

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE FACULTY SENATE MEETING
HELD ON MARCH 20, 2015
IN THE STATE ROOM

Present: President Knapp, Provost Lerman, Registrar Amundson, and Parliamentarian Charnovitz; Deans Dolling and Goldman; Professors Brazinsky, Costello, Downes, Fairfax, Galston, Garris, Gee, Harrington, Hawley, Katz, Khoury, Lantz, Lindahl, Marotta-Walters, McAleavey, McAlister, McDonnell, Newcomer, Parsons, Price, Pulcini, Roddis, Sarkar, Simon, Squires, Swaine, Swiercz, Weiner, and Williams

Absent: Castleberry, Dickinson, Jacobson, Miller, Prasad, Rehman, Shesser, Sidawy, Thompson, and Wald

CALL TO ORDER

The meeting was called to order at 2:14 p.m.

APPROVAL OF THE MINUTES

The minutes of the meeting held on February 13, 2015 were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

INTERIM REPORT OF THE COMMITTEE ON APPOINTMENT, SALARY, AND PROMOTION POLICIES (INCLUDING FRINGE BENEFITS)

Chair of the Committee Professor Harrington made brief remarks about the report. Much of the Committee's work during the spring semester has centered on the working group recommendations concerning faculty governance issues also under review by the Senate Executive Committee and the Professional Ethics and Academic Freedom Committee. The ASPP's work has concerned examination of the appointment, promotion and tenure aspects of these recommendations. The Committee looks forward to receiving the second set of these working group recommendations so it can discuss them further.

The Committee has also been busy looking at fringe benefit issues and a number of concerns were identified concerning faculty compensation. A joint task force was formed

comprised of members of the ASPP Committee and the Fiscal Planning and Budgeting Committee to study and report on this issue.

The Chair of the University's Salary Equity Committee was also asked to make a presentation to the Committee. Overall, salary equity is fairly reasonable at the University. There were very few outliers (faculty who are underpaid) in the year under review and the Committee has followed up on these. The Deans have been asked to explain several issues and make adjustments. The work of the Salary Equity Committee continues each year, and a report will be forthcoming from the Committee on salary issues in terms of equity for this year. This is in addition to the information provided in the current ASPP Interim Report.

Professor Harrington requested and received the consent of the Senate so that Professor Anbinder could report on the work of the Joint Task Force studying faculty compensation.

Professor Anbinder displayed a brief powerpoint presentation that summarized the extensive information contained in the ASPP/FP&B Task Force Report included with the ASPP Interim Report distributed with the meeting agenda. Senate members may recall that eleven months ago, he spoke to the issue of the health insurance benefits portion of faculty compensation and presented information to the Senate showing that GW's health insurance plan was below average compared to its peer institutions. This was well before the formation by President Knapp of the University's Task Force on Fringe Benefits. Discussions between members of the ASPP and FP&B Committees had concluded that the issue of faculty compensation is both one of salary and benefits as well as budgeting. Consequently, the Committees formed a Joint Task Force of faculty members with expertise in both areas in the Fall of 2014 to study and report on the issue.

Professor Cordes, the FP&B Chair, was instrumental in locating the data that underpins the report of the Joint Task Force. Information on the University's fringe benefit rate as a proportion of salary was obtained from Rice Hall. The Joint Task Force found that a comparison of GW's fringe-benefit_rate to that of comparable institutions shows that GW, at 25% range, does not compare favorably with the other institutions which report rates as high as 40.9%. Having been told by officials in Rice Hall that this rate does not always equate with actual spending on benefits, the Task Force obtained AAUP data summarizing actual fringe benefit spending that is published in the *Chronicle of Higher Education* each year. Compared to market basket schools listed in the Joint Task Force Report, for assistant professors, GW is next to last in the ranking; it is dead last at the associate professor level, and for full professors, next to last. The Joint Task Force concluded that based on this data, GW is spending significantly less than comparable institutions for faculty benefits. The Task Force ~~also~~ concluded that GW ought to spend more on fringe benefits than is being spent now and at a minimum should be able to raise this rate to at least the middle of the range for comparable institutions.

Professor Anbinder summed up the Joint Task Force recommendations as being that GW should find a way to increase the amount spent on benefits, and that this not be done by reducing the 3% yearly increase in the faculty salary pool.

President Knapp said he thought the issues brought up by the Joint Task Force were timely. The University Benefits Task Force is looking right now at the methodology of reporting on institutional fringe benefits and the comparability of AAUP data to information that GW and other educational institutions report. The University Task Force will look at all aspects of the benefits picture and ensure that reasonable comparisons are being made. For example, it appears that retirement benefits are not part of the benefits pool the AAUP reports on. The aim in all of the Task Force's efforts is to ensure that GW is competitive with its peer institutions.

FACULTY GOVERNANCE DISCUSSION

Professor Garris began the discussion by giving an overview on work thus far on faculty governance issues. The process basically started in May of 2012 when the University's Board of Trustees passed a Resolution to review faculty governance documents, including the *Faculty Code*, *Faculty Organization Plan*, and the Rules and Bylaws (Procedures) of each school. The objective of this review was to make sure that these were consistent with GW's aspirations, particularly those set forth in the University's Strategic Plan, Vision 2021.

The Board identified five areas for investigation: academic freedom, participation, appointment, promotion and tenure procedures, appointment and review of academic administrators, and school rules and procedures.

Last year, the Faculty Senate reviewed the issue of academic freedom with the result that it passed a resolution recommending changes in the *Faculty Code* pertaining to this. The Administration concurred, and the Board followed through at its June meeting and approved this amendment.

This year four working groups were set up comprised of administrators, faculty, and Board members. Each working group was chaired by Board members, and one member of the Senate Executive Committee served on each group.

The working groups began their work immediately and worked very hard, with the result that their initial proposals, or draft recommendations about how the governance documents might be changed, were forwarded to the Senate Executive Committee on January 13, 2015.

Three Senate committees immediately began their review of these documents – the Executive Committee, the Committee on Appointment, Salary, and Promotion Policies (Including Fringe Benefits), and the Committee on Professional Ethics and Academic Freedom. On January 26, 2015, the response of these Committees to the draft recommendations was forwarded to the Working Groups through the Chair of the Academic Affairs Committee of the Board, Trustee Madeleine Jacobs. The Working Groups began to consider and prepare a response to the Senate Committee's draft recommendations.

Faculty Senate Meeting, March 20, 2015

OVERVIEW

PROPOSALS TO CHANGE *Faculty Code (FC) & Faculty Organization Plan (FOP)*

PARTICIPATION		
CURRENT FOP	WORKING GROUP PROP	FAC SEN COMMITTEE PROP
Only full-time tenured faculty can serve in the Faculty Senate	Tenured, regular contract, and specialized faculty can serve in the Faculty Senate.	Tenured, regular contract, and specialized faculty can serve in the Faculty Senate. However, for contract faculty, the following additional requirements: <ol style="list-style-type: none"> 1. 6 years full-time academic service to GW. 2. Must attain rank of Associate Professor. 3. The majority of faculty members representing each school must be tenured.
All faculty are eligible to nominate and vote for Senate reps.	All faculty are eligible to nominate and vote for Senate reps.	All faculty are eligible to nominate and vote for Senate reps.
APPOINTMENT AND REVIEW OF ACADEMIC ADMINISTRATORS		
CURRENT Faculty Code	WORKING GROUP PROP	FAC SEN COMMITTEE PROP
Dean Search Committee voting members elected by all full-time faculty. from among the tenured faculty	Dean Search Committee voting members elected by all full-time faculty. Members must be full-time. No requirement on tenure.	Dean Search Committee voting members elected by faculty. All but one member must be tenured.
Trustees on DSC are non-voting.	Trustees on DSC are voting members	Trustees on DSC are voting members. However only one or two trustees may serve.
Faculty vote on criteria for selection	No Faculty vote on criteria.	Faculty vote on criteria for selection
	President or Provost specifies how many candidates the DSC recommends.	President or Provost specifies how many candidates the DSC recommends not exceeding three.
Senate resolution specifies extended DSC	Specifies extended DSC	Specifies extended DSC
No reference.	Dean Review	Dean Review Process
SCHOOL RULES AND PROCEDURES		
CURRENT Faculty Code	WORKING GROUP PROP	FAC SEN COMMITTEE PROP
Active Status Faculty include: (1) Regular; (2) Limited Service; (3) Visiting; (4) Research Staff; (5) Special Service; (6) Secondary and Courtesy Appointments.	Active Status Faculty include: (1) Regular; (2) Specialized Faculty; and (3) Secondary and Courtesy Appointments.	Active Status Faculty include: (1) Regular; (2) Specialized Faculty; and (3) Secondary and Courtesy Appointments.
Regular Faculty include both T/TT faculty and contract faculty who are required to do teaching, research and service.	Regular Faculty include both T/TT faculty and contract faculty who are required to do teaching, research and service.	Regular Faculty include both T/TT faculty and contract faculty who are required to do teaching, research and service.
Proportion of regular faculty who are non-T/TT cannot exceed 25% in any school or 50% in any department. (Exceptions for Law, SMHS, CPS)	Each school will set as a goal that the proportion of regular faculty who are T/TT shall be at least 75 in any school. A school with the support of a majority of full-time faculty may request of the Provost, in consultation with the EC, a different goal.	Proportion of regular faculty who are T/TT shall be at least 75 in any school or 50% in any department. (Exceptions for SMHS, CPS)
	Specialized faculty are contract faculty with academic title and have contractual responsibilities for one or two of the following: research, teaching, and service. No limit on number in any school.	Specialized faculty are contract faculty with academic title and have contractual responsibilities for one or two of the following: research, teaching, and service. The number of full-time Specialized Faculty shall not exceed 25% of full-time faculty in any school (Exemptions for SMHS, MISPH, SON, CPS)
Written School rules and procedures are developed and voted on by the regular, active status faculty of each department or school.	All full-time faculty (T/TT, regular, Specialized) shall establish written rules and procedures	Regular full-time faculty shall establish written rules and procedures.
	All school procedures, rules, and criteria shall at a minimum provide: (1) . . . (6)	All school procedures, rules, and criteria shall at a minimum provide: (1) . . . (6)

All of this preliminary work was done by the three Senate Committees named so that concrete recommendations would be as complete as possible before wider input from the Senate and the faculty was sought.

The Senate Executive Committee received the second work product of three of the four Working Groups on March 9, 2015. A large spreadsheet was created by the Executive Committee that provided a comparison of the language of the current governance documents to the proposals of the Working Groups and the Senate Committees, and this was distributed shortly before the March 20th Senate meeting to the Senate as well as the faculty.

The decision to distribute this information was so that the Senate Executive Committee could begin to provide detailed information to the faculty on progress thus far, and, given the short time frame for these proposals to be finalized, begin to solicit their feedback. Detailed information from the Appointment, Promotion and Tenure Working Group will be provided (and incorporated into the chart) once it is received and this revised information will be provided to the faculty as early as possible.

The Executive Committee is also in the process of setting up an online forum to solicit faculty input on the proposals thus far and it is working to ensure that the process is as efficient as possible. Once that is in place, faculty will be notified about access to it.

Some key points to keep in mind while reviewing this material are that the Strategic Plan observes that in recent decades GW's student body has grown more rapidly than the tenured and tenure line faculty. It thus states that over the coming decade, the University needs to reverse this trend; there needs to be a strong tenure system at GW.

At the same time, there are a number of non-tenured faculty who have been at the University for many years, and they make enormous contributions to GW. Many of them feel alienated by not being allowed to participate in shared governance. This is a very heterogeneous group; some come for one year and then leave, but others become part of the fabric of the University. It is desirable that participation in governance be opened up to contract faculty in a controlled manner so that they can participate more fully in the life of the University.

Thirdly, the current *Faculty Code* places a limit on the distribution of tenured faculty and contract faculty. One question is if there should be a numerical limit for contract faculty as a proportion of total faculty as it is important for the University to identify, recruit, and retain the very best faculty possible, and clearly the offering of tenure-track positions enhances the quality of the applicant pool.

Turning to the large spreadsheet referred to earlier outlining proposals thus far for changes to faculty governance procedures, Professor Garris noted that there is a lot of material, and it is not easy reading. He said he had therefore prepared a one page summary sheet the night before the meeting to facilitate people's understanding of the material. Unfortunately, time constraints did not permit review of this material by the Executive Committee beforehand. [It should be noted that on the one-page summary provided at the meeting, the *Faculty Organization Plan* is identified as the relevant document. The chart

should read that the “Participation” item involves language in the *Faculty Organization Plan*; the other two entries (Appointment and Review of Academic Administrators and School Rules and Procedures) involve current language in the *Faculty Code*. This material, along with information on the spreadsheets, will be updated once input from the fourth Working Group is received].

Professor Garris then reviewed information on proposed governance document changes in the one-page handout.

Participation

With respect to the Participation issue, the current language of the *Faculty Organization Plan* specifies that only full-time tenured faculty can serve in the Faculty Senate. The Working Group recommendation is that tenured, regular contract, and specialized faculty can serve in the Faculty Senate. The Faculty Senate Committees agreed with the Working Group recommendation, however, for contract faculty, proposed the following additional requirements: “1. 6 years full-time academic service to GW, 2. Must attain rank of Associate Professor, and 3. The majority of faculty members representing each school must be tenured.”

No changes were recommended to existing provisions for nomination and voting procedures to elect Senate members.

Appointment and Review of Academic Administrators

With respect to the Appointment and Review of Academic Administrators, the current *Faculty Code* provides that voting members of Dean Search Committees are all elected full-time tenured faculty. The working Group recommended instead that Search Committee voting members be elected by all full-time faculty (tenure not required). The Faculty Senate Committees agreed with this Working Group recommendation but added the requirement that all but one faculty member of the Search Committee be tenured.

Current procedure specifies that Trustees serving on Dean Search Committees be non-voting. The Working Group recommended that Trustee members of these Committees be voting members. The Faculty Senate Committees agreed with this recommendation with the specification that only one or two Trustees serve on the Search Committee.

The *Code* provides that the faculty vote on criteria for selection (of Deans/academic administrative members). The Working Group recommended that there be no faculty vote on criteria for selection. The Faculty Senate Committees recommended that faculty vote on selection criteria.

The Working Group also recommended that the President or Provost specify how many candidates the Dean Search Committee could recommend. The Faculty Senate Committees recommended agreed with this recommendation provided that the number of candidates be not more than three.

Procedure outlined in the Senate Resolution concerning Dean Search specifies that certain additional members can be added to Dean Search Committees (including alumni and students, for example). There was no recommendation to change this.

The current *Code* does not specify a dean review process; both the Working Group and the Faculty Senate Committee recommendations agree that a Dean review process is desirable.

School Rules and Procedures

The current *Code* provides that active-status faculty include (1) Regular, Limited Service, Visiting, Research staff, Special Service, and Secondary and Courtesy Appointments. Both the recommendation of the Working Group and the Faculty Senate Committees are these categories be reduced to three: Regular, Specialized Faculty (all faculty not in group 1 or 3 in this list), and Secondary and Courtesy Appointments.

The *Code* provides that regular faculty include both tenured and tenure-track faculty and contract faculty who are required to do teaching, research and service. There is no recommendation from the Working Group or the Faculty Senate Committees to change this.

Another part of the *Code* requires that the proportion of regular faculty who are non-tenure-track cannot exceed 25% in any school or 50% in any department (with exceptions for the Law School, Medical School, and the College of Professional Studies). The Working Group recommendation recommends that these proportions become a goal instead of a requirement. With the support of a majority of a school's full-time faculty may request a different goal to be approved by the Provost and the Senate Executive Committee. The Faculty Senate Committees do not concur with this recommendation, but favors retaining the existing *Code* language with exceptions for the Medical School and the College of Professional Studies (but not the Law School which is presently exempted).

The current *Code* is silent on the definition of specialized faculty as there is no such category. If the faculty ranks portion of the *Code* is changed to create this category, the Working Group recommendation is that the following language be adopted: "Specialized faculty are contract faculty with academic title and have contractual responsibilities for one or two of the following: research, teaching, or service. There shall be no limit in any school.

The Faculty Senate Committees' recommendation agrees with the Working Group's definition of specialized faculty, however, adds that the number of full-time specialized faculty shall not exceed 25% of full-time faculty in any school (exceptions for the Medical School, Public Health School, Nursing School, and the College of Professional Studies).

The *Code* provides that written school rules and procedures are developed and voted on by the regular, active-status faculty of each department or school. The Working Group recommendation is that all full-time faculty (tenured, tenure-track, regular, and specialized) shall establish written rules and procedures. The Faculty Senate Committees recommend that written rules and procedures be established by regular, full-time faculty. Both the Working Group and the Faculty Senate Committees recommend the retention of *Code*

language providing what all school procedures, rules, and criteria shall at a minimum provide (1) – (6).

Professor Garris concluded by saying that he had talked with Board Chair Carbonell that morning, who expressed that he is pleased the Executive Committee is bringing this information to the faculty and is looking forward to seeing the results of the online forum.

Both Chair Carbonell and Chair of Board's Academic Affairs Committee, Madeleine Jacobs, will attend the Senate meeting on April 10 to discuss these Faculty Governance issues and it is expected they will bring several other Trustees with them. It should be stressed that none of the information thus far shared with the Senate or the faculty constitute Board recommendations. The hope is that by April 9 information from the Board will be received by the Executive Committee so that it can be shared.

Following the April 10 meeting, most likely on April 14, it is expected that members of the Academic Affairs Committee will confer with the Senate Executive Committee via conference call on governance issues.

Chair Carbonell has made clear that he would like to wrap up these issues in June when the Board goes on its retreat. Trustee Jacobs has been quote as saying "it is better to get it right than to do it fast." The projected timeframe presents a very challenging situation; the Senate is hoping for positive results, just as everyone else is.

Discussion followed. Professor Squires said he had read all of the material the evening before and thought that there were a number of concerns about the proposals to date in that they did not seem to align with the stated goals of the Strategic Plan to recruit, develop and retain the very best faculty, and to move GW into the ranks of truly elite institutions.

The proposal that faculty will not vote on the criteria for the selection of deans is particularly problematic, and enabling Trustee members of the Search Committees to vote clearly represents a shift in the balance of power between the faculty and the Board in the Dean Search procedure.

Another concern is that the 75-25 proportional rules for the number of tenured, tenure-track, and contract faculty in the schools is being shifted from a requirement to a goal. Leaving this as a requirement instead of a goal significantly increases the likelihood of compliance.

A third concern is that there seems to be no limit on the number of specialized faculty in certain colleges and schools. When the number of specialized faculty is increased (and there seems to be no limit proposed for these) it does not necessarily alter the 75-25 proportional ratios, but it would add to the number of faculty members who are not tenured or tenure track thus reducing the role of tenured and tenure track faculty.

Professor Garris encouraged Professor Squires to submit his comments in written form to the online forum – this will provide an opportunity to submit a very detailed analysis that will greatly contribute to the discussion.

Professor McAleavey said he thought senators were aware that Trustee Jacobs has announced a schedule of town hall meetings for faculty through April 8, and asked Professor Garris what the expected outcome of these might be. Professor Garris said that one concern of the Board is there are a large number of faculty beyond the Faculty Senate from whom they would like to solicit proposals and these town halls will achieve that. He encouraged senators to attend as many of these meetings as their schedules would permit, particularly as there is every likelihood that the Board will make a final decision about governance issues at their meeting in June. The way the Board usually works is that they will consider a resolution on the issue and they do not amend resolutions. So there will be an up or down vote. It is unfortunate that the time frame for finalizing everything is so short, however, that is not within the Senate's control.

Professor McAlister seconded Professor Squires expression of thanks for all of the work the Senate Committees had done on these issues thus far in a very compressed time frame. Discussion and deliberation in the Senate and in the town halls are really important, however, she said she did not think it would be enough to discuss all of these issues just once with the Trustees at the April 10th Senate meeting.

Professor McAlister also seconded Professor Squires' concern about faculty voting on the criteria for the selection of Deans. This is a way to highlight academic credentials as something sought after in a Dean, in addition to other talents, such as fundraising, and it is important to have the faculty talking about the academic importance of the Dean.

Lastly, Professor McAlister said she thought conversations should be very focused on the proportion issue for various kinds of faculty, as this goes to the core of what kind of University GW will become in future years. She agreed with Professor Squires that it should remain a requirement rather than being reframed as a goal, particularly when that goal would be subject to change. All of these issues, and others as well, merit more extensive discussion than they have yet had. Professor Garris asked if she was suggesting that the Senate organize its own town hall meetings to obtain feedback. Professor McAlister said perhaps a special meeting of the Faculty Senate could be held to discuss these concerns.

Professor Parsons reminded the Senate that there is a distinction between the *Faculty Organization Plan* and the *Faculty Code*. The *Faculty Organization Plan* outlines the fundamental operating structure for faculty governance and is what sets up the Faculty Senate as the elected representative of the faculty. Changes to the *Organization Plan* are approved by the Faculty Assembly after the Senate has approved them. By contrast, changes to the *Faculty Code* are made by adoption of resolutions by the Senate, and these are transmitted to the Administration and then to the Board of Trustees. The procedures for changing provisions of these documents are totally different and it would be desirable to separate the two processes before proceeding further. Given that the Faculty Assembly is not scheduled until October of 2015, it is unlikely that the *Organization Plan* can be changed in June. Professor Garris asked the Parliamentarian if changes to the *Organization Plan* require a favorable vote in the Faculty Assembly or if the Board could simply make changes on its own. The Parliamentarian responded that such changes require the approval of the Assembly.

Professor Brazinsky said he understood that the administration would be providing its own input about proposed governance changes and asked how this would be done. President Knapp responded that thus far the administration had provided input only through the administrative members of the working groups. As everyone has received the governance information at the same time, the discussion at the April Senate meeting would be the next step.

Professor Simon complimented Professor Garris and the Senate Committees for their hard work on these issues thus far. Because there are so few tenured faculty in the MFA (and none tenured for quite a number of years), the Medical School would not be able to comply with proportional rules, so he said an exception should be made for the School or the provision should be deleted. He also agreed with other senators that converting the 75-25% faculty ratio requirement into a goal would render it meaningless.

Professor Swiercz said his understanding of the process going forward is that after the governance discussion at the April Senate meeting and the conclusion of the town halls, the Board would craft and adopt their final recommendations without further input. He said this did not meet any definition of collaboration with which he was familiar and it seemed to him that the Board should bring its final recommendations to the Faculty Senate in a timely fashion so that they could be thoroughly discussed and, hopefully, a consensus reached. To do otherwise would create a climate of divisiveness that could last for a very long period of time, especially on a number of the important issues under consideration. He recommended that the Trustees amend their timetable to allow for the collaboration that has traditionally taken place on such issues, and added that he would give consideration to offering a resolution to that effect calling upon the Board to bring the proposed governance changes in final form to the Senate for its consideration. Professor Garris said the hope is that the Board will provide its final recommendations prior to the April 10 Senate meeting where these can be thoroughly discussed. He also noted there would be a meeting April 14 between the Executive Committee and members of the Academic Affairs Committee that would provide the opportunity for further discussion. There may also be as yet unscheduled further meetings.

Professor Swiercz observed that the Executive Committee would be talking to a Committee of the Board rather than the full Board which will conduct the vote on final governance changes. He added he thought it would be wise for the Senate to receive the final version of governance changes well before final decisions are made, rather than a draft of a draft of a draft.

Professor Price asked if it were not standard procedure for the Senate to consider resolutions and present them to the administration for its response once they were properly adopted. The time frame presently in place in effect bypasses this procedure because the governance discussion with the Trustees will not take place until April 10. As the Board's final recommendations will not have been received by then, no detailed resolutions can be prepared before that meeting. This sets a very dangerous precedent, as the only other opportunity left for the Senate to prepare resolutions for consideration is at the May Senate meeting, less than seven days before the Trustees May meeting the next week.

ANNUAL REPORT ON CORE INDICATORS OF ACADEMIC EXCELLENCE

Provost Lerman presented the report, which he displayed onscreen in Powerpoint format at the meeting. By way of background for those who have not heard this report previously, the Provost's Office presents information to the Senate that includes data provided to the Trustees at their February meeting each year.

In previous years, the report has contained a wide-ranging and enormous amount of data about the many aspects of academic excellence at GW. About a year ago the Chair of the Academic Affairs Committee of the Board of Trustees proposed that the Provost's office work with the Trustees to select a much smaller subset of information – a dashboard, if you will – and provide the rest of the data as background information.

Because of time constraints, the Provost covered the Core Indicators dashboard information as well as faculty composition and salary information at the meeting. He said he would provide all of the 70-80 slides in the report to Senate members. (The complete report is included with these minutes.)

Provost Lerman first focused on five areas of the report, the first being metrics concerning the quality of incoming students. Incoming freshmen normally take one of two entrance examinations, the ACT or SAT. The scores are normed so that they are more or less comparable. Overall the University is holding its own, and there is no significant upward or downward change.

A second area of focus is on the number of undergraduates who received their bachelor's degree in four or six years. Looking at the data for the 2007 entering class, 80.8% of students graduated within 6 years. The question is what happened to the remaining 19.2%. There are several possible reasons a student might not graduate, including transfer to another educational institution and leaving GW for financial or personal reasons, which may include starting their own business. The University is analyzing its available data to develop indicators that for undergraduates with higher than usual probabilities of not completing their degree programs in 4 to 6 years so that target interventions can be designed for this group, beginning in their freshman year.

In examining six year graduation rates one of the prevailing aspects of American higher education has been both a race and gender gap that is pervasive across most educational institutions. Data by race for both non-underrepresented minorities and underrepresented minorities shows this gap has narrowed somewhat since 1998, so progress is being made.

Secondly, the other gap pervasive in America is a gender gap. Women do better in their studies than men, and they are earning more degrees as well. Women now constitute more than a majority of undergraduates in the U.S. The University does comparatively well on measures of the gap; our aspiration is for every student to do well.

The Provost commented on the University's student-faculty ratio which has been over 13% in the last decade to a present sustained level of 12.7 over the last several years. Professor Swiercz asked about the faculty that were included in this ratio. Provost Lerman

responded that it is complicated, but includes full-time faculty with part-time faculty prorated. It also excludes some of the schools that don't have undergraduate programs, for example, GSEHD, the Law School, and the School of Medicine and Health Sciences and CPS.

The last metric reported to the Academic Affairs Committee of the Board concerns what the University's students do after they graduate. There are basically four areas: working, continuing their educations, actively seeking employment, or other pursuits, such as volunteer activities. Up until 2013 a one-time survey was done. The response rate was as low as 23% and as high as 46%.

In 2014 a multi-survey approach was adopted in order to improve the data that was gathered. With the addition of a survey 6 months after graduation and another through the alumni association, a response rate of almost 85% was obtained. In the process, a response bias was uncovered with the old methodology in that respondents who were actively working or going to school had a propensity to respond to the survey at higher rates than respondents in other categories. This new methodology will be used going forward and the results reported in the Core Indicators Report.

Provost Lerman next reported on faculty composition and salaries. In 2014, full-time tenured and tenure-track faculty totaled 891, or 78.6% of the total. There were 243 non-tenure-track faculty, and this group constituted 21.4%. (These totals exclude MFA faculty -- data with this information included is summarized on another slide.) Over the last decade, the University has added a net number of 260 new faculty, of which 154 are tenure-track and the remainder, non-tenure track.

In terms of gender composition, about 58.7% of faculty members are male and 41.3% female. As has been the case over the last several years, GW continues to grow its women faculty ranks considerably faster than the male. Over the last decade as the University has added 260 net new faculty members, 62% of the tenure track group are women and 38% are men; for non-tenure-track faculty, 54% are women and 46% men. The reason these numbers are significant is because it has often been the view that when schools grow their women faculty ranks, they are achieving gender balance by hiring non-tenure-track faculty. GW has done the reverse. Overall the schools are doing a great job in continuing our progress to achieve better gender diversity in all of the faculty ranks.

The Provost was asked if there is data available on differentials between the number of men and women faculty members moving from tenure line positions to tenured status. Dr. Beil said that information differs by school, but could be made available. Provost Lerman said he thought it reasonable to pull that information together and bring it back to the Senate.

Data on underrepresented minorities was presented next. There are three reporting time frames as these numbers much at very slow pace. African American faculty over this period have increased from 5 to 6%, Hispanic faculty moved from 3% to 5%, and are now back at 3%. The growth of faculty members in the "unknown" category is increasing as people choose not report for various reasons – they cannot be compelled to do so. The Provost's office has launched a target of opportunity diversity hiring program through Vice

Provost for Diversity and Inclusion Terri Reed in which schools can get transitional funding to bring in faculty who add diversity. This varies enormously by department and school and largely mirrors the supply or shortage from diverse racial groups in the doctoral earning population.

Turning to faculty salaries, Provost Lerman noted that one stated goal of the University's salary structure is that in each of the faculty ranks, assistant, associate, and full professor, each school's average salary would match the 60% percentile of reported AAUP data. There are 22 entries in the Core Indicators report, and the University has met this goal in 19 of them. The three instances where the goal is currently not met is in Columbian College, where on average full professors earn \$2,929 under the AAUP 60th percentile, and assistant professors earn \$2,255 less. In GSEHD, assistant professors earn \$5,064 less.

In comparison to GW's market basket schools, GW faculty salaries for full professors are in about the middle third of the pack and the same is true for associate professors. At the assistant professor level, the University is a bit lower in the middle of the pack.

With reference to Professor Anbinder's report, Provost Lerman noted that report concerns total faculty compensation rather than faculty salaries alone. Consistent with prior years, the Core Indicators Report has always reported salary information so it is important to note this distinction.

Professor Galston asked if salary breakdowns by gender are available. Dr. Beil responded that this information is not presented to the Board but can be made available. Information is also available about the salary equity study. Professor Galston observed that the salary equity study focuses on outliers in the salary program and provides no information on medians or averages.

Professor Lantz said she thought the Core Indicators report contains a lot of very interesting data. With respect to the diversity target of opportunity program mentioned, she said that her department in the Public Health School recently identified a really terrific candidate and application was made to the Office of the Vice Provost for Diversity and Inclusion for funding. The department was told there was no money for that this year. The Provost said this was a unique situation in that Professor Lantz's department is in what is called a closed unit. The Public Health, the School of Medicine and Health Sciences and Law School budgets provide no money to the pool that funds these targets of opportunity positions and thus resources from the funding pool are not available to them.

Professor Costello asked how the salary information presented in the Core Indicators report compares to that for faculty who receive their salaries over a 12 month period. Provost Lerman confirmed that the data in the report is based on a 9 month period.

Professor Weiner said he wondered how meaningful it is to average salary figures over all of the schools, including the professional schools. Overall, this could have the effect of making the data look better than it is. It should not be difficult to obtain the data that would, for example, compare law schools with other law schools. Provost Lerman responded that the problem here is that the AAUP data does not break down salary

information by school. He asked Dr. Beil to see if the information Professor Weiner referenced could be made available in future reports.

GENERAL BUSINESS

I. NOMINATIONS FOR ELECTION TO THE NOMINATING COMMITTEE THAT PROPOSES CANDIDATES FOR THE 2015-2016 SENATE EXECUTIVE COMMITTEE

Professor Garris moved the nominations of the following faculty members:

Professor Miriam Galston, Convener; Professors Mary Granger (SB), Paula Lantz (PH), Murray Loew (SEAS), Barbara Miller (ESIA), Kathryn Newcomer (CCAS), Joyce Pulcini (SON), Gary Simon (SMHS), James Williams (GSEHD)

The entire slate was elected.

II. REPORT OF THE EXECUTIVE COMMITTEE

Professor Garris presented the report that is included with these minutes.

III. PROVOST'S REMARKS

In view of the lateness of the hour, Provost Lerman yielded his time to the President.

IV. CHAIR'S REMARKS

President Knapp observed that the University has opened two new museums on G and 21st Streets. The GW Museum in Woodhull House will showcase the Washingtoniana collection donated to the University by Albert Small. The newly constructed building in back of Woodhull will house the Textile Museum. Faculty and students have been very involved in preparations for the opening of the latter, designing and mounting exhibits, and performing research for the exhibition catalogue. The theme of the inaugural exhibit will center on the relationship between cultural identities and textiles across many centuries and cultures. In addition, this opening weekend will offer many family-friendly events.

BRIEF STATEMENTS (AND QUESTIONS)

There were no brief statements or questions.

ADJOURNMENT

The meeting was adjourned at 4:07 p.m.

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary

Report of the Joint ASPP/Fiscal Planning and Budget Committees Task Force on Benefits

Prof. Tyler Anbinder, Dept. of History, CCAS

1. Origins of the committee
2. Distinction between it and the President's Benefits Task Force
3. Our charge

Fringe Benefits Rate at GW and Other Comparable Schools

Institution	Fringe Rate
Syracuse U.	40.9%
NYU	35.4%
Georgetown	35%
Johns Hopkins	34.5%
Columbia	33.7%
USC	33.5%
Northeastern	31.9%
U. of Chicago	29.6%
Boston U.	29.2%
Tufts	28.8%
U. of Rochester	28.6%
SMU	28%
Tulane	28%
Northwestern	27.2%
U. of Miami	26.8%
Washington U.	26.7%
American U.	26%
Emory	25.8%
Duke	25%
GWU	25%
Vanderbilt	21.9%

Actual Average Benefits Spending for GW Faculty and Those at “Market-Basket” Institutions, By Rank

University	Avg. Fringe Benefits per Assistant Professor
USC	\$36,900
Boston U.	\$36,600
NYU	\$36,000
Northwestern	\$33,000
Tufts	\$26,200
Duke	\$24,900
SMU	\$24,500
Georgetown	\$24,100
U. of Miami	\$22,000
Emory	\$21,300
Tulane	\$20,400
Vanderbilt	\$19,100
American	\$18,900
GWU	\$18,500
Washington U.	\$16,600

University	Avg. Fringe Benefits per Associate Professor
USC	\$41,500
Duke	\$39,900
NYU	\$36,600
Northwestern	\$36,200
Tufts	\$33,000
Boston U.	\$29,800
U. of Miami	\$29,800
SMU	\$28,700
Georgetown	\$28,200
Emory	\$26,800
Washington U.	\$26,500
American	\$25,700
Tulane	\$23,300
Vanderbilt	\$22,800
GWU	\$22,800

Actual Average Benefits Spending for GW Full Professors and Those at “Market-Basket” Institutions

University	Avg. Benefits Paid to Each Full Professor
NYU	\$64,000
Duke	\$53,900
USC	\$51,100
Boston U.	\$49,100
Northwestern	\$48,100
Tufts	\$45,000
Washington U.	\$44,100
Georgetown	\$40,500
U. of Miami	\$39,800
SMU	\$38,300
Emory	\$35,400
American	\$34,300
Tulane	\$33,400
GWU	\$32,900
Vanderbilt	\$29,800

Recommendations

1. Increase spending on benefits so that GW is, at a minimum, in the middle ranks of our market-basket in terms of benefits compensation.
2. The university should not reduce the salary pool to fund an increase in the benefits pool. GW salaries have stayed on par with competitors because we have maintained the 3% annual pool increase.

Executive Committee of the Faculty Senate

The George Washington University

March 17, 2015

Dear GW Faculty Colleagues,

At its meeting of May 17, 2013, the GW Board of Trustees passed a resolution calling for a review of the *Faculty Code*, the *Faculty Organization Plan*, and other governance documents. A stated driving influence was to ascertain that the faculty governance was commensurate with *Vision 2021*, the GW Strategic Plan. Following the resolution, the Board established a BOT Task Force which identified five areas for special scrutiny: (1) Academic Freedom; (2) Participation in Governance; (3) Appointment, Promotion, and Tenure Procedures; (4) Dean Search, Continuance, and Evaluation Processes; and, (5) School rules and regulations. In a collaborative effort between Board members and Faculty Senate Committees, the first item was brought before the Faculty Senate in the form of Resolution 14/2 at its May 2014 meeting and adopted in amended form. For the remaining four areas, the Board then established four separate Working Groups to study each of these areas.

Since the establishment of the Task Force and Working Groups, the Faculty Senate has been closely working with these groups and has had many meetings and opportunities to engage. Members of the Faculty, including members of the Faculty Senate Executive Committee, served on the Board Task Force and on the Working Groups that met throughout the fall of 2014. Each Board Task Force and Working Group was chaired by a Board member and included several members of the Board, the Faculty, and the administration. It must be emphasized that the Working Groups are a separate advisory group convened by the Board, but their recommendations ARE NOT to be construed as the Board recommendations. The Board recommendations will come after further deliberation with the Faculty Senate and its committees.

On January 13, 2015, the Working Groups provided PRELIMINARY DRAFT RECOMMENDATIONS to the Executive Committee. Working in collaboration, the Faculty Senate Executive Committee (EC), the Professional Ethics and Academic Freedom Committee (PEAF), and the Appointment, Salary, and Promotion Policy Committee (ASPP) responded with a set of recommendations on January 26, 2015. The Working Groups were then reconvened and on March 9, three of the four working groups (Participation; Review of Deans; School Rules and Regulations) made AMENDED PRELIMINARY PROPOSALS for changing the governance documents. The fourth Working Group (Appointment, Tenure, and Promotion Procedures) is still finalizing its PRELIMINARY PROPOSALS. These should be available within the next week or so.

It is our understanding that the Working Groups are completing their duties and are being retired from service.

The next step in the process is that the Working Group AMENDED PRELIMINARY PROPOSALS of March 9 (with the additional APT section), and the RESPONSE DOCUMENT of the Faculty Senate of January 26 will both be forwarded to the Academic Affairs Committee of the Board of Trustees (AA/BOT), who will have a series of meetings to discuss the proposals. The cover letters that accompanied both documents and explained the rationale for the changes will also be studied. After their first round of meetings, AA/BOT will produce a document that will summarize their thoughts and concerns. This should be available in early April. Following the model that was used for Faculty Senate RESOLUTION TO AMEND THE FACULTY CODE WITH RESPECT TO ACADEMIC FREEDOM (14/2), we expect that Senate Committees will work closely with the Board to consider their concerns and refine the language of the faculty governance documents and proposed resolutions for Faculty Senate consideration.

For your review and input, we are herewith attaching the same documents that will be considered by AA/BOT. For convenience, we are putting the recommendations in a side-by-side tabular form along with the current language of the *Faculty Code* and *Faculty Organization Plan*. We are also attaching the Cover Letters of the Working Groups of March 9 from Dr. Madeleine Jacobs, and the Cover Letter from the Faculty Senate Executive Committee of January 26, 2015. Both of these Cover Letters explain the rationales of the respective groups. It must be emphasized that none of the language is finalized and much work needs to be done. It is expected that this process will continue into the next academic year.

You will note that the most critical areas of concern are as follows:

- *Vision 2021* states that “*In recent decades, our student body has grown more rapidly than our tenure-line faculty. Over the coming decade, we need to reverse this trend.*” Do the proposed changes support a strong tenure system, or do the proposed changes weaken the tenure system, tending to replace tenured faculty with contract faculty?
- There is agreement that participation in shared governance should be expanded to include non-tenured faculty. Given the attributes that tenure confers, to what degree should tenure be considered in participation in the shared governance processes?
- Should there be numerical limits on the distribution of tenured vs. contract faculty? If so, what should the limits be in departments or schools?
- How can we improve the processes of identifying, recruiting, and retaining the best academic administrators? What review processes are most constructive?
- How can we recruit and retain the very best faculty? How can our APT processes be improved? How can faculty time and energy be best used in order to produce the best result?

The Executive Committee of the Faculty Senate would like to proceed as follows:

1. We are herewith distributing to the Faculty the recommendations of the Faculty Senate Committees and of the Working Groups for your study and feedback. Faculty should convey their thoughts and concerns to their respective Senators. We are also setting up an on-line forum for faculty to express their views. This is currently being set up and you will receive notification shortly.
2. At the Faculty Senate meeting of March 20, we will hold an open discussion among the Senators to identify reaction to the recommendations.
3. Between the present and the week of March 23, the Faculty Senate Executive Committee; the Professional Ethics and Academic Freedom Committee; and the Appointment, Salary and Promotion Committee will be working to revise our recommendations based on feedback that we obtain. Potential areas of agreement will be identified for immediate action.
4. As an outgrowth of the above activities, Senate Committees are expected to interact with the Board throughout April. Interaction with the Faculty will be sought, especially through our on-line forum.
5. Based on our work, resolutions for Senate consideration may be forthcoming at the May Faculty Senate meeting.

Please review these documents carefully and convey your thoughts to your Senate representative and to the soon-to-be-available on-line forum. The changes being proposed will likely have a very significant impact on the allocation, privileges and governance rights of all faculty members at GW and the manner in which shared governance is practiced at GW. These changes are likely to influence your future work life at GW, so please study them carefully. Please do talk to your Senators and participate in the (soon-to-be-available) on-line forum.

Sincerely,

Charles A. Garris, Jr., Chair
Faculty Senate Executive Committee

March 17, 2015

Participation

Current Language of <i>Faculty Code and Faculty Organization Plan</i>	Working Group 2nd Preliminary Proposals (03/09/2015)	Faculty Senate Committees' Preliminary Proposals (01/26/2015)
<p><u>1. Membership in Faculty Senate (FOP; Article III.2.(a)(3)</u> "...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 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."</p>	<p><u>1. Membership in Faculty Senate (FOP; Article III.2.(a)(3)</u> "...The members of the Faculty Senate shall be either (1) tenured faculty members or (2) full-time faculty members (regular or specialized) who have attained the rank of associate professor or higher. Vice presidents, associate vice presidents, assistant vice presidents, vice provosts, associate vice provosts, deans, associate deans and assistant deans shall be ineligible for election as members of the Senate.</p>	<p><u>1. Membership in Faculty Senate (FOP; Article III.2.(a)(3)</u> "The members of the Faculty Senate shall be either (1) tenured faculty members or (2) full-time faculty members (regular or specialized) who have attained the rank of associate professor or higher and have completed at least six years of full-time academic service at this University. Vice presidents, associate vice presidents, assistant vice presidents, vice provosts, associate vice provosts, deans, associate deans and assistant deans shall be ineligible for election as member of the Senate. The majority of the faculty members representing each school in the Faculty Senate must hold tenured appointments."</p>
<p><u>2. Election of Faculty Members (FOP; Article III.3(3)</u> "Only members of the faculty in full-time service shall be eligible to vote."</p>	<p><u>2. Election of Faculty Members (FOP; Article III.3(3)</u> "All members of the faculty in full-time service shall be eligible to vote with the exception of visiting faculty."</p>	<p><u>2. Election of Faculty Members (FOP; Article III.3(3))</u> SAME AS WORKING GROUP PRELIMINARY RECOMMENDATIONS.</p>

Appointment and Review of Academic Administrators

Current Language of <i>Faculty Code and Faculty Organization Plan</i>	Working Group 2nd Preliminary Proposals (03/09/2015)	Faculty Senate Committees' Preliminary Proposals (01/26/2015)
--	--	--

March 17, 2015

<p>Current Language of <i>Faculty Code</i> and <i>Faculty Organization Plan</i></p>	<p>Working Group 2nd Preliminary Proposals (03/09/2015)</p>	<p>Faculty Senate Committees' Preliminary Proposals (01/26/2015)</p>
<p><u><i>Procedures of the Implementation of the Faculty Code, Section C.2.b – Appointment of Deans, Associate Deans, Assistant Deans and Similar Academic Officers</i></u></p> <p>b. Appointments to such positions shall be made only after a special or standing committee, elected by the regular, active-status faculty involved from among the faculty's tenured members, has established criteria (subject to the approval of that faculty as a whole), considered nominations, and reported its recommendations in accordance with the procedures established under Section A, above, to the faculty that elected it or to the appropriate academic administrative officer. In the College of Professional Studies, the special faculty committee performing this function shall be appointed jointly by the Vice President for Academic Affairs and the deans of the schools whose programs are most directly affected by the College of Professional Studies.</p>	<p><u><i>Procedures of the Implementation of the Faculty Code, Section C.2.b – Appointment of Deans, Associate Deans, Assistant Deans and Similar Academic Officers</i></u></p> <p>b. Deans</p> <p>i. Selection</p> <p>1. Search Committee Composition. When a vacancy in a school's deanship arises, the full-time faculty of the school will form a search committee. The full-time faculty of the school has discretion to determine the composition of the search committee, subject to these requirements:</p> <ul style="list-style-type: none"> i. The search committee must include (a) at least five full-time faculty members elected by the full-time faculty of the school, (b) the Provost or a representative designated by the Provost, (c) one or more current students, and (d) one or more alumni. The search committee may include other members, in accordance with procedures approved by a school's full-time faculty. ii. In consultation with the Provost, the Chair of the Board of Trustees will appoint one or more trustees to serve as members. iii. Full-time faculty members and trustees will be voting members. In accordance with procedures approved by a school's full-time faculty, voting rights may be extended to other members. 	<p><u><i>Procedures of the Implementation of the Faculty Code, Section C.2.b – Appointment of Deans, Associate Deans, Assistant Deans and Similar Academic Officers</i></u></p> <p>a. Department Chairs</p> <p>[The provisions of this paragraph will REMAIN THE SAME as the EXISTING provisions of Part C.1. of the Procedures for the Implementation of the Faculty Code (p. 20), EXCEPT that the term “regular, active-status faculty” shall be changed to “regular faculty” wherever that term appears.]</p> <p>b. Deans</p> <p>i. Selection</p> <p>1. Search Committee Composition. When a vacancy in a school's deanship arises, the full-time faculty of the school shall establish a search committee. The full-time faculty of the school shall approve procedures to govern the composition of the search committee, subject to the following requirements:</p> <ul style="list-style-type: none"> i. The search committee must include (a) at least five full-time faculty members elected by the full-time faculty of the school, of whom not more than one may be an untenured faculty member, (b) the Provost or a representative designated by the Provost, (c) one or more current students, and (d) one or more current alumni. The search committee may include other members, in accordance with procedures approved by the school's full-time faculty. ii. In consultation with the Provost, the Chair of the Board of Trustees will appoint one or two trustees to serve as members. iii. The elected full-time faculty members and the appointed trustee(s) shall be voting members of the search committee. The other members of the search

March 17, 2015

Current Language of <i>Faculty Code and Faculty Organization Plan</i>	Working Group 2 nd Preliminary Proposals (03/09/2015)	Faculty Senate Committees' Preliminary Proposals (01/26/2015)
	<p>iv. Each search committee shall establish criteria for the dean search, including a position description, which shall be approved by the Provost.</p> <p>2. Search Committee Recommendations. The search committee will recommend candidates for the deanship in a non-prioritized list to the President and Provost. The President and Provost may specify how many candidates the search committee will recommend. When required by accreditation standards, the search committee shall obtain the approval of the full-time faculty before recommending any candidate.</p> <p>ii. Continuance. The Provost will meet with each dean annually to discuss the dean's past performance and future goals. The Provost will also periodically initiate a comprehensive review of each dean that systematically solicits input from, including but not limited to, faculty, senior staff of the school, alumni, and students. Review Procedure:</p> <ol style="list-style-type: none"> 1. The Provost will discuss with each Dean, at the time of the Dean's appointment or reappointment, the criteria by which the Provost will review the Dean. 2. The comprehensive review will occur at least every three years. 3. The process for the comprehensive review, established by the Provost, shall generally be consistent across schools, subject to adjustment for the differing conditions of each school. 4. The Provost will summarize the general conclusion of the review to the faculty. The details of the final evaluation shall be conveyed only to the Dean, Provost, President, and the Board of Trustees. <p>c. Associate Deans, Assistant Deans, and Similar Academic Administrative Officers. The Dean shall appoint associate deans, assistant deans, and similar academic administrative officers in accordance with procedures approved by the school's full-time faculty and with the Provost's final approval.</p> <p>d. College of Professional Studies. In the case of a vacancy for the position of Dean, a special faculty committee shall be appointed jointly by the Provost</p>	<p>committee shall be non-voting members unless otherwise provided in procedures approved by the school's full-time faculty, provided that the elected full-time faculty members must represent a majority of the total voting members of the search committee.</p> <p>iv. After appropriate consultation with the non-voting members, the voting members of the search committee shall establish criteria for the dean search (including a position description), which shall be approved by the school's full-time faculty.</p> <p>v. After appropriate consultation with the non-voting members, the voting members of the search committee may elect to hold executive sessions to select candidates for preliminary interviews with the committee, candidates for on-campus interviews, and candidates to be recommended for the deanship.</p> <p>2. Search Committee Recommendations. The search committee shall recommend candidates for the deanship by providing a non-prioritized list of such candidates to the President and the Provost. The President and the Provost may specify how many candidates the search committee will recommend, provided that the maximum number of recommended candidates shall not exceed three without the prior approval of the school's full-time faculty. When required by accreditation standards or by procedures approved by the school's full-time faculty, the search committee shall obtain the approval of the full-time faculty before recommending any candidate to the President and the Provost.</p> <p>ii. Continuance. The Provost will meet with each dean annually to discuss the dean's past performance and future goals. The Provost will also periodically initiate a comprehensive evaluation of each dean that systematically solicits input from the school's constituencies, including but not limited to faculty, alumni, and students. The evaluation procedures will</p>

March 17, 2015

<p>Current Language of <i>Faculty Code</i> and <i>Faculty Organization Plan</i></p>	<p>Working Group 2nd Preliminary Proposals (03/09/2015)</p>	<p>Faculty Senate Committees' Preliminary Proposals (01/26/2015)</p>
	<p>and the deans of the schools whose programs are most directly affected by the College of Professional Studies when a search is required for the position.</p>	<p>include the following steps:</p> <ol style="list-style-type: none"> 1. The Provost will discuss and determine with each dean, at the time of the dean's appointment or reappointment, the criteria by which the Provost will evaluate the dean. 2. A comprehensive evaluation of each dean shall occur at least once every three years. 3. The process for comprehensive evaluations of deans shall be generally consistent across schools, subject to adjustment for the differing needs and conditions of each school. 4. After completing a comprehensive evaluation, the Provost shall provide to the school's faculty a summary that describes, in reasonable detail, the conclusions of the evaluation with respect to the established criteria for the dean's performance. The Provost shall convey the complete details of the comprehensive review and final evaluation only to the dean, the President, and the Board of Trustees. <p>c. Associate Deans, Assistant Deans, and Similar Academic Administrative Officers.</p> <p>The Dean shall appoint associate deans, assistant deans, and similar officers having responsibility for administering academic programs after receiving the affirmative recommendation of the school's full-time faculty (acting either through an elected committee or as a committee of the whole) in accordance with procedures approved by the full-time faculty, and after receiving the Provost's final approval.</p> <p>d. College of Professional Studies. In the case of a vacancy for the position of Dean of the College of Professional Studies, a special faculty search committee shall be appointed jointly by the Provost and the deans of the schools whose programs are most directly affected by the College of Professional Studies</p>
<p><u>Procedures of the Implementation of the Faculty Code, Section C.2.c – No Confidence in Academic Officers</u></p>	<p>e. No-Confidence. It is important that such appointees retain the confidence of the faculty concerned. A formal proceeding to question the continued confidence</p>	<p>SAME AS WORKING GROUP PRELIMINARY RECOMMENDATIONS.</p>

March 17, 2015

Current Language of <i>Faculty Code and Faculty Organization Plan</i>	Working Group 2nd Preliminary Proposals (03/09/2015)	Faculty Senate Committees' Preliminary Proposals (01/26/2015)
<p>c. Such appointees shall hold office only as long as they retain the confidence of the faculty concerned. A formal proceeding to question the continued confidence of the faculty of a school in an academic administrative officer shall be instituted only after faculty members have made a reasonable effort to bring the substance of their concerns to the attention of such officers informally. The formal proceeding shall be conducted as follows:</p> <ol style="list-style-type: none"> 1. A petition signed by one-third of the school's regular, active-status members of the rank of assistant professor or higher of the faculty concerned shall be submitted to the Chair of the Executive Committee of the Faculty Senate. 2. The Chair of the Executive Committee shall call a special meeting of the faculty concerned for consideration of the matter. The meeting shall be held within twenty days (on which classes are regularly held in the University) of the time the petition is submitted. Notice of the meeting shall be given to all of the faculty members eligible to vote on the matter. 3. The Chair of the Executive Committee shall preside over the meeting. At this meeting, procedures for balloting shall be determined. 4. Within ten days (on which classes are regularly held in the University) of the first special meeting, a secret ballot of the regular, active-status faculty of the rank of assistant professor or higher shall be taken at a special meeting or by mail on the question of confidence in the administrator involved. The balloting shall be supervised by the Executive Committee of the Faculty Senate. 5. The affirmative vote of a majority of faculty members eligible to vote shall be necessary for the passage of a vote of no confidence. If the resolution passes, the Chair of the Executive Committee shall forward the results of the proceedings to the President of the University for appropriate action. 	<p>of the faculty of a school in an academic administrative officer shall be instituted only after faculty members have made a reasonable effort to bring the substance of their concerns to the attention of such officers informally or through the Provost's decanal review processes. The formal proceeding shall be conducted as follows:</p> <ol style="list-style-type: none"> i. A petition signed by one-third of the school's full-time faculty shall be submitted to the Chair of the Executive Committee of the Faculty Senate. ii. The Chair of the Executive Committee shall call a special meeting of the full-time faculty for consideration of the matter. The meeting shall be held within twenty days (on which classes are regularly held in the University) of the time the petition is submitted. Notice of the meeting shall be given to all faculty members eligible to vote on the matter. iii. The Chair of the Executive Committee shall preside over the meeting. At this meeting, procedures for balloting shall be determined. iv. Within ten days (on which classes are regularly held in the University) of the first special meeting, a secret ballot of the school's full-time faculty shall be taken at a special meeting or by mail on the question of confidence in the administrator in question. The balloting shall be supervised by the Executive Committee of the Faculty Senate. v. The affirmative vote of a majority of faculty members eligible to vote in the school shall be necessary for the passage of a vote of no confidence. If the resolution passes, the Chair of the Executive Committee 	

March 17, 2015

School Rules and Procedures

Current Language of <i>Faculty Code</i> and <i>Faculty Organization Plan</i>	Working Group 2nd Preliminary Proposals (03/09/2015)	Faculty Senate Committees' Preliminary Proposals (01/26/2015)
<p><u><i>Faculty Code, Section I</i></u> The grades of academic personnel are:</p> <p>A. Retired Status University professor emeritus, professor emeritus, professor emeritus in residence, associate professor emeritus, associate professor emeritus in residence, and retired (in any given rank for age or disability).</p> <p>B. Active Status</p> <ol style="list-style-type: none"> 1. Regular: University professor, professor, associate professor, assistant professor, and instructor. Each of the regular, active-status ranks may be tenure-accruing or non-tenure-accruing as specified in the original letter of appointment. However, the proportion of regular, active-status faculty serving in non-tenure-accruing appointments shall not exceed 25 percent in any school, nor shall any department have fewer than 50 percent of its regular, active-status faculty appointments either tenured or tenure-accruing. The foregoing shall not apply to the faculty of the School of Medicine and Health Sciences who are stationed at affiliated institutions, nor to the faculties of the Law School or of the College of Professional Studies. 2. Limited Service: Adjunct professor, adjunct associate professor, adjunct assistant professor, adjunct instructor, clinical professor, professorial lecturer, associate clinical professor, associate professorial lecturer, assistant clinical professor, assistant professorial lecturer, clinical instructor, lecturer, studio instructor, special lecturer, fellow, teaching fellow, and graduate teaching assistant. 3. Visiting: Visiting professor, visiting associate professor, visiting assistant professor, and visiting instructor. 4. Research Staff: Members of the research staff may be appointed, upon recommendation of the appropriate faculty and officers of the administration, as research professor, associate research professor, assistant research professor, and research instructor. Such appointments do not provide tenure. 	<p><u><i>Faculty Code, Section I</i></u> The grades of academic personnel are:</p> <p>A. Retired Status: University professor emeritus, professor emeritus, professor emeritus in residence, associate professor emeritus, associate professor emeritus in residence, and retired (if any given rank for age or disability).</p> <p>B. Regular Faculty: Regular Faculty are faculty with the title of University professor, professor, associate professor, assistant professor, and instructor who are tenured or tenure-accruing, and non-tenure-accruing faculty who are currently on a presumptively renewable contract, do not hold either a regular or tenured appointment at another university, have a nine or twelve month appointment and who have contractual responsibilities for all of the following: research, teaching and service. Each school shall set as a goal that 75% of its regular, full-time faculty members hold tenure-accruing appointments. A school, with the support of the majority of its regular faculty, may request a different percentage as a goal. In such cases, the requested percentage change of tenure-accruing appointments shall be requested of the Provost, in consultation with the Executive Committee of the Faculty Senate. Any school not in compliance with the percentage established for it as a goal by this provision or through an agreement with the Provost shall submit, on an annual basis, a report to the Provost and to the Executive Committee of the Faculty Senate notifying them of the situation and outlining any steps planned to bring it into compliance.</p> <p>C. Specialized Faculty: Specialized Faculty are faculty with the title of professor, associate professor, assistant professor, and instructor who are currently on a presumptively renewable nine or twelve month contract, do not</p>	<p><u><i>Faculty Code, Section I</i></u> The grades of academic personnel are:</p> <p>A. Retired Status: University professor emeritus, professor emeritus, professor emeritus in residence, associate professor emeritus, associate professor emeritus in residence, and retired (if any given rank for age or disability).</p> <p>B. Regular Faculty Regular Faculty are faculty with the title of University professor, professor, associate professor, assistant professor, and instructor who are tenured or tenure-accruing, and faculty who are currently on a renewable contract, do not hold either a regular or tenured appointment at another university, have a nine or twelve month appointment and who have contractual responsibilities for all of the following: research, teaching and service. Regular faculty with non-tenure accruing appointments shall satisfy published criteria established by the respective school and voted on by the regular faculty of the school, and are approved by the school-wide personnel committee of the respective school for the status of Regular Faculty in accordance with the published criteria. At least 75% of the regular, full-time faculty members in each school shall hold tenure-accruing appointments and at least 50% of the Regular Faculty in each department must have tenure accruing appointments. The School of Medicine and Health Sciences, and the College of Professional Studies shall be exempt from this rule. No school may adopt a governing rule that would require a higher minimum percentage of tenure-accruing faculty appointments. However, a school shall have the right to grant tenure-accruing appointments to a higher percentage of regular, full-time faculty</p>

March 17, 2015

<p>Current Language of <i>Faculty Code and Faculty Organization Plan</i></p>	<p>Working Group 2nd Preliminary Proposals (03/09/2015)</p>	<p>Faculty Senate Committees' Preliminary Proposals (01/26/2015)</p>
<p>5. Special Service: Special service faculty may be appointed, upon recommendation of the appropriate faculty and officers of the administration, as teaching professor or program administrator or with such other special service faculty designation as may be approved by the Vice President for Academic Affairs, in order to fulfill special teaching or program administration or development needs. Such appointments do not provide tenure, and special service faculty are not expected to generate productive scholarship.</p> <p>6. Secondary and Courtesy Appointments: A faculty member holding a regular, active-status appointment in one department or school may be granted a secondary or courtesy appointment in another department or school for a specified term. A secondary or courtesy appointment shall require the recommendation of the appropriate faculty and officers of administration of the unit granting that appointment and shall comply with rules and procedures for such appointments established by the unit granting that appointment and by the Vice President for Academic Affairs. A secondary or courtesy appointment is not a regular, active-status appointment and does not automatically confer any of the rights provided by the Faculty Code and the Faculty Organization Plan to participate in faculty governance in the unit granting that appointment. Unlike a courtesy appointment, a secondary appointment shall allow a faculty member to exercise one or more specified governance privileges in the faculty unit granting the appointment, but such privileges shall be approved by that unit's regular, active-status faculty. A secondary or courtesy appointment terminates automatically upon the expiration of its specified term or upon termination of the faculty member's regular, active-status appointment. This paragraph does not affect the terms, conditions, and designations of secondary and courtesy appointments in existence as of May 1, 2008.</p>	<p>hold either a regular or tenured appointment at another university, and who have contractual responsibilities for one or two of the following: research, teaching and service. Specialized Faculty include but are not limited to Clinical Faculty, Research Faculty, and Teaching Faculty.</p> <p>D. Secondary and Courtesy Appointments: A faculty member holding a regular faculty appointment in one department or school may be granted a secondary or courtesy appointment in another department or school for a specified term. A secondary or courtesy appointment shall require the recommendation of the appropriate faculty and officers of administration of the unit granting that appointment and shall comply with rules and procedures for such appointments established by the unit granting that appointment and by the Provost. A secondary or courtesy appointment is not a regular, faculty appointment and does not automatically confer any of the rights provided by the Faculty Code and the Faculty Organization Plan to participate in faculty governance in the unit granting that appointment. Unlike a courtesy appointment, a secondary appointment shall allow a faculty member to exercise one or more specified governance privileges in the faculty unit granting the appointment, but such privileges shall be approved by that unit's regular faculty. A secondary or courtesy appointment terminates automatically upon the expiration of its specified term or upon termination of the faculty member's regular appointment. This paragraph does not affect the terms, conditions, and designations of secondary and courtesy appointments in existence as of May 1, 2008.</p>	<p>members with the concurrence of the Provost.</p> <p>C. Specialized Faculty Specialized Faculty are faculty with the title of professor, associate professor, assistant professor, and instructor who are currently on a renewable nine or twelve month contract, do not hold either a regular or tenured appointment at another university, and who have contractual responsibilities for one or two of the following: research, teaching and service. The number of full-time Specialized Faculty within a school shall not be more than one-quarter of the total full-time faculty. The School of Medicine and Health Sciences, the Milken Institute for Public health, the School of Nursing, and the College of Professional Studies shall be exempt from this rule. Specialized Faculty include Clinical Faculty, Research Faculty, and Teaching Faculty.</p> <p>D. Secondary and Courtesy Appointments: A faculty member holding a regular, active-status appointment in one department or school may be granted a secondary or courtesy appointment in another department or school for a specified term. A secondary or courtesy appointment shall require the recommendation of the appropriate faculty and officers of administration of the unit granting that appointment and shall comply with rules and procedures for such appointments established by the unit granting that appointment and by the Vice President for Academic Affairs. A secondary or courtesy appointment is not a regular, active-status appointment and does not automatically confer any of the rights provided by the Faculty Code and the Faculty Organization Plan to participate in faculty governance in the unit granting that appointment. Unlike a courtesy appointment, a secondary appointment shall allow a faculty member to exercise one or more specified governance privileges in the faculty unit granting the appointment, but such privileges shall be approved by that unit's regular, active-status faculty. A secondary or courtesy appointment terminates automatically upon the expiration of its specified term or upon termination of the faculty member's regular, active-status appointment. This paragraph does not affect the terms, conditions, and designations of secondary and courtesy appointments in existence as of May 1, 2008.</p>

March 17, 2015

<p>Current Language of <i>Faculty Code</i> and <i>Faculty Organization Plan</i></p>	<p>Working Group 2nd Preliminary Proposals (03/09/2015)</p>	<p>Faculty Senate Committees' Preliminary Proposals (01/26/2015)</p>
<p><u><i>Procedures for the Implementation of the Faculty Code</i></u> A. Governance of Departments and Schools The regular, active-status faculty and tenured limited service faculty of each department, school, or comparable educational division shall establish written procedures for the governance of that unit.</p>	<p><u><i>Procedures for the Implementation of the Faculty Code</i></u> A. Governance of Departments and Schools* The full-time faculty of each department, school, or comparable educational division shall establish written procedures, rules and criteria for the governance of that unit. All school, department, or comparable educational division's procedures shall be consistent with the Faculty Code and the Faculty Organization Plan. All school procedures, rules, and criteria shall be reviewed by the Faculty Senate Executive Committee and approved by the Provost. All school procedures, rules and criteria, shall at a minimum provide: 1. The administrative and academic divisions of the school 2. Steps for enacting procedures, rules, and criteria of the school, such as the appointment of school administrators with faculty appointments 3. Elections (or appointments) to, and responsibilities of, standing committees and faculty advisory councils (as appropriate) 4. Policies and procedures for maintaining academic standards such as: a. Determining standards for graduation b. Reviewing curricula, including new academic programs c. Resolving student allegations of arbitrary or capricious academic evaluation 5. Policies and procedures for reviewing and approving rules and procedures of departments, or comparable educational divisions 6. Policies and procedures for appointment, periodic performance review, promotion, and/or tenure of faculty (as appropriate based on their position) ---- *In the governance of the School of Medicine and Health Sciences, all faculty of that School who are eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term "regular faculty" appears in this document.</p>	<p><u><i>Procedures for the Implementation of the Faculty Code</i></u> A. Governance of Departments and Schools A. The regular full-time faculty of each department, school, or comparable educational division shall establish written procedures, rules and criteria for the governance of that unit (Bylaws). All school, department, or comparable educational division's procedures shall be consistent with the <i>Faculty Code</i> and the <i>Faculty Organization Plan</i>. All schools, departments, or comparable educational divisions are individually responsible for ensuring that the written procedures, rules, and criteria for the governance of that unit are consistent with the Faculty Code and the Faculty Organization Plan. The Dean of each School, or the administrative leader of a comparable education division, shall review and submit a Statement of Conformity to the Provost and Executive Committee of the Faculty Senate confirming that the Bylaws are consistent with the Faculty Code and the Faculty Organization Plan. All school procedures, rules, and criteria shall be reviewed and approved by the Provost in consultation with the Executive Committee of the Faculty Senate. All school procedures, rules and criteria, shall at a minimum provide: 1. The administrative and academic divisions of the school 2. Steps for enacting procedures, rules, and criteria of the school, such as the appointment of school administrators with faculty appointments 3. Elections (or appointments) to, and responsibilities of, standing committees and ad-hoc committees (as appropriate) 4. Policies and procedures for maintaining academic standards such as: a. Determining standards for graduation b. Reviewing curricula, including new academic programs c. Resolving student allegations of arbitrary or capricious academic evaluation 5. Policies and procedures for reviewing and approving rules and procedures of departments, or comparable educational divisions 6. Policies and procedures for appointment, periodic performance review, promotion, and/or tenure of faculty (as appropriate based on their position)</p>

March 17, 2015

Appointment, Promotion, and Tenure

Current Language of <i>Faculty Code</i> and <i>Faculty Organization Plan</i>	Working Group 2nd Preliminary Proposals (03/09/2015)	Faculty Senate Committees' Preliminary Proposals(01/26/2015)
<p>Faculty Code: IV.B - Promotion</p> <ol style="list-style-type: none"> 1. Promotion shall be dependent upon professional competence as evidenced by teaching ability, productive scholarship, participation and leadership in professional societies, service to the University, and public service. 2. As general practice, a promotion shall be accompanied by an appropriate increase in salary. 3. Each school or comparable educational division shall establish and publish criteria on which promotion will be based. Additional criteria that may exist in departments shall also be published. Each department or nondepartmentalized school shall establish and publish the procedures followed for making decisions concerning promotions. 4. Each department or school shall establish procedures for periodically informing faculty members whether they are making satisfactory progress toward promotion. 	<p>Not Currently Available</p>	
<p>Faculty Code: IV.C - Tenure</p> <p>C. Tenure</p> <ol style="list-style-type: none"> 1. Tenure shall be dependent upon professional competence as evidenced by teaching ability, productive scholarship, participation and leadership in professional societies, service to the University, and public service. Upon a specific showing that the academic needs of the University have changed with respect to a particular position, that factor may also be considered in determining whether tenure shall be granted. 2. Each school or comparable educational division shall establish and publish criteria on which the granting of tenure will be based to implement the factors itemized in Paragraph 1. Such criteria shall be stated separately from the criteria for promotion. Any additional criteria for tenure that may exist in departments shall also be published. Each department or nondepartmentalized school shall establish and publish the procedures followed for making decisions concerning tenure. 3. To aid faculty members in assessing their potential for achieving tenure, each department, division, or comparable program shall 	<p>Not Currently Available</p>	

March 17, 2015

Current Language of <i>Faculty Code</i> and <i>Faculty Organization Plan</i>	Working Group 2nd Preliminary Proposals (03/09/2015)	Faculty Senate Committees' Preliminary Proposals(01/26/2015)
<p>establish procedures for informing individual faculty members, upon request, concerning probable status with regard to tenure. Such information will not constitute a commitment to recommend tenure.</p>		
<p><i>Faculty Code- IV. D. School-Wide Personnel Committees</i> To implement the procedures required in Sections B.3 and C.2 above, each school shall establish a school-wide personnel committee, either as an elected standing committee or of the school faculty acting as a committee of the whole, to consider recommendations for appointments with tenure, promotion, or for tenure of regular full-time faculty members. Such committees may request additional information, documentation, or clarification respecting such recommendations. Further:</p> <ol style="list-style-type: none"> 1. An elected standing committee, sitting in review of recommendations originating from a department or equivalent unit, shall advise the dean of that school whether the candidate has met the relevant school and department criteria and whether it has identified any "compelling reasons" that may exist for not following the departmental or unit recommendation. Such advisories shall not be construed as "faculty recommendations" as defined by Section B.3 of the Procedures for Implementation of the Faculty Code. 2. When the faculty of a school, sitting as a committee of the whole, serves as the school's personnel committee and initiates recommendations to the dean for appointments and actions affecting renewal of appointments, promotion, tenure designation, and termination of service, such recommendations shall be construed as "faculty recommendations" in the sense of the Procedures, Section B.3. 3. In the College of Professional Studies, the Dean's Council shall take the place of the elected standing committee or committee of the whole described in this Part D. 	<p>Not Currently Available</p>	
<p><u><i>Procedures for the Implementation of the Faculty Code</i></u> B. Faculty Participation in Action Concerning Faculty Membership</p> <ol style="list-style-type: none"> 1. The regular, active-status faculty members of each school or comparable educational division shall establish procedures enabling an elected standing committee or committee of the whole to submit its recommendations on the allocation of regular-service, tenure- 	<p>Not Currently Available</p>	

March 17, 2015

Current Language of <i>Faculty Code and Faculty Organization Plan</i>	Working Group 2nd Preliminary Proposals (03/09/2015)	Faculty Senate Committees' Preliminary Proposals(01/26/2015)
<p>accruing appointments within that unit.</p> <p>2. The regular, active-status faculty members of the rank of assistant professor or higher of a department or of a non-departmentalized school or comparable educational division shall, subject to such limitations or guidelines as may be established by the faculties of the respective schools, establish procedures enabling an elected standing committee or a committee of the whole to submit its recommendations for appointments. Recommendations for actions other than appointments concerning instructors, assistant professors, or associate professors shall be determined by the tenured members of the faculty of higher rank or of equal and higher rank, as the faculty may have determined by previously established procedures. Recommendations for actions other than appointments concerning professors shall be determined by tenured members of the rank of professor. In the College of Professional Studies, the Dean's Council shall take the place of the elected standing committee or committee of the whole described in this paragraph 2.</p> <p>3. Appointments and actions affecting renewal of appointments, promotion, tenure designation, and termination of service shall normally follow faculty recommendations. Departures from this standard shall be limited to those cases involving compelling reasons. The appropriate administrative officer shall notify the Executive Committee of the Faculty Senate of any departures from faculty recommendations and the compelling reasons therefor. The faculty or the appropriate unit thereof shall also be notified unless the Board of Trustees determines that such notification would be contrary to the best interest of the individual or individuals concerned.</p> <p>4. Faculty recommendations concurred in by the appropriate administrative officers shall be transmitted by them to the President, who shall transmit them to the Board of Trustees. Variant or non-concurring recommendations from an administrative officer, together with supporting reasons, shall be sent by that officer to the Executive Committee of the Faculty Senate through the appropriate superior administrative officers. The Executive Committee may seek information and advice and make recommendations to the faculty or the appropriate unit thereof and to the appropriate administrative officers. If concurrence cannot be obtained after opportunity for reconsideration in the light of the recommendations of the Executive Committee, the recommendations of the appropriate administrative officers, accompanied by the recommendation of the faculty and the report of the Executive Committee, shall be transmitted to the Board</p>		

March 17, 2015

Current Language of <i>Faculty Code</i> and <i>Faculty Organization Plan</i>	Working Group 2nd Preliminary Proposals (03/09/2015)	Faculty Senate Committees' Preliminary Proposals(01/26/2015)
<p>of Trustees through the President, except that, at its discretion, the originating faculty unit may instead elect to leave the decision to the President.</p>		

January 26, 2015

TO: Dr. Madeleine Jacobs, Chair
Committee on Academic Affairs of the GW Board of Trustees

FROM: Charles A. Garris, Jr., Chair
Executive Committee of the GW Faculty Senate

RE: **Faculty Senate Response to “DRAFT RECOMMENDATIONS FOR REVISIONS TO THE GW FACULTY CODE AND FACULTY ORGANIZATION PLAN”(1/13/2015) (Henceforth referred to as “DRAFT RECOMMENDATIONS”)**

Dear Dr. Jacobs,

Following your memorandum of January 13, the Executive Committee (EC) distributed the DRAFT RECOMMENDATIONS to the Senate Committee on Professional Ethics and Academic Freedom (PEAF) and to the Senate Committee on Appointment, Salary, and Promotion Policies (ASPP). PEAF, ASPP, and EC each took the lead on the different portions of the DRAFT RECOMMENDATIONS and provided preliminary comments on amended versions and commentary according to their findings. The work was combined into a MASTER side-by-side working document with three columns. The first column has current *Faculty Code* (FC) and *Faculty Organization Plan* (FOP) provisions; the second column has DRAFT RECOMMENDATION provisions; and the third column has preliminary amended versions which have been developed in collaboration by PEAF, ASPP, and EC. In this way, a side-by-side comparison allows one to see alternate approaches to the various provisions. This document is herewith attached and includes modifications to the DRAFT RECOMMENDATIONS which we feel strongly merit your consideration for adoption. Later, in this memorandum, we will articulate our rationale for each amendment to the DRAFT RECOMMENDATIONS. Over the past year and a half, we have been very pleased with the collaborative effort between the Faculty and the BOT. We hope that this material facilitates this collaboration.

In accordance with your request, we have not circulated the attached document to any members of the Faculty Senate or to the faculty at-large who are not members of the Executive Committee, ASPP Committee, or PEAF Committee. Accordingly, the attached document does not reflect the views of many members of the Faculty Senate or the faculty at-large. It should therefore be viewed as representing only a “first cut” by the three committees and preliminary in nature. It does not constitute the final recommendations of the Faculty Senate or its committees, which can only occur after further vetting.

For the record, I would like to inform you that three of the four members of the Executive Committee expressed concern that the DRAFT RECOMMENDATIONS had substantial changes from the documents produced by each of the four Working Groups. Working group members also observed that the Education Advisory Board research report was to be incorporated into the first draft but was never received. In proceeding with our first response, we worked from the DRAFT RECOMMENDATIONS.

In approaching this review and revision exercise, all participants were completely in agreement with the goals of the BOT. As you state in your memo of January 13, these goals include:

1. Ensure that the faculty governance documents provide optimal flexibility to achieve the goals of the strategic plan (*Vision 2021*).
2. Enhance faculty governance at GW.
3. Enable the University to recruit, develop, and retain the best possible faculty.
4. Continue to advance as one of the nation's truly elite institutions. (*Vision 2021*)
5. "In recent decades, our student body has grown more rapidly than our tenure line faculty. Over the coming decade, we need to reverse this trend." (*Vision 2021*, pg 29)

The essential key to GW's advancement as one of the nation's truly elite institutions is for GW to have a research-active faculty in ALL of its schools with the highest qualifications and to have these highly qualified people participate in the academic decision-making process through a system of shared governance within the University. This why the *Faculty Code* (FC) and the *Faculty Organization Plan* (FOP) are such crucial documents to the future of GW.

It also should be stated that the current FC and FOP are well conceived, embody decades of collective wisdom from a great many fine and dedicated people, and have been revised many times over the years in order to remain current. The existing *Faculty Code* is certainly not an obstacle to achieving *Vision 2021*. Nevertheless, as we have discussed and agreed, improvement is possible, particularly in the four areas identified by the Faculty Governance Task Force. Shared governance is especially necessary in matters involving University research, education, and service to the community. Any policy that degrades the quality of our faculty and the ability of that faculty to have a strong voice in the decision-making of the University is not likely to achieve our aspirations of advancing as an elite institution, but in the long run, will cause the University as a whole to descend into mediocrity.

The three committees who have reviewed the DRAFT RECOMMENDATIONS so far believe that if the proposed revisions in the faculty governance documents were implemented as written, the quality of our faculty and their role in decision-making would decline. This is clearly counter to *Vision 2021* and, in the long term, will degrade the status and reputation of

GW. The attached amendments by the faculty will provide evidence for our observation and indicate how we believe these deficiencies can be corrected.

From the many meetings that we participated in with you, Chair Carbonell, and the Working Groups, we have a good understanding of the concerns of the BOT. In the attached “Revised Recommendations,” we were very sensitive to your concerns and believe that we can address them and still work towards enhancing the quality of our faculty and the quality of the University’s decision-making. This has been the spirit of our collaborative effort over the past year and one half. We have always believed that there is congruence between the goals of the BOT and the goals of the Faculty. After we receive your response to our recommendations, we will be eager to put in the hard work necessary to achieve our common goals. This will include thoroughly vetting our agreed recommendations by our respective committees before we can put forward resolutions of support to the Faculty Senate. As I am sure you can appreciate, every change to the faculty governance documents has meaning and unintended consequences for various schools that will require a careful review. As you have correctly said numerous times, *“It is better to do something right than to do it fast.”*

In the following, we will present some of the concerns, explanation of our positions, and preliminary thoughts for solutions that we propose.

Participation

Comments on the Role of Tenure in University Governance

GW is a vibrant institution that attracts both faculty and students from around the world. The GW academic community is huge and includes tenured, tenure track, and a very substantial number of special faculty contracted to do teaching, research, or clinical work, and includes visiting faculty, scholars, and others. Many are full-time and many are part-time. In 2013, GW received over \$598 million in tuition and fees and attracted over \$152 million in externally sponsored grants and contracts. All of this financial activity was the result of the work of faculty performing teaching and research. In order to carry out the work behind these great sums of money, the University has faculty who are tenured/tenure track, and they have a large cohort of faculty who are hired for a specific project or program. Faculty that gain tenure tend to be permanent and remain at GW for the majority of their professional careers, while contract faculty are supported by funding that is transitory and available only for the term of a specific program, grant, or contract. Contract faculty may remain at GW only for the duration of their contract, although contracts are often renewed, and some contract faculty work on several simultaneous contracts. Thus, some contract faculty work for many years at GW, while others remain only for a short time. Some contract faculty are leaders in attracting external funding and run their own programs, while others are hired by a program director or principal investigator and serve as subordinates.

The tenured/tenure track (T/TT) faculty in any elite University have a special role as a result of three special characteristics:

1. T/TT faculty are usually hired through a national search and screened through search committees of peers. Because of the excellent reputation of GW and its location in Washington, such searches tend to be extremely selective, with new faculty arriving with extraordinary backgrounds and credentials. It is not uncommon to have 200-300 candidates for a single faculty position. Without the offering of a T/TT position, it is certain that the pool of candidates would NOT be nearly as qualified.
2. Once hired, TT faculty have to go through an intense six year vetting process that may or may not lead to tenure. Only the most qualified people, generally those with tenure at a peer institution, get tenure directly at GW. Thus, GW assures that the quality of the faculty with tenure is very high. Contract faculty, on the other hand, do not have a similar vetting and, since the positions are generally not as desirable as T/TT positions, the competition for them is much less. The result is that the T/TT faculty are generally of higher professional stature than non-tenured contract faculty. It is therefore a goal of *Vision 2021* to increase the proportion of T/TT faculty.
3. Tenured faculty, having assurance of lifetime financial security, have a degree of independence in expressing their views that non-tenured faculty may not have. In assisting the University in decision-making, they can express their views unfettered by concerns of about their own job security. Unfortunately, this freedom does not exist for non-tenured faculty who often depend on an administrator or a principal investigator for their continued employment. Therefore, while it is important to allow the University to benefit from the experience and wisdom of non-tenured contract faculty as well as to give them a voice, it is essential in an elite university to ensure a governance system that gives greater weight to the T/TT faculty.

With this analysis in mind as well as our desire to give non-tenured faculty a greater voice in the Faculty Senate, we amended the DRAFT RECOMMENDATIONS to include the following additional provisions:

Non-tenured faculty members may serve in the Faculty Senate if:

1. They have attained the rank of Associate Professor or higher
2. They complete at least six years of full-time academic service at GW.
3. The majority of the faculty members representing each school in the Faculty Senate hold tenured appointments.

Appointment, Promotion, and Tenure

1. DRAFT RECOMMENDATIONS for *Faculty Code* **IV.B Promotion and Tenure** is amended as follows:

“Tenure and promotion to the ranks of associate professor and professor are granted by the university to faculty members who have achieved ~~recognition~~ excellence in their disciplines ~~for outstanding~~ through contributions to research, scholarship, or creative work in the arts . . .”

This change is recommended in order to be more consistent with terminology used in other parts of the amended *Faculty Code*. The word “**excellence**” is frequently used in the amended *Faculty Code*, but “**outstanding**” is problematic because it not defined and is highly subjective. Specifically, “**excellence**” was defined as “excellence as published in the criteria of each departmental unit and school.”

2. DRAFT RECOMMENDATIONS for *Faculty Code* **IV.C Tenure** is amended as follows:

- 1) In IV.C.1, after first sentence, add: “*Excellence is defined in the published policies and procedures of each department and school.*”
- 2) In IV.C.2, at the end of the paragraph, the phrase “*Faculty recommendations must be based on compelling evidence*” should be replaced by “*Faculty recommendations must be based on evidence of excellence as published in the criteria of each departmental unit and school.*” The use of the word “**compelling**” in the *Faculty Code* must be reserved for references to “*compelling reasons to nonconcur with the faculty recommendations.*”

3. DRAFT RECOMMENDATIONS for *Faculty Code* **IV.C.3** are agreed to without amendment.

4. DRAFT RECOMMENDATIONS for *Faculty Code* **IV.D Promotion to Professor** are agreed to without amendment.

5. DRAFT RECOMMENDATIONS for *Faculty Code* **IV.E(new) School-Wide Personnel Committees**

The faculty feel that the existing language in the current *Faculty Code* is preferable to the language proposed by the DRAFT RECOMMENDATIONS. The particular language in the DRAFT RECOMMENDATION that is considered problematic is section 3 “*The recommendations of the School-Wide Personnel Committees shall be construed as faculty recommendations as defined by Section B.3 of Procedures for Implementation of the Faculty Code.*”

However, the faculty **may** be receptive to broadening the role of the School-Wide Personnel Committees **if** the University Nonconcurrency Committee (UNCC), described in the recommended *Procedures for Implementation of the Faculty Code*, Section B, is adopted in the *Faculty Code*. The School-Wide Personnel Committee must be composed of tenured faculty of professorial rank that are elected by the faculty of the particular school. The School-Wide Personnel Committee would have the opportunity to nonconcur with a departmental recommendation independently of the deans and other administrators. Such a

nonconcurrency would trigger an ultimate review by the University Nonconcurrency Committee.

6. DRAFT RECOMMENDATIONS for *Faculty Code* **IV.F(new) Provost's Advisory Council**

The faculty does NOT recommend the establishment of the Provost's Advisory Council. The faculty does recommend either a continuance of the role of the Faculty Senate Executive Committee as described in the current *Faculty Code* or a University committee to review nonconcurrences only which would be called "University Nonconcurrency Committee" (UNCC). See recommended *Procedures for Implementation of the Faculty Code, Section B*.

There is solid agreement among the faculty that implementing the PAC would be a strong diminution in shared governance and a poor use of faculty time. The following are reasons why the faculty is opposed to establishing the proposed system:

- A. Currently, the Executive Committee provides advice and counsel on nonconcurrences with complete independence from the administration and enjoys the full confidence of the faculty since members of the Executive Committee are **doubly elected**, and there is University-wide representation. The current system provides a strong check on capricious behavior on the part of the administration and holds the administration to addressing the published criteria for each department and school rather than their own personal criteria or hearsay information from various sources extraneous to the record. (These are not unusual occurrences at GW.) Furthermore, the Executive Committee seeks to assure that the requirements under the *Faculty Code* and approved resolutions are followed.

The proposed Provost's Advisory Council procedures eliminate any check on capricious or ill-informed administrative behavior because the PAC has absolutely no authority, and PAC findings, which may be accepted or ignored, are not known outside of the Provost's Office.

The faculty is not opposed to establishing a University-wide personnel committee. We would consider a University Nonconcurrency Committee (as described in Section B of the faculty revised Procedures) as an acceptable alternative to the current role of the Executive Committee. Such a committee would be used ONLY in nonconcurrences AND it would have final decision-making authority. In order to assure the confidence of the faculty, it must be an elected committee.

- B. The Provost is simply one more person in the chain who can nonconcur with a tenure/promotion recommendation and is not, and should not be, the final decision-maker. She/he is free to seek whatever counsel she/he desires to assist in deciding to nonconcur. There is no need to require a special advisory council for one party in the chain to make a decision, particularly when the proposed PAC has no authority.

- C. The DRAFT RECOMMENDATIONS has the provision that the PAC review ALL promotion and tenure cases coming through the system. Last year, there were 43 cases, 3 of which resulted in nonconcurrences. For 40 of these cases, the department, the dean, the School-Wide Personnel Committee, and the Provost were in agreement. Adding an extra layer of bureaucracy to the process is counter-productive, especially since there has been no problem identified with the current process.

Proper review of a case requires careful study of the candidate's resume, annual reports, research and teaching statements, mid-tenure review analyses, peer evaluations, letters from external reviewers, recommendations of the department, the dean, the School-Wide Personnel Committee, as well as reviewing the published criteria for promotion and tenure from the department and the school. In addition, there are other materials that may appear in the portfolio. This exercise, if done properly, would take a qualified and experienced person at least five hours per case. To devote less time would open the door for ill-considered decisions that could have detrimental effects on the candidate's career. The proposal is to have 9 members of the PAC who are senior faculty. The time of senior faculty is extremely valuable and limited. Had this process been done this year, a simple calculation shows that $5 \times 9 \times 40 = 1,800$ man-hours of valuable senior faculty time would be devoted to reviewing portfolios that are not problematic. This is a very poor allocation of resources which would certainly not be appreciated by the participants.

In practice, the members of the PAC are not likely to allow their time to be wasted in such a manner and are likely to make very cursory reviews of the portfolios. Especially given that their opinions have no weight, the exercise will not provide any benefit to the University. To do otherwise would be an absurd make-work exercise.

We strongly recommend that a University-wide committee review ONLY nonconcurrences. In the current *Faculty Code*, the Executive Committee serves this function very well. However, the faculty is not averse to another approach such as the UNCC.

7. DRAFT RECOMMENDATIONS for *Faculty Code* **IV.G(new) Review Process**

The faculty recommend that following changes:

“Departments, School-Wide Personnel Committees, deans, the ~~Provost's~~ Advisory Council, Provost and the ~~Provost~~ President shall each ensure that recommendations concerning promotion and tenure are supported by ~~compelling~~ published evidence of excellence and preserve the schools' and the University's interest in building an outstanding faculty.”

We strongly recommend against the implementation of the PAC. Once again, the use of the word “*compelling*” in the *Faculty Code* should be limited to “*compelling reasons for nonconcurrency*”.

8. DRAFT RECOMMENDATIONS for Procedures for the Implementation of the *Faculty Code*
B. Faculty Participation in Action Concerning Faculty Membership

This section describes in detail how the University Nonconcurrency Committee would function. Basically, a nonconcurrency occurs if anyone from the President on down to the Dean nonconcurrency with a departmental (faculty) recommendation. At that point, the case would be transferred to the UNCC which would make a final binding decision which would be transmitted to the President, and then transmitted to the BOT. The election process of the UNCC remains to be determined but might follow that proposed by the DRAFT RECOMMENDATIONS for the PAC.

If the concept of the UNCC being the final arbiter of nonconcurrency were adopted, the faculty might be amenable to broadening the power of the School-Wide Personnel Committees so that they are no longer advisory to the deans, but independent committees which can also be a party to a nonconcurrency if a committee believed that a department was not maintaining the standards of a school.

Appointment and Review of Academic Administrators

Procedures of the Implementation of the Faculty Code, Section C.2.b – Appointment of Deans, Associate Deans, Assistant Deans and Similar Academic Officers

The following are some of the features that the faculty propose in their amendments to the DRAFT RECOMMENDATIONS:

1. The full-time faculty must elect at least five full-time faculty members to serve on the search committee, of whom not more than one may be an untenured faculty member. (The task force draft does not guarantee any election or require tenured status for faculty members.)
2. The Board of Trustees may appoint one or two trustees as members of the search committee. (The task force draft does not place any limit on the number of trustees who could be appointed to the search committee.)

3. The elected faculty members must represent a majority of the total voting members of the search committee. (The task force draft does not include any similar requirement.)
4. After consultation with the non-voting members, the voting members of the search committee must establish criteria for the dean search (including a position description) and submit those criteria for approval by the school's full-time faculty. (The task force draft does not include any similar requirement.)
5. After consultation with the non-voting members, the voting members may elect to hold executive sessions for selection of candidates for initial committee interviews, on-campus interviews, and the final group of candidates to be recommended for the deanship. (The task force draft does not provide for such executive sessions.)
6. The President and Provost may not require the search committee to submit more than three final candidates for the deanship without the prior approval of the school's full-time faculty. A school's full-time faculty may adopt procedures requiring the search committee to present final candidates to the school's full-time faculty for approval before those candidates are presented to the President and Provost. (The task force draft does not place any limit on the number of final candidates that could be required by the President and Provost, nor does it allow the faculty of any school to vote on final candidates before their names are forwarded to the President and Provost.)
7. The provisions of Part C.1. of the Procedures for the Implementation of the Faculty Code (p. 20) governing the selection of department chairs will remain UNCHANGED, except that (in accordance with other recommended governance changes) the term "regular, active-status faculty" will be changed to "regular faculty." (The task force draft did not make clear whether the existing procedures for selecting department chairs would be retained in the Faculty Code.)

Procedures of the Implementation of the Faculty Code, Section C.2.b – Appointment of Deans, Associate Deans, Assistant Deans and Similar Academic Officers - ii. Continuence

The faculty has recommended several editorial changes in the DRAFT RECOMMENDATIONS for clarification. However, the general intent of the DRAFT RECOMMENDATIONS is accepted.

Procedures of the Implementation of the Faculty Code, Section C.2.c – No Confidence in Academic Officers

The faculty accept the DRAFT RECOMMENDATIONS without amendment.

School Rules and Procedures

Faculty Code, Section I - GRADES OF ACADEMIC PERSONNEL

B. Regular Faculty

As stated earlier in this memorandum, the single most important factor in determining the quality of the University is the quality of the faculty. In order to insure a high quality faculty throughout the University, it is essential that rigid requirements be placed on the proportion of tenured/tenure-track faculty in each school. This is necessary in order to achieve the goals of *Vision 2021*. To do otherwise would lead us on a path descending into mediocrity. The faculty recommend the following changes to the DRAFT RECOMMENDATIONS;

1. To be “**regular faculty**”, one must have the title of University professor, professor, associate professor, assistant professor, or instructor. These titles should be explicitly stated to exclude staff with titles such as “director”, “manager”, etc.
2. “**Regular faculty**” must have “*contractual responsibilities for all of the following: teaching, research, and service.*”
3. To be considered “**regular faculty**” in a school, a candidate must “*. . . satisfy published criteria established by the respective school and voted on by the regular faculty of the school, and are approved by the School-Wide Personnel Committee of the respective school for the status of Regular Faculty in accordance with the published criteria.*”
4. The faculty believes that in order to meet the requirements of *Vision 2021* and maintain the University on an upward path towards elite status, “*At least 75% of the regular, full-time faculty members in each school shall hold tenure-accruing appointments and at least 50% of the **Regular Faculty** in each department must have tenure accruing appointments. The School of Medicine and Health Sciences, and the College of Professional Studies shall be exempt from this rule.*” It should be stated that historically, the 75% rule has been a force for excellence at GW and should certainly be strengthened. According to data provided by the Provost’s Office, currently, all schools meet this criterion except GSEHD (65%), CPS (5%), SMHS (67%), and MISPH (71%). GSEHD and MISPH have been working towards this goal and have been improving. SMHS and CPS are exempt because their programs are very different from those of the rest of the University. Thus, maintaining the 75% rule has helped GW in its rising trajectory to elite status and will continue to do so.
5. The faculty further recommends that “*No school may adopt a governing rule that would require a higher minimum percentage of tenure-accruing faculty appointments. However, a school shall have the right to grant tenure-accruing appointments to a higher percentage of regular, full-time faculty members with the concurrence of the Provost.*”

C. Specialized Faculty

There is much concern that there is a tendency in the future to replace tenured/tenure-track faculty with low-cost Specialized faculty. The following table, created from data provided by the Provost's Office, shows current numbers.

	GW Faculty		Total	%SpecServ
	Regular	Spec Serv		
CCAS	477	35	512	6.8%
ESIA	57	10	67	14.9%
SB	105	21	126	16.7%
SEAS	91	5	96	5.2%
GSEHD	71	4	75	5.3%
LAW	80	1	81	1.2%
CPS	1	2	3	66.7%
SMHS	86	34	120	28.3%
SMHS-MFA	276	0	276	0.0%
SON	26	4	30	13.3%
SPHHS	93	33	126	26.2%
TOTAL	1363	149	1512	

It is clearly seen that at present, all schools except SMHS, SPHHS, and CPS have less than 25% Specialized Faculty. It is also clear that these three schools have very special situations which may require them to grow the research faculty or the clinical faculty. While SON is well under 25% Specialized Faculty, our understanding is that they may seek to enlarge their clinical faculty. The faculty is very concerned that in CCAS, ESIA, SB, SEAS, GSEHD, and LAW, a proliferation of Specialized Faculty could be detrimental to the quality of the University as a whole in the long run, and would cause a deterioration in shared governance if the faculty ranks were increased unduly with non-tenure/tenure-track faculty having governance rights but without the independence provided by tenure. We therefore recommend that for all schools except SMHS, SPHHS, SON, and CPS, the number of Specialized Faculty within a school shall not be more than one-quarter of the full time faculty. As seen from the above table, this would allow for some growth in Specialized Faculty, but would not allow the number to exceed a level which would be detrimental to the overall quality of the GW faculty and the efficacy of shared governance. This is essential to achieve the goals of *Vision 2021*.

D. Secondary and Courtesy Appointments

We note that the DRAFT RECOMMENDATIONS deleted Section D. on Secondary and Courtesy Appointments. In view of the fact that *Vision 2021* seeks to enhance interdisciplinary collaboration, it seems counterproductive to delete this section. Secondary and Courtesy appointments enhance collaboration by engendering a collegial and collaborative connection between departments. By clarifying issues of governance and thereby eliminating a disincentive for collaboration, departments will be more likely to welcome colleagues from other areas. We strongly recommend that Section D. from the current *Faculty Code* be continued.

Procedures for the Implementation of the Faculty Code –

A. Governance of Departments and Schools

The faculty recommend the following changes to the DRAFT RECOMMENDATIONS:

1. Only the “**regular** full-time faculty” should be responsible for writing the procedures, rules, and criteria for the governance of a unit.
2. The faculty agrees that the burden of reviewing the governance documents of all of the departments, schools, etc. should NOT fall on the Executive Committee. An alternative process is proposed.

It is hoped that we will be able to move forward on some of these changes to the *Faculty Code* and the *Faculty Organization Plan*. We therefore look forward to receiving the response of the Board of Trustees. We would be most happy to schedule a meeting to discuss our response in detail and see if there are some alternative ways in which we can best achieve our common goals.

Sincerely,

Charles A. Garris, Jr. , Chair
Faculty Senate Executive Committee

March 9, 2015

Dear Colleagues of the Committee on Academic Affairs:

On behalf of the Subcommittee on Faculty Governance of the Committee on Academic Affairs, I am pleased to transmit the draft work products of three working groups— participation, deans search and review, and school rules and procedures. The draft work product on appointment, promotion, and tenure has not been finished by the working group and will be transmitted to you upon its completion.

The working groups appreciated the detailed feedback on their initial recommendations from the Faculty Senate Executive Committee on January 27, 2015. The remainder of this letter provides high-level rationale for the current revisions to the Faculty Code and Faculty Organization Plan, as written by various working group members representing the Board of Trustees, Faculty and Administration.

As you know, we sent an email on March 4 asking you to sign up for one of three conference calls in March to discuss and review these three work products (and, we expect, the recommendations from the working group on appointment, promotion, and tenure). If you have not done so already, please contact Liz Anderson at carlson@email.gwu.edu.

Finally, I want to once again thank trustees Scott Amey, Wes Burnett, Terry Collins, Kyle Farmbry, Titi Harley, Grace Speights, and recent trustee Mark Hughes for their leadership of these working groups and Nelson for his overall guidance and support. I look forward to speaking with you in March on our conference calls.

Sincerely,



Madeleine Jacobs
Chair, Subcommittee on Faculty Governance
Committee on Academic Affairs
Board of Trustees

CC: President Steven Knapp
Provost Steven Lerman
Chair of the Board of Trustees Nelson Carbonell
Professor Charles Garris, Chair, Faculty Senate Executive Committee

Participation

The working group considered various restrictions for membership in the Faculty Senate. Among the restrictions considered were tenure-status, rank, years of service in the academy, and years of service at GW. After much discussion, the working group realized that these are issues that will be addressed by each faculty member when they select their representatives through the voting process established in each of their schools. The working group decided to trust the faculty of each school and enable them to have the ability to decide who will represent their school at the Faculty Senate.

Consequently, the working group chose to set only a few restrictions on membership in the Faculty Senate: rank of associate professor or higher and full time service on the faculty. The working group also updated existing language within the Faculty Organization Plan to restrict faculty members serving in the Provost's office from serving in the Faculty Senate.

Moreover, on January 27, 2015, the Faculty Senate Executive Committee's (EC) wrote in its detailed feedback to the working groups that "the majority of the faculty members representing each school in the Faculty Senate must hold tenured appointments." The working group believed that this rule will significantly impact certain schools, such as the School of Nursing, in their ability to decide who will represent them in the Faculty Senate, when there are a limited number of eligible candidates. The working group recognizes that there is a strong concern regarding the potential for at least half of the members of the Faculty Senate to be non-tenured members of the faculty. However, the working group believes that faculty must be trusted to take this into consideration, among many other factors, in determining who will best represent their school at the Faculty Senate. By making the above rule, the person who best represents their school, in reality, may not even be a candidate.

Dean Search and Review

The working group sought to streamline standards for dean searches by evaluating best practices used by each school, resulting in a set of uniform, but minimum standards to make search processes more efficient. Further, the working group sought to enfranchise non-tenured faculty members involved in deans searches. Through new proposed language in the Faculty Code, specialized faculty (currently termed research, special service, and limited service) would be able to serve on search committees and have equal voting rights as their tenured peers. Additionally, as the fiduciaries of the university, members of the Board of Trustees serving on a search committee would also be extended the ability to vote on a search committee.

The purpose of the provisions on dean search committees was designed to set basic standards but permit each college to decide the actual composition of their search committee. The working group adopted a minimum standard that a search committee must have at least five

full-time faculty members (as suggested by the EC). The working group believes trustee participation should not be capped within the Faculty Code, which would limit the governing power of the Board of Trustees.

The working group established baseline voting rights for search committees, leaving the subject to individual schools to determine additional suffrage rights (staff, alumni, students). Many working group members believe alumni, students, and others would more fully participate in deans searches if they were extended voting rights, based on their contributions of time and energy to a search. This would also greatly contribute to the successful debut of a new dean to know that all constituencies participated and hopefully agreed on the final selection.

The working group adopted an issue raised by the EC concerning language for a search committee to define criteria for the dean. The working group proposed language on this issue and believes each search committee must receive final approval on search criteria from the Provost and each college should decide whether the search criteria would need approval from the school's faculty. A cautionary note would be to avoid too many time-consuming steps that slow the actual start of the search.

The working group believes the President and Provost should be free to specify the number of candidates they desire to interview.

Furthermore, the working group also drafted new language concerning a periodic comprehensive review of deans, designed to better assess the work of deans and help deans develop by giving them helpful feedback. The purpose of the creation of this new section in the Faculty Code was to create a process that helps deans succeed in leading their schools, hence the process should be a comprehensive review and not a comprehensive evaluation. The review process would solicit input from multiple constituencies at the college. The intent of this language is to be constructive, which is why the results would be confidential to the dean, President, Provost, and Board of Trustees. The Provost would share the top-line findings with the faculty. However, a dean may choose to share whatever he or she chooses from the evaluation.

The working group amended language in the current Faculty Code concerning votes of no-confidence for deans, underlining that this procedure is an option of last resort.

With respect to associate deans, the working group proposes that each dean should be allowed to build his or her team while abiding by procedures approved by the school's full-time faculty and with the Provost's final approval. The working group believes a faculty vote to confirm the dean's decision concerning these positions is unnecessary.

School Rules and Procedures

The working group on School Rules and Procedures sought to accomplish two things: (1) streamline the Faculty Code's complex and convoluted structure of faculty titles and grades of academic personnel and (2) identify a common set of rules that each school at the university should maintain within its own rules and procedures.

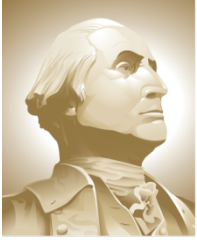
With respect to grades of academic personnel, the working group recommends several changes to the Faculty Code. First, the working group recommends that three individual grades of academic personnel from the current Faculty Code (limited service, special service, research staff) be consolidated under a new grade termed "specialized faculty."

Second, the working group recommends specifying that non-tenure accruing faculty within the "regular faculty" grade of academic personnel should be defined as being on "presumptively renewable contract." The working group added "presumptively" because "renewable contract" alone does not indicate the long-term relationship with the university that is comparable to a tenure track position such that the person would be considered "regular." The inclusion of "presumptively" reflects this long-term commitment.

Third, the working group advocates for maintaining the existing 75-25 requirement of the current Faculty Code, which requires 75% of regular full-time faculty of a school to hold tenure-accruing appointments. The working group proposes the creation of a provision to permit a school to request a different ratio in consultation with the Executive Committee of the Faculty Senate and the approval of the Provost. This provision removes the need to exempt certain schools from the 75-25 goal as schools that were previously exempted will have to meet the amended ratio as agreed upon with the Provost.

Fourth, the EC suggested a requirement that 50% of the regular faculty in each department must hold a tenure-accruing appointment. The working group disagrees with this suggestion, for two reasons. The first reason being that this provision would limit the flexibility of schools to create programs and departments based on the needs of the market, and second being that there are many departments at the university that are composed entirely of non-tenure accruing contract faculty (i.e., Corcoran, Art Therapy) which would not be able to meet this requirement.

Finally, the working group researched the rules and procedures of each of the ten schools across the university. Working group members then constructed a list of core areas that each school should legislate on within their own rules and procedures. The EC had no changes to the working group's recommendation on school rules and procedures.



**THE GEORGE
WASHINGTON
UNIVERSITY**

WASHINGTON, DC

Academic Affairs

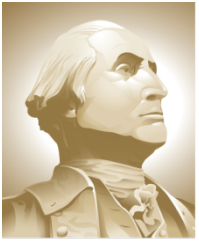
Core Indicators of Academic Excellence

**Board of Trustees Metrics
Faculty Composition
Comparison of AAUP and Market Basket Salaries**

**Appendices:
Faculty Counts
Faculty Teaching Loads
Enrollment Caps
Undergraduate Enrollment Trends
Graduate and Certificate Enrollment Trends**

Data as of January 15, 2015

Presentation to the Faculty Senate
Provost and EVP for Academic Affairs Steven Lerman
March 20, 2015

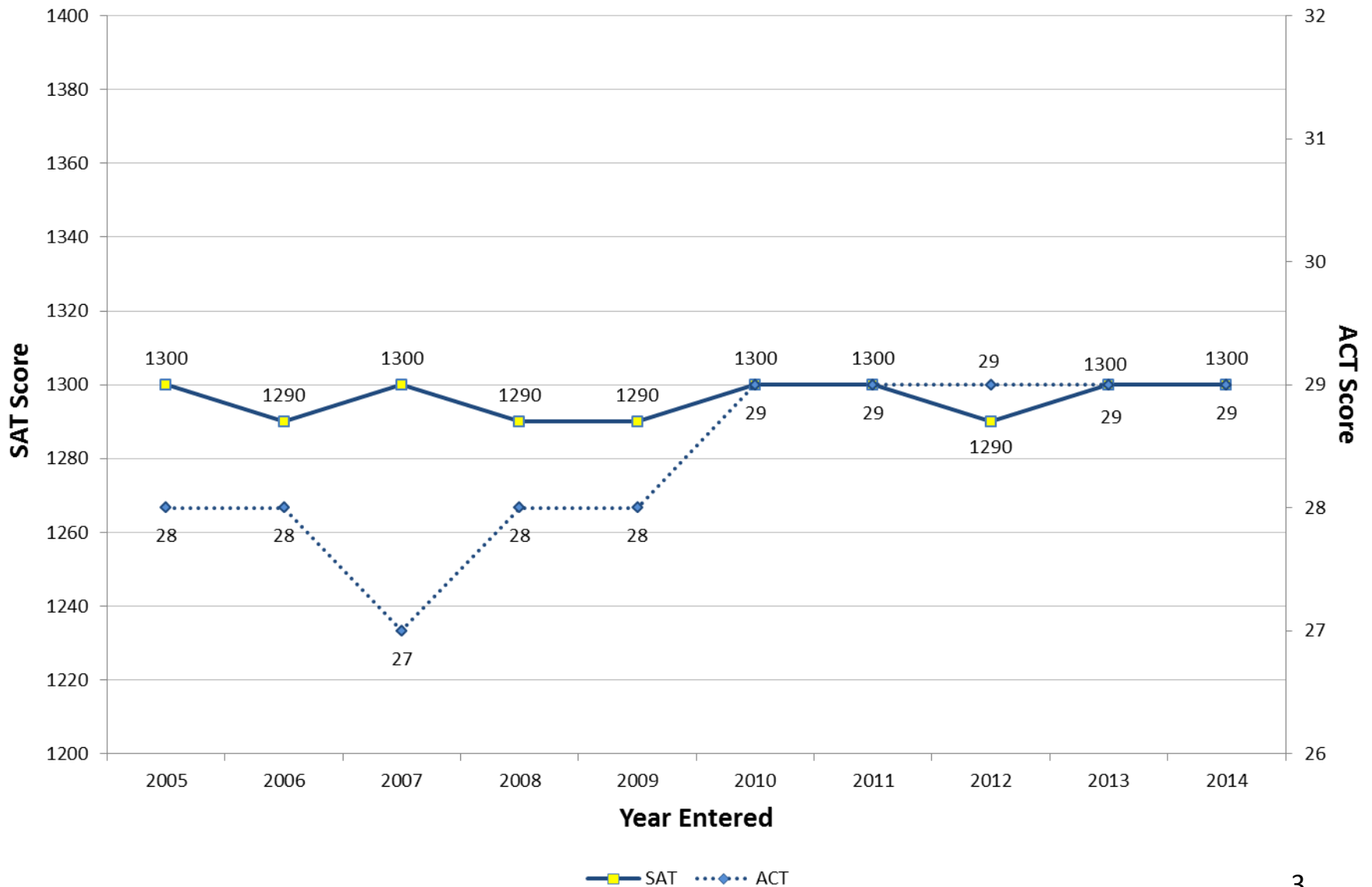


THE GEORGE
WASHINGTON
UNIVERSITY

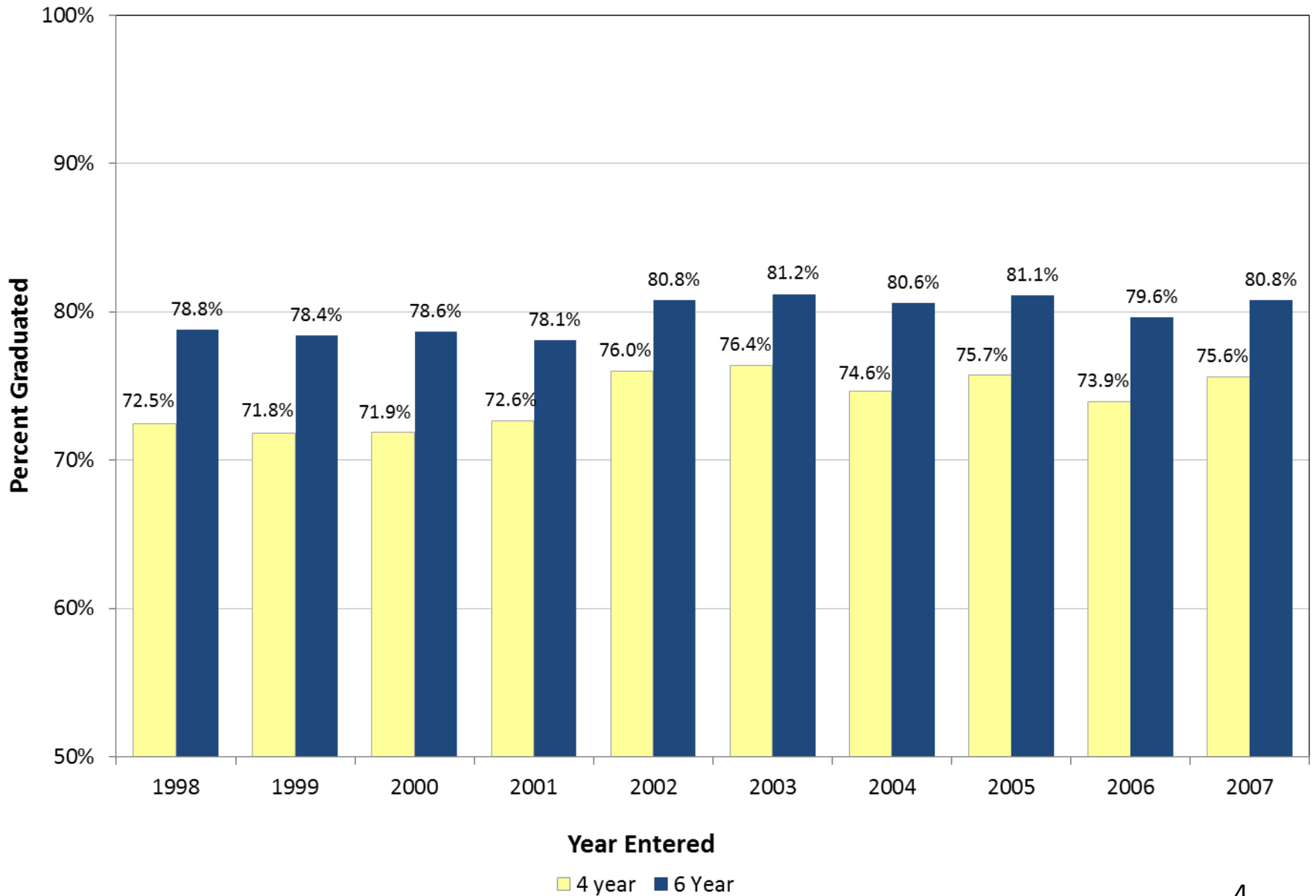
WASHINGTON, DC

Board of Trustees Metrics

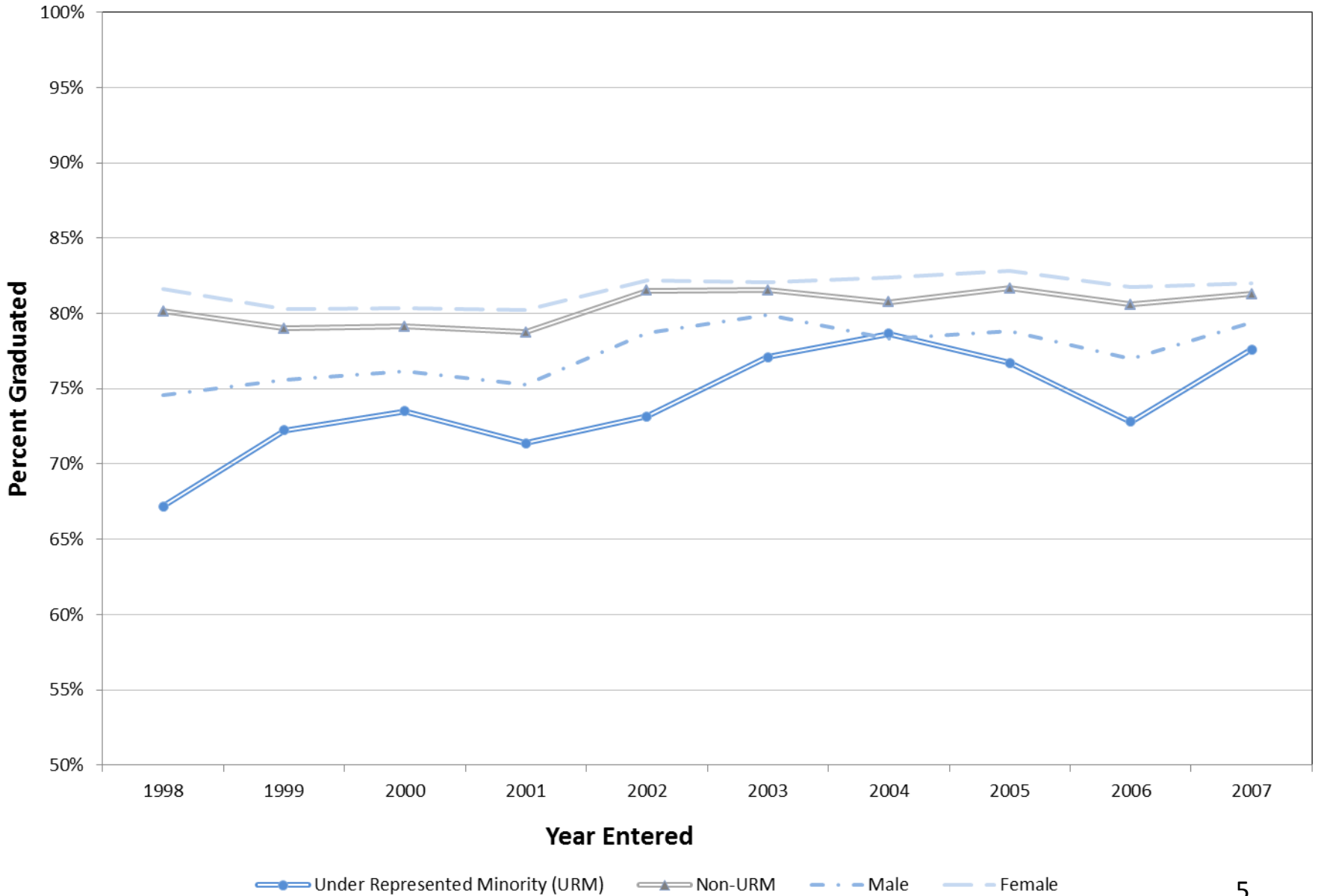
Median SAT (Verbal and Math) and ACT Scores of Freshmen Matriculants

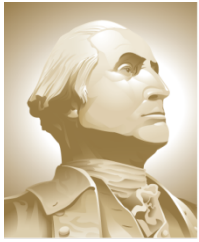


Four- and Six-Year Graduation Rates



Six Year Graduation Rates by Race and Gender





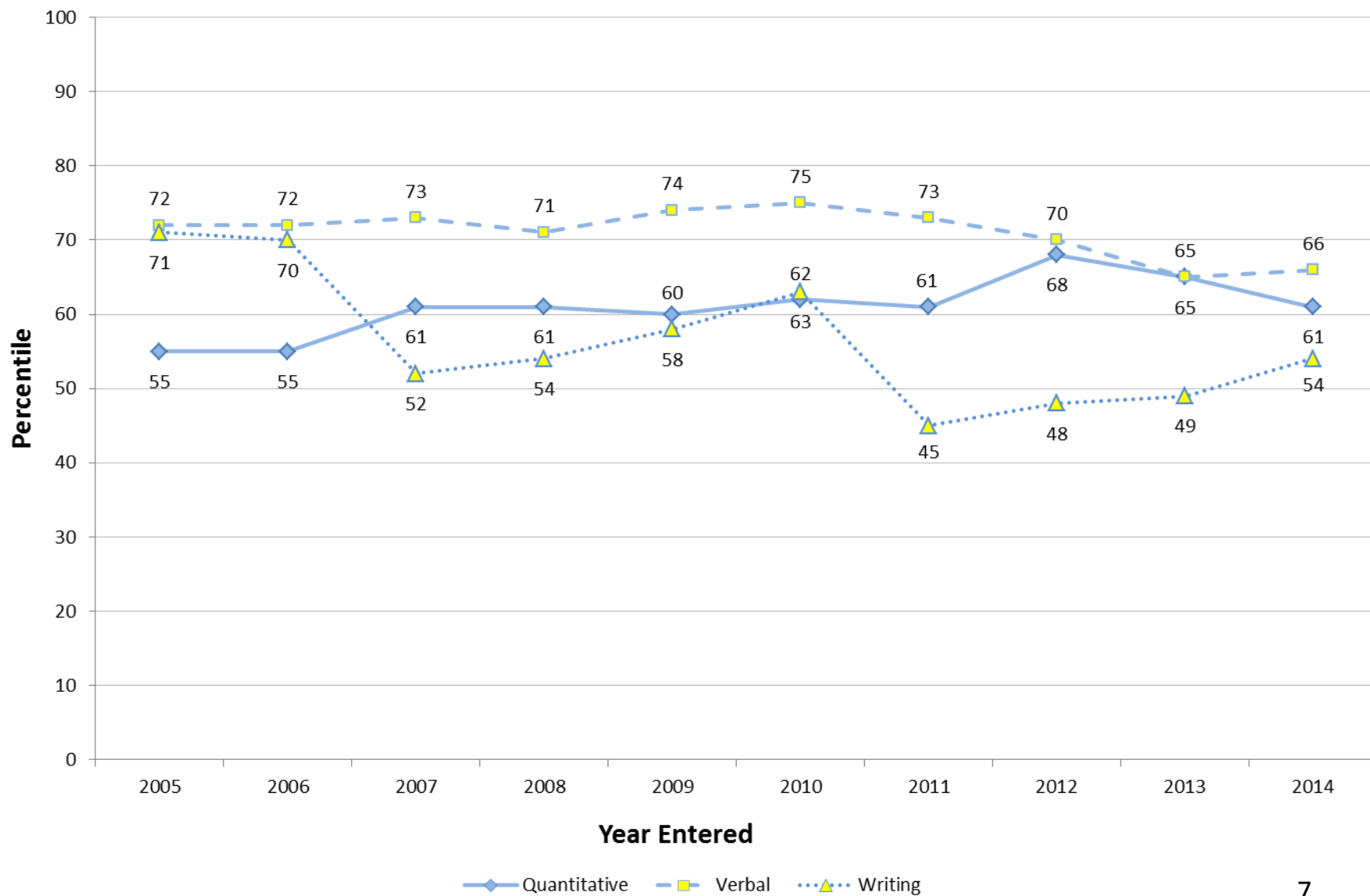
**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

Student-Faculty Ratio*

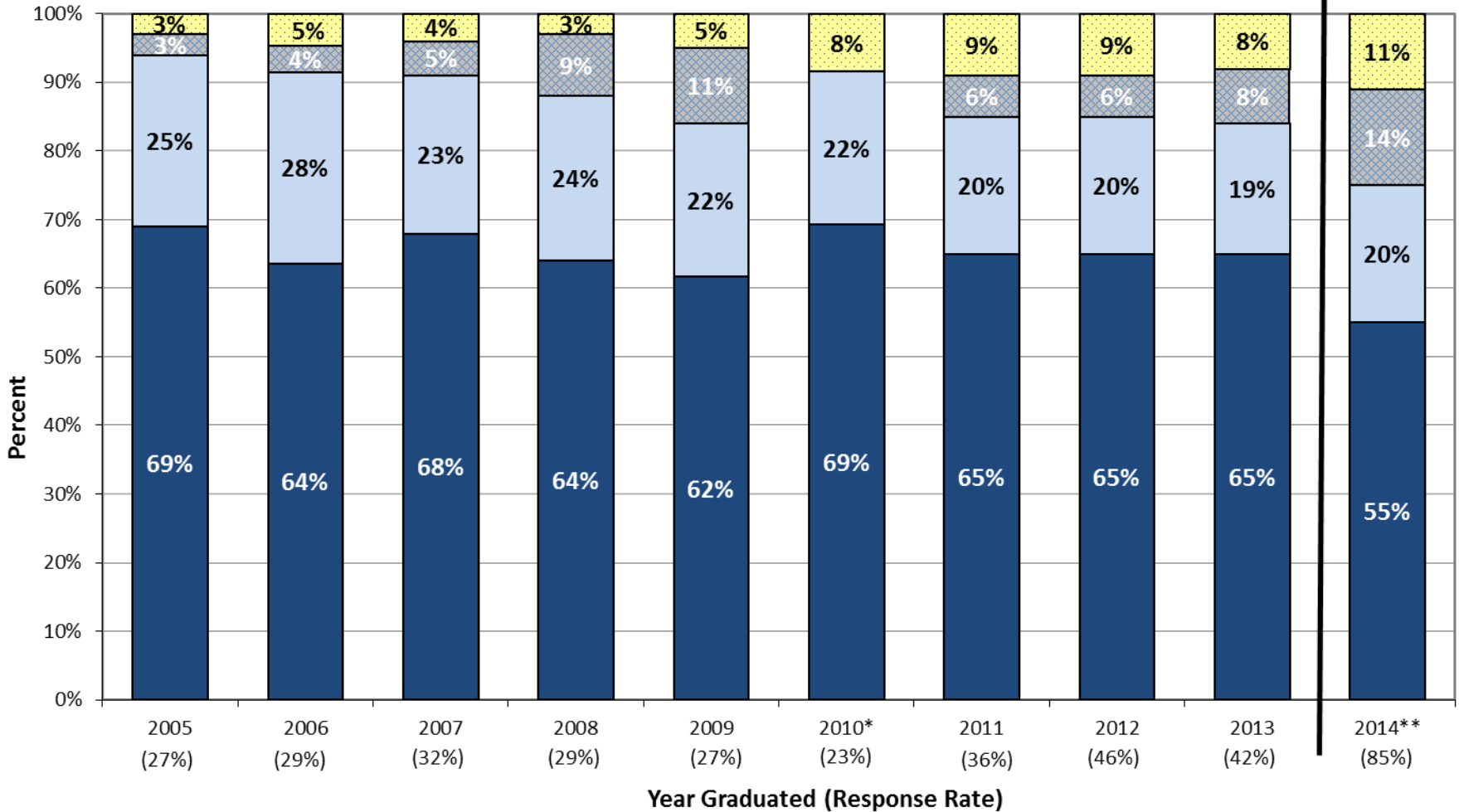
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Ratio	13.5	13.6	13.4	13.5	13.0	13.0	13.0	13.7	12.7	12.7

*Excludes schools that have only post-baccalaureate students or a very small number of undergraduate students (e.g., GSEHD, Law, SMHS, CPS)

Median GRE Percentiles of Matriculants in Master's and Doctoral Programs



Post-Baccalaureate Plans Six Months after Commencement

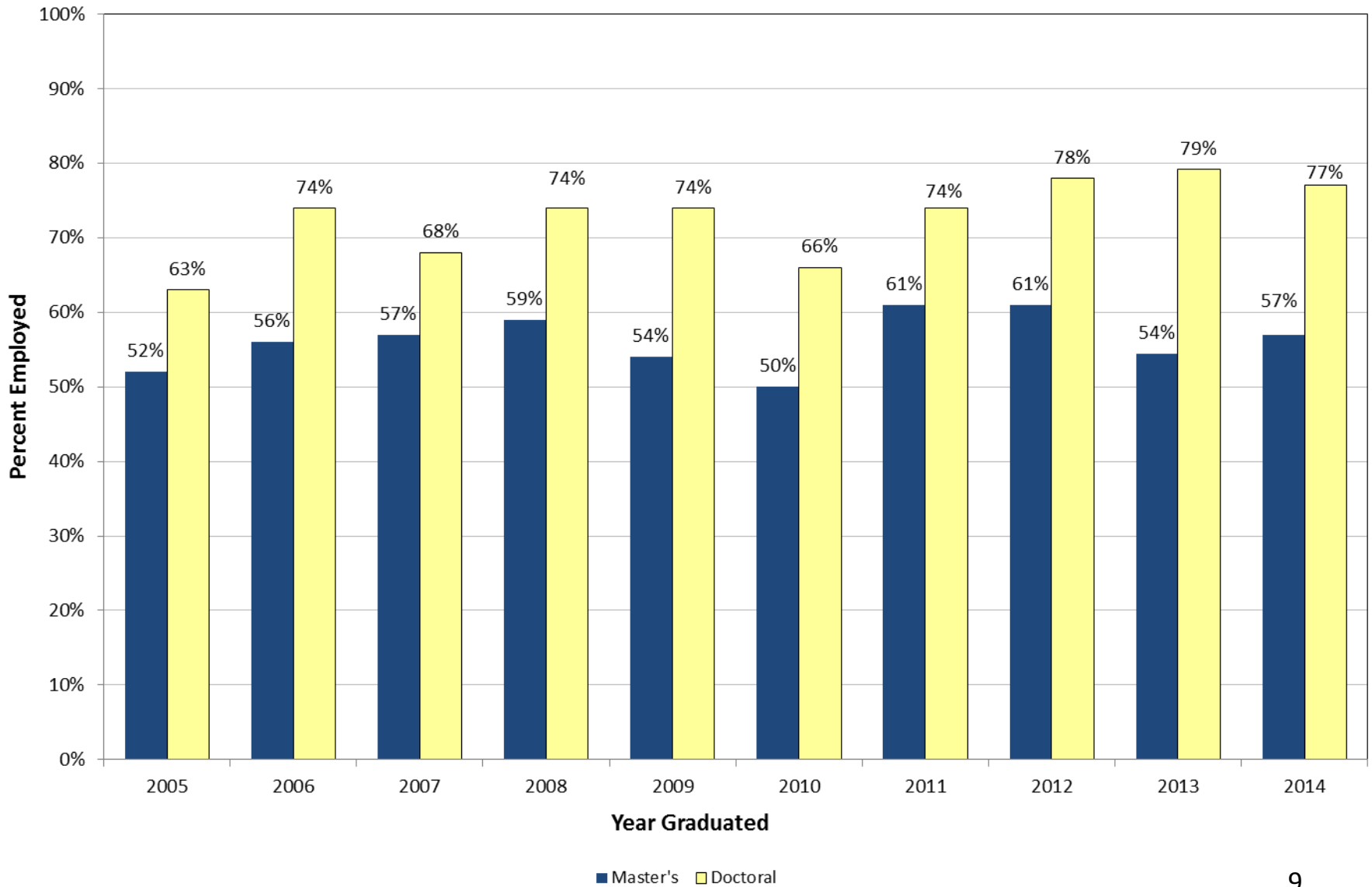


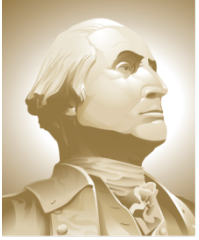
Employed full- or part-time
 Continuing Education
 Actively seeking employment
 Other activity (travel, family obligations, serving as a volunteer)

* The response choice "actively seeking employment" was not included as a choice.

** The method for collecting students' post-baccalaureate plans changed in 2014 in response to recommendations from the National Association of Colleges and Employers (NACE). NACE recommends using a "cohort" method whereby students' post-graduate activities can come from more than one source. In prior years, results from the post-baccalaureate survey were used exclusively to report students' activities. The response rate in 2014 was 85% compared to 42% in 2013.

Percentage of Master's and Doctoral Level Students Employed at Graduation



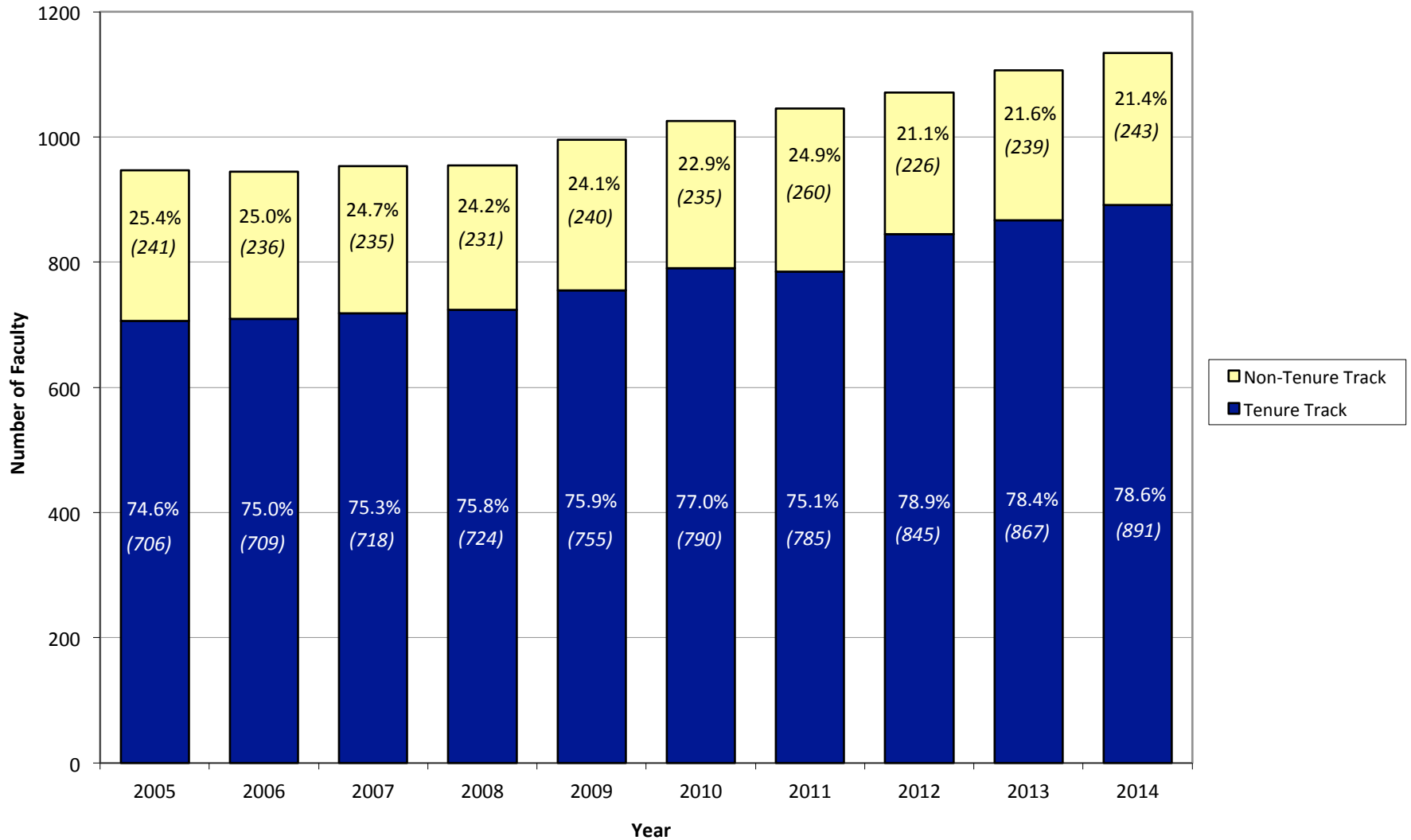


THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

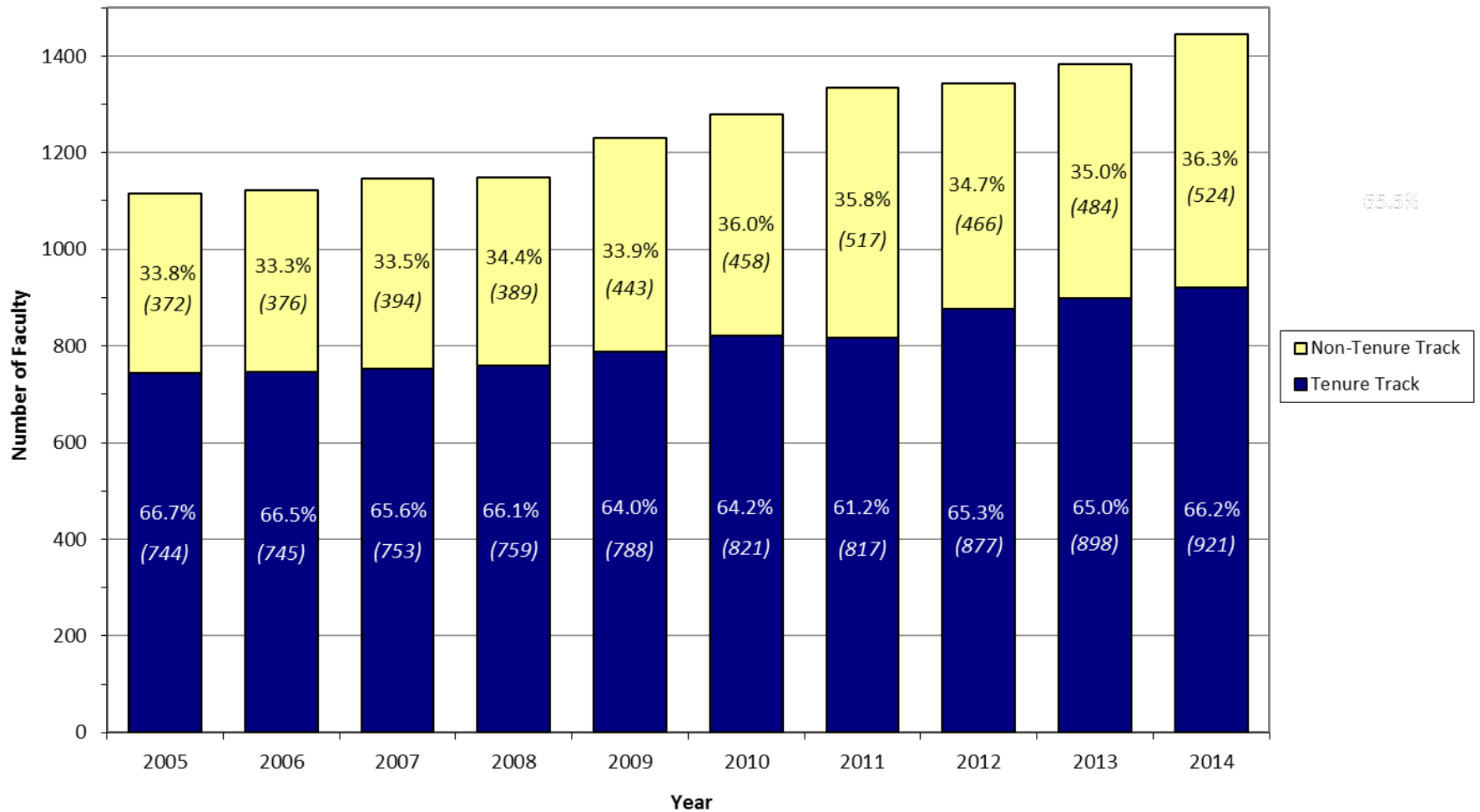
Faculty Composition

Number and Percentage of Tenure Track and Non-Tenure Track Faculty* (Excludes MFA)



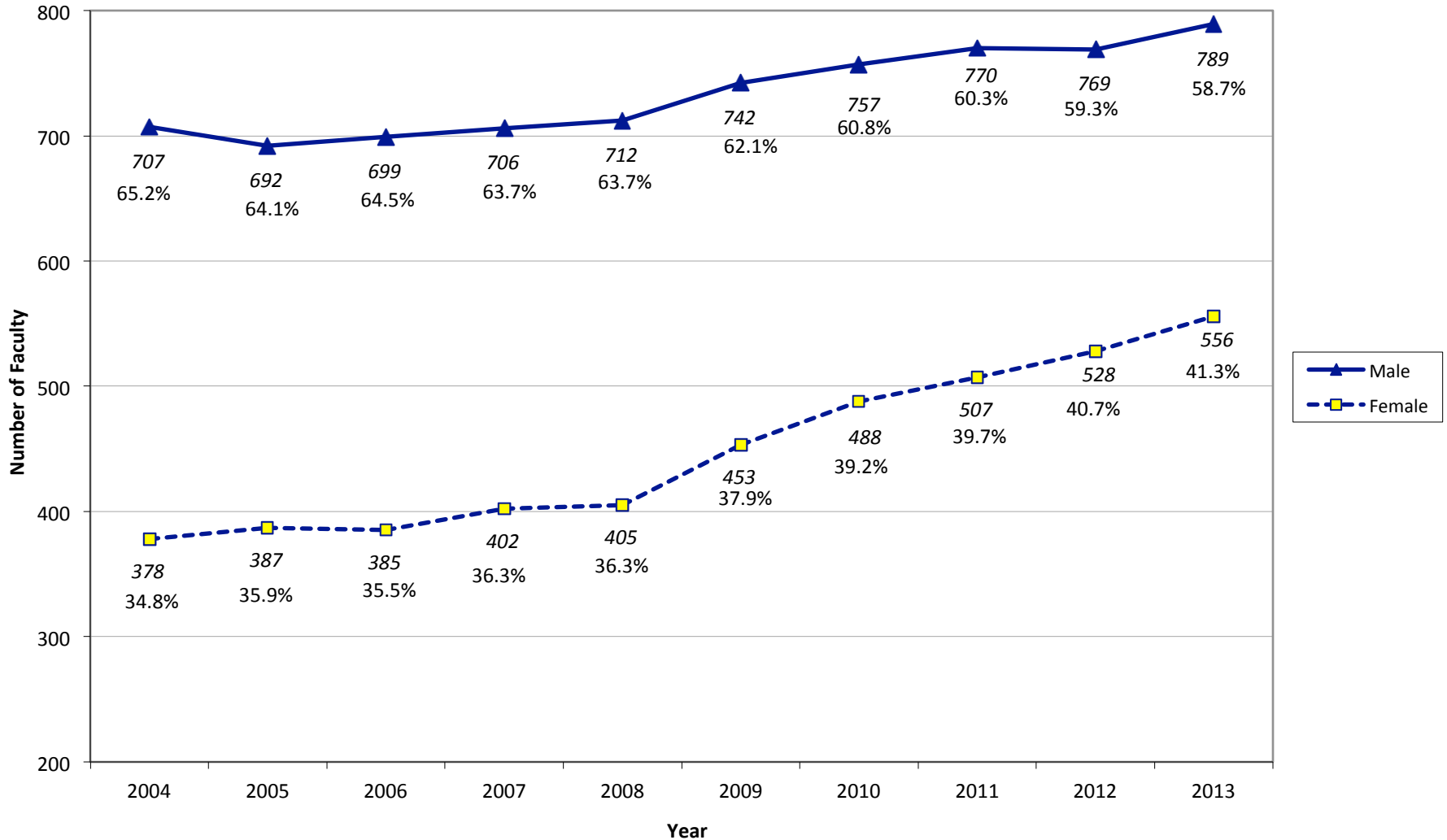
*Includes associate deans; excludes Corcoran faculty hired as part of merger agreement.

Number and Percentage of Tenure Track and Non-Tenure Track Faculty* (Includes MFA)



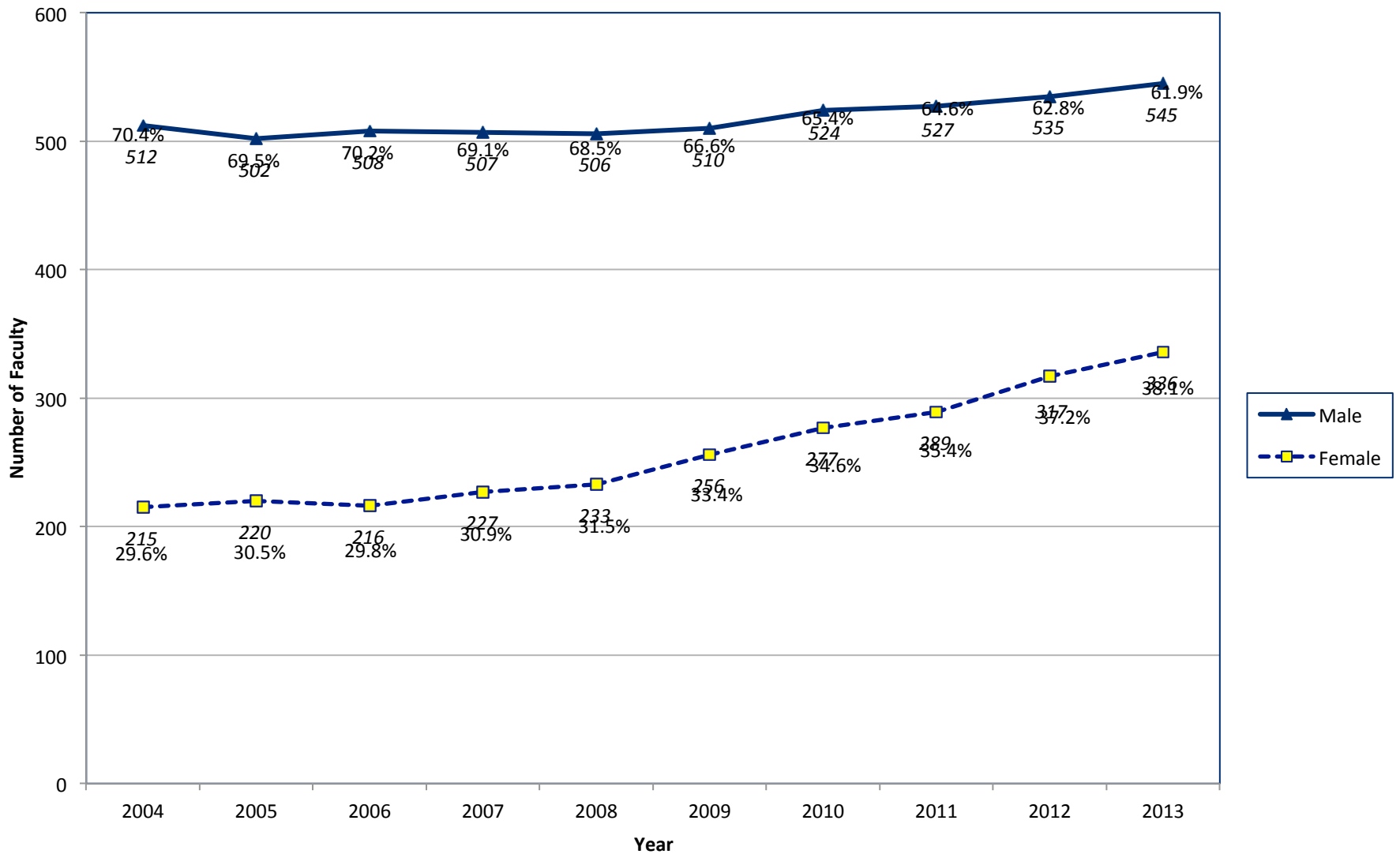
*Includes associate deans; excludes Corcoran faculty hired as part of merger agreement. Totals include MFA but not CNMC

Total Number and Percentage of Full-Time Female and Male Faculty*



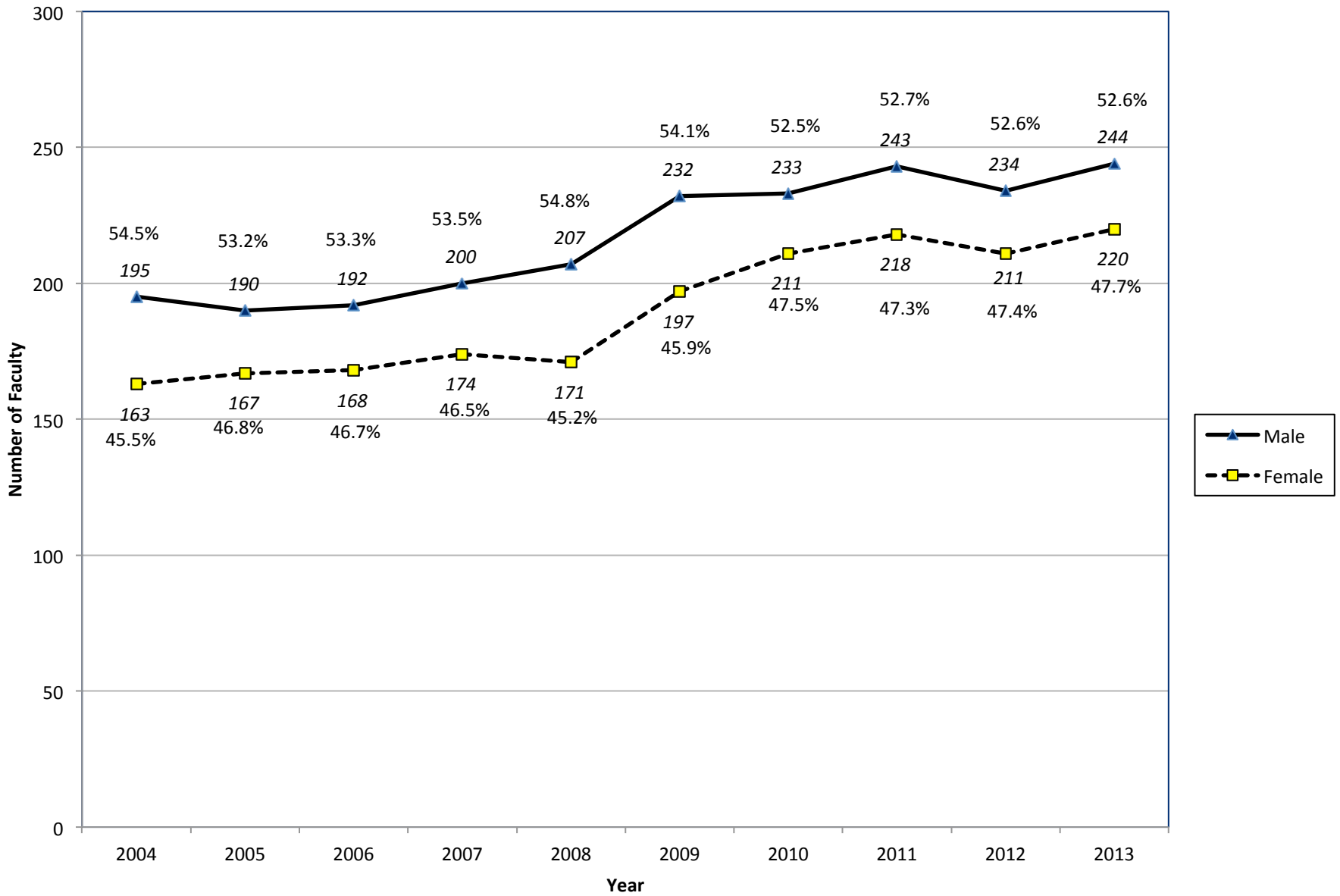
*Excludes deans and associate deans; includes all schools; SMHS includes MFA faculty

Total Number and Percentage of Tenure Track/Tenured Female and Male Faculty*



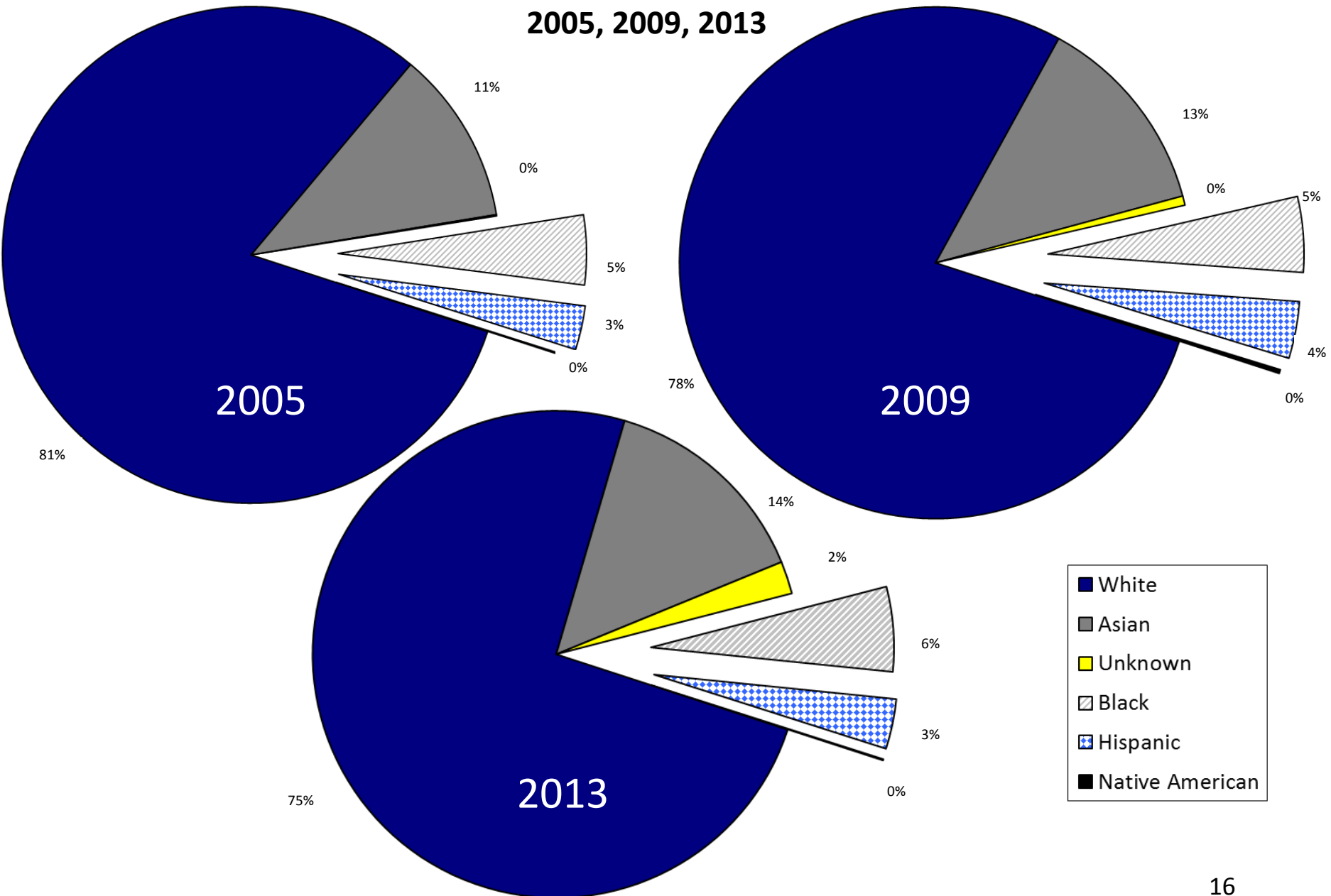
*Excludes deans and associate deans; includes all schools; SMHS includes MFA faculty

Total Number and Percentage of Non-Tenure Track Female and Male Faculty*



*Excludes deans and associate deans; includes all schools; SMHS includes MFA faculty

Percentage of Full-Time Underrepresented Minority* Faculty: 2005, 2009, 2013



*Includes black, Hispanic, and Native American faculty; excludes deans and associate deans; SMHS includes MFA faculty



THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

Comparison of AAUP and Market Basket Salaries



Comparison of GW Faculty Salary Averages with AAUP 60th Percentile Averages: AY 2013-14

School	Professors			Associate Professors			Assistant Professors		
	2013-14	AAUP 60%	Difference	2013-14	AAUP 60%	Difference	2013-14	AAUP 60%	Difference
CCAS	\$129,611	\$132,560	(\$2,949)	\$93,337	\$93,099	\$238	\$76,783	\$79,038	(\$2,255)
ESIA	\$154,700	\$132,560	\$22,140	\$111,594	\$93,099	\$18,495	\$84,820	\$79,038	\$5,782
SB	\$170,344	\$132,560	\$37,784	\$146,755	\$93,099	\$53,656	\$147,055	\$79,038	\$68,017
SEAS	\$163,301	\$132,560	\$30,741	\$126,952	\$93,099	\$33,853	\$102,792	\$79,038	\$23,754
GSEHD	\$133,636	\$132,560	\$1,076	\$93,500	\$93,099	\$401	\$73,974	\$79,038	(\$5,064)
LAW*	\$235,150	\$132,560	\$102,590	\$166,454	\$93,099	\$73,355			
CPS**							\$89,537	\$79,038	\$10,499
GWSPH	\$173,260	\$132,560	\$40,700	\$128,412	\$93,099	\$35,313	\$90,618	\$79,038	\$11,580
SON**							\$85,927	\$79,038	\$6,889
GW AAUP Salary Average	\$161,441	\$132,560	\$28,881	\$109,413	\$93,099	\$16,314	\$87,452	\$79,038	\$8,414

*Excludes clinical law faculty

** SON and CPS data are incomplete where N<4

Comparison of GW and Market Basket Professor Salary Averages with AAUP 80th Percentile Averages*

GW Market Basket	Professors									
Institution	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
New York University	\$138,100	\$144,000	\$149,500	\$162,400	\$170,700	\$171,700	\$175,900	\$182,400	\$187,618	\$195,700
University of Pennsylvania									\$187,000	\$192,300
Duke University	\$131,200	\$136,400	\$142,000	\$152,600	\$161,200	\$160,800	\$163,400	\$175,300	\$180,224	\$186,400
Washington University in St. Louis	\$128,400	\$135,200	\$145,100	\$150,800	\$159,300	\$160,700	\$164,900	\$172,400	\$175,816	\$183,600
Northwestern University	\$136,300	\$140,800	\$147,200	\$153,600	\$161,800	\$166,300	\$169,500	\$172,100	\$176,682	\$182,000
Georgetown University	\$127,100	\$132,500	\$139,900	\$148,600	\$155,900	\$155,500	\$158,900	\$167,100	\$173,592	\$177,900
Vanderbilt University	\$123,900	\$126,600	\$135,400	\$140,300	\$145,900	\$145,100	\$151,300	\$158,300	\$167,924	\$174,800
University of Southern California	\$123,800	\$129,000	\$134,500	\$140,100	\$145,000	\$145,800	\$151,000	\$155,900	\$160,517	\$164,600
Boston University	N/A	\$117,000	\$122,200	\$127,200	\$135,700	\$140,600	\$143,900	\$151,700	\$157,044	\$161,600
American University	\$116,800	\$123,500	\$127,400	\$136,100	\$142,900	\$146,500	\$152,000	\$156,100	\$159,392	\$161,400
George Washington University	\$110,300	\$118,800	\$123,900	\$128,500	\$134,700	\$142,900	\$146,400	\$152,000	\$156,018	\$161,400
Emory University	\$131,900	\$137,000	\$142,200	\$147,200	\$153,400	\$154,800	\$154,100	\$158,000	\$160,146	\$158,400
Northeastern University									\$153,200	\$157,600
University of Miami	\$107,000	\$111,500	\$118,000	\$125,000	\$132,800	\$132,500	\$137,000	\$140,800	\$144,778	\$151,100
Tulane University	\$102,800	\$109,800	\$116,000	\$119,800	\$125,900	\$128,000	\$134,200	\$140,200	\$140,190	\$147,100
Southern Methodist University	\$109,100	\$115,800	\$121,000	\$124,400	\$127,500	\$133,400	\$133,500	\$136,900	\$141,845	\$146,000
University of Rochester									\$138,600	\$143,500
Tufts University	\$109,400	\$114,700	\$118,500	\$122,700	\$128,000	\$127,200	\$130,700	\$134,900	\$138,390	\$143,200
Syracuse University									\$122,800	
Mean (excludes GW)	\$121,985	\$126,700	\$132,779	\$139,343	\$146,143	\$147,779	\$151,450	\$157,293	\$159,209	\$166,306
AAUP 80th percentile	\$112,168	\$116,643	\$121,196	\$127,492	\$132,969	\$134,671	\$137,637	\$140,726	\$143,125	\$146,405

* Sorted by 2013-14 numbers

Comparison of GW and Market Basket Professor Salary Averages with AAUP 80th Percentile Averages*

GW Market Basket	Associate Professors									
Institution	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Duke University	\$89,500	\$91,300	\$96,800	\$102,500	\$107,300	\$102,600	\$103,900	\$114,500	\$119,980	\$120,800
University of Pennsylvania									\$117,300	\$119,500
Northwestern University	\$90,700	\$93,700	\$97,500	\$100,500	\$105,300	\$106,900	\$108,300	\$110,200	\$112,460	\$115,100
New York University	\$85,400	\$88,300	\$91,200	\$102,600	\$103,700	\$101,500	\$103,800	\$106,000	\$107,656	\$112,100
Northeastern University									\$108,000	\$111,800
Georgetown University	\$82,800	\$86,000	\$89,100	\$95,400	\$101,000	\$100,700	\$104,100	\$109,000	\$109,355	\$111,300
Washington University in St. Louis	\$85,100	\$90,500	\$93,300	\$96,400	\$96,500	\$97,100	\$99,800	\$100,200	\$103,586	\$110,600
Boston University	N/A	\$78,600	\$81,700	\$86,000	\$91,200	\$95,500	\$99,800	\$105,000	\$106,896	\$110,200
University of Southern California	\$84,600	\$88,500	\$92,000	\$93,600	\$95,800	\$98,600	\$103,300	\$105,300	\$107,766	\$110,000
George Washington University	\$80,700	\$84,300	\$89,400	\$92,600	\$97,000	\$98,600	\$100,200	\$103,100	\$106,102	\$109,400
Vanderbilt University	\$79,000	\$81,900	\$86,300	\$91,000	\$93,500	\$93,100	\$96,200	\$98,600	\$103,521	\$107,500
American University	\$80,000	\$81,200	\$84,900	\$88,900	\$92,600	\$96,400	\$100,600	\$101,300	\$102,258	\$105,700
Emory University	\$84,300	\$86,200	\$90,100	\$93,400	\$100,500	\$99,400	\$99,900	\$101,600	\$106,005	\$104,800
Tufts University	\$82,500	\$85,300	\$87,900	\$90,200	\$95,300	\$95,300	\$96,000	\$97,500	\$101,152	\$102,300
University of Rochester									\$100,900	\$101,700
Southern Methodist University	\$72,600	\$78,000	\$80,500	\$84,100	\$88,800	\$89,900	\$91,700	\$91,700	\$95,698	\$100,300
University of Miami	\$72,200	\$75,200	\$79,000	\$83,000	\$86,200	\$86,900	\$90,000	\$92,000	\$94,764	\$99,400
Tulane University	\$73,500	\$77,000	\$78,800	\$82,400	\$83,400	\$84,000	\$85,300	\$86,600	\$88,736	\$92,000
Syracuse University									\$87,700	
Mean (excludes GW)	\$81,708	\$84,407	\$87,793	\$92,143	\$95,793	\$96,279	\$98,764	\$101,393	\$104,096	\$107,947
AAUP 80th percentile	\$79,139	\$82,173	\$85,878	\$89,692	\$93,074	\$94,414	\$96,232	\$98,023	\$101,072	\$101,658

* Sorted by 2013-14 numbers

Comparison of GW and Market Basket Professor Salary Averages with AAUP 80th Percentile Averages*

GW Market Basket	Assistant Professors									
Institution	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
University of Pennsylvania									\$116,200	\$118,000
New York University	\$73,700	\$75,900	\$80,100	\$90,300	\$93,500	\$92,700	\$95,600	\$99,700	\$105,299	\$110,100
Duke University	\$75,500	\$78,800	\$82,400	\$87,300	\$91,600	\$89,800	\$87,200	\$96,000	\$97,299	\$103,500
Northwestern University	\$79,300	\$81,200	\$83,500	\$87,900	\$93,500	\$95,300	\$96,800	\$98,900	\$98,398	\$102,700
Georgetown University	\$65,400	\$71,400	\$73,700	\$75,600	\$80,500	\$83,600	\$88,900	\$94,400	\$96,014	\$101,200
Northeastern University									\$96,700	\$99,100
Washington University in St. Louis	\$72,400	\$73,400	\$77,200	\$80,000	\$85,000	\$85,400	\$89,900	\$96,800	\$98,796	\$98,300
Southern Methodist University	\$68,200	\$69,200	\$72,300	\$78,500	\$82,900	\$84,400	\$85,200	\$92,600	\$94,292	\$97,900
University of Rochester									\$94,700	\$96,000
University of Southern California	\$73,700	\$76,400	\$81,600	\$85,000	\$86,700	\$89,600	\$91,500	\$93,300	\$93,452	\$95,600
Boston University	N/A	\$66,000	\$69,800	\$71,000	\$76,400	\$82,100	\$85,100	\$87,800	\$91,001	\$93,200
Vanderbilt University	\$65,000	\$66,000	\$67,200	\$69,500	\$72,500	\$73,100	\$74,600	\$76,500	\$84,907	\$88,900
George Washington University	\$63,200	\$69,300	\$72,100	\$75,100	\$78,700	\$81,000	\$82,100	\$84,200	\$86,896	\$87,500
Tufts University	\$65,800	\$67,700	\$70,800	\$73,300	\$75,800	\$75,700	\$78,200	\$79,000	\$82,898	\$86,400
Emory University	\$74,500	\$76,300	\$77,900	\$78,900	\$84,100	\$83,400	\$85,300	\$86,500	\$85,403	\$85,900
University of Miami	\$65,800	\$67,800	\$72,700	\$76,600	\$79,500	\$79,100	\$77,700	\$81,100	\$83,406	\$83,500
American University	\$60,000	\$60,900	\$64,300	\$67,900	\$67,600	\$67,200	\$70,600	\$75,000	\$76,568	\$80,100
Tulane University	\$61,300	\$65,300	\$63,400	\$66,100	\$65,200	\$67,800	\$69,300	\$71,500	\$73,956	\$79,800
Syracuse University									\$75,500	
Mean (excludes GW)	\$69,277	\$71,164	\$74,064	\$77,707	\$81,057	\$82,086	\$83,993	\$87,793	\$91,377	\$95,306
AAUP 80th percentile	\$66,817	\$69,668	\$71,763	\$75,816	\$78,886	\$81,002	\$81,135	\$84,236	\$86,896	\$87,456

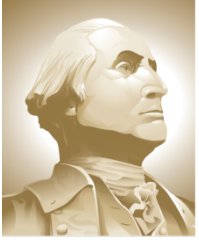
* Sorted by 2013-14 numbers



THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

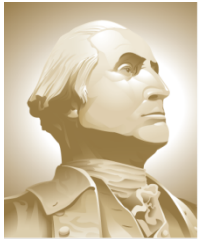
Appendices



THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

Faculty Counts

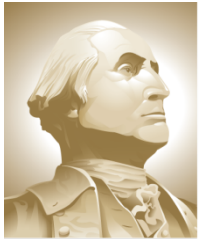


Total Number of Full-* and Part-Time** Faculty by School (excludes MFA)

School	2005		2006		2007		2008		2009		2010		2011		2012		2013		2014	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
CCAS	409	571	410	560	423	489	408	492	423	521	424	523	429	532	450	565	477	530	476	543
ESIA	44	58	44	68	47	68	49	82	54	87	55	92	56	72	61	93	57	93	61	128
SB	122	80	121	70	114	81	118	59	118	66	122	64	120	66	108	73	105	62	104	61
SEAS	81	77	81	75	80	79	80	83	83	83	86	90	86	72	87	112	91	85	90	91
GSEHD	73	95	66	105	69	100	70	107	72	98	74	93	76	69	76	96	71	84	73	104
LAW	76	161	79	170	79	178	79	191	84	192	83	193	82	199	84	210	80	230	79	229
CPS	3	26	8	32	12	59	14	57	15	62	16	56	17	48	16	81	20	78	23	86
SMHS	89	1,556	88	1,578	85	1,606	94	1,594	91	1,460	84	1,377	85	1,354	92	1,206	86	1,358	102	1,396
SON	-	-	-	-	-	-	-	-	-	-	14	39	18	32	19	30	26	29	29	57
GWSPH	50	231	48	245	44	228	43	240	55	245	67	304	76	341	81	279	93	234	97	130
Total	947	2,855	945	2,903	953	2,888	955	2,905	995	2,814	1,025	2,831	1,045	2,785	1,071	2,745	1,106	2,783	1,134	2,825

*Includes both tenure track and non-tenure track faculty; excludes Corcoran faculty hired as part of merger agreement

**Excludes research, visiting, special service, and affiliated faculty



Total Number of Full-* and Part-Time** Faculty by School (includes MFA)

School	2005		2006		2007		2008		2009		2010		2011		2012		2013		2014	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
CCAS	409	571	410	560	423	489	408	492	423	521	424	523	430	532	451	565	477	530	476	543
ESIA	44	58	44	68	47	68	49	82	54	87	55	92	57	72	61	93	57	93	61	128
SB	122	80	121	70	114	81	118	59	118	66	122	64	123	66	108	73	105	62	104	61
SEAS	81	77	81	75	80	79	80	83	83	83	86	90	87	72	87	112	91	85	90	91
GSEHD	73	95	66	105	69	100	70	107	72	98	74	93	77	69	76	96	71	84	73	104
LAW	76	161	79	170	79	178	79	191	84	192	83	193	83	199	82	210	80	230	79	229
CPS	3	26	8	32	12	59	14	57	15	62	16	56	17	48	17	81	20	78	23	86
SMHS	258	1,556	264	1,578	279	1,606	287	1,623	327	1,486	338	1,405	374	1,395	364	1,253	362	1,405	413	1,492
SON	--	--	--	--	--	--	--	--	--	--	14	39	18	32	19	30	26	29	29	57
GWSPH	50	231	48	245	44	228	43	240	55	245	67	304	76	341	81	279	93	234	97	130
Total	1,116	2,855	1,121	2,903	1,147	2,888	1,148	2,931	1,231	2,840	1,279	2,859	1,334	2,826	1,346	2,792	1,382	2,830	1,445	2,921

*Includes both tenure track and non-tenure track faculty; SMHS includes MFA faculty; excludes Corcoran faculty hired as part of merger agreement

**Excludes research, visiting, special service, and affiliated faculty



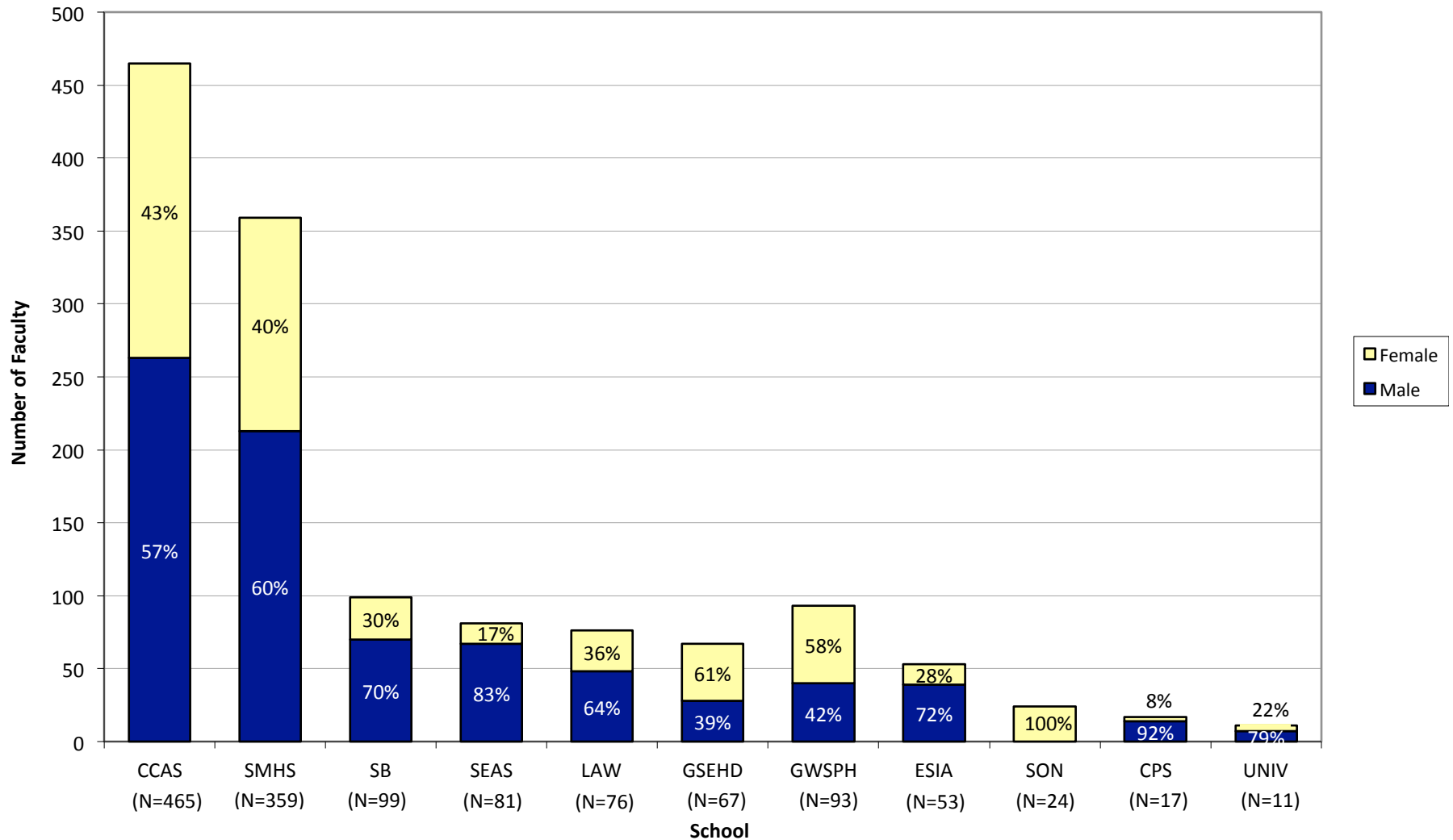
Tenure Track and Non-Tenure Track Regular Active Status Faculty* by School

School	2005		2006		2007		2008		2009		2010		2011		2012		2013		2014**	
	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT
CCAS	308	101	308	102	322	101	316	92	324	99	325	99	323	106	346	104	367	110	370	106
ESIA	38	6	38	6	39	8	38	11	42	12	45	10	42	14	49	12	48	9	50	11
SB	100	22	100	21	96	18	102	16	103	15	106	16	104	16	106	2	104	1	104	0
SEAS	76	5	76	5	73	7	72	8	74	9	78	8	75	11	83	4	86	5	86	4
GSEHD	43	30	41	25	43	26	47	23	47	25	47	27	45	31	51	25	46	25	52	21
LAW	65	11	68	11	68	11	69	10	73	11	79	4	75	7	76	5	71	9	71	8
CPS	0	3	1	7	1	11	1	13	1	14	1	15	1	16	1	15	1	19	2	21
SMHS	57	32	57	31	58	27	59	35	62	29	56	28	57	28	64	28	58	28	64	38
MFA	38	131	36	140	35	159	35	158	33	203	31	223	32	257	32	240	31	245	30	281
SON	--	--	--	--	--	--	--	--	--	--	8	6	12	6	13	6	20	6	24	5
GWSPH	19	31	20	28	18	26	20	23	29	26	45	22	51	25	56	25	66	27	68	29
Total	744	372	745	376	753	394	759	389	788	443	821	458	817	517	877	466	898	484	921	524

*Includes associate deans; SMHS and MFA faculty are listed separately.

**Excludes Corcoran faculty hired as part of merger agreement

Percentage of Full-Time Female and Male Faculty* by School: 2013



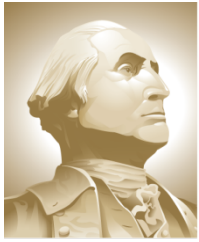
*Excludes deans and associate deans; SMHS includes MFA faculty



THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

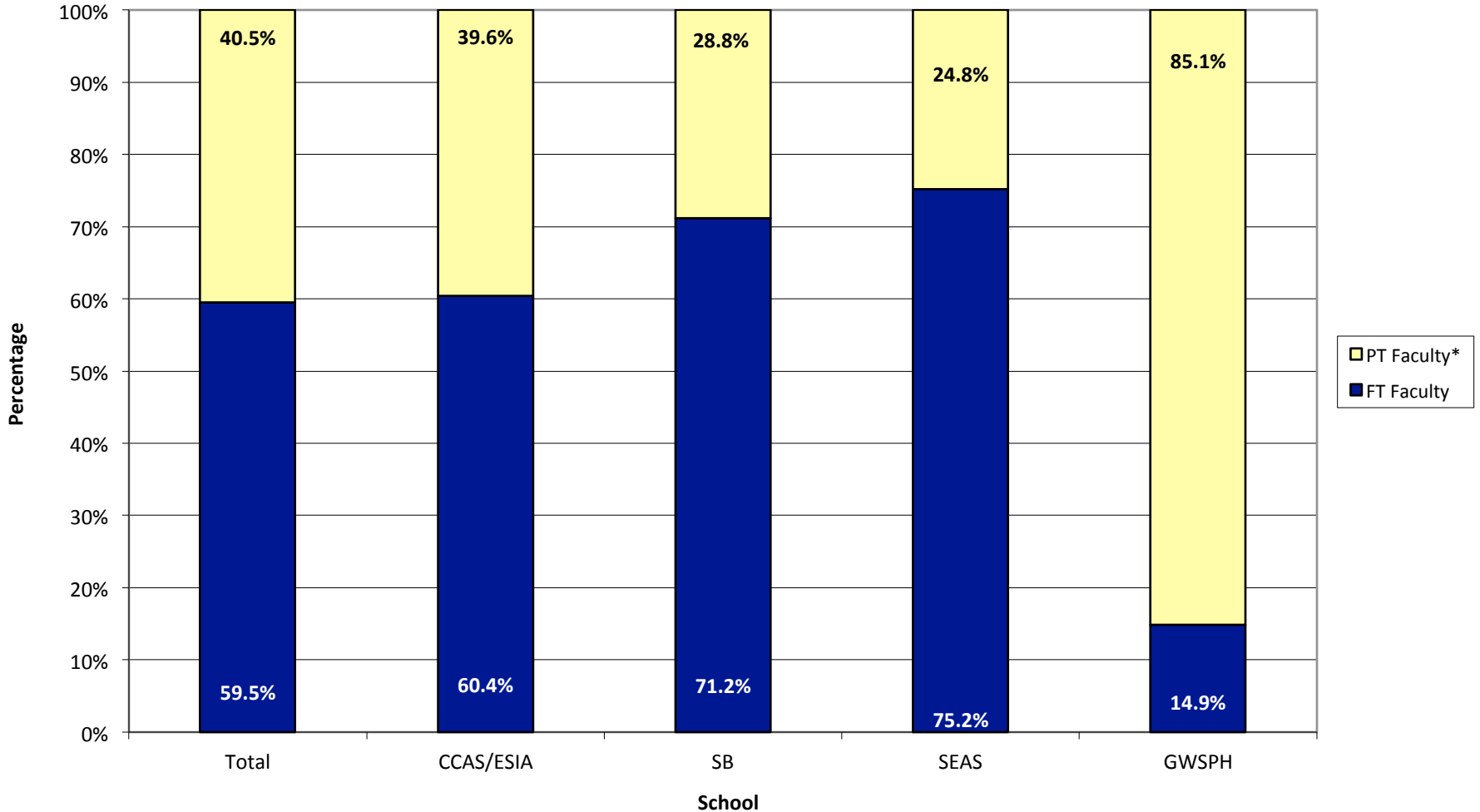
Faculty Teaching Loads



Average AY Teaching Load in Course Hours of Tenure Track and Non-Tenure Track Faculty

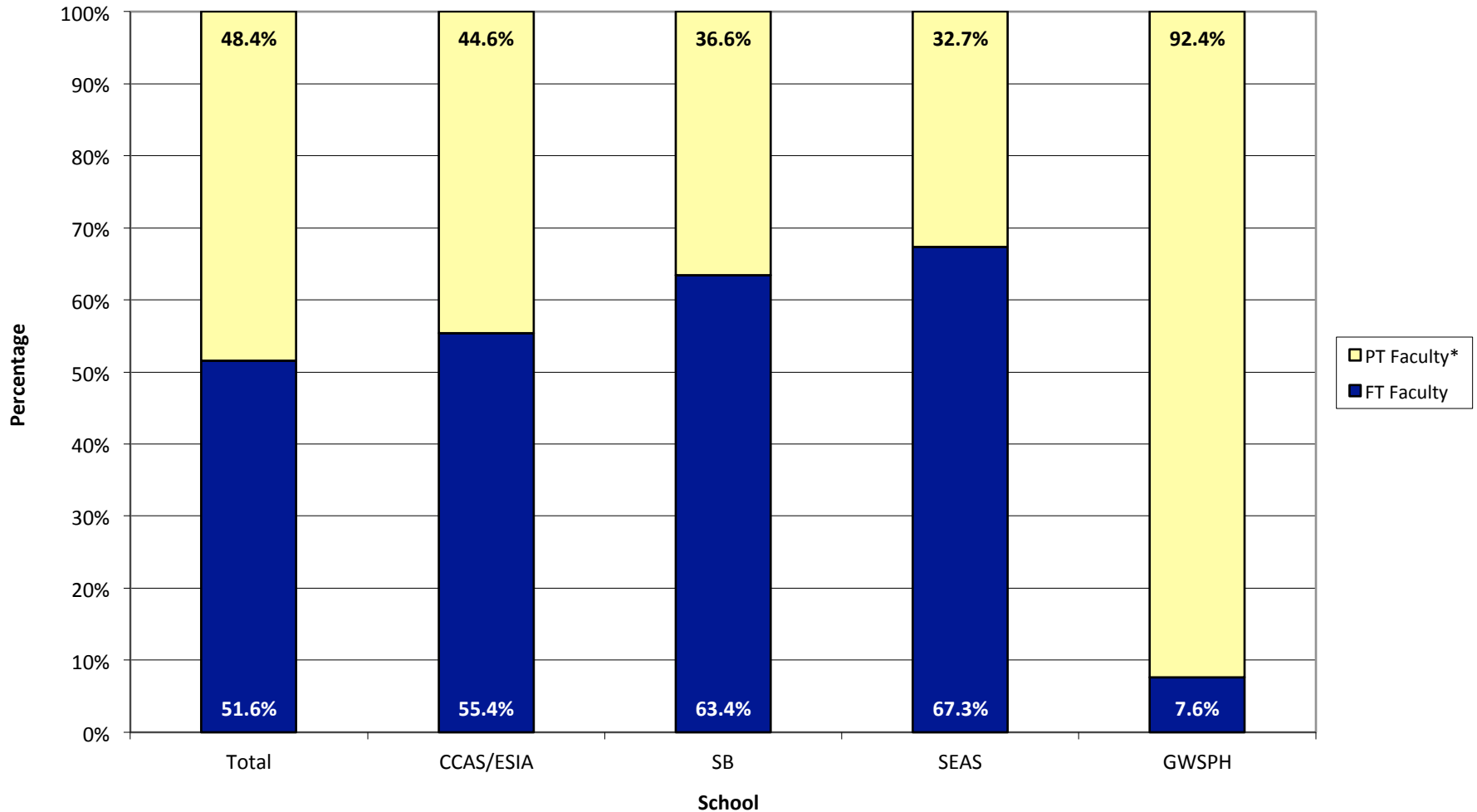
	2007		2008		2009		2010		2011		2012		2013	
School	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT
CCAS	10.4	15.3	10.4	16.5	10.0	15.5	9.6	13.8	9.8	14.6	8.7	14.4	8.7	13.3
ESIA	10.3	9.3	9.7	9.8	10.1	10.1	10.0	9.7	10.1	10.4	10.3	10.0	9.4	9.9
SB	11.6	12.4	11.6	12.4	10.9	11.7	10.7	11.9	10.3	14.1	10.8	N/A	11.2	N/A
SEAS	10.0	10.0	10.8	11.2	10.3	12.8	9.8	12.4	10.2	9.5	9.7	9.8	9.3	6.6
GSEHD	11.4	9.3	8.9	10.3	10.4	9.4	10.3	10.2	9.7	10.4	9.3	9.3	9.1	7.2
LAW	10.3	9.3	8.0	7.9	8.7	10.0	8.8	8.3	8.7	5.8	8.4	16.0	9.1	13.5
CPS	N/A	13.5	9.0	13.5	9.0	13.9	12.0	11.7	12.0	10.9	12.0	11.9	3.0	11.9
GWSPH	6.7	7.7	5.8	8.5	6.8	7.7	6.2	8.5	5.8	9.3	5.3	9.9	6.4	16.7
SON									22.4	20.8	15.4	27.5	16.1	21.8
TOTAL	10.3	12.8	10.2	13.5	9.9	13.0	9.6	12.0	9.7	12.8	9.7	12.8	9.1	12.7

Percentage of Students Enrolled in On-Campus Undergraduate Courses Taught by Full- and Part-Time* Faculty: Fall 2014



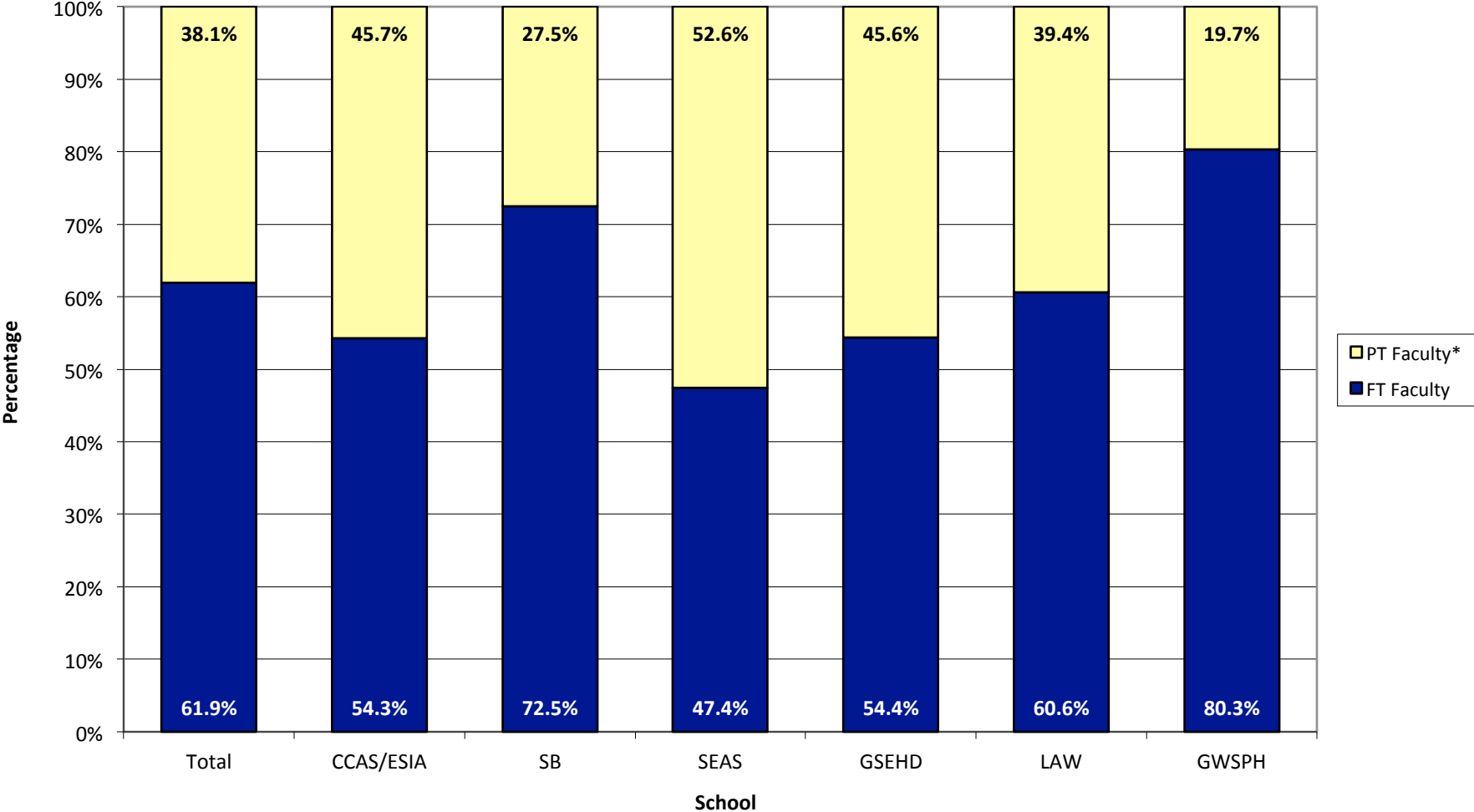
*Includes graduate teaching assistants

Percentage of On-Campus Undergraduate Course Sections Taught by Full- and Part-Time* Faculty: Fall 2014



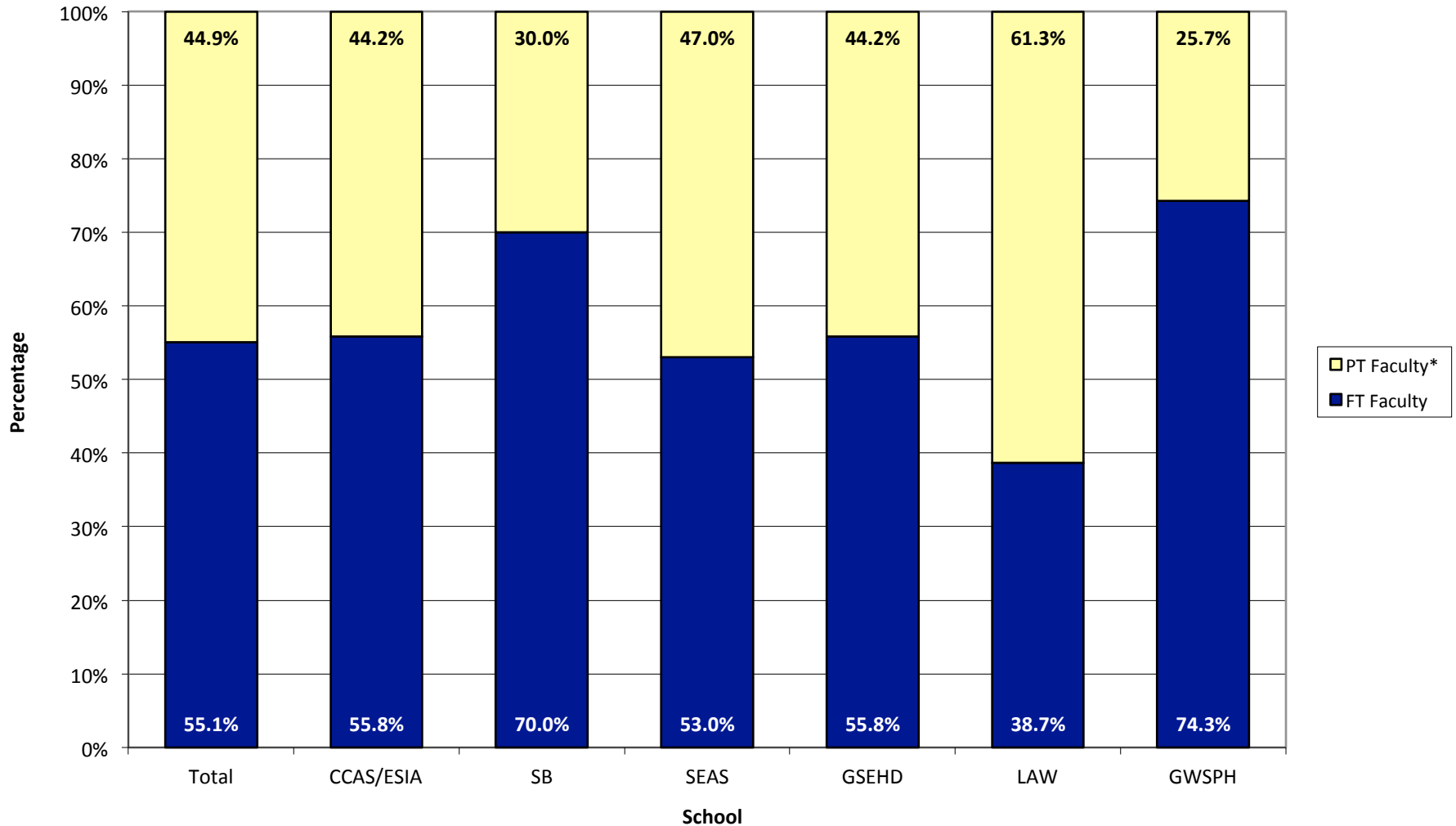
*Includes graduate teaching assistants

Percentage of Students Enrolled in On-Campus Graduate Courses Taught by Full- and Part-Time* Faculty: Fall 2014



*Includes graduate teaching assistants

Percentage of On-Campus Graduate Course Sections Taught by Full- and Part-Time* Faculty: Fall 2014



*Includes graduate teaching assistants



THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

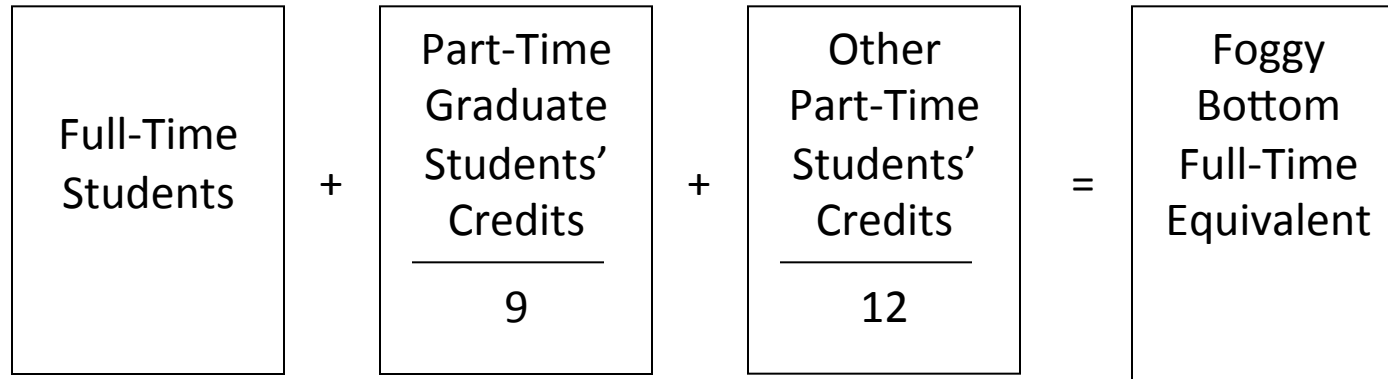
Enrollment Caps



THE GEORGE
WASHINGTON
UNIVERSITY

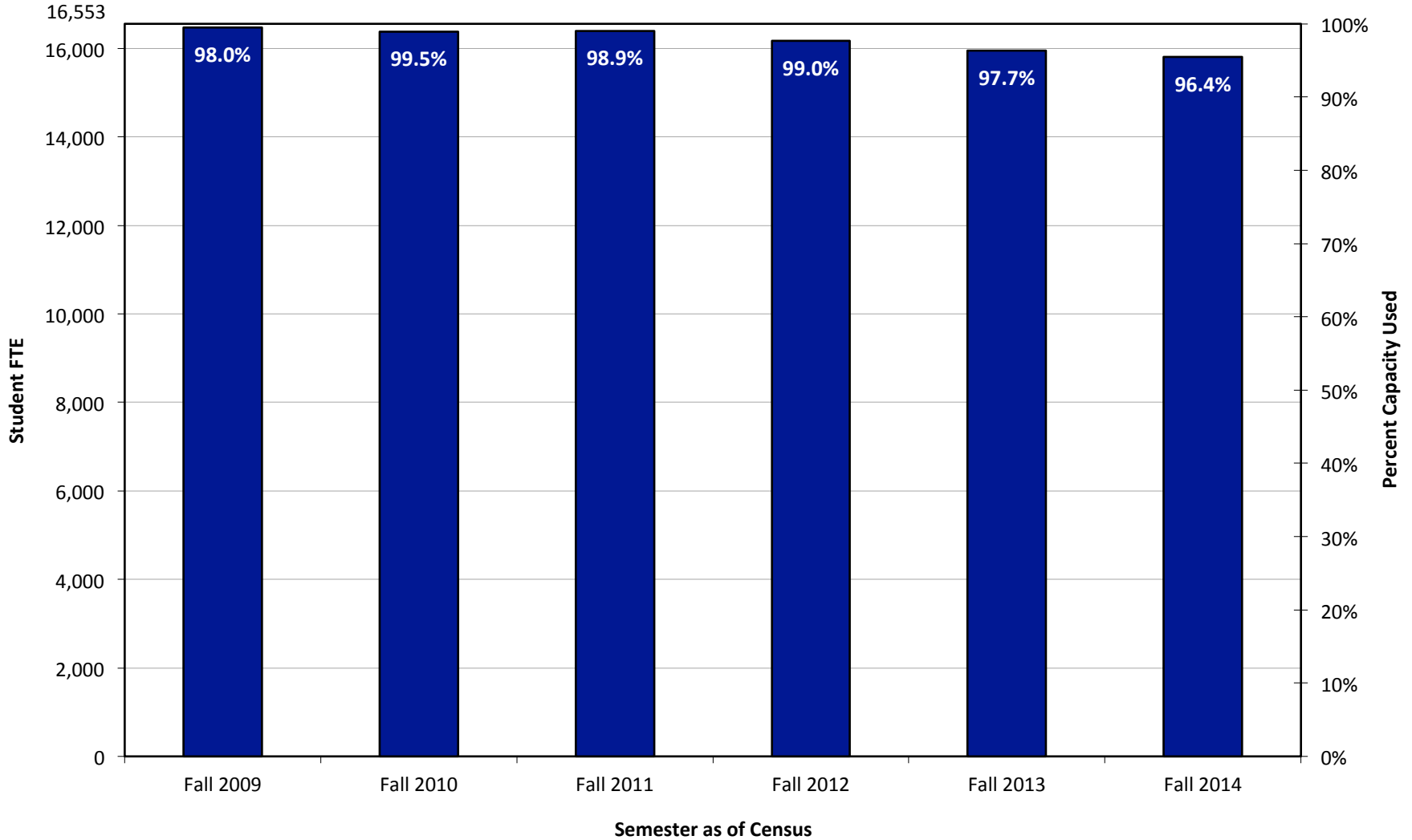
WASHINGTON, DC

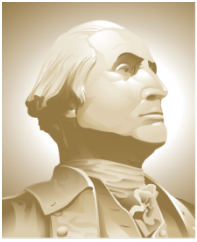
Foggy Bottom FTE Enrollment BZA Limit = 16,553 FTE



Fall 2014	
Foggy Bottom/Mount Vernon Total FTE	17,191
- Study Abroad	398
- Mount Vernon Residents	684
- All Courses Mount Vernon	98
- Foggy Bottom Faculty & Staff	190
- School Without Walls Students	22
Foggy Bottom Student FTE	15,799
Maximum FTE BZA Order	16,553
Utilization	95.44%

Foggy Bottom Student FTE Cap





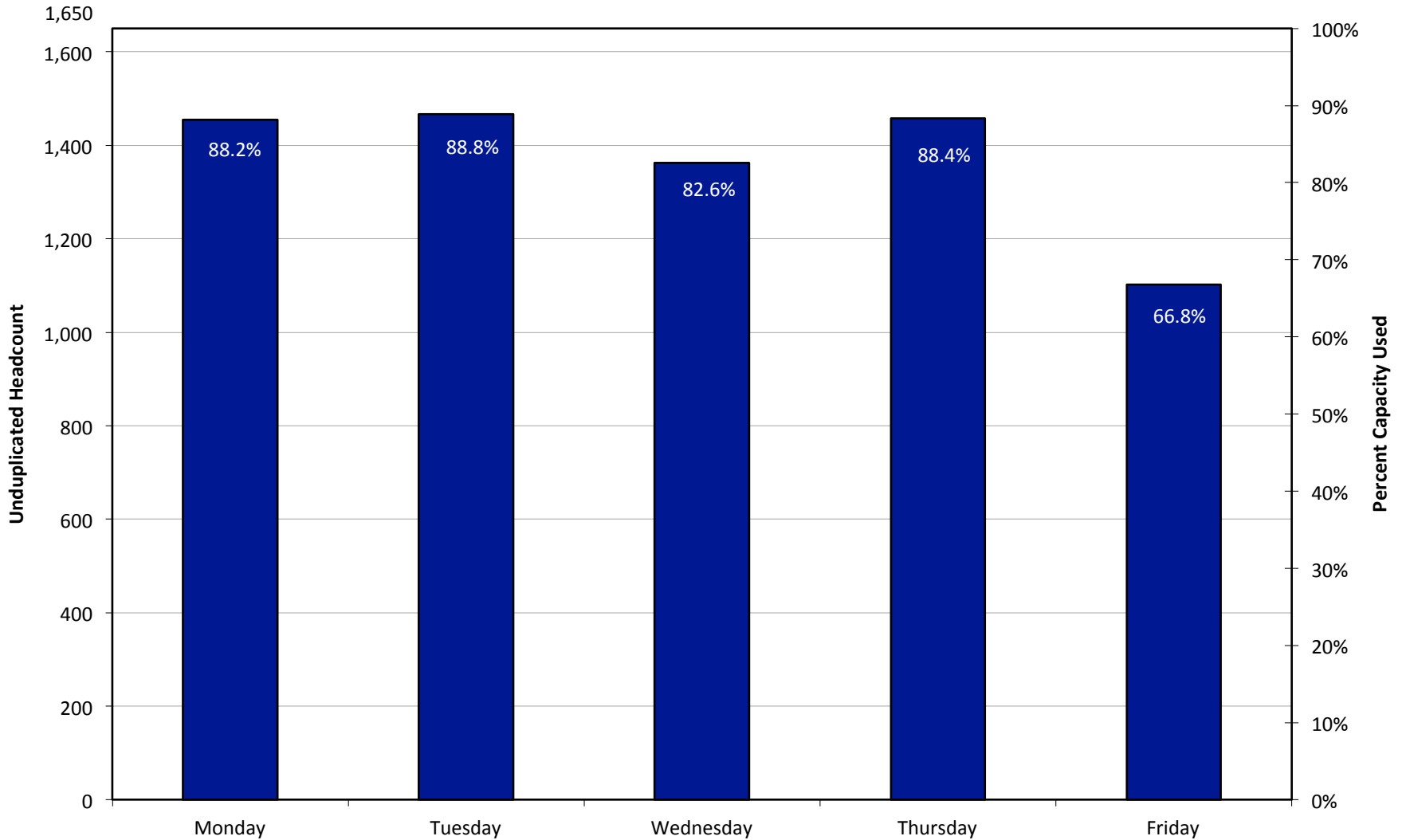
THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

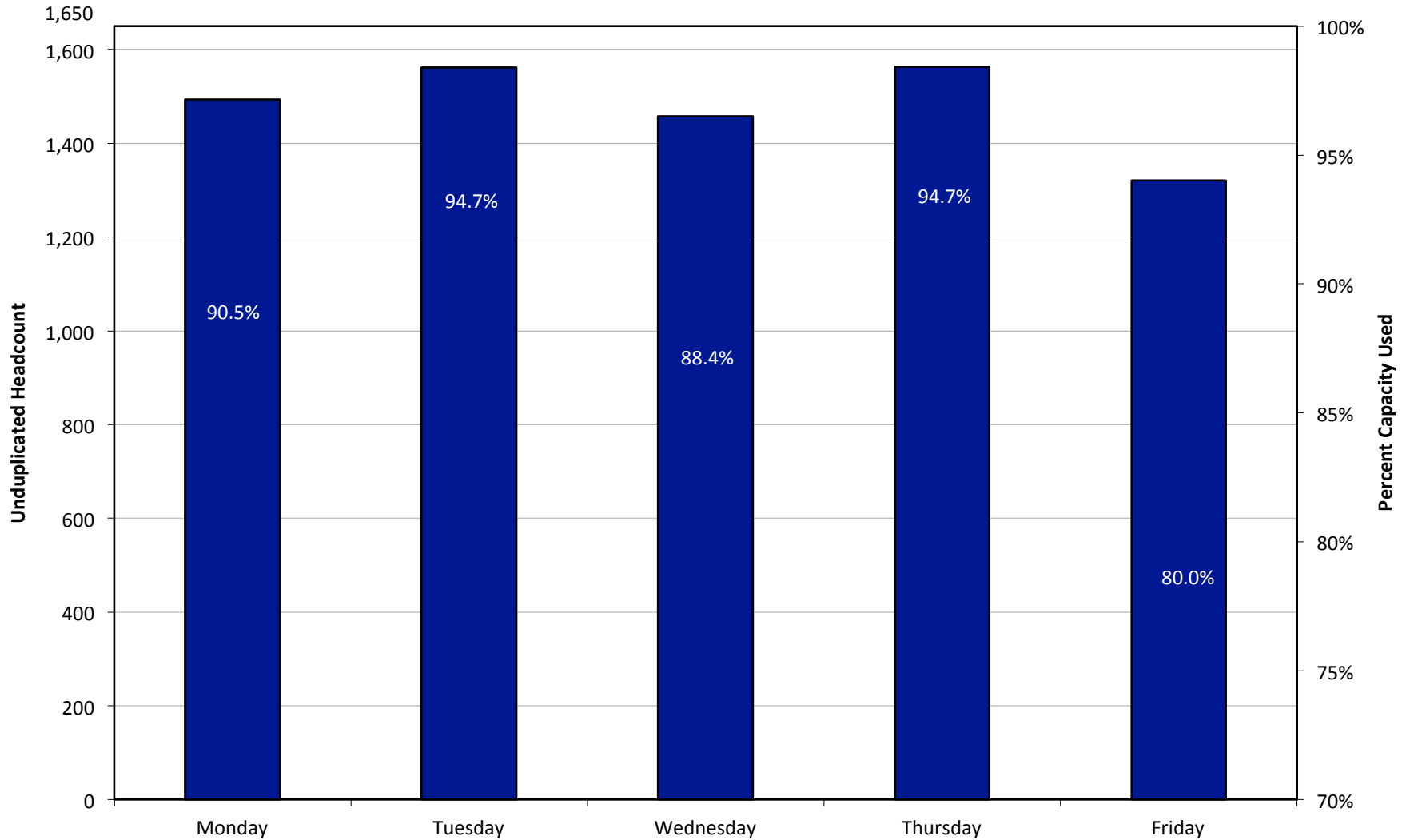
Mount Vernon Daily Headcount Campus Plan Limit = 1,650 Students Per Day

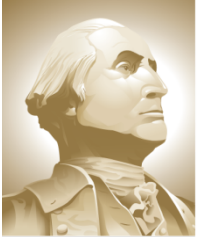
$$\begin{array}{|c|} \hline \text{Mount Vernon} \\ \text{Residents} \\ \hline \end{array} + \begin{array}{|c|} \hline \text{Non-Residents} \\ \text{In Courses} \\ \hline \end{array} = \begin{array}{|c|} \hline \text{Daily} \\ \text{Headcount} \\ \hline \end{array}$$

Mount Vernon Campus Headcount by Day - Spring 2014



Mount Vernon Campus Headcount by Day - Fall 2014



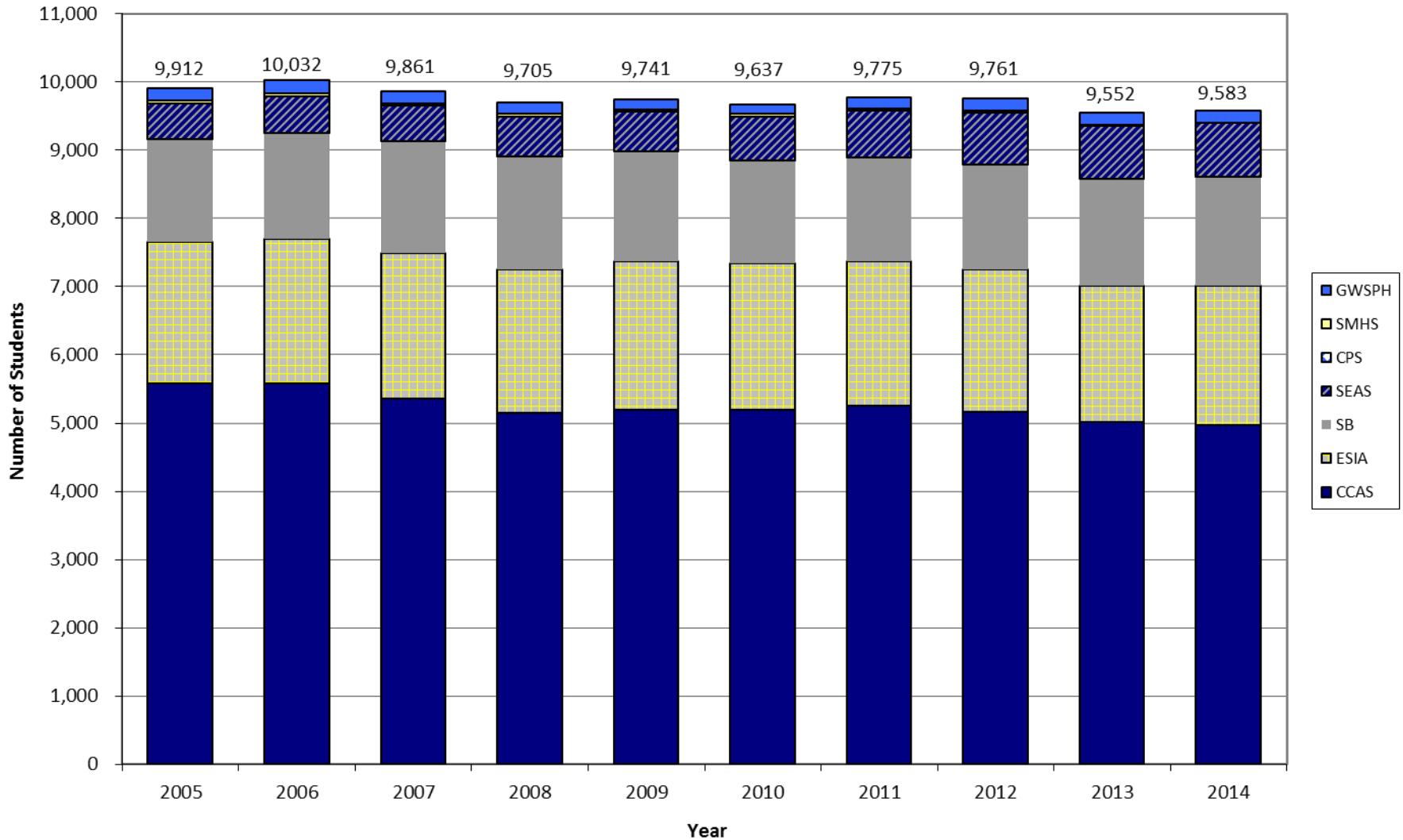


THE GEORGE
WASHINGTON
UNIVERSITY

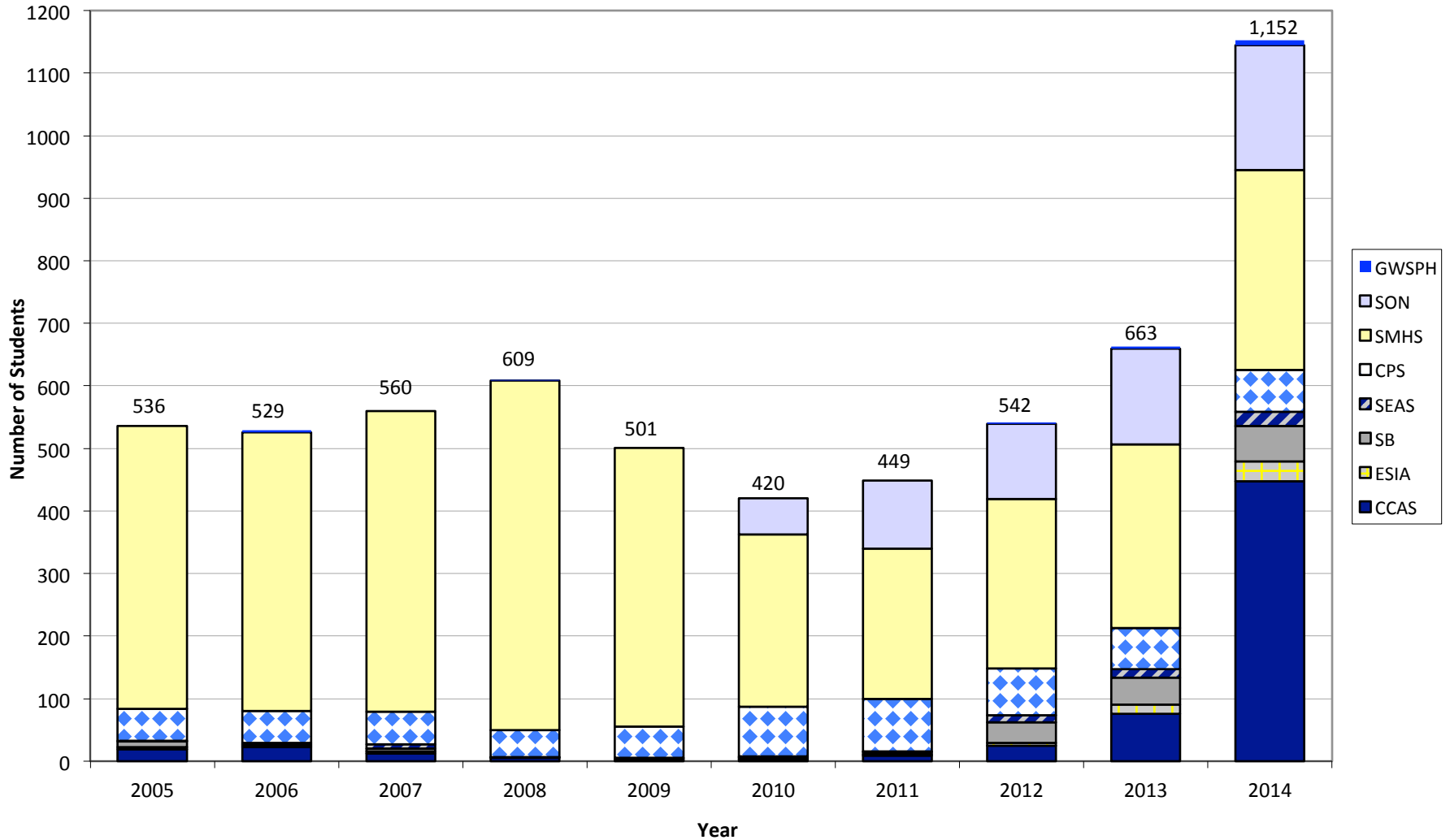
WASHINGTON, DC

Undergraduate Enrollment Trends

Total Fall On-Campus Undergraduate Enrollment

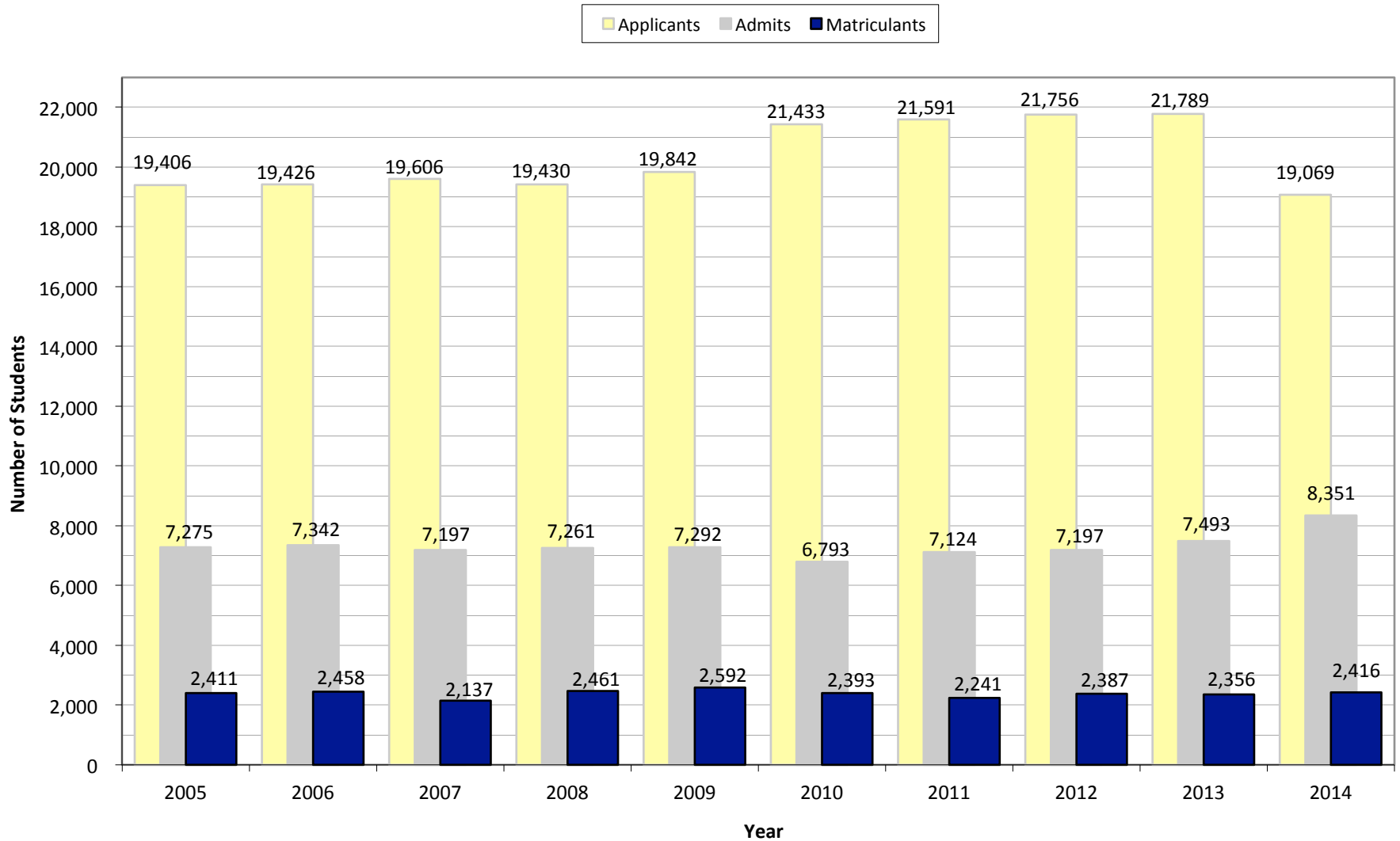


Total Fall Off-Campus* Undergraduate Enrollment



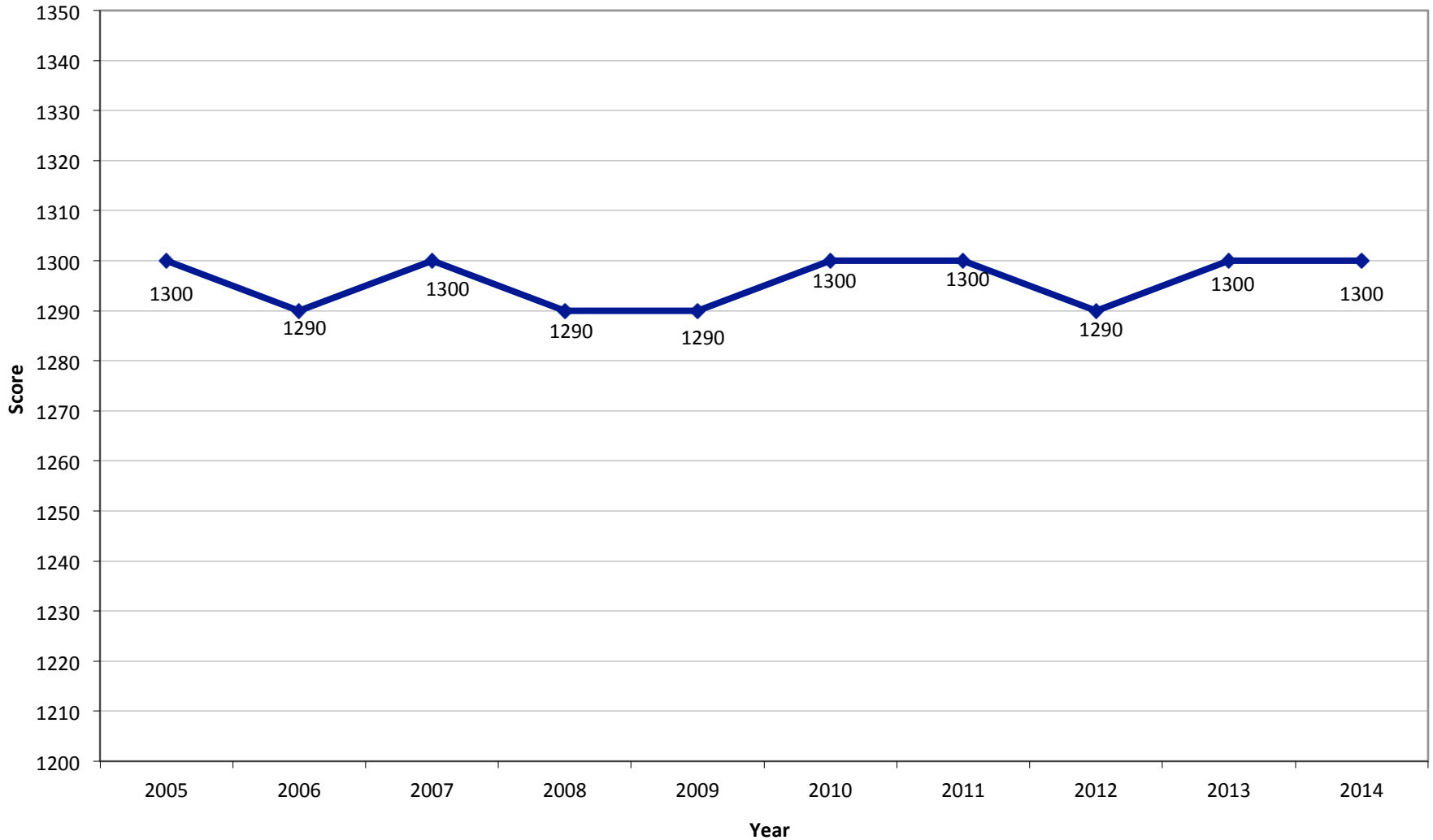
*Includes VSTC students

Numbers of and Rates for Freshmen Applicants, Admits, and Matriculants

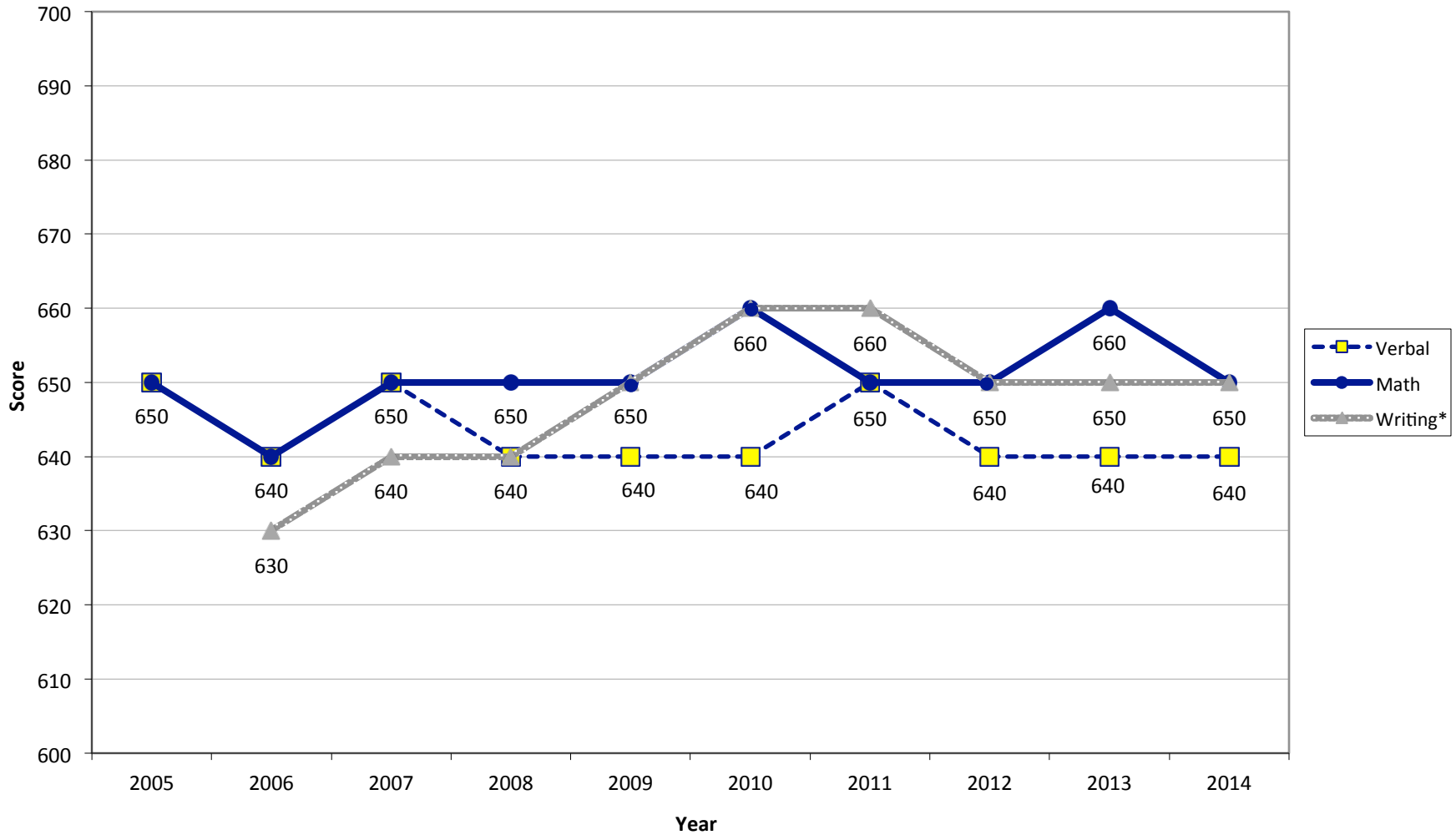


	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Acceptance Rate	37.5%	37.8%	36.7%	37.4%	36.8%	31.7%	33.0%	33.1%	34.4%	43.8%
Yield Rate	33.1%	33.5%	29.7%	33.9%	35.5%	35.2%	31.5%	33.2%	31.4%	28.9%

Combined Median SAT Math and Verbal Scores of Freshmen Matriculants

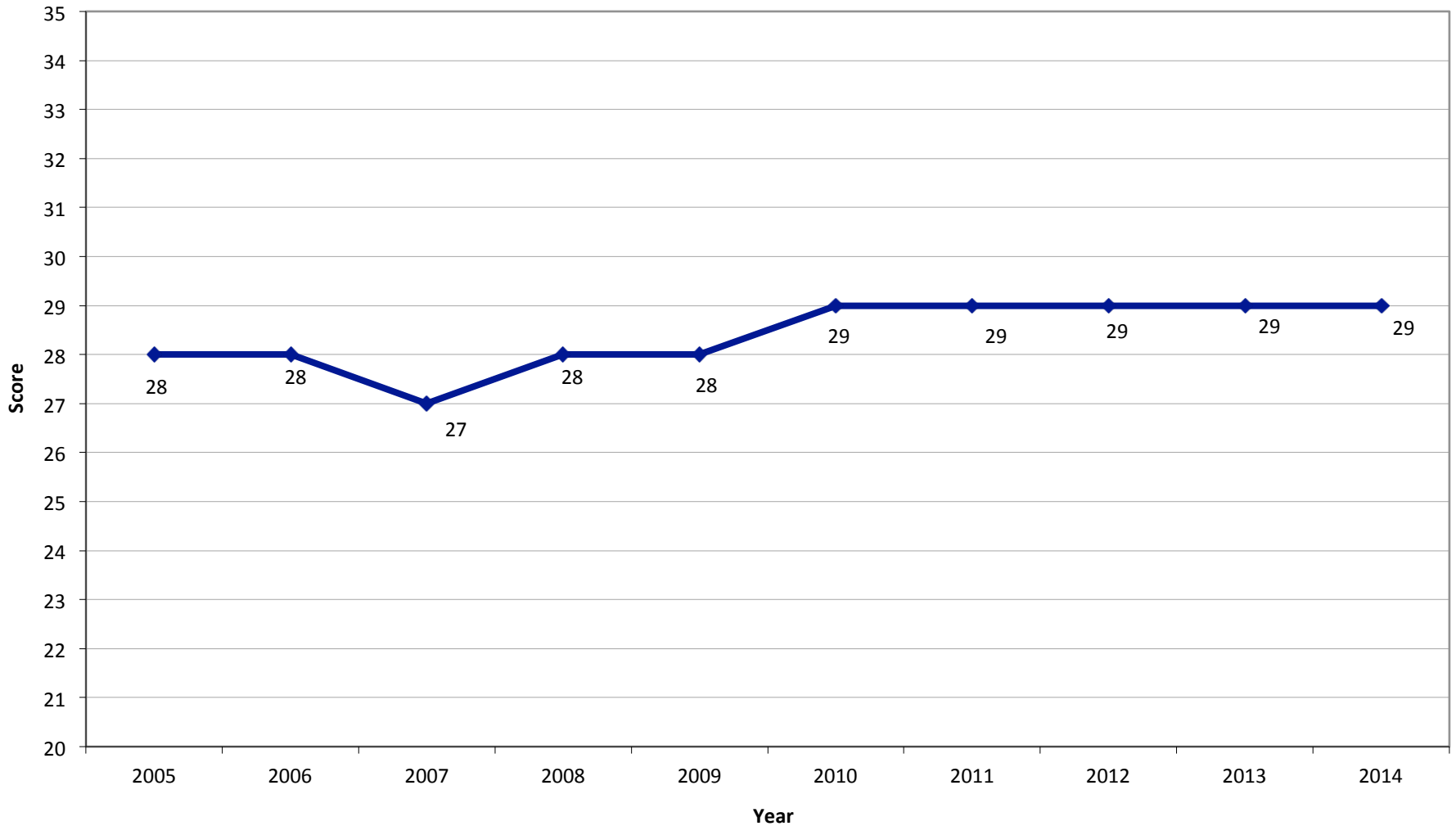


Median SAT Math, Verbal, and Writing* Scores of Freshmen Marticultants

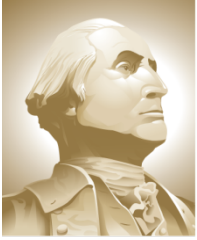


*Writing scores were not available before 2006.

Median ACT Scores* of Freshmen Matriculants



*ACT scores range between 1 and 36. A score of 29 is equivalent to a combined SAT Math and Verbal score of 1300.

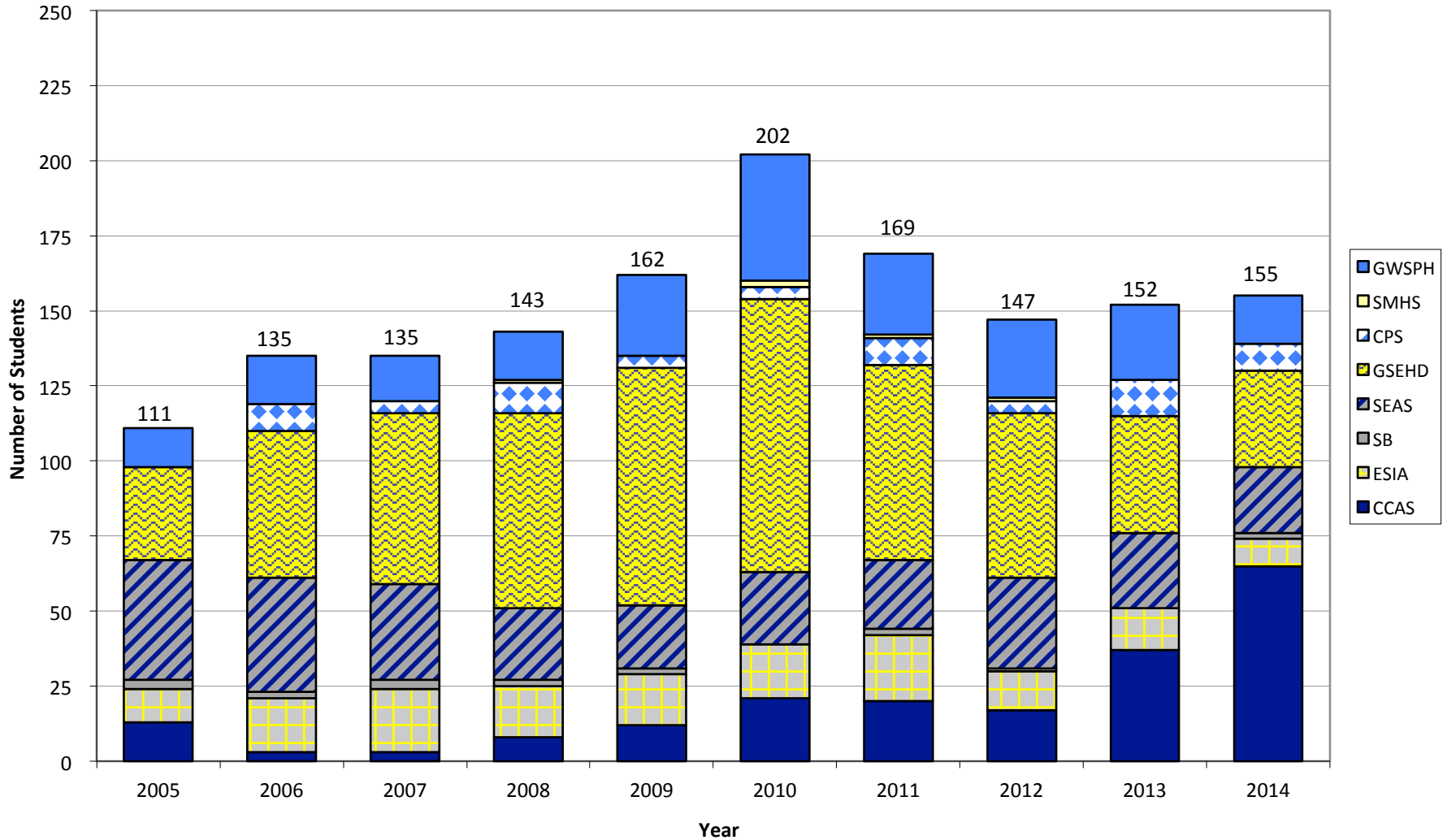


THE GEORGE
WASHINGTON
UNIVERSITY

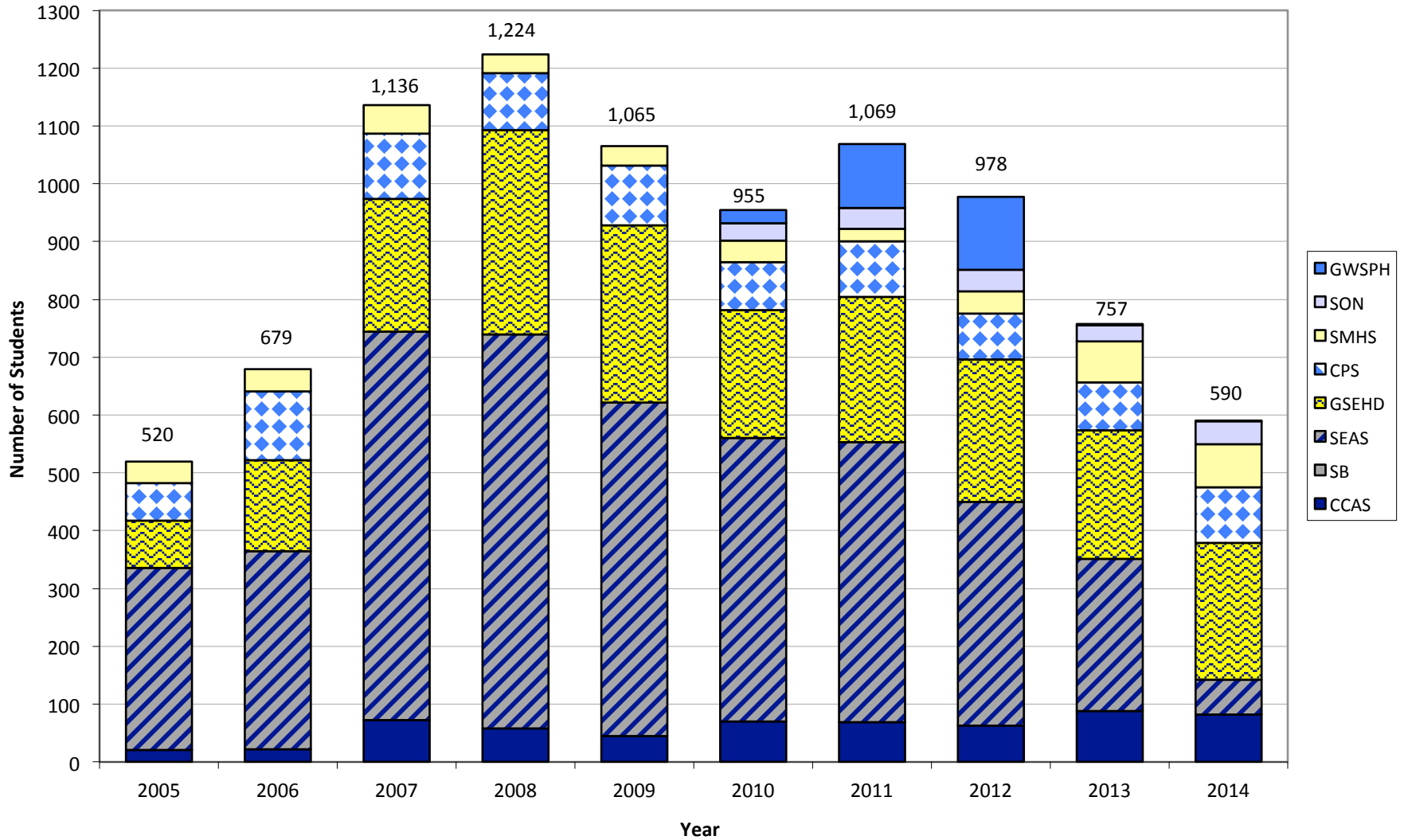
WASHINGTON, DC

Graduate Certificate and Master's Degree Enrollment Trends

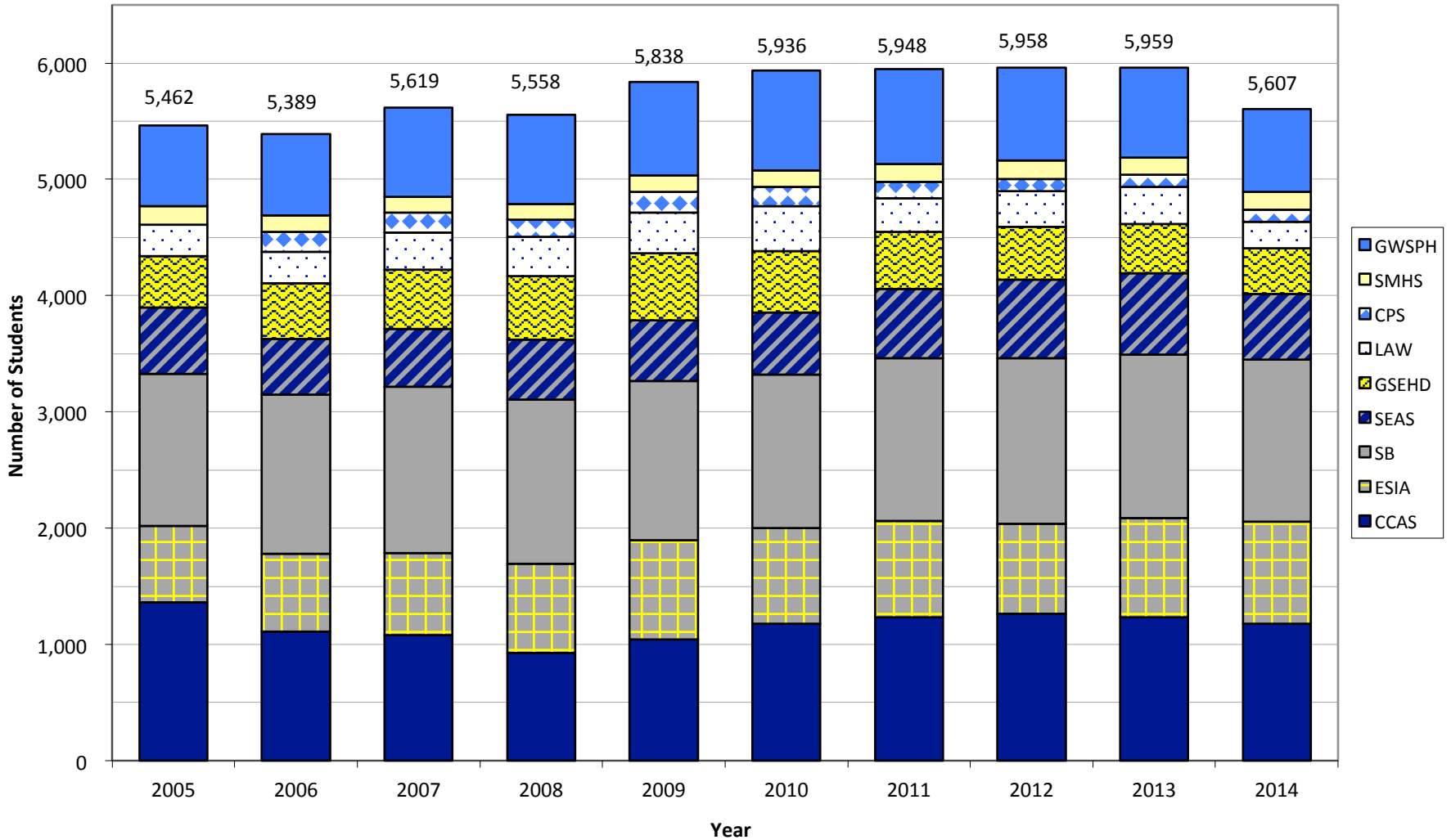
Total Fall On-Campus Graduate Certificate Enrollment



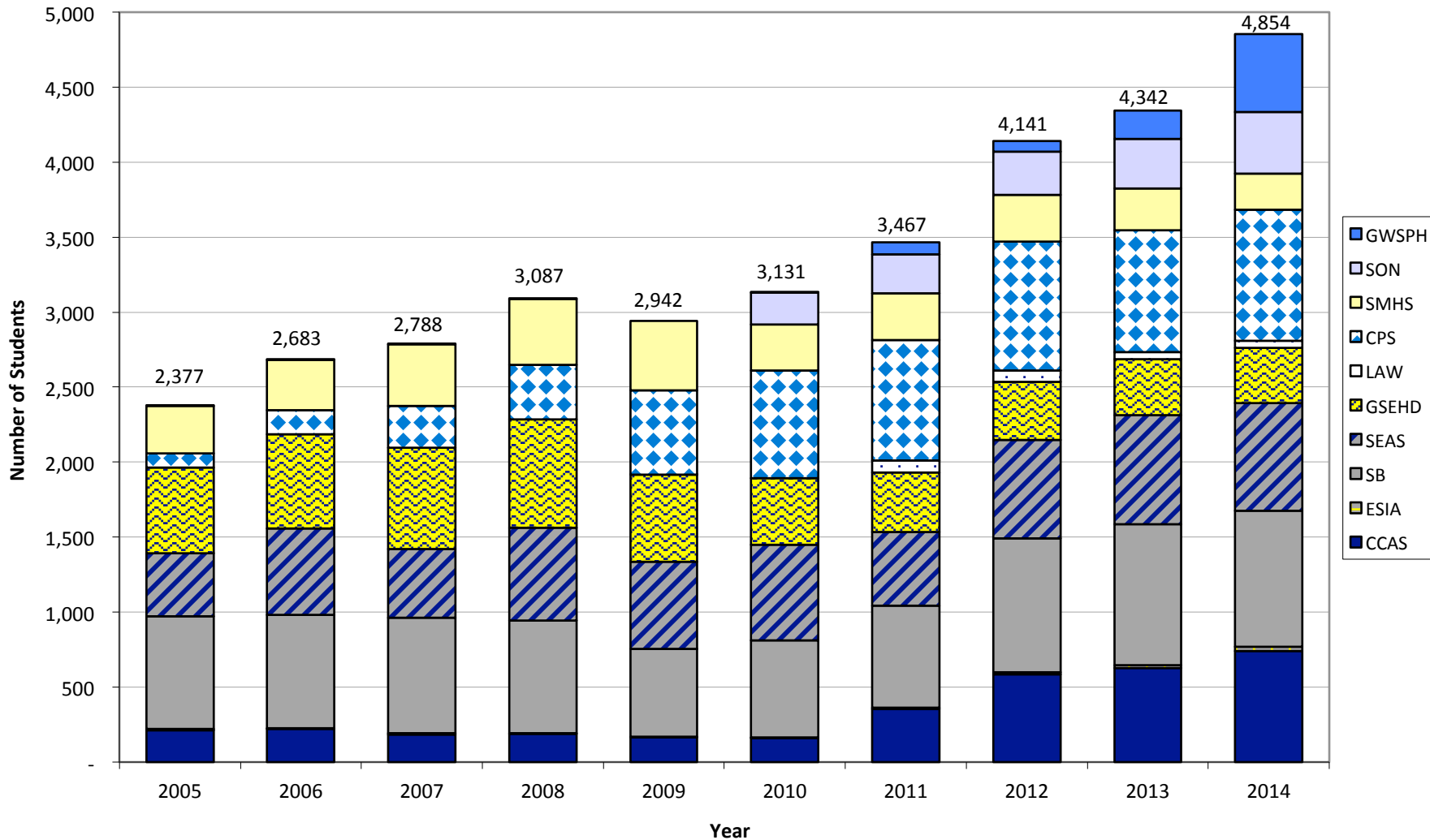
Total Fall Off-Campus Graduate Certificate Enrollment



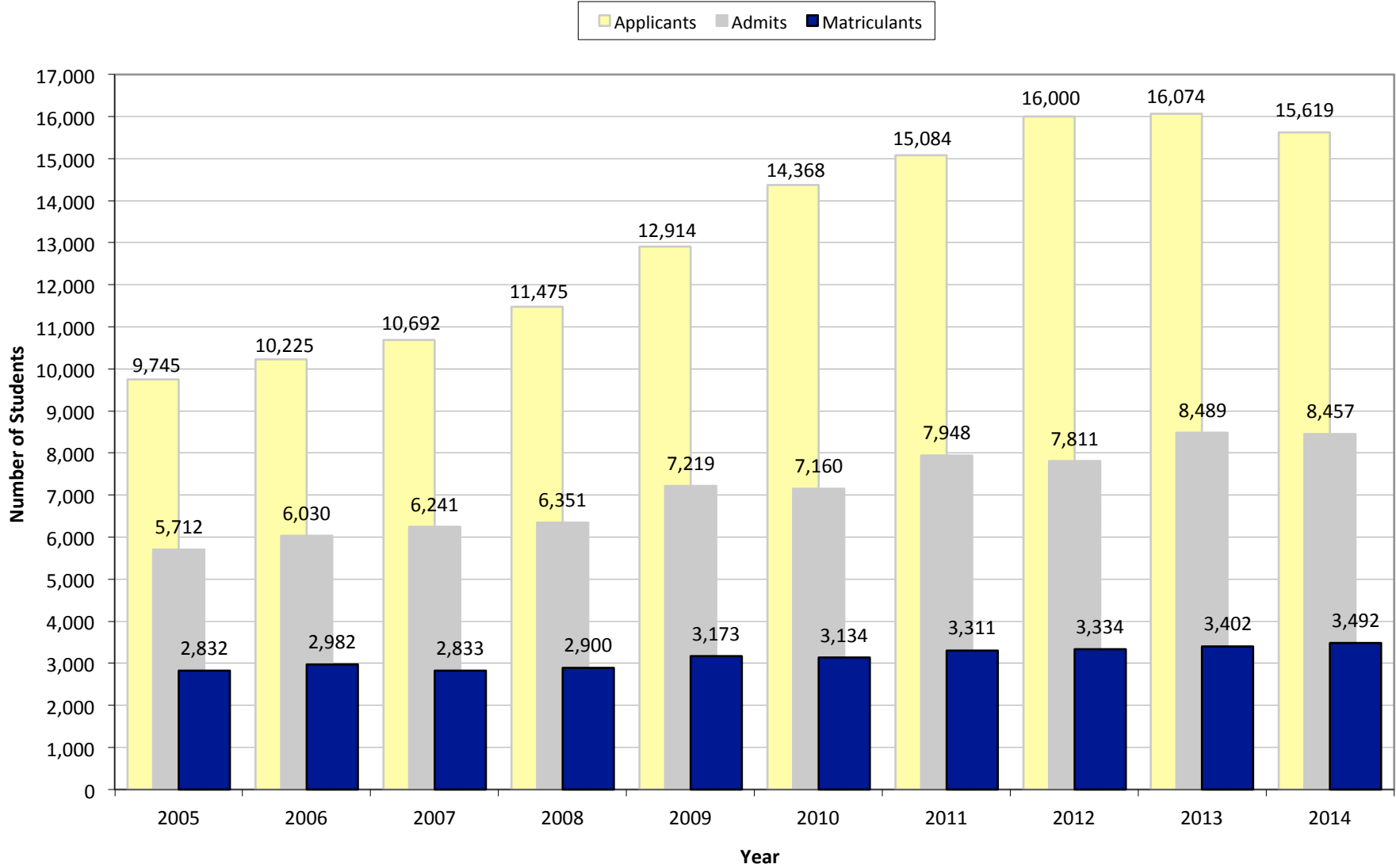
Total Fall On-Campus Master's Degree Enrollment



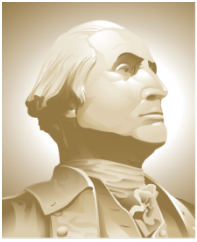
Total Fall Off-Campus Master's Degree Enrollment



Numbers of and Rates for Master's Degree Applicants, Admits, and Matriculants

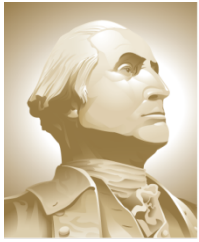


	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Acceptance Rate	58.6%	59.0%	58.4%	55.3%	55.9%	49.8%	52.7%	48.8%	52.8%	54.1%
Yield Rate	49.6%	49.5%	45.4%	45.7%	44.0%	43.8%	41.7%	42.7%	40.1%	41.3%



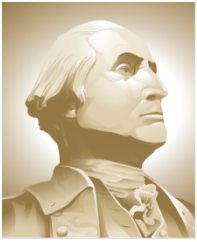
Median GRE Quantitative Percentiles of Matriculants in Master's Degree Programs

School	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
CCAS	50	52	57	56	58	60	56	65	64	62
ESIA	59	66	66	68	65	66	61	69	60	57
SB	68	58	61	63	59	68	61	65	64	61
SEAS	75	77	75	74	79	80	84	84	87	87
GSEHD	42	36	47	48	46	44	40	56	49	41
CPS	91	48	53	51	48	43	40	49	39	35
SMHS	30	32	54	58	61	57	40	44		65
GWSPH	54	51	52	49	58	51	44	61	48	55



Median GRE Verbal Percentiles of Matriculants in Master's Degree Programs

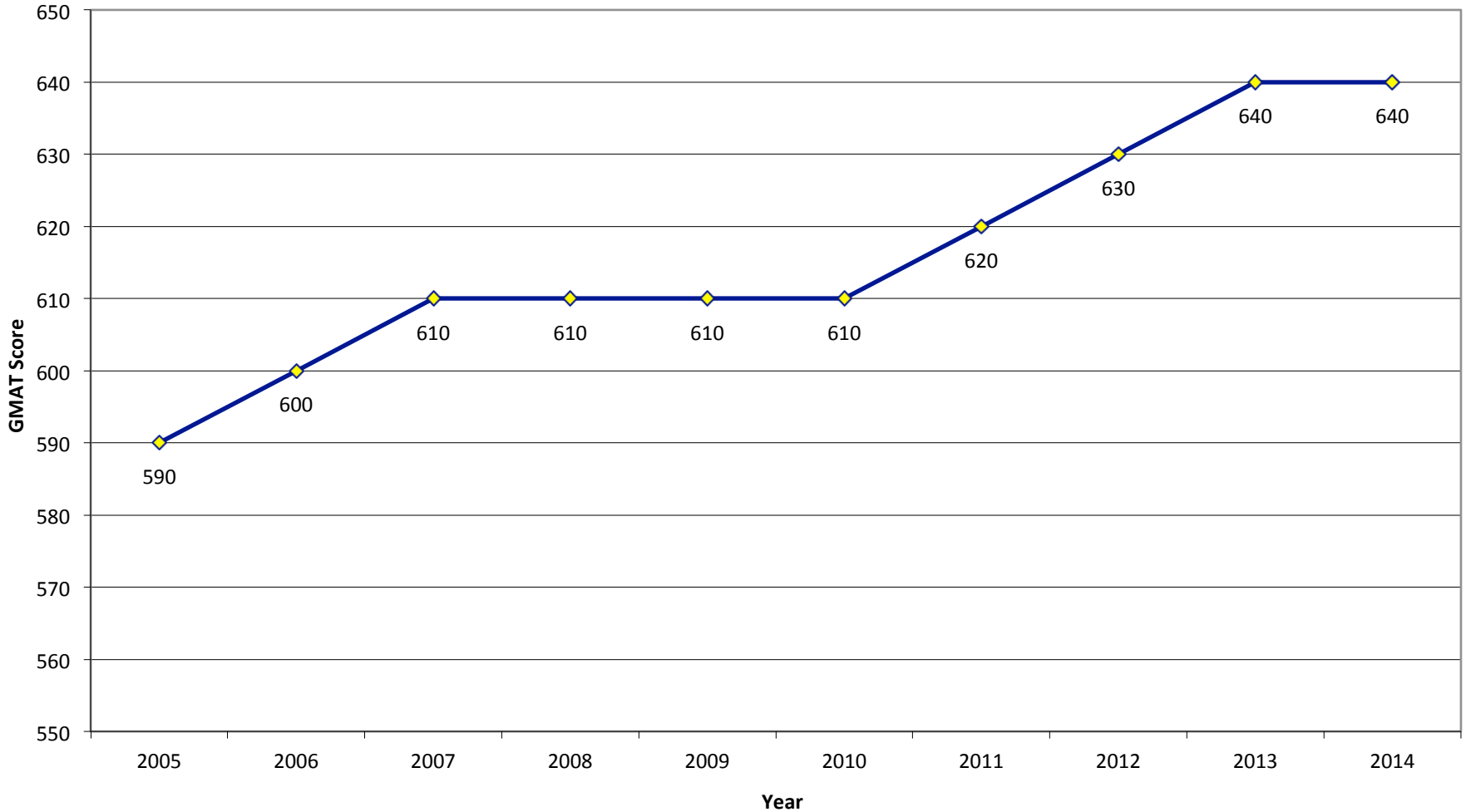
School	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
CCAS	69	69	73	73	77	77	75	69	64	57
ESIA	84	86	85	84	85	88	86	86	80	79
SB	66	60	57	55	51	63	70	68	59	54
SEAS	34	56	45	26	27	37	38	36	40	32
GSEHD	59	53	62	62	64	65	63	65	65	66
CPS	90	62	70	65	68	67	57	69	65	53
SMHS	76	62	67	63	64	65	61	59		81
GWSPH	70	61	67	57	64	65	63	69	69	73



Median GRE Writing Percentiles of Matriculants in Master's Degree Programs

School	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
CCAS	71	70	52	54	58	63	45	48	49	54
ESIA	71	70	71	73	58	63	67	72	72	73
SB	45	52	32	33	37	41	45	29	49	35
SEAS	13	51	23	18	20	10	10	11	11	14
GSEHD	53	52	52	54	58	63	45	48	49	54
CPS		70	52	54	58	51	45	67	49	35
SMHS	65	7	52	54	58	63	45	39		54
GWSPH	75	67	52	41	58	63	45	48	49	56

Median GMAT Scores of Matriculants Enrolled in School of Business Master's Degree Program

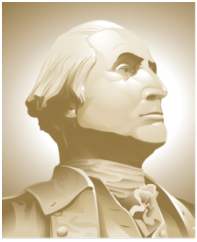




THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

Doctoral Enrollment Trends



THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

Types of Active Doctoral Degrees

Ph.D. – Doctor of Philosophy

Ed.D. – Doctor of Education

S.J.D. – Doctor of Juridical Science

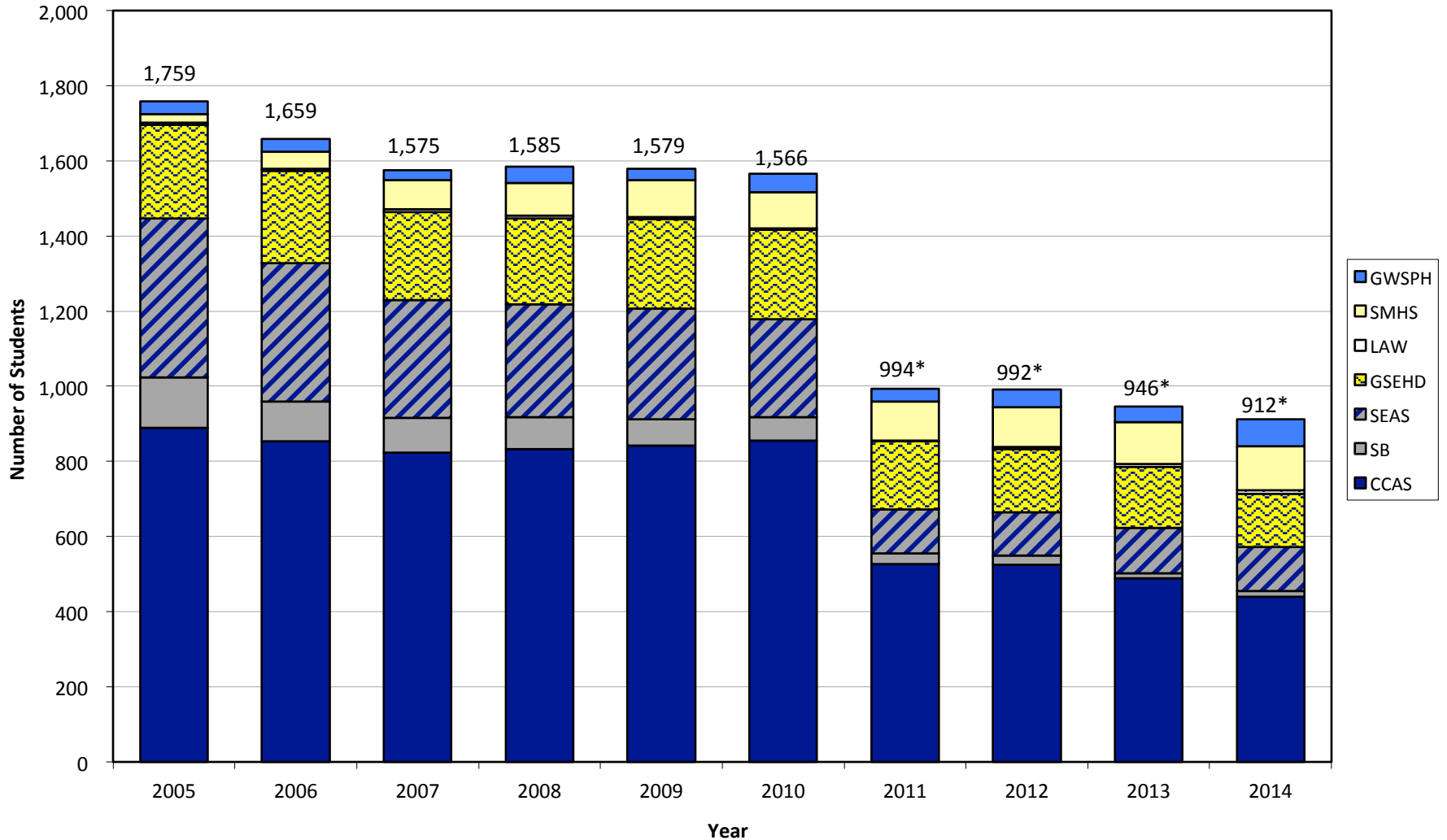
Psy.D. – Doctor of Psychology

D.P.H. – Doctor of Public Health

D.P.T. – Doctor of Physical Therapy

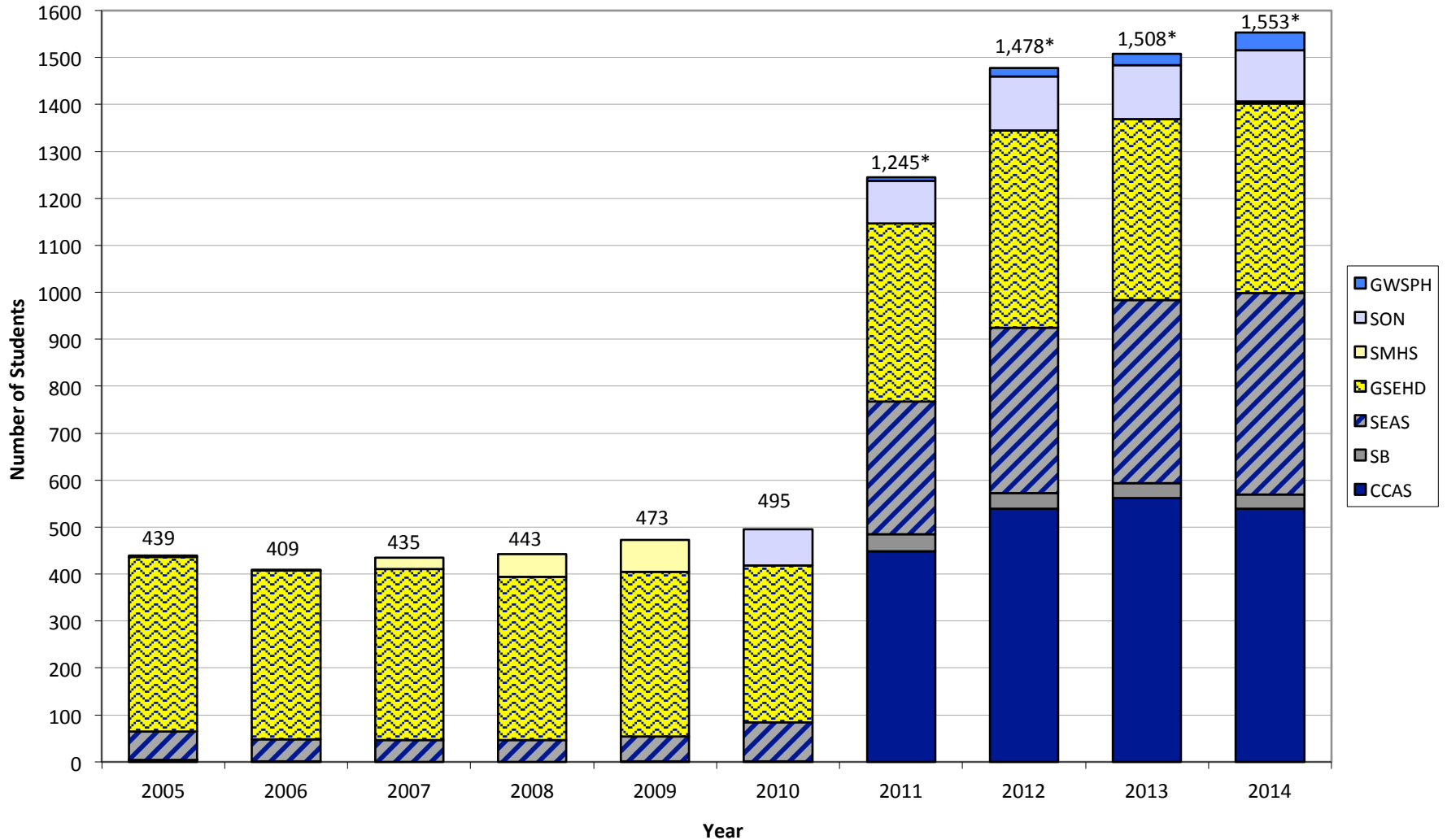
D.N.P. – Doctor of Nursing Practice

Total Fall On-Campus Doctoral Degree Enrollment



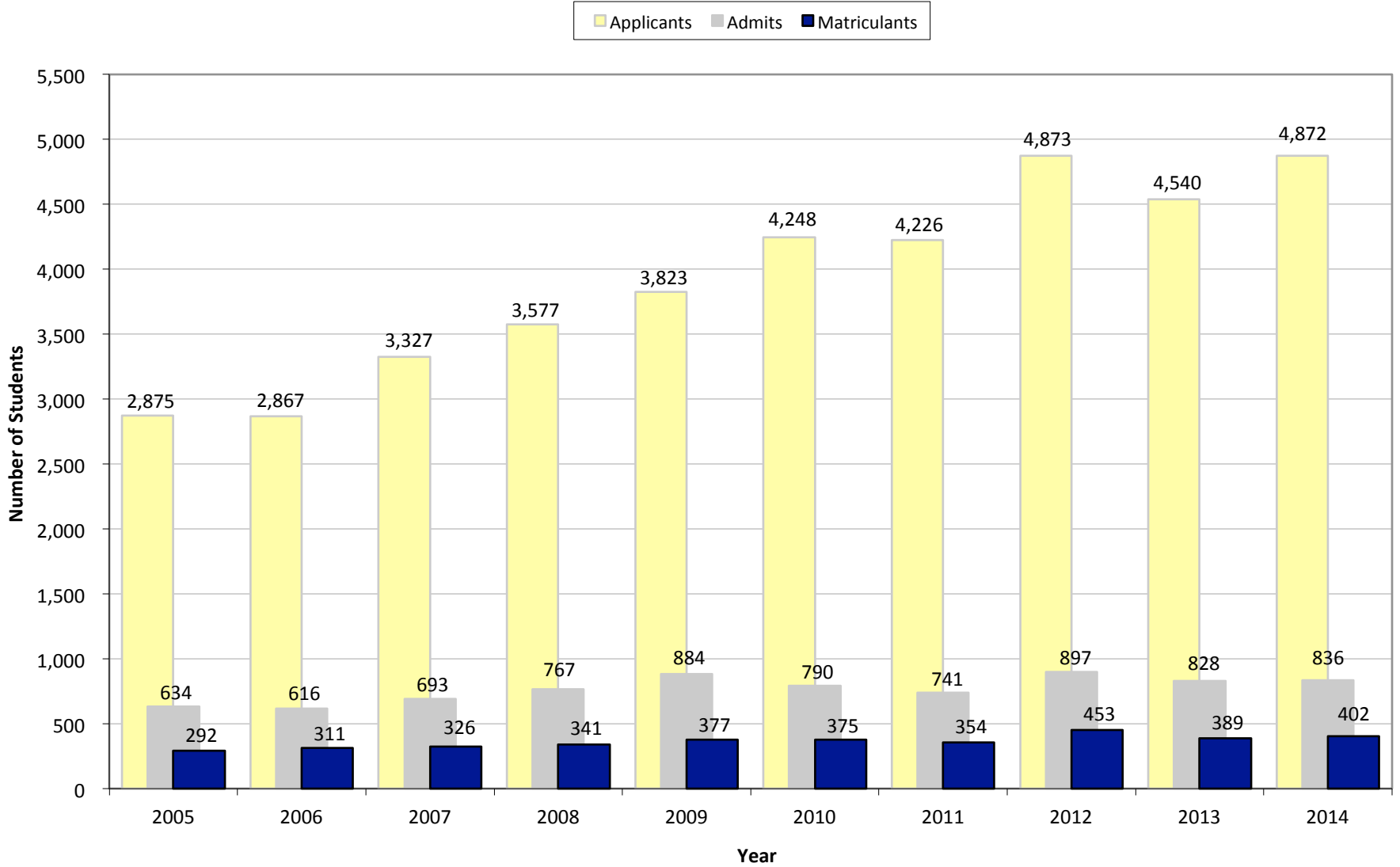
*Changes in enrollments are attributable to change in campus code. See increase in off-campus enrollment on next slide.

Total Fall Off-Campus Doctoral Degree Enrollment

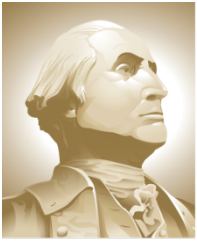


*Changes in enrollments are attributable to change in campus code. See decrease in on-campus enrollment on previous slide.

Numbers of and Rates for Doctoral Degree Applicants, Admits, and Matriculants

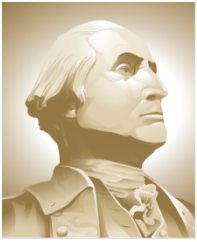


	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Acceptance Rate	22.1%	21.5%	20.8%	21.4%	23.1%	18.6%	17.5%	18.4%	18.2%	17.2%
Yield Rate	46.1%	50.5%	47.0%	44.5%	42.6%	47.5%	47.5%	50.5%	47.0%	48.1%



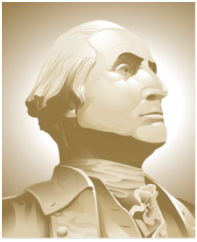
Median GRE Quantitative Percentiles of Matriculants in Doctoral Degree Programs

School	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
CCAS	66	66	73	70	74	73	70	77	71	69
SB	77	88	80	92	92	92	87	91	71	95
SEAS		83	87	89	87	88	87	88	88	84
GSEHD	49	43	40	46	51	48	52	51	56	40
SMHS		64	61	63	63	64	61	61	61	68
GWSPH		80		51		62		56		68



Median GRE Verbal Percentiles of Matriculants in Doctoral Degree Programs

School	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
CCAS	79	77	82	85	83	80	84	80	79	78
SB	98	94	67	87	92	89	65	96	96	65
SEAS		62	43	40	46	54	55	61	53	53
GSEHD	66	65	73	71	65	70	73	66	77	64
SMHS		56	54	68	58	65	68	73	69	70
GWSPH		48		68		84		69		67



Median GRE Writing Percentiles of Matriculants in Doctoral Degree Programs

School	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
CCAS	71	70	71	70	77	63	67	67	73	73
SB		54	62	33	74	63	54	71	49	34
GSEHD	71	70	71	54	77	63	71	72	72	63
SMHS		70	71	54	48	63	45	48	49	54
SPHHS		70		88		81		60		54

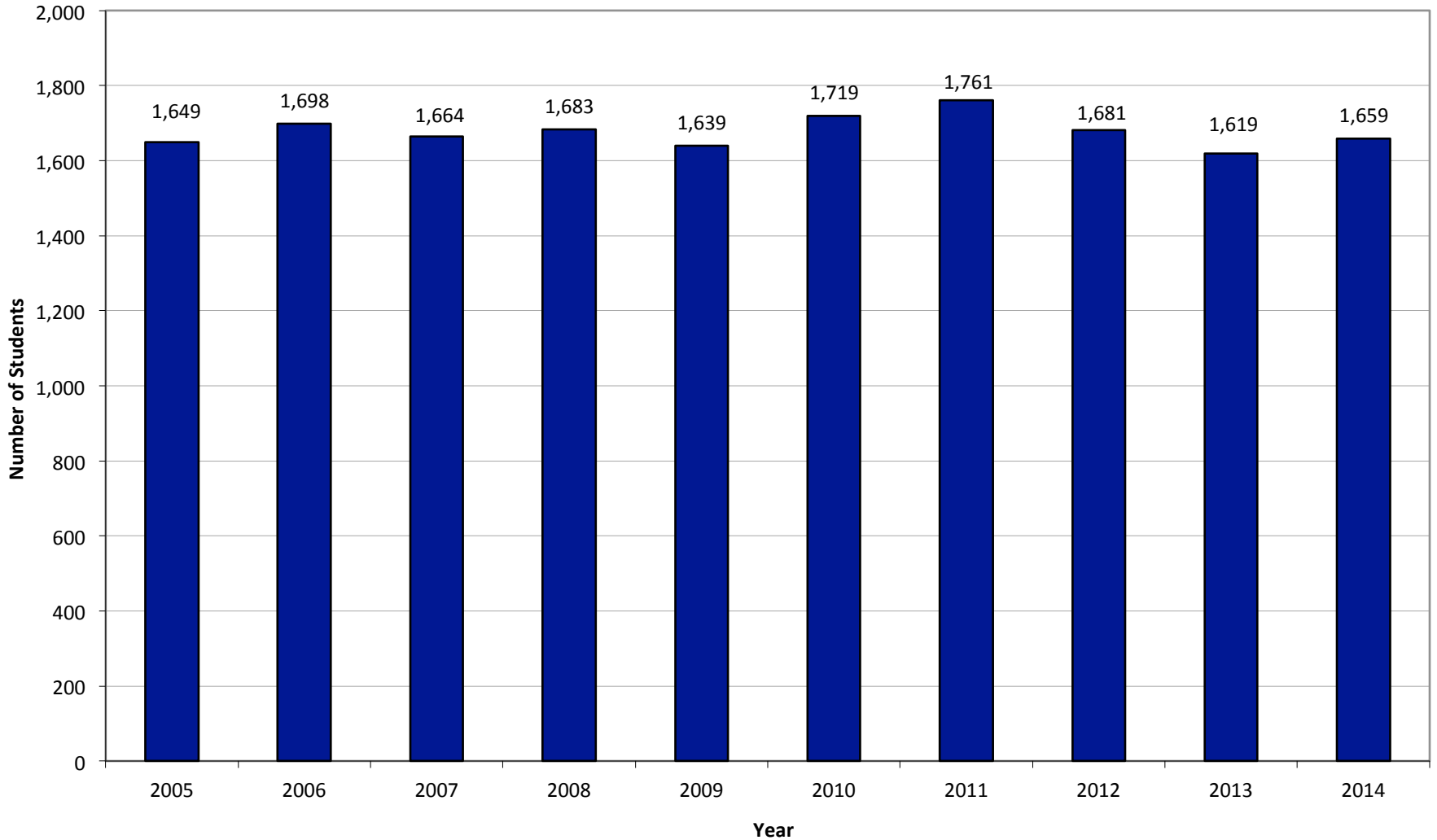


THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

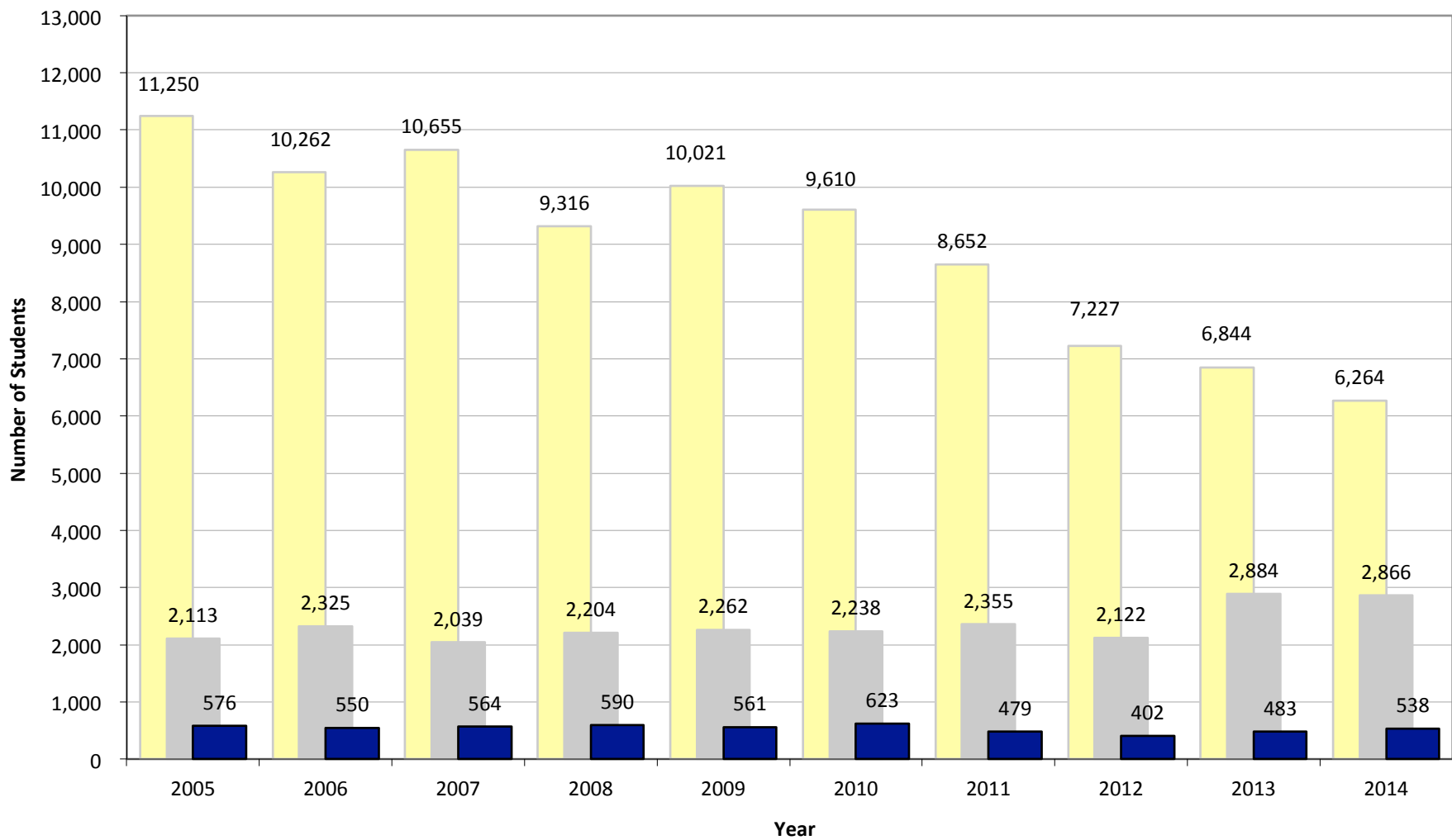
J.D. and M.D. Enrollment Trends

Total Fall Enrollment for Law-J.D. Degree Program



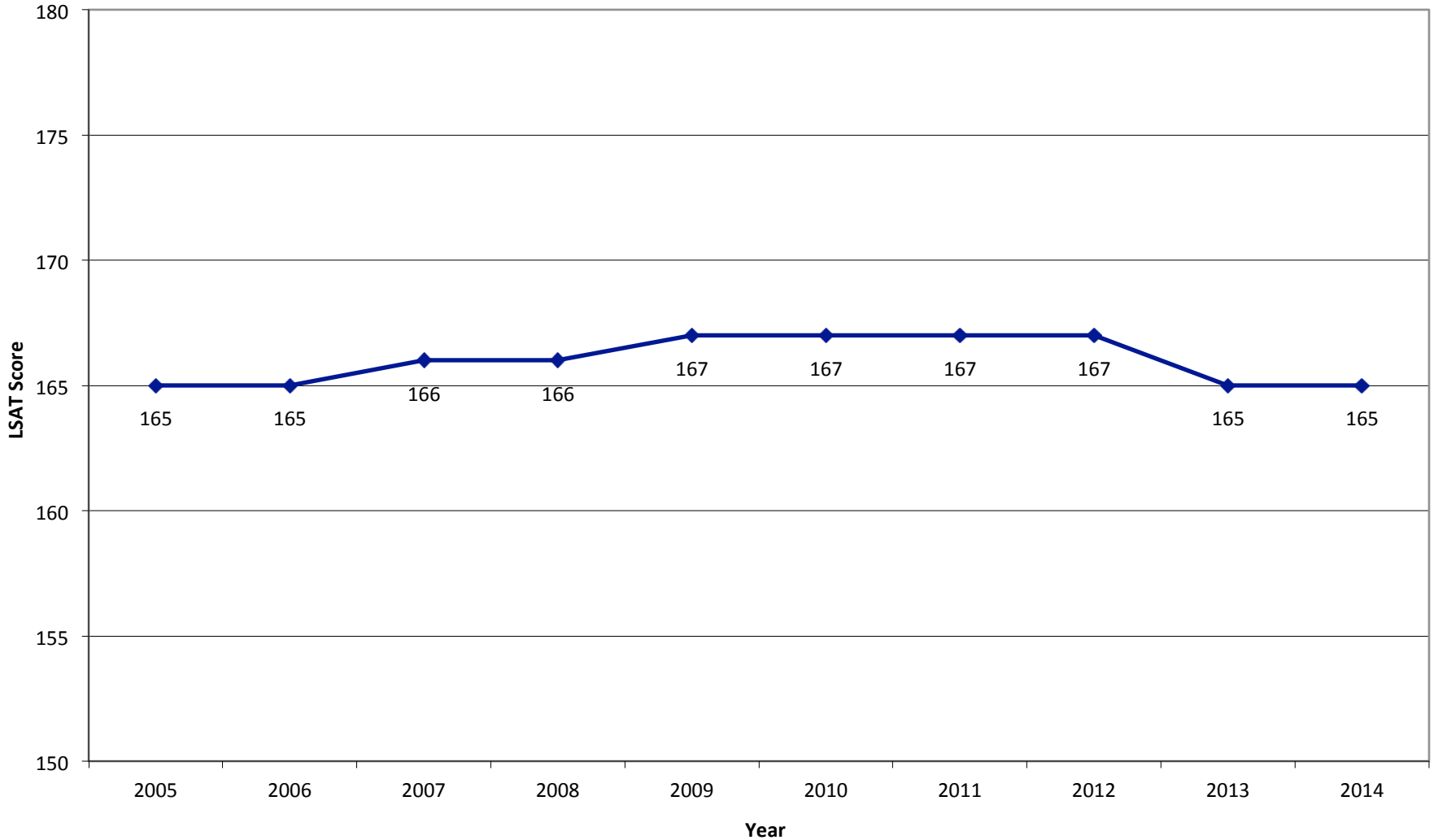
Numbers of and Rates for Law-J.D. Program Applicants, Admits, and Matriculants

Applicants Admits Matriculants



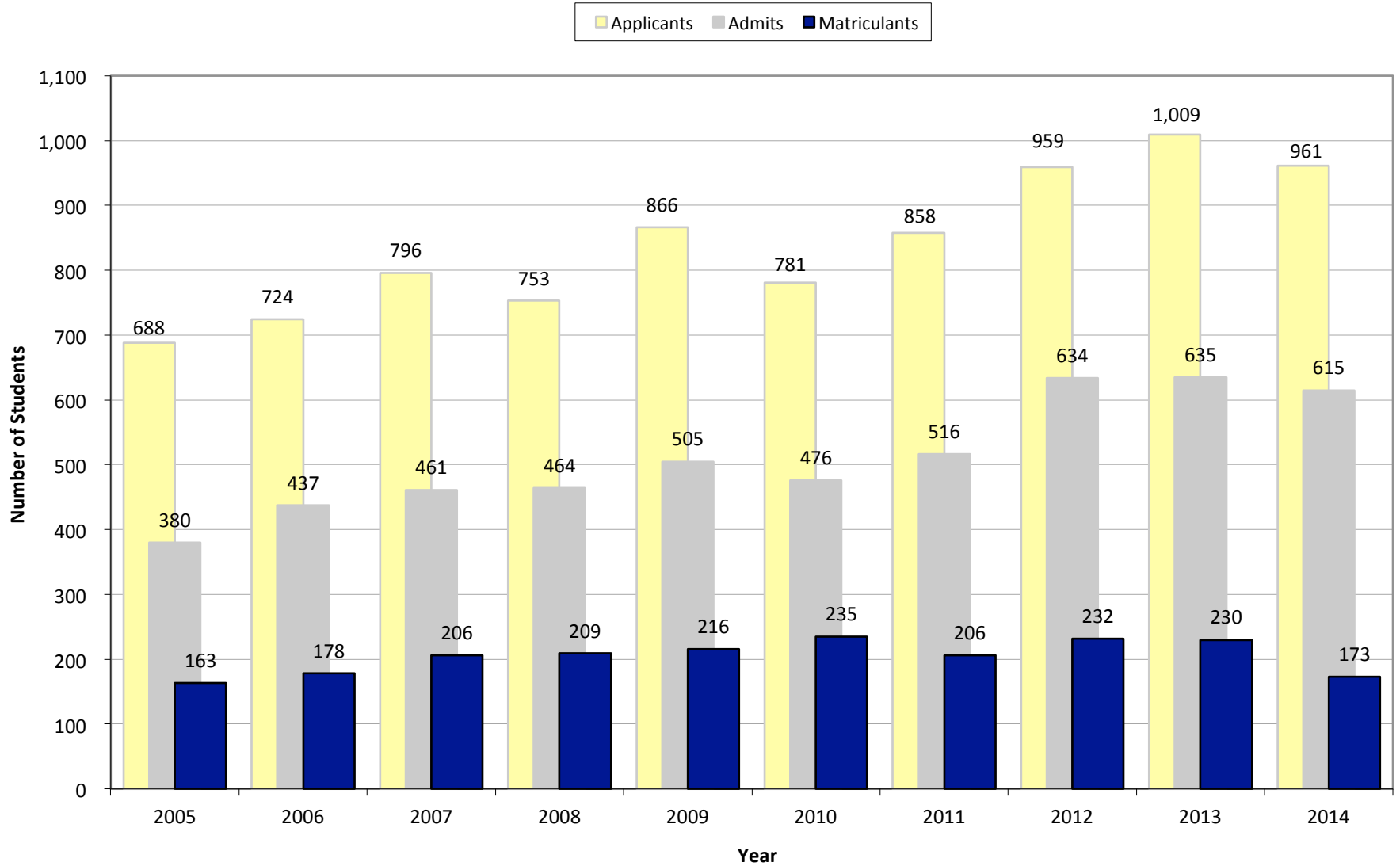
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Acceptance Rate	18.8%	22.7%	19.1%	23.7%	22.6%	23.3%	27.2%	29.4%	42.1%	45.8%
Yield Rate	27.3%	23.7%	27.7%	26.8%	24.8%	27.8%	20.3%	18.9%	16.7%	18.8%

Median LSAT Scores* of Matriculants in Law-J.D. Program



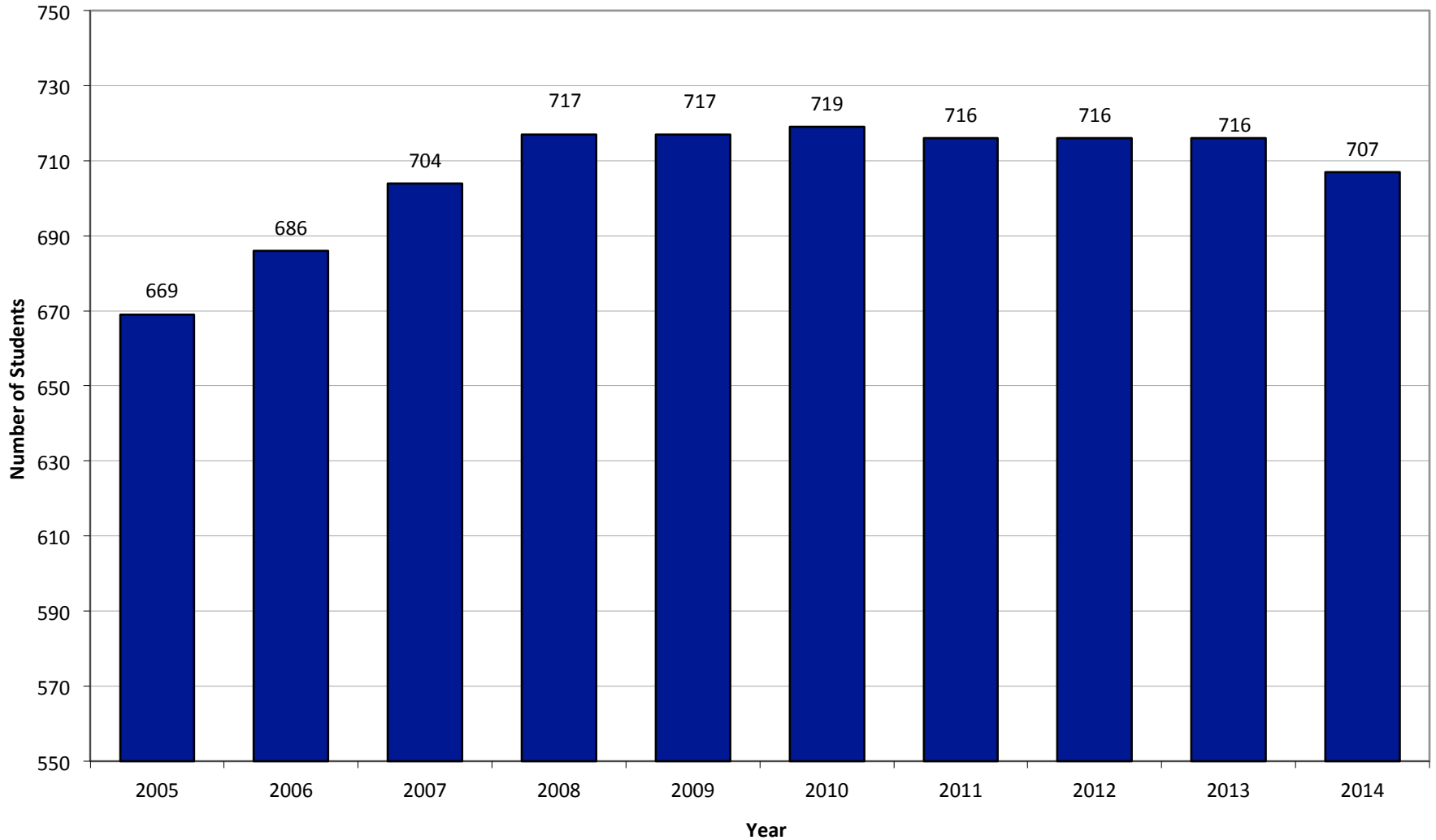
*LSAT scores range between 120 and 180. Only 15% of the test takers score above 160.

Numbers of and Rates for Law-LL.M and S.J.D. Applicants, Admits, and Matriculants

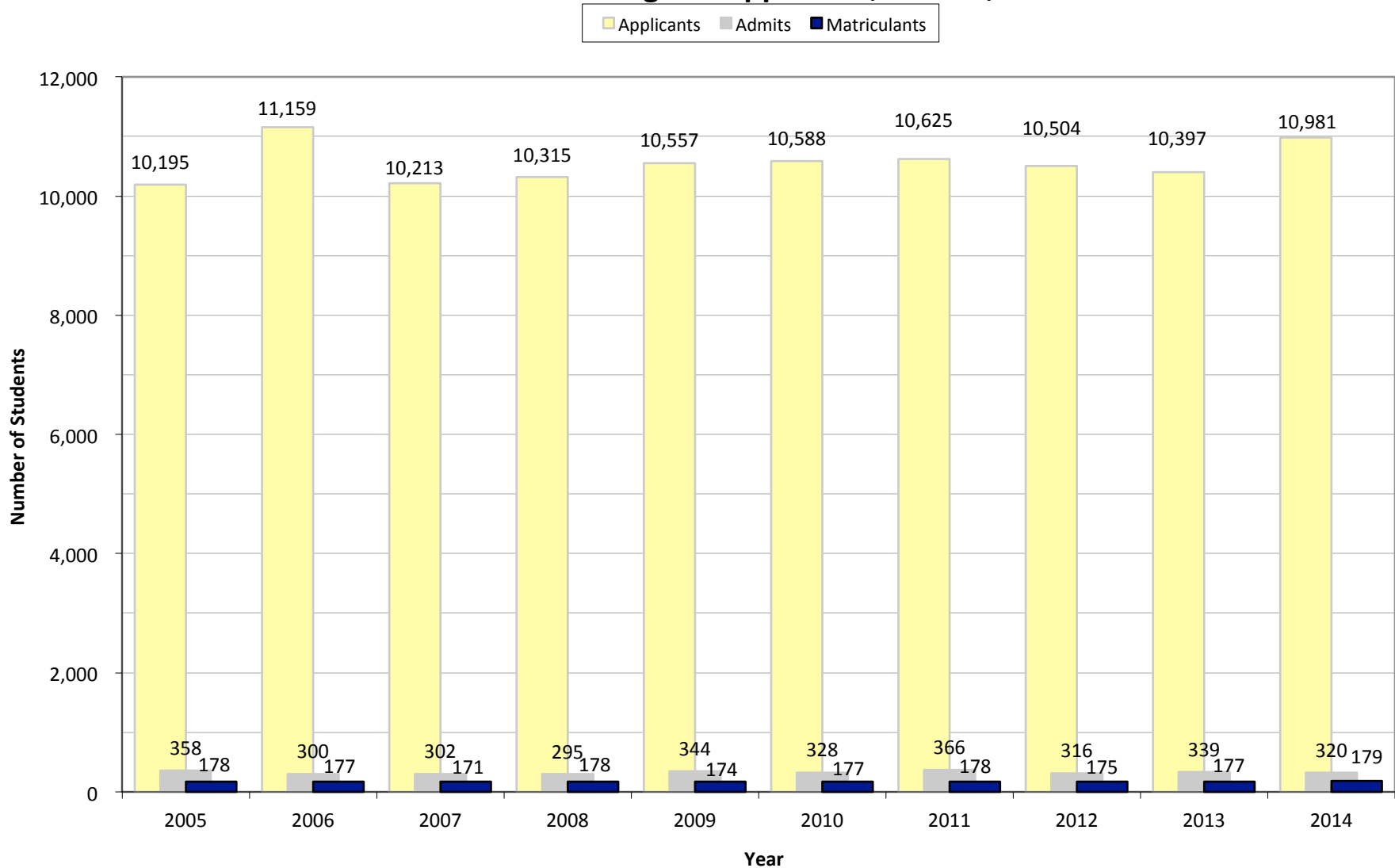


	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Acceptance Rate	55.2%	60.4%	57.9%	61.6%	58.3%	60.9%	60.1%	66.1%	62.9%	64.0%
Yield Rate	42.9%	40.7%	44.7%	45.0%	42.8%	49.4%	39.9%	36.6%	36.2%	28.1%

Total Fall Enrollment for SMHS-M.D. Degree Program

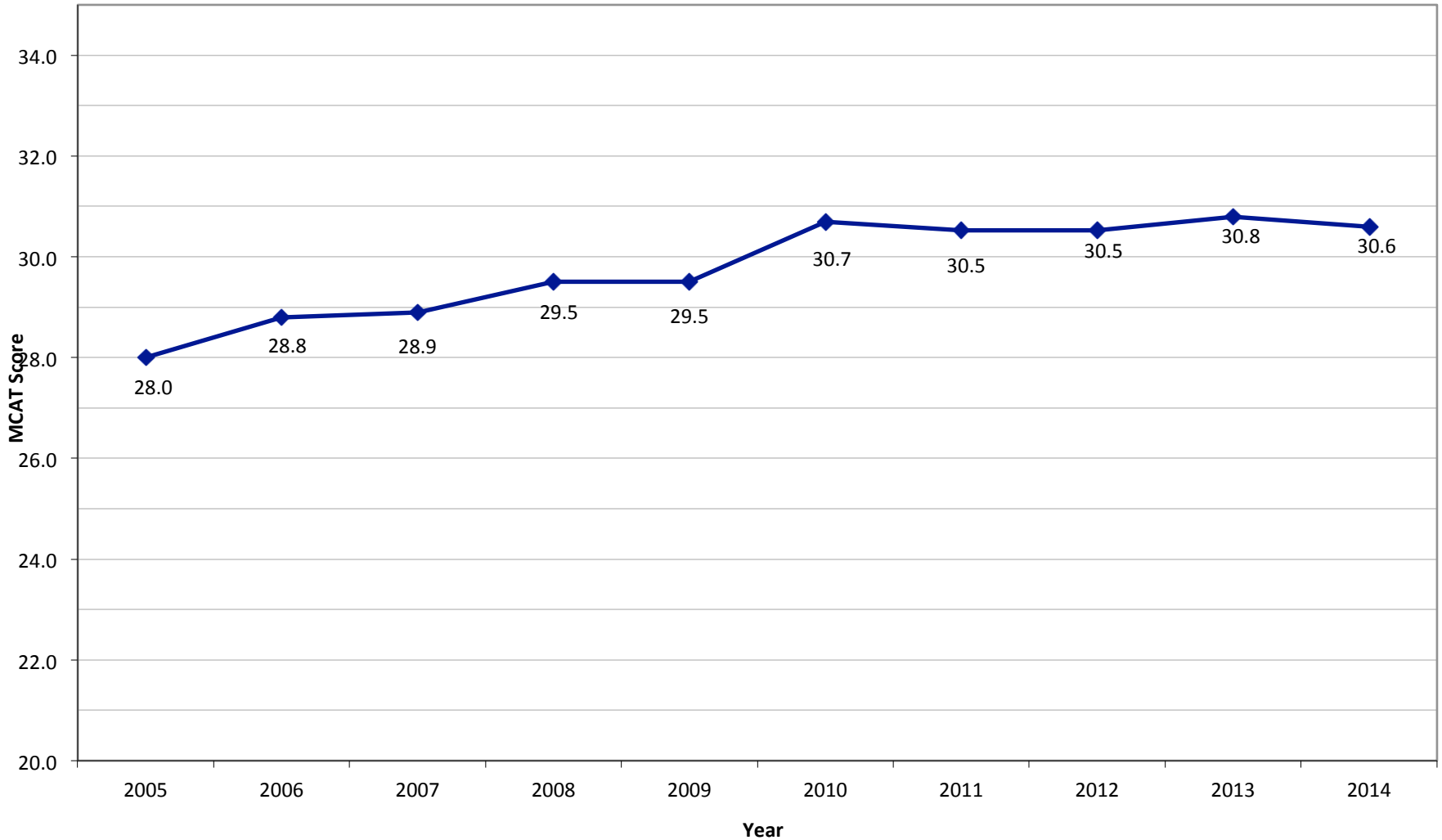


Numbers of and Rates for M.D. Program Applicants, Admits, and Matriculants



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2013
Acceptance Rate	3.5%	2.7%	2.3%	2.9%	3.3%	3.1%	3.4%	3.0%	3.3%	2.9%
Yield Rate	49.7%	59.0%	56.6%	60.3%	50.6%	54.0%	48.6%	55.4%	52.2%	55.9%

Median MCAT Scores* of Matriculants in M.D. Program



*MCAT scores range between 3 and 45. The average test taker scores about 24.

REPORT OF THE EXECUTIVE COMMITTEE
March 20, 2015
Charles A. Garris, Chair

ACTIONS OF THE EXECUTIVE COMMITTEE

Faculty Governance:

The following describes our past activities and the planned activities:

- January 13 – RECEIVED DRAFT RECOMMENDATIONS of Working Groups.
- January 27: Senate RESPONSE DOCUMENT distributed to the Academic Affairs Committee of the Board.
- February 2 – Professors Garris and Wilmarth met with Chair Carbonell , Dr. Jacobs, and Mr. Ryan to discuss in detail RESPONSE DOCUMENT.
- February 5, Professor Garris gave a presentation to the Academic Affairs Committee of the Board on the overview of where we stand on Faculty Governance.
- February 6, Professor Garris gave presentation to Board of Trustees on Senate activities.
- February 13 - Faculty Senate meeting – provided Status report.
- February - Board Working groups were reconvened to study the Senate RESPONSE DOCUMENT and formulate their amended response.
- February 27 - EC Meeting, Dr. Jacobs reported on the next round of responses. Working Groups had not completed their revisions on their recommendations.
 - Indicated Working Groups may conduct more surveys and town hall meetings.
 - Indicated that a series of Teleconferences will be conducted with members of the Academic Affairs Committee of the BOT to arrive at Board recommendations.
- March 9 – Received Revised Recommendations from three of the four Working Groups (missing APT Working Group).
- March 11 – Meeting of Chair Carbonell and Prof. Garris.
 - Chair Carbonell emphasized that Working Group recommendations were NOT the Board Recommendations.
 - Board will consider both Working Group Recommendations and EC Recommendations and formulate their concerns.

- Board and Senate Committees would work together to draft resolutions as we did last year with the Academic Freedom Resolution.
- March 18 – Executive Committee distributes package to all full-time faculty soliciting input. Package contains all materials to be sent to the Board.
- March 19 – Clarification from Chair Carbonell.
 - Board invites Senate members to participate in Town Hall Meetings currently being scheduled.
 - Board hopes to wrap up this exercise by June at the latest. Work will not continue into the next academic year.
- March 20 Faculty Senate meeting – Discussion of proposed recommendations on Faculty Governance and solicitation of broad faculty input.
- April 10 – Faculty Senate Meeting - Chair Carbonell and AA/BOT Chair Jacobs and some BOT Working group chairs will come to discuss proposed changes in Faculty Code and Faculty Organization Plan with the Faculty Senate.
- April 13 (week of) Conference Call between Senate Committees and Academic Affairs Committee of the BOT to discuss proposals.
- May 8 – Faculty Senate Meeting – Possible resolutions on proposed changes.
- May 15 - Board Meeting – Possible Resolutions on certain changes to *Faculty Code* and *Faculty Organization Plan*.
- June 18 – June 20 – Board of Trustees Retreat - Possible Resolutions on certain changes to *Faculty Code* and *Faculty Organization Plan*.

We have established an excellent working relationship with the Board and our concerns have been heard and given weight. We will continue to work with the Board and try to resolve our concerns. In my EC Report at the February 13 Faculty Senate meeting, I stated:

“While some changes may be better received by the Faculty than others, I am confident that shared governance will be strengthened by this process and overall, the Faculty will be pleased. Be assured that many of your Senate and Faculty colleagues are working very hard to achieve that end. The ultimate desired outcome is a set of enhancements to Faculty Governance that Faculty, administration, and Board can applaud.”

We continue working hard to make this happen, although it will be very challenging, especially given the determination of the Board to wrap things up this year. Please help us by carefully reviewing the governance documents that were sent to you (*Copies of the chart in the package are available on the tables in front of the seating gallery for reference.*) and (1) informing your Senators of your views – preferably in writing; (2) responding to the on-line forum which should be available next week, (3) encouraging your colleagues to respond to the on-line forum as well; and, (4) participating in the Town Hall events of the Board and letting your views be known.

Open access to scholarly research:

You will recall that at the February 13 Faculty Senate meeting, the Senate adopted by a vote of 12 to 11 Resolution 15/2, entitled: “A RESOLUTION TO ADOPT AN “OPEN ACCESS” POLICY FOR RESEARCH PUBLICATIONS AT THE GEORGE WASHINGTON UNIVERSITY.” The resolution was accompanied by a FAQ Sheet downloaded from the MIT website as well as a form and other informative materials. The Executive Committee interpreted the vote of the Senate to mean that the Faculty wishes to adopt a University “Open Access Policy”, but that policy has yet to be developed. The Executive Committee recommended a plan whereby the Senate Library Committee, the Senate Research Committee, and the University Librarian create such a policy which would be subject to Senate approval, in the same manner in which the Senate approves all other University academic policies. The Executive Committee did express concern that an “Open Access” policy could create a substantial burden on our Faculty unless the policy was properly crafted. In his role as Chair of the Faculty Senate, President Knapp felt compelled to state: “*I regard it as indisputable that, in voting to approve the resolution, the Faculty Senate voted to forward to the administration the policy as recommended by the committee.*” President Knapp made it clear that he believed that the combination of the Resolution 15/2 and the MIT FAQ sheet constituted a “GW Policy” which was approved by the Senate. He further pointed out that the Senate could rescind the resolution and consider a different “Open Access” resolution at a future time. The Executive Committee decided not to pursue this option until such time as sufficient Faculty concerns are expressed. We have received assurances that the Vice Provost for Libraries, in consultation with the Senate’s Libraries Committee, will be responsible for insuring that compliance with the policy is as convenient for the Faculty as possible, for resolving disputes concerning the interpretation and application of the policy, and for recommending changes to the Faculty. Provost Lerman also has also assured us that the

implementation of the policy will be “*as convenient for the Faculty as possible.*” As one of the key issues involves waivers to the policy, the Executive Committee is working on a document to be provided to the administration for the purpose of providing our suggestions to how the waive process might be beneficially applied.

Faculty Handbook:

Edits have been received from the deans and the Provost’s Office and PEAFF have been working together to finalize the Faculty Handbook. I have been informed that there is agreement and a resolution will be presented to the Faculty Senate at the April meeting to approve the new Faculty Handbook.

UPCOMING FACULTY SENATE ACTIVITIES

April Faculty Senate Meeting:

- **Faculty Governance:** Chair Nelson Carbonell, Chair AA Madeleine Jacobs and some Board members who participated in Working Groups will present to the Faculty Senate their thoughts, recommendations, and will respond to questions. Discussion on Faculty Governance.
- **Faculty Handbook:** PEAFF will present a Resolution to accept.
- **Postponed** to the Fall Report of Dean Livingstone on the Status, Vision, and new initiatives in the School of Business.
- **Postponed** to the Fall Mr. Patrick Nero, Director of Athletics and Recreation, will report on the status of GW athletics programs.

GRIEVANCES

- One grievance originating in the Graduate School of Education and Human Development has been settled and withdrawn with prejudice.

ANNOUNCEMENTS

We have had a very encouraging response from faculty members to the call for volunteers to serve on Senate Standing Committees and Administrative Committees during the Senate’s 2015-16 session, but there is still time for Senate members to volunteer for Committee service. As everyone knows, the heavy lifting is done by the Senate Committees on the vast majority of issues coming

before the Senate for consideration, and the Senate could not function as well as it does without the dedicated efforts of its many committee volunteers.

We hope that each Senator will volunteer to chair or be a member of one of the Senate Standing Committees and thus further the goal of having a faculty member from each of the schools on each one of the Standing Committees. And of course we hope senators will also encourage their colleagues to volunteer as well.

Because of the early spring break this year, the next meeting of the Executive Committee will take place a week from today on March 27, 2015. Please forward resolutions, reports or other information to the Senate Office before that date.

In addition, please remember that the annual Faculty Senate photo opportunity will be the first item of business on the April 10th meeting agenda.

Thank you.