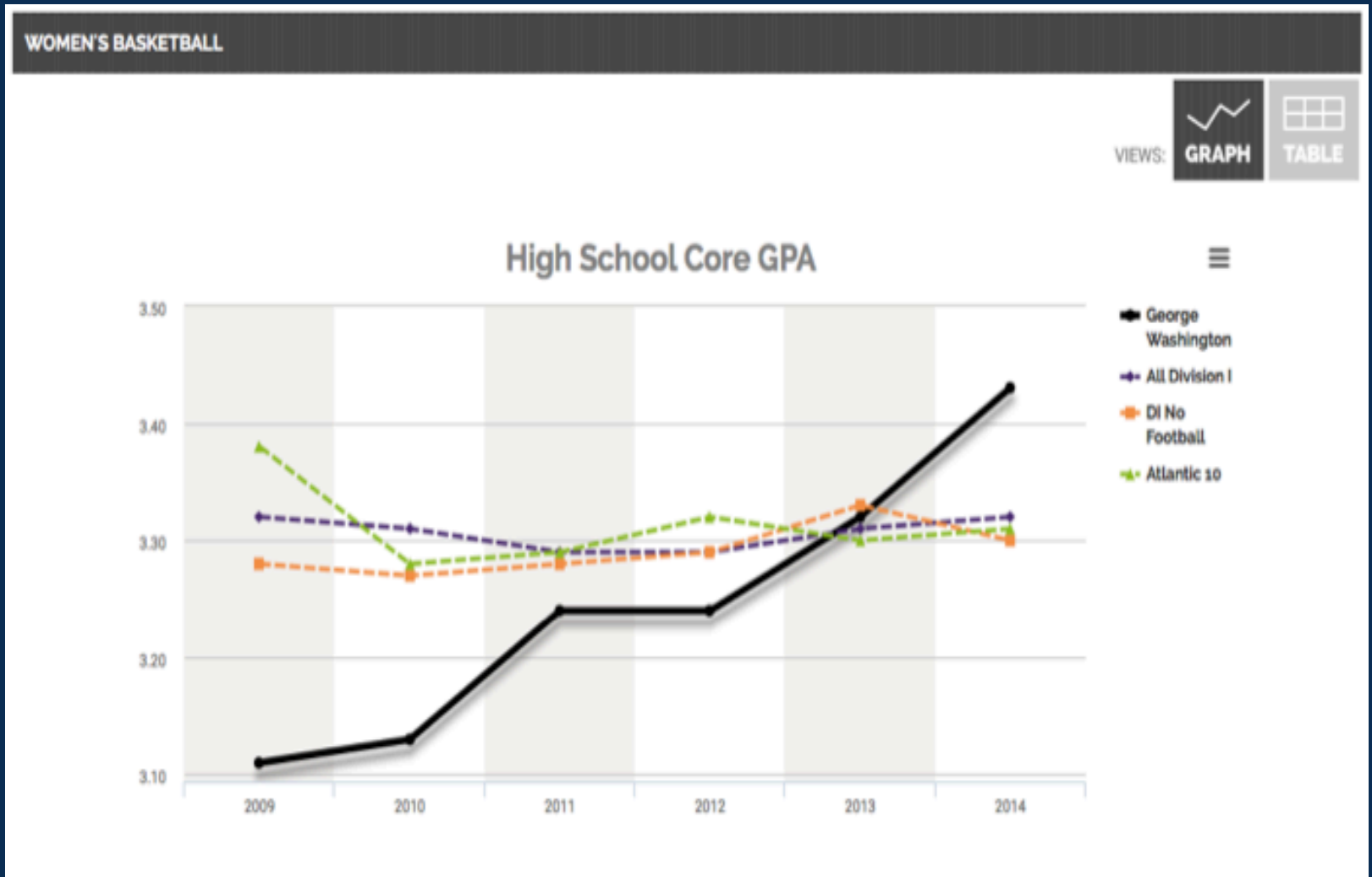
GW student-athletes vs. market basket schools

# GW Athletics Institutional Performance



Men's Basketball vs. Atlantic 10 Conference

# GW Athletics Institutional Performance

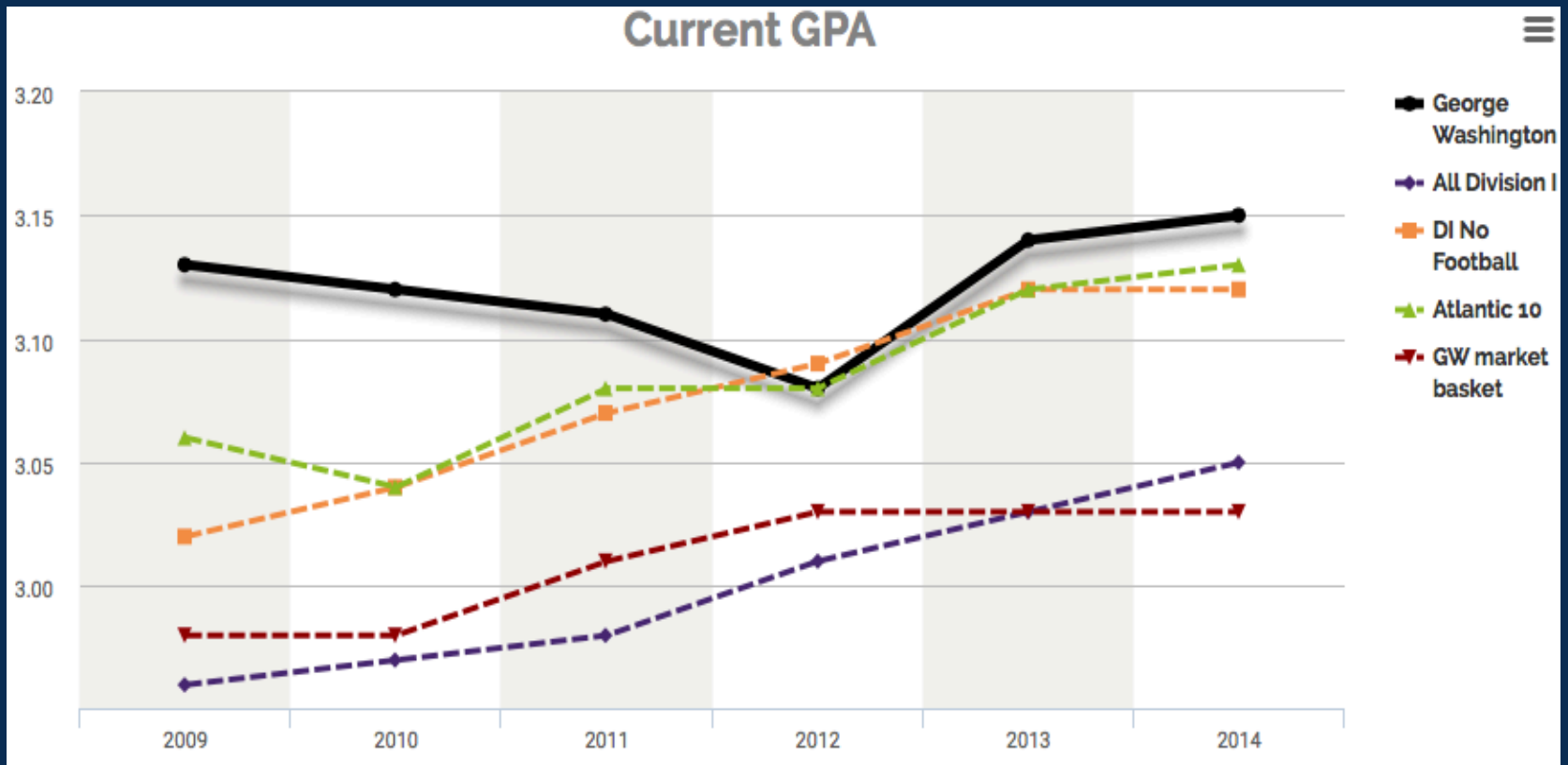


Women's Basketball vs. Atlantic 10 Conference

**Department of Athletics**

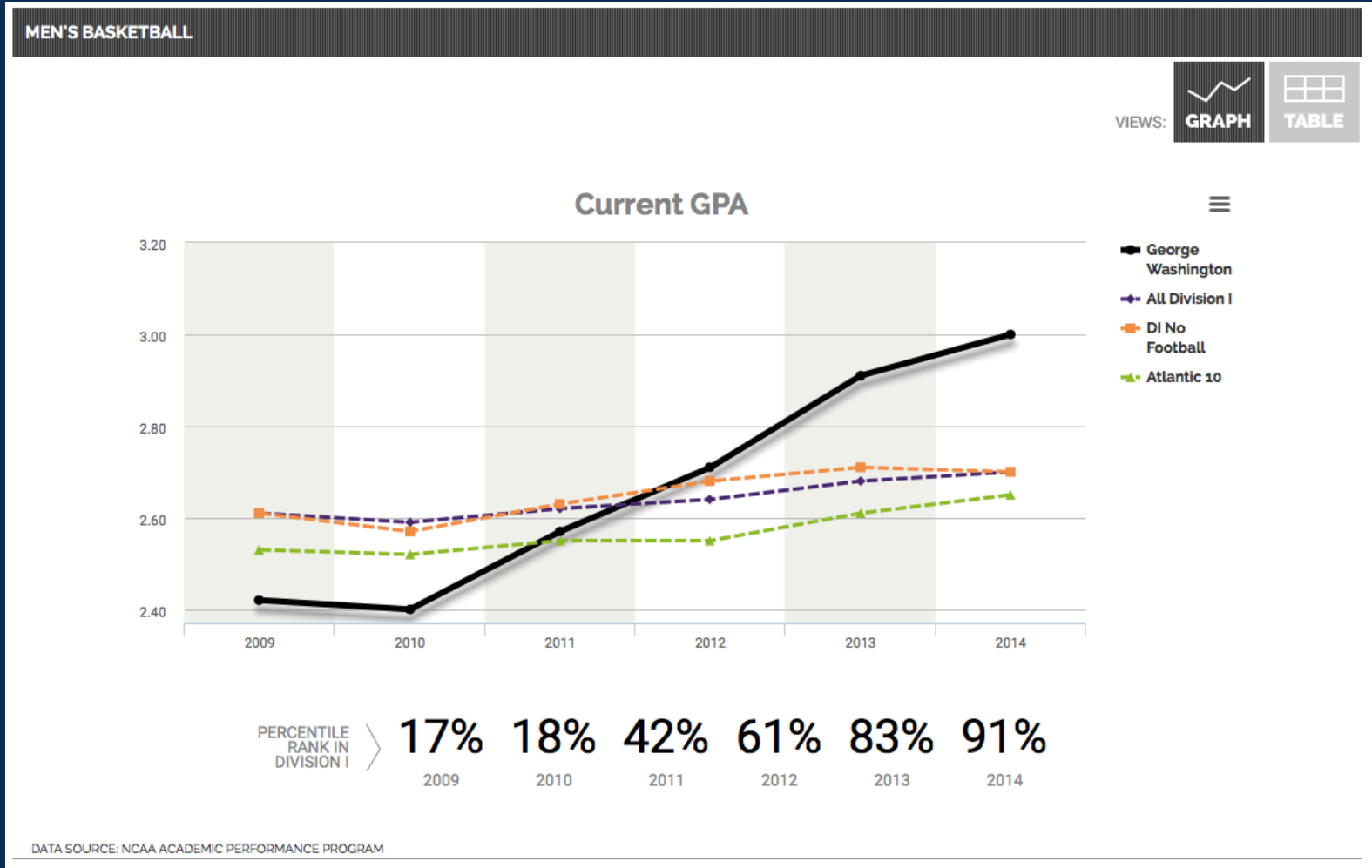


# GW Athletics Institutional Performance



\* Numbers only reflect student-athletes who receive athletics aid

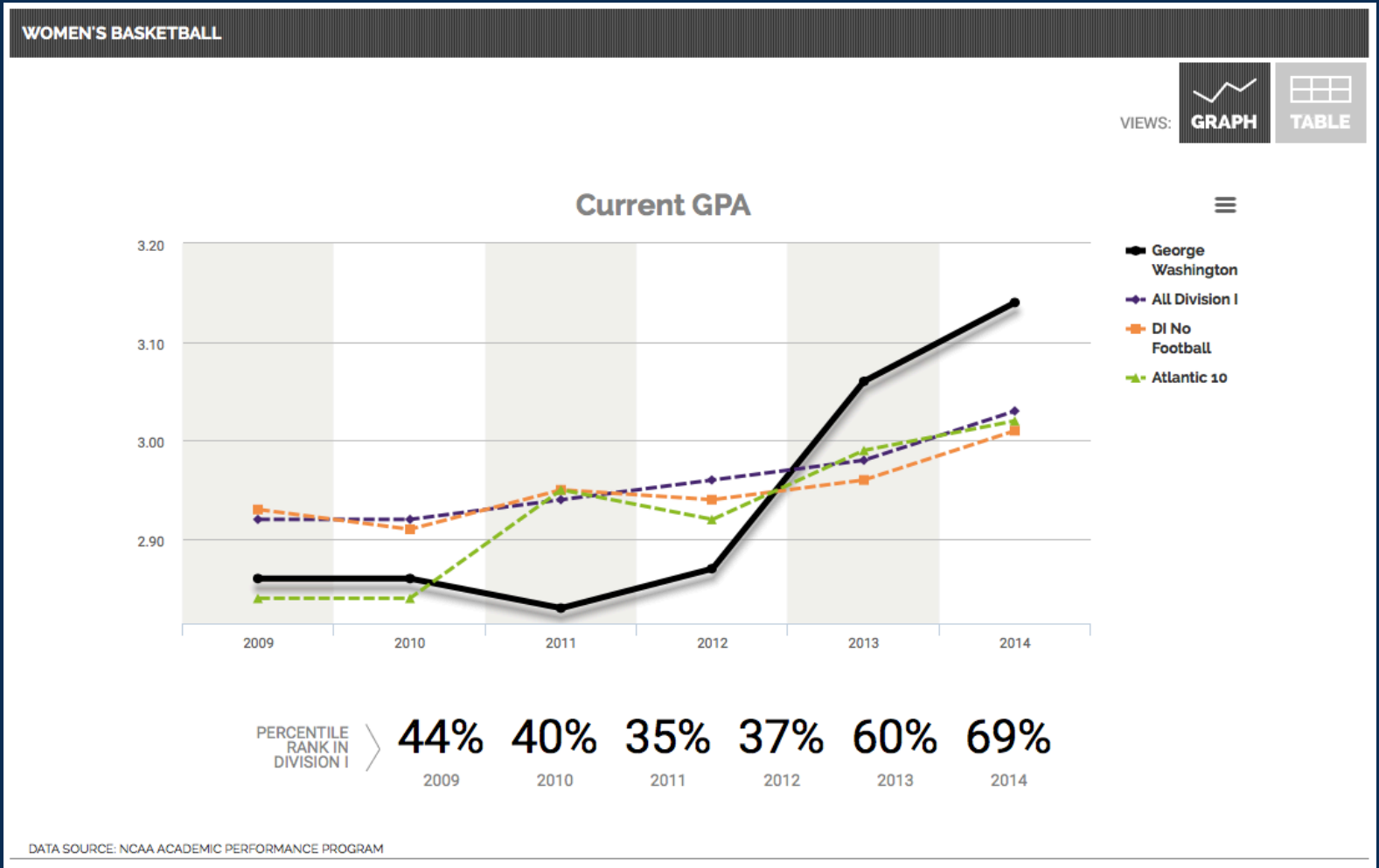
# GW Athletics Institutional Performance



Men's Basketball vs. Atlantic 10 Conference



# GW Athletics Institutional Performance



Women's Basketball vs. Atlantic 10 Conference



# Building Champions in the Community

- National winner of 2015 NCAA and HelperHelper Community Service Challenge
- Inaugural winner of the A-10 Community Assists Challenge
- More than 9,500 hours of community service performed last year
- Regional leader in Grassroots Project promoting HIV/AIDS awareness

# CHAMPIONS IN COMPETITION

- Seven All-Americans in 2014-15
- 14 team championships in 10 sports since 2011-12
- Six team championships in the year 2015
- Priceless exposure for the university to drive awareness and applications to GW

## National Television Appearances

	Men's Basketball	Women's Basketball
2011-12:	2 (0 at home)	1 (1 at home)
2012-13:	3 (1 at home)	1 (1 at home)
2013-14:	14 (3 at home)	4 (1 at home)
2014-15:	21 (6 at home)	8 (2 at home)
2015-16:	22* (11 at home)	5* (2 at home)

\*not including potential postseason play

# #RaiseHigh



---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# GW Faculty Senate:

Dean Linda A. Livingstone



**ENGAGING THE WORLD**

*from the*

**NATION'S  
CAPITAL**

# School Leadership

---

- *Linda A. Livingstone*, Dean
- *Jennifer Spencer*, Vice Dean, Faculty
- *Vivek Choudhury*, Associate Dean for Graduate Programs
- *George Jabbour*, Associate Dean, Executive Education
- *Leo Moersen*, Associate Dean for Undergraduate Programs
- *Angela Gore*, Associate Dean for Research and Doctoral Programs
- *Denis Cioffi*, Senior Advisor

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# School of Business

## Graduate Programs



- 
- **Vivek Choudhury joined the GWSB faculty as associate dean for graduate programs on January 1, 2016**
  - **New Graduate Certificate on Capital Markets with IFC and Milken Institute**
  - **New Healthcare MBA partnership with Medical School**
  - **New Delivery of Existing Program – MSPM China**
  - **New MBA curriculum, increasing electives and decreasing core to compete with peer schools to better prepare students for market**
  - **Introduced 11 graduate level concentrations and four certificates**



---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# School of Business

## Undergraduate Programs



- 
- **Leo Moersen, JD, CPA, Associate Professor of Accountancy and Business Law was named Associate Dean for Undergraduate Programs**
  - **Updated BBA curriculum requiring minor outside GWSB**
  - **New BBA Concentration in Accountancy**
  - **New BBA Concentration in Business Analytics**
  - **New BBA Concentration in Innovation and Entrepreneurship**

- 
- **New Program Approved --5-Year BSF/MSF**
  - **New BS in Finance requiring major outside of GWSB**
  - **Duques lounges and student areas received an upgrade thanks to the generous donation of a BOA member**
  - **Growth of Lemonade Day program to 2500 DC students and 300 stands for 2016**

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# School of Business

## Faculty & Research



- 
- **Dr. James Wade was recently installed as the inaugural Avram S. Tucker Professor of Leadership and Strategy**
  - **Redesign of Ph.D. Programs**
  - **Recruiting for Lindner Gambal Professorship in Business Ethics**
  - **Recruiting for the Ben Franklin Chair in Accounting**
  - **Increased support for Ave Tucker Summer Fellows**
  - **GWSB's Korean Management Institute entered into a “global partnership” with the Korean Institute for Advancement of Technology (KIAT).**

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

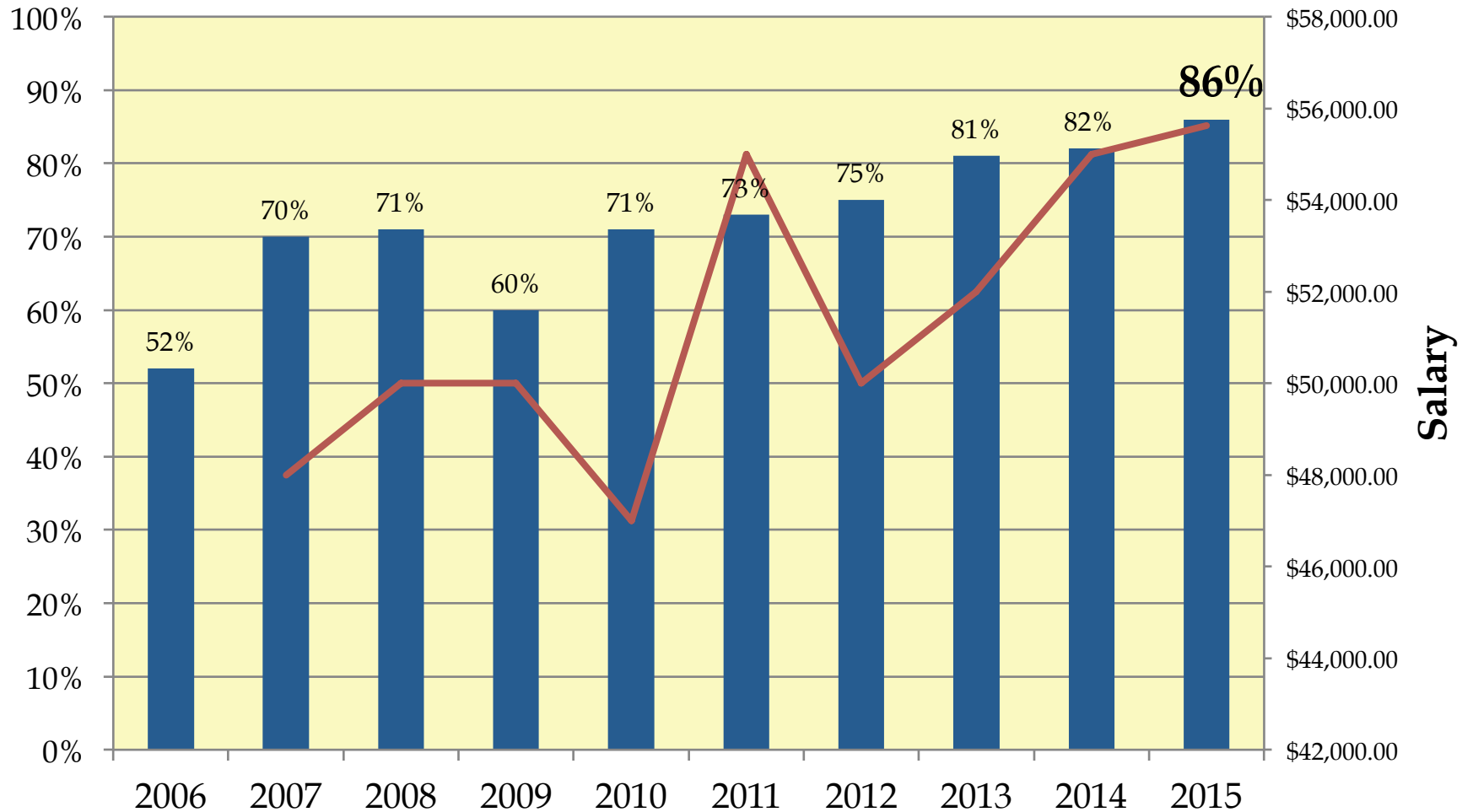
# School of Business

## F. David Fowler Career Center

- 
- **Expanded Career Treks to New York, Washington, DC and San Francisco**
  - **Additional Employer Development Staff dedicated to international students**
  - **New Chinese Programing and Internship Support**
  - **Mentoring and Immersion Program for Consulting**
  - **Revamping UG Career Roadmap Course tailored to changing market**
  - **Fall Career Fair featuring 50 employers**
  - **Improving stats on placement for UG and Grad:**

# BBA/BACCY 2015 Employment Statistics

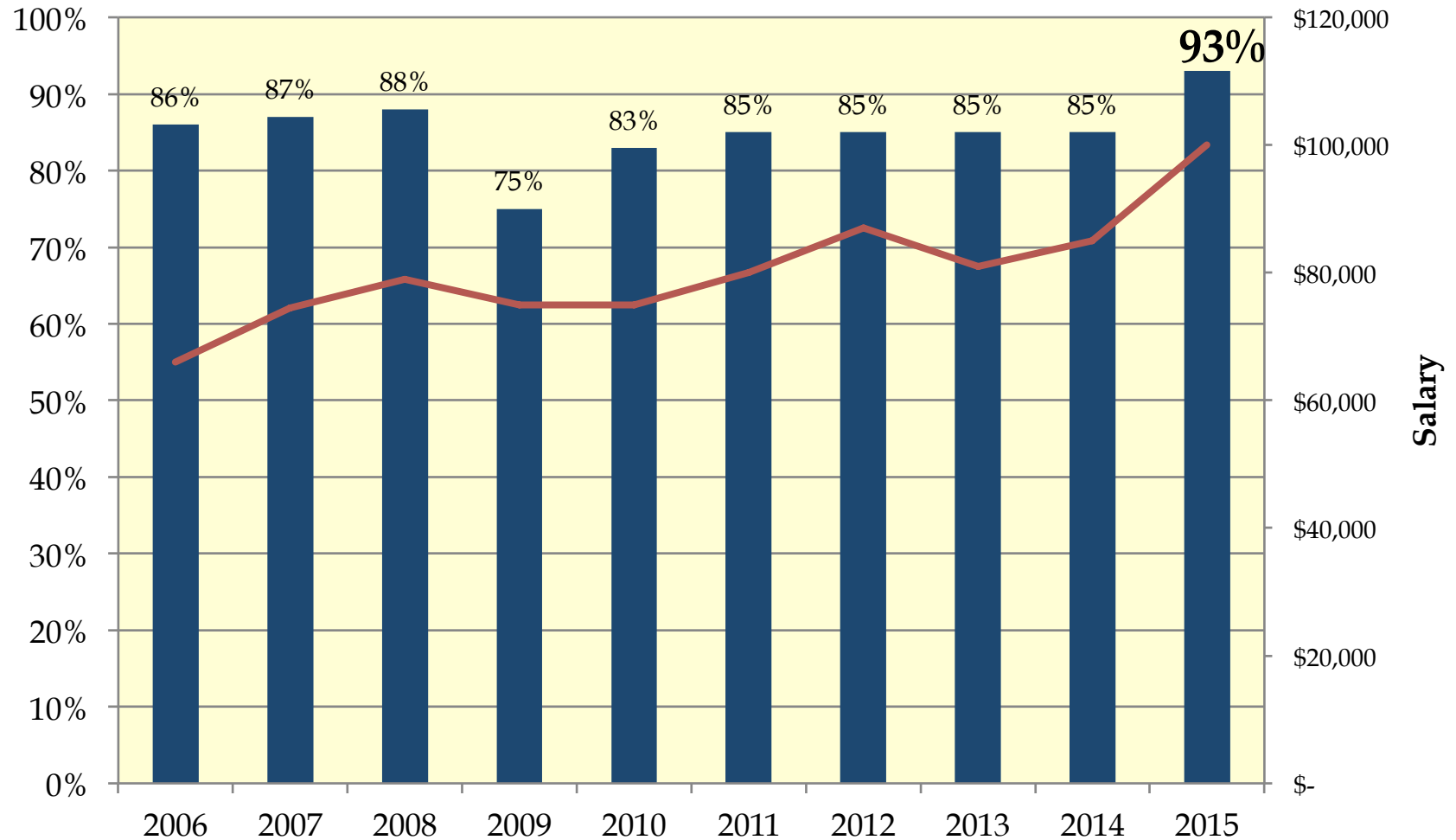
## PERCENTAGE OF BBA/BACCYs ACCEPTING POSITIONS





# GMBA 2015 Employment Statistics

## Percentage of GMBA Accepting Positions



---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# School of Business

## Marketing & Recruitment



- 
- **Implementation of Digital Advertising Strategy based on demographic and geographic targeting**
  - **Integration of Marketo and Salesforce CRM tools**
  - **Website optimization for lead capture**
  - **Employment of data-driven approach based on conversion metrics**

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# School of Business

## Rankings Update



# HOW WE STACK UP:



**RANKED #40** In the U.S. by **Bloomberg BusinessWeek** for our full-time Global MBA program.

**RANKED AMONG THE TOP 25** Online MBA Programs for 2015 according to **The Princeton Review**.

**RANKED #11** In the nation at the undergraduate level and  
**RANKED #15** at the graduate level for International Business by **U.S. News & World Report** in 2015.

**RANKED #81** Internationally by **The Economist** in 2015 for MBA.

**RANKED #48** In North America by **The Economist** in 2015 for MBA.

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# School of Business

## Strategic Plan



# GWSB Strategic Plan

---

- **Engaging the World from the Nation's Capital addresses three themes that translate the School's mission into specific strategies, programs and initiatives.**
- **Developed over 9 months engaging faculty and staff in multiple task forces, discussions and surveys with significant input from our BOA.**
- **Refining campaign priorities to align with priorities in strategic plan.**

# Strategic Themes

---

- I. **Enhance Global Focus: Encourage prosperity globally by leveraging existing strengths and building on the school's significant global reputation and reach.**
- II. **Leverage Location: Develop competitive advantage and differentiation by building on the unique capabilities associated with the school's location in the heart of the nation's capital.**
- III. **Create Multi-Disciplinary Opportunities: Enhance innovation and the school's impact on economies and societies by being a catalyst for multi-disciplinary programs and research.**



---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# School of Business

Key Opportunities for the Future



- 
- ✓ **Partnerships with other GW Schools and Colleges**
  - ✓ **Non-Degree Executive Education**
  - ✓ **School Naming**
  - ✓ **Enhanced Support for faculty through endowed professorships and summer support**

**ENGAGING THE WORLD**

*from the*

**NATION'S  
CAPITAL**

---

## CONCENTRATIONS:

- **Accounting and Advisory Services**
- **Consulting**
- **Entrepreneurship**
- **Finance**
- **Global Management**
- **Government Contracts**
- **Information Systems Technology Management**
- **Marketing Communications & Digital Marketing**
- **Project Management**
- **Sport Management**
- **Tourism**

## CERTIFICATES:

- **Certificate in Responsible Management**
- **Certificate in Business Analytics**
- **Certificate in Nonprofit Management**

## PROFESSIONAL CERTIFICATES:

- **Certificate in Walk-able Urban Real Estate Development**
- **Sports Philanthropy Executive Certificate**
- **Certified Sports Administrator (CSA) Certificate**

# DEVELOPMENT AND ALUMNI RELATIONS

## UPDATE TO THE FACULTY SENATE

February 12, 2016

*making*  
**HISTORY**  
THE CAMPAIGN FOR GW

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC



THE  
GEORGE  
WASHINGTON  
UNIVERSITY

FOUNDED  
1821

# ORGANIZATIONAL GOAL

To strategically focus and deploy financial and human resources to maintain momentum for the Campaign and to accelerate and expand capacity for the future



*making*  
**HISTORY**  
THE CAMPAIGN FOR GW

THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON, DC

# CAMPAIGN OVERVIEW

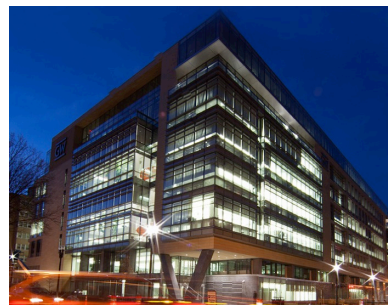
- *Making History*: a comprehensive campaign - \$1 billion goal
- Support for faculty and academic programs, scholarships, facilities, endowment is included
- \$835M+ raised to date
- Campaign runs through June 2018



Enhance Academics



Support Students



Break New Ground

*making*  
**HISTORY**  
THE CAMPAIGN FOR GW

THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON, DC

# CAMPAIGN HIGHLIGHTS

# Donors during the Campaign: **56,800 +**

# Alumni donors during the Campaign: **35,600 +**

Annual Alumni Participation Rate: **9%**

Faculty and Staff Giving in FY15: **\$8M**

Annual Parent Giving: **\$7M+**

Class of 2015 Senior Class Gift Participation: **60%**



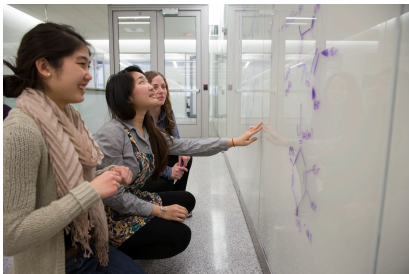
# ALUMNI RELATIONS ACTIVITY

## DONOR CYCLE: DISCOVERY & CULTIVATION

- ✓ Events
- ✓ Volunteer Opportunities
  - ✓ Communications  
(emails and social)
- ✓ Other GW interactions  
(travel, course audits)

# EFFICIENT USE OF RESOURCES

- School and unit based business plans
- 3-Year Campaign roadmaps
- Utilize data in new ways
- Focus on return of investment and effective management of resources
- More targeted events and travel



# SUPPORT FOR SCHOOLS AND UNITS

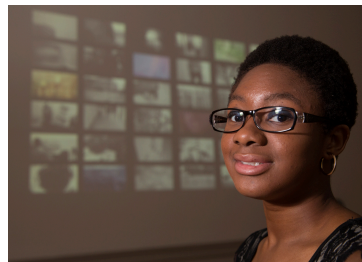
- Schools and units have development and alumni relations teams to support deans and directors
- Collaboration across schools, units, and programs
- “Donor-centric” approach which supports donors interests and intent
- Central prospect and donor coordination



# IMPACT ON THE ENDOWMENT

- To date, almost \$200M will be added to endowment through philanthropy
- 193 new endowments created so far
- Endowment gifts consist of outright cash, pledges, estate and testamentary gifts

\*\*Many gifts are current use for scholarships, and faculty and academic program support, and facilities

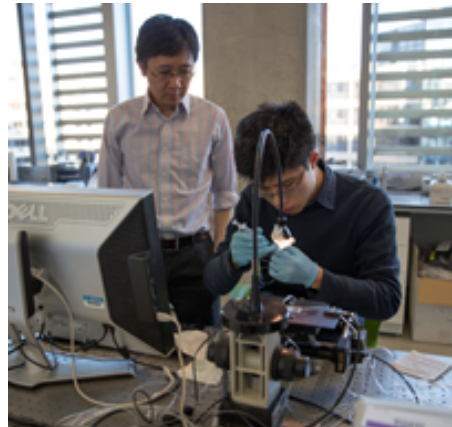
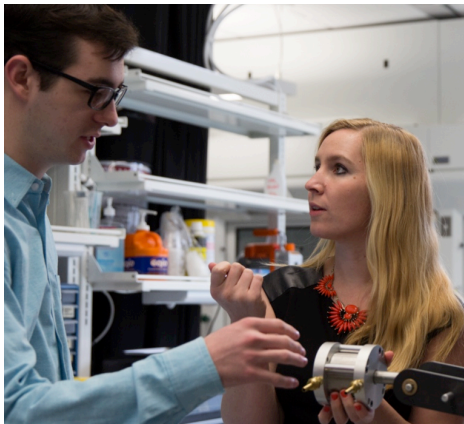


*making*  
**HISTORY**  
THE CAMPAIGN FOR GW

THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON, DC

# FACULTY ENGAGEMENT

- Ambassador
- Advocate
- Connector/Facilitator
- Collaborate with school development and alumni relations staff



# THANK YOU

*making*  
**HISTORY**  
THE CAMPAIGN FOR GW

THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON, DC



**A RESOLUTION TO REVIEW THE BOARD OF TRUSTEES JUNE 18, 2015 CHANGES TO THE FACULTY CODE**

WHEREAS, The Faculty Senate was informed by the President that, on May 17, 2013, the University's Board of Trustees adopted a resolution to establish a task force (the "Board of Trustees Governance Task Force") to conduct "a review of faculty governance over the 2013- 2014 academic year" and to consider the possibility of recommending "appropriate revisions" to the University's Faculty Code and "related faculty governance documents" in light of the Board of Trustees' recently adopted Strategic Plan for the University;

WHEREAS, On November 8, 2013 the Faculty Senate approved resolution 13/3 entitled "A RESOLUTION ON THE ESTABLISHED PROCEDURES FOR APPROVING ANY CHANGES TO THE FACULTY CODE OR FACULTY POLICIES THAT MAY BE RECOMMENDED BY THE BOARD OF TRUSTEES GOVERNANCE TASK FORCE (13/3)" which asserted that:

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

2. The Faculty Senate and its Committees are pleased to offer consultation to the Task Force in discussing proposed changes to the Faculty Code or other faculty governance documents during the course the Task Force's work, and the Faculty Senate will undertake a careful review of the final report of the Board of Trustees Governance Task Force after that report has been delivered to the Senate, and the Senate will provide its recommendations to the Board of Trustees regarding any proposed changes consider and act as expeditiously as possible on changes to the Faculty Code or Faculty Policies that are proposed by the Administration, the Board of Trustees, or other members of the University community before such changes are submitted to the Board of Trustees for final action."

Whereas, on June 18, 2015 the Board of Trustees unilaterally passed three resolutions on Faculty governance, which included changes to the *Faculty Code*. **NOW, THEREFORE,**

**BE IT RESOLVED BY THE FACULTY SENATE OF  
THE GEORGE WASHINGTON UNIVERSITY**

The Executive Committee and Faculty Senate Committee on Professional Ethics and Academic Freedom (PEAF) are charged with reviewing the Board of Trustees June 18, 2015 changes to the Faculty Code and as appropriate recommending approval or modification.

## Senate Research Committee Interim Report:

We inform the Senate that the Senate's Research Committee has not been consulted or informed about two recent major changes in sponsored research:

1. The Indirect Cost Rate was negotiated to increase by 7% from 52.5% to 59.5% for grants outside the Medical Center Schools, and from 58.5% to 59.5% for Medical Center grants. The agreement between GW and DHHS was signed on November 30, 2015 and has an effective date of July 1, 2016. The Committee was not informed and could provide no input to the process.

We are concerned about the implications of such a significant rate hike for PIs on future awards. In the real world, the dollar amount of many federal awards is established by a phone call in which the funding officer gives the PI a total, gross budget number. It is then up to the PI to meet that number. The federal budget situation does in general not allow for 5% budget increases in renewal applications. A rate hike in effect translates into a corresponding decrease of available net funding and therefore of research productivity. We are not sure that such negative impact has been taken into account. Neither have we had an opportunity to review the details of the cost basis.

2. We see from a recent OVPR Research Update that changes are planned to Center and Institute Facilitating Funds. It appears that future CIFF funds may be awarded only to entities which involve more than one School. Again, the Committee was not informed and was so far unable to provide input.

We are concerned that the change would disproportionately hurt strong intra-disciplinary programmes which have been highly successful to use CIFF funds as "seed money" and "matching funds" for federal grants. It would also render ineligible inter-disciplinary programmes in diverse schools like the Columbian College. A study of appendicitis between Nursing and Medicine would be eligible, but no study about large-scale collaborations at CERN between French, Physics and Sociology.

The committee would like to learn about the underlying issues addressed by both of these changes, and why they were implemented without any consultation of the Research Committee. These changes directly affect the academic mission of the faculty, and their voice should be heard. We draw attention to the excerpt from the **Faculty Code**:

### **"Article IX (FACULTY ROLE IN UNIVERSITY DECISION MAKING) B**

The faculty cannot perform an effective and responsible role in university decision making without the cooperation of the administrative officers of the university. This cooperation includes the provision of such information as is necessary to the development of sound, well-informed recommendations. ***Faculty bodies charged with responsibilities for particular policy and planning areas are entitled, to the extent feasible, to be informed sufficiently in advance of important decisions within their areas of competence to be able to provide their advice or recommendations to the appropriate university officials.***"

We contend that the Senate Research Committee is a faculty body with responsibilities for policy and planning of academic research.



## REPORT OF THE EXECUTIVE COMMITTEE

Charles A. Garris, Chair

February 12, 2016

### ACTIONS OF THE EXECUTIVE COMMITTEE

#### Faculty Governance:

1. RESOLUTION 16/6:

Following up on Resolution 16/6 in support of non-tenured regular faculty in SMHS to serve in the Faculty Senate, and non-tenured regular faculty from SON for three years, the Executive Committee decided to bring the final resolution to the Senate for its ratification. The Executive Committee felt that, even though the Senate authorized us to make the changes without bringing the resolution back to the Senate, it was a good policy to give Senators an opportunity to comment and make final changes.

2. AMENDMENT SECTION TO FACULTY CODE

We have all just gone through a long process of evaluating our governance documents culminating in June 2015 whereby the Board approved several substantial changes to the Faculty Code. Notwithstanding the merits of the changes, there has been considerable concern among the Faculty about the process that was followed and the major deviation from long established precedent in changing the Faculty Code. Highlighted in this discussion is the fact that, unlike most constitutional documents (e.g., GW Faculty Organization Plan, Article IV; U. S. Constitution, Article V), there is no explicit process defined in the Faculty Code for its own amendment. Many faculty regard this as a major defect that must be corrected. Over the past 30 years, the Faculty Code has been amended dozens of times. In all except one anomalous case, a proposal to change the Faculty Code were made in the form of a resolution that were put before the Faculty Senate where further changes might occur, and amendments to the Faculty Code were voted on and appropriate action taken. Only after approval by the Faculty Senate was it sent on to the Board for final approval. If the Board found it deficient, it could send the amendment back. The Faculty would then continue to work on the amendment until agreement could be achieved. At the Board meeting in June 2016, by approving amendments to the Faculty Code without endorsement of the Faculty Senate, the Board essentially abandoned this long-standing precedent of following a process that has served the University well for decades.

I would very much like to emphasize that with reference to the June changes in the Faculty Code, the Board collaborated very closely with the faculty and certainly took into account the concerns and advice of the faculty before making changes. Originally, there was a huge difference between the Board's Working Group recommendations and resolutions 16/1, 16/2, and 16/3 of the Faculty Senate, but after extensive interaction between the Executive Committee and the Board, the changes approved in June 2015 were very close to the Senate resolutions. A review of the process and the outcome reveals that the Board had a high regard for the faculty and, in their minds, considered this exercise shared governance at its best. I also came to respect the knowledge and wisdom of the Board and the valuable new

perspectives that was brought to the forefront. In my opinion, what emerged, thanks to extensive faculty interaction, was an improvement in governance.

However, as a result of the Board's action in June, the new precedent seems to be that Board has authority to make changes to the Faculty Code without Faculty Senate endorsement and recommendations.

At the February 4 meeting of the Academic Affairs Committee of the Board, I strongly expressed the belief of many faculty that such actions could be detrimental to the welfare of the University as future Boards may not be as committed to shared governance and the role of the faculty as the current Board. In the absence of a requirement for a substantial collaborative process between Faculty, Board, and Administration, ill conceived and detrimental changes to the Faculty Code could be made. There needs to be a new section of the Faculty Code which lays out a reasonable process for Faculty consultation, which should involve passing any proposal through the Faculty Senate and its standing committees for a recommendation. I informed the Board that the PEAf committee of the Faculty Senate is planning on preparing such an amendment and we hope to present it at the May meeting of this committee. We hope to be able to work with Academic Affairs Committee to develop appropriate language which will insure that all changes to the Faculty Code are done with great care and only after substantial deliberation with the Faculty.

I am happy to report that the Board was very receptive to discussing this with us and I followed up with a meeting with Chair Carbonell who also believes that a properly crafted limitation on the power of the Board to unilaterally change governance documents has virtue. We agreed that the Senate, probably through PEAf, will proceed to develop appropriate language for a new section to the Faculty Code on the process for amendment. This is on the agenda for the February 22 PEAf meeting.

### 3. GLITCHES IN NEW FACULTY CODE

Concerning the implementation of the changes in the Faculty Code which were approved by the Board in June 2015, several glitches have become clear which will require correction. Glitches have been identified in:

- a. The new powers of the School-Wide personnel committees.
- b. The definitions of Faculty titles.
- c. The meaning of "full-time" service.
- d. The roles in governance of partially retired tenured faculty.
- e. Modification of school by-laws to accommodate the new provisions of the FC.

By the end of the semester, we hope to put forth a resolution in time for the May Board meeting which will correct several of these glitches. In my presentations to the Board on February 4 and 5, I gave them a "heads-up" that this was coming. (I think I heard some groans!!!) I pointed out that given such broad changes, it is not unexpected that some glitches would appear and they can easily be corrected.

Please inform your Executive Committee representative of any problems in the new Faculty Code that you identify. This will be an agenda item on the February 26 Executive Committee meeting.

### 4. TASK FORCE ON REMOTE VOTING:

The Task Force on Remote Voting, Chaired by Professor Wirtz, has completed its excellent report and delivered it to the Executive Committee in a very timely fashion.

It has looked at various teleconferencing software and has reviewed policies for remote voting at other institutions. One of their important recommendations is to experiment with the process before proceeding to modify the Faculty Organization Plan. We will do that in the coming months, possibly using the Senate meetings as a testing-ground.

### **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. We will make sure that Benefits continue to be an issue at the forefront of Senate study.

At the February 5 Board of Trustees meeting, I highlighted recommendation to increase the fringe rate above 3% of Faculty Senate Resolution 16/5 “RESOLUTION TO IMPROVE BENEFITS”. I pointed out the observations of the Benefits Task Force Long Term Report that “Over the past several years the premiums paid by GW employees have risen significantly faster than growth in employee wages, while the actuarial value of GW’s plan offerings has declined significantly. Furthermore, in order to keep its fringe rate from rising faster than 3 percent, GW has shifted premium costs onto employees and its own premium contributions have declined.” I pointed out that this is not acceptable if we are to attract and retain the best and the brightest in accordance with the aspirations of Vision 2021.

### **Provost Transition Process:**

The Executive Committee continues to interact with the Administration to discuss changes within the Office of the Provost 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**

### *Nonconcurrences*

None reported as yet. However, new Faculty Code provisions will apply with regard to the new powers of the School-Wide Personnel Committees to independently non-concur. It will be interesting to see how the new Faculty Code will affect the process. All non-concurrences will continue to be reviewed by the Executive Committee as previously.

### *Grievances*

There are currently two grievances pending. The first, from the School of Medicine and Health Sciences, is in the mediation stage. The grievant has submitted a supplement asserting new grievances. The second, from the Graduate School of Education and Human Development, was previously in the mediation stage but is currently on hold pending further planning of the grievant.

ANY OTHER MATTERS

None.

ANNOUNCEMENTS

The Executive Committee will meet Friday, February 26. Resolutions and reports for the March Senate meeting should be submitted to the Senate Office before that date.

The following are some tentative upcoming reports:

March 11

Senior Associate Provost for Enrollment Management Laurie Koehler : Report on Test Optional Policy, Admissions  
Senior Associate Provost Douglas Shaw – Report on GW International Programs

April 8, 2016

President Knapp – Report on Initiatives to Reduce University Buracracy  
Interim Provost Maltzman – Core Indicators of Academic Excellence

Thank You.