

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
MARCH 8, 2013 IN THE STATE ROOM

Present: Provost Lerman, Registrar Amundson and Parliamentarian Charnovitz; Dean Johnson; Professors Acquaviva, Brazinsky, Castleberry, Cordes, Dickson, Garris, Greenberg, Hamano, Helgert, McAleavey, Newcomer, Parsons, Rehman, Shesser, Sidawy, Simon, Stott, Swaine, Swiercz, Williams, and Yezer

Absent: President Knapp; Deans Akman, Barratt, Brown, Dolling, Eskandarian, Feuer, Goldman, Guthrie, and Interim Dean Maggs; Professors Barnhill, Briscoe, Dhuga, Dickinson, Fairfax, Harrington, Kim, and Lantz

CALL TO ORDER

The meeting was called to order by Provost Lerman at 2:24 p.m. The Provost noted that President Knapp would be absent from the meeting as he was attending an event elsewhere on campus.

APPROVAL OF THE MINUTES

The minutes of the meeting held on February 8, 2013, were approved as distributed.

CHANGE IN THE ORDER OF THE AGENDA

With the consent of the Senate, the order of the agenda was changed so that the Strategic Plan Implementation discussion could be heard as the first item of business.

DISCUSSION ON IMPLEMENTATION OF THE STRATEGIC PLAN

Provost Lerman reported that the final copy of the Plan has been edited and is now in production. When it is available in page proofs it will be posted to the website as has been customary. The Plan will be distributed to members of the Board of Trustees immediately in electronic form and about a week later a teleconference with Board members will take place to give them an opportunity to ask questions and make final comments. Once this is done, the Board will conduct an e-mail vote to approve the final Plan instead of waiting until the May Board meeting to do this.

Following Plan approval, the implementation phase will begin. The Provost said it was his intention to choose a subset of the key recommendations and form working groups charged with developing detailed implementation plans. These groups will be comprised of

faculty, administrators, staff and students, with the relative composition of each depending upon the item to be implemented. Academic Affairs staff will also work with the groups on these tasks. In some cases plan development will also involve moving from a rough estimated budget to a real budget. The Provost said that he has been preserving flexibility in budgets going forward next year to provide banked resources to begin plan implementation, including money to facilitate the next planning phase and long-term money that can be committed over multiple years in the base budget for key items.

Provost Lerman noted, as he had before, that the Plan would evolve over time and that it is possible that not everything in the Plan may turn out to be something the University will ultimately choose to do. The next phase will involve engaging faculty with the administration, students and staff on laying out specific implementations.

The Provost said that he was looking forward very much to the next phase of this planning process. Many Senate members will likely be asked to be on one or more of the working groups, and of course, other faculty from the University will be invited to engage in these efforts. The leadership of the Student Association will be asked to nominate both undergraduate and graduate students to join the working groups. Provost Lerman concluded his remarks by inviting Senate members to e-mail him with any remaining questions or comments about the Plan as this process unfolds.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

REPORT ON CORE INDICATORS OF ACADEMIC EXCELLENCE

Provost Lerman presented the report, which includes data about Faculty Counts and Characteristics (including a comparison of AAUP and Market Basket Salaries), Faculty Teaching Loads, the Enrollment Caps at the Foggy Bottom and Mount Vernon campuses, and Undergraduate and Graduate Enrollment Trends. A new section added this year provides data about GW students' co-curricular experiences and post-graduation plans. (The report is included with these minutes.)

Provost Lerman noted that this marks the third year he has presented this annual report. Information contained in the report is also presented annually to the Academic Affairs Committee of the Board of Trustees, which is charged to report to the full Board on the metrics in it. The Report provided to the Senate is identical to that presented to the Board with the exception of essentially minor data corrections.

The Provost's comments in these minutes about the data presented follow the information that appears below about the various components of the Core Indicators report. Because so much data is presented in the report, not every category was discussed in detail.

Faculty Composition, Including the Number and Percentage of Tenure-Track and Non-Tenure-Track Faculty (excluding and including the MFA): pages 3 and 4 of the report.

Total Number of Full-and Part-Time Faculty by School, (excluding and including the MFA), pages 5 and 6

Tenure Track and Non-Tenure Track Regular, Active-Status Faculty by School and the Percentage of Tenure-Track and Non-Tenure-Track Regular, Active-Status Faculty by School: pages 7 and 8

Total Number and percentage of Full-time Female and Male Faculty, Percentage of Full-Time Female and Male Faculty by School: 2011, and the Percentage of Full-Time Underrepresented Minority Faculty, 2003, 2007, and 2011: pages 9 through 11

Faculty Teaching Loads: Average Academic Year Teaching Load in Course Hours of Tenure-Track and Non-Tenure-Track faculty: page 13

Percentage of Students Enrolled in On-Campus Undergraduate Courses Taught by Full-Time and Part-Time Faculty, Fall 2012, and Percentage of On-Campus Undergraduate Course Sections Taught by Full-time and Part-time Faculty, Fall 2012: pages 14 and 15

Tables reflecting this data for Graduate Courses and Sections: pages 16 and 17

Student-Faculty Ratio information is provided on page 18

Faculty Salary Information: Comparison of GW Faculty Salary Averages with the AAUP 60th Percentile Averages for the Academic Year 2011-12 (by School): page 20

Comparison of GW and Market Basket Professor, Associate and Assistant Professor Salary averages with the AAUP 80th Percentile Averages (2011-12): pages 21-23

Enrollment Caps Information, Foggy Bottom full-time Enrollment and Mount Vernon Campus Daily Headcount: pages 25-29

Enrollment in Undergraduate Degree Programs including Fall On-and Off-campus Undergraduate Enrollment and the Numbers of and Rates for Freshmen Applicants, Admits and Matriculants: pages 31-33

Combined Median SAT Math and Verbal Scores, and Math, Verbal and Writing Scores for Freshman Matriculants, and Median ACT Scores of same: pages 34-36

Enrollment Trends in Graduate On-Campus and Off-Campus Certificate and On-and Off-Campus Master's Degree Programs: pages 38-41

Numbers of and Rates for Master's Degree Applicants, Admits and Matriculants: page 42

Median GRE Quantitative, Verbal and Writing Scores of Master's Degree Program Matriculants, and Median GMAT Scores of School of Business Master's Degree Program Matriculants can be found on pages 43-46

Enrollment information concerning Doctoral Degree Programs, including the Types of Active Doctoral Degrees, On-and Off-Campus Enrollment, Numbers of and Rates for Doctoral Degree Applicants, Admits and Matriculants, and the Median GRE Quantitative, Verbal and Writing Scores of Doctoral Degree Program Matriculants, pages 48-54

Enrollment data for Juris Doctor (J.D.) and Medical Doctor (M.D.) Programs including Fall Enrollment and relevant Median Test Scores, Numbers of and Rates for these Degree Applicants can be found on pages 56-62

A chart showing the Numbers of and Rates for Law-L.L.M and S.J.D. Degree Applicants, Admits and Matriculants is included on page 59

(New Section this year)

Co-Curricular Experiences and Post-Graduation Plans, including post-baccalaureate plans at Commencement, percentage of undergraduates employed full or part-time and post-baccalaureate plans 6 months after commencement, can be found beginning pages 64-66

Data based on the results of the Career Center Survey 2011 concerning activity by undergraduate degree recipients after graduating, and employment by sector, annual salary, and location can be found on pages 67 and 68

Other information concerning post-baccalaureate activity, including employment, along with the percentage of Master's level and Doctoral level students employed at graduation can be found on pages 69-74

Provost Lerman reviewed the first section of the report concerning Faculty Composition, which depicts the relative proportion of the full-time regular, active-status faculty, both tenured and tenure-track, and the non-tenure-track faculty over a ten-year window from 2003 to 2012. Looking first at the number and percentage of tenure-track and non-tenure-track faculty, (excluding the MFA – this information is presented later in the report), there has been steady growth both in the numbers of regular faculty and a significant jump in year to year growth, particularly last year, in the percentage of those faculty who are tenured or tenure-accruing.

Professor Yezer asked if this has occurred because some contract lines are being converted to tenure-accruing positions, or because of some other mechanisms. Provost Lerman confirmed that this was one way in which the number of tenure lines has been increased. Usually a Dean will request on behalf of a department that a contract line be converted. If the request is granted, it does not mean the person who occupies the contract line automatically is appointed. In virtually all cases, a national search is required, and of course, the contract faculty member may apply for that position.

The data on the number of full- and part-time tenured and tenure-track faculty for 2012, excluding the MFA, shows an increase of 26 in the number of full-time faculty, and a reduction of 45 in the part-time faculty. When these numbers are calculated to include the same groups of faculty in the Medical Faculty Associates, the overall increase in full-time faculty amounts to 12, and the total number of part-time faculty decreased by 34. It should be noted that information in the table that includes the MFA information does not include research, visiting, special service, or affiliated faculty. In response to a question about whether these categories of faculty are represented in the Senate, the Provost said that it was his understanding that these faculty members may not be elected to the Faculty Senate as they are not classified as regular, active-status faculty in the *Faculty Code*. Another question was posed, inquiring if the part-time faculty were by definition members of the bargaining unit that represents adjunct faculty. Provost Lerman confirmed that they are, and consist of two types: those faculty who are part of the SEIU, and regular, part-time faculty who are also represented by the SEIU but have a somewhat different set of contractual terms and hold benefited positions, which other part-time faculty do not. So, overall, with the exception of the MFA, this would be the unionized part of the University's teaching faculty.

With respect to data including members of the Medical Faculty Associates about the number and percentage of tenure-track and non-tenure-track faculty (slide 4), as of 2012, approximately 65.3% are tenure track. This count does not include faculty who hold courtesy appointments, but does include all of the faculty who teach. Most of these faculty members are clinical faculty and most of their work takes place at the MFA. Not surprisingly, these clinical faculty members earn most of their income from their clinical work; the University compensates the MFA for the time they spend teaching. Also not surprisingly, virtually none of these faculty are tenured.

Turning briefly to the total number of full-time female and male faculty, Provost Lerman advised the Senate that Vice Provost for Diversity and Inclusion Terri Reed would be making a fuller report about this in more detail at the April meeting. He noted that the overall size of the faculty is growing, but the percentage of female faculty is growing faster than the number of male faculty, from 30% in 2002 to 40% today. This trend has been particularly pronounced in the last four years, and the expectation is that this will continue in future years.

The proportion of female to male faculty members varies widely by school. The School of Nursing faculty is exclusively female, not surprising in a profession that is still disproportionately female. At the other extreme, engineering is still a male-dominated faculty in numerical terms. Columbian College has a ratio that is very close to the University as a whole, as does the University's other largest school, the School of Medicine and Health Sciences.

The Provost touched briefly on the data detailing the percentage of full-time underrepresented minority faculty for the years 2003, 2007, and 2011, noting again, that Vice Provost Reed would report more fully on this at the next Senate meeting. This data does not change very much from year to year, and so three years are reported in each Core

Indicators Report. The big picture is that the University has continued to struggle to recruit Hispanic and African American faculty members. This is not surprising given that these groups are underrepresented among Ph.d. recipients.

With respect to teaching loads, the report details the average academic year teaching load in course hours of tenure-track and non-tenure track faculty by school from 2005 through 2011. Over this period, there is a pretty consistent pattern – most of the non-tenure-track faculty teach more than the tenure-track faculty. Overall, the average tenure-track faculty member teaches close to ten credit hours, and the average non-tenure-track faculty member is teaching close to 13.

In terms of the percentage of students enrolled in on-campus undergraduate courses taught by full-and part-time faculty during Fall 2012, Provost Lerman pointed out that this data varies pretty widely by school for a variety of complicated reasons. The highest percentage of courses taught by full-time faculty is in the Engineering School. In terms of the total for five schools that offer undergraduate courses, approximately 58.2% of courses taught last fall were taught by full-time faculty and about 41% were taught by part-time faculty.

The Report also breaks out information on the percentage of on-campus undergraduate course sections taught by full-and part-time faculty as well as for on-campus graduate course sections. About 64 to 65% of the University's graduate courses are taught by full-time faculty and 35 to 36% by part-time faculty members. Lastly, the Provost said he was somewhat surprised that the student-faculty ratio was higher for 2011 than for the previous three years, from 13.0 to 13.7. He added that he thought this was attributable in large part to a larger graduate enrollment in 2011. As the University rolls out additional faculty lines in connection with the Strategic Plan implementation, the expectation is that this ratio will return to a lower level again.

The Provost next reviewed faculty salary averages for the three professorial ranks: assistant, associate, and full professor. Two benchmarks are employed for these comparisons i.e., AAUP 60th and 80th percentile averages, and GW salaries in three ranks compared to the University's market basket schools. The Senate will recall that these schools were selected as comparators by the Faculty Senate and the University's Board of Trustees.

A longstanding goal for the University has been to reach the point that, in all ranks and in all schools, the average faculty salaries would not be less than the 60th percentile of the AAUP averages. This goal has been achieved in all except three instances, those being full professors in CCAS, and assistant professors in CCAS and GSEHD. These three instances need to be looked at more closely.

A second comparison of salary averages at the three ranks with the AAUP 80th percentile averages and GW's market basket school salary averages is provided in the report. The goal with respect to the 80th percentile is that average salaries will meet or exceed the AAUP 80th percentile. The average salary of full professors at the University (excluding the

Medical faculty) exceeds the AAUP 80th percentile, and GW ranks 10 of 15 on this metric in comparison to its market basket schools. At the associate professor rank, GW's faculty salary averages exceed the AAUP 80th percentile and GW ranks 7 of 15 on this measure. At the assistant professor rank, GW's faculty salary averages miss the AAUP 80th percentile by a mere \$36 per annum, and GW ranks 10 of 15 on this measure.

Provost Lerman briefly reviewed the information in the report concerning how enrollment caps for the Foggy Bottom and Mount Vernon campuses are calculated. Turning first to the cap at Foggy Bottom which is measured in full-time student equivalents (FTEs), the number of full-time students is added to the part-time graduate students' credits (divided by 9). To this sum are added other part-time students' credits (divided by 12). According to the agreement with the District of Columbia, a number of subtractions are made from this number (see page 25) to arrive at the final Foggy Bottom student FTE. The maximum allowable under the agreement is 16,553; for 2012, the student FTE equaled 16,168, for a 97.67 utilization rate.

The enrollment cap for the Mount Vernon campus is calculated differently. This is a headcount of FTE students physically on the campus by each day of the week (excluding Saturday and Sunday) and the number cannot exceed 1,650. Not surprisingly, there is excess capacity on Fridays when, for the Spring and Fall 2012 semesters, utilization was little over 70% of the allowable number.

The next data sets in the report describe enrollment trends in undergraduate and graduate enrollments. Undergraduate enrollments are now a little below 10,000 (9,761) and have fluctuated between 9,500 and that number for the last ten years. Ideally, these enrollments would fluctuate between 9,800 and 10,000. Undergraduate off-campus enrollment is relatively small in comparison, and has a very modest influence on total revenues and teaching loads.

Professor Swiercz asked where distance students are counted. Provost Lerman responded that they would be counted as off-campus and are aggregated in the data reported. Professor Swiercz pointed out that the growth factor in these enrollments particularly in the Business School and in health care is quite large. The new initiative in the Business School is moving toward more undergraduate enrollments, especially in summer. Provost Lerman said he thought it might be useful in future reports to break out the data on distance leaning separately. He also observed that on-campus summer enrollments have been declining, but online summer enrollments have grown considerably.

Provost Lerman briefly summarized the data on freshman applicants, admits, and macriculants. A total of 21,756 applications were received for the entering class, and this number has risen slightly in the last three years. Although some concerns have been expressed that the *U.S. News and World Report's* decision to unrank GW would negatively impact applications, there is both anecdotal and numerical evidence that this has not had any measurable impact on the University's undergraduate enrollments. Approximately 7,197 of applicants were admitted for enrollment in Fall, 2013, and that yielded an entering class of about 2,387 students, so the yield is very close to a third.

With respect to combined math and verbal SAT scores, these numbers have been essentially steady, ranging between 1,290 and 1,300 for the past 8 years. These scores are scored in ten point increments, so the ten point difference between last year and this is really the smallest drop that can be calculated. A breakout of the SAT scores by math, verbal and writing measures shows that, over time, writing scores have been going up steadily, despite a slight retreat this year. Overall, the applicant pool last year looked very similar to the year before and the Provost said he thought that this year's pool looks very similar to those of prior years.

Turning to enrollment trends at the graduate certificate and Master's levels, off-campus numbers tend to be much higher than those on campus. Most of the certificate programs are taught in one of the University's off-campus facilities in Arlington, Alexandria, the VS&T campus and Hampton Roads. This is significant because of the enrollment cap at Foggy Bottom and as a result, each school will get an allocation of slots in the admissions process for graduate students in Foggy Bottom.

On-campus Master's degree program enrollment has remained essentially stable for the past three years, while off campus programs (some of these involving distance learning) have grown significantly in the last year, and will continue to expand quite considerably. Overall, the University received over 16,000 applications for Master's programs. Of these 7,948 were admitted, for a yield of 3,311 last year.

Provost Lerman noted that a correction was recently made in counting on campus doctoral program enrollment data, making it appear that these have dropped significantly. This is because a coding error was discovered in which a number of doctoral students studying off-campus were counted as on-campus students. The recharacterization of these enrollments for 2011 and 2012 thus reflects a reduction in on-campus enrollments and an increase in off-campus students, so particular attention should be paid to the total number of graduate enrollments in both places. Of 4,873 applicants for doctoral programs, 18.4% were accepted for 2012 for a yield rate of 50.5%.

At the Law School year, there was a drop in enrollments for the Juris Doctor program as a decision was made not to lower standards for admission. On the other hand, enrollment in the LLM programs rose somewhat. At the Medical School, over 10,000 completed applications were received. 316, or 3% of all M.D. applicants were admitted, and of those 175 opted to come to GW, or a little over half the field.

New information is included in the Report for the first time this year on Co-Curricular Experiences and Post-Graduation Plans. This section was added at the request of the Board of Trustees as it is something the Board is very interested in. This section presents information from the Career Center survey of 2011 and presents data about students' activities after graduation, their employment (by sector and industry, location, and annual salary) as well as the percentage of graduating seniors who had internship, paid employment or community service engagement. Information concerning the percentage of post-baccalaureates who have employment related to their majors 6 months after

commencement, the distribution of post-baccalaureates full-time annual salary after commencement, and the percentage of master's and doctoral level students employed at graduation can be found on pages 69-74.

In 2011, approximately 40% of GW undergraduates were employed part- or full-time upon graduation; six months later, that percentage rose to over 60%. For the year 2012, 38% of undergraduates expect to be thus employed at graduation, with the final percentage to be determined six months from the May commencement. For Master's level students employed at graduation, the percentage for 2011 was 61%, and for Doctoral level students 74%. The percentage of Master's level students employed is expected to remain constant for 2012; for Doctoral level students, the percentage is expected to rise to 78% this year.

Professor Parsons inquired about the omission of a usual feature of the Report which provides information about what percent of the freshman class graduated in the top tenth of their high school classes. He added that he thought it would be useful to go back and reconstruct this data in view of GW's unranking this year by *U.S. News and World Report*. Provost Lerman advised this data has been reconstructed for the past two years, but this proved very expensive to reconstruct because it required going through each application of admitted freshmen to obtain information that is not included on high school transcripts. Vice Provost Maltzman added that high school ranking is not data that GW has been using in making admissions decisions, because it is not a measure of student quality in any way. Associate Provost Beil agreed with the proposition that even if this were done, no useful information would be obtained. Summing up, Provost Lerman said that GW has data for 2011 and 2012, and will calculate this for 2013.

Professor Sidawy drew attention to information not included in the Cored Indicators Report that he thought worth mentioning. This year, the School of Medicine and Health Sciences received over 4,000 applicants for 40 positions, and in surgery 1,049 applications were received for 4 positions. He added that he wondered that since this is part of graduate education if it should not be included in the Report. Provost Lerman said he would be happy to request this information from the Medical School (it is not at present reported to the University with other graduate enrollment data) and include it in future reports once it is made available.

Professor Greenberg asked if the Foggy Bottom cap is fixed in perpetuity or is something that can be renegotiated with the District in the future. Provost Lerman responded that the University is committed to the agreement and the District has no obligation to renegotiate it. Going forward, if City officials were interested in and willing to revisit this issue, he said he would be happy to engage with them.

Professor Brazinsky said he noticed that the number of faculty has increased over the years, and this is good thing; he asked the Provost if he saw a time when it would be right to stop increasing the number of faculty. Provost Lerman responded that the University does not have an absolute number; rather it depends upon available resources, including space and financing. The goal is to expand the faculty at a rate where it is possible to hire them and provide the resources they need to be productive and successful.

GENERAL BUSINESS

I. NOMINEES FOR ELECTION OF FACULTY MEMBERS TO THE NOMINATING COMMITTEE FOR THE EXECUTIVE COMMITTEE FOR THE 2013-14 SESSION

Professor Castleberry moved the nominations of the following faculty members to the Committee:

Charles A. Garris (SEAS) Convener; Bruce Dickson (ESIA)
Jennifer Frey (GSEHD), Mary Granger (SB), Jessica Green (SON),
Alan Greenberg (SPHHS), Kathryn Newcomer (CCAS),
Margaret Plack (SMHS), Arthur E. Wilmarth, Jr. (GWLS)

The entire slate was elected.

II. ELECTION OF FACULTY MEMBERS TO SENATE STANDING COMMITTEES

Professor Castleberry moved the nomination of Professor Kim Roddis to the Fiscal Planning and Budgeting Committee, and Professor Roddis was elected.

III. REPORT OF THE EXECUTIVE COMMITTEE

Professor Castleberry presented the Report included with these minutes.

IV. INTERIM REPORT OF THE LIBRARIES COMMITTEE

Professor McAleavey reminded the Senate that the Senate Libraries Committee had instigated a process that resulted in the appointment by the Provost of a task force to conduct a strategic review of Gelman, Eckles and the VSTC libraries, also known collectively as The George Washington Libraries (GWL). This is a project still in process of particular interest to the Senate and is really going to be very important to the University as a whole. Professor McAleavey noted that Vice Provost for Teaching and Learning Steve Ehrmann, who is Co-Chair of the Strategic Review Committee, was present at the Senate meeting.

One of the things that happened recently was that two outside consultants were brought in to look objectively at the situation of the GWL. The conversation the Senate Libraries Committee was privileged to have with those consultants, Jim Neal from Columbia and Karin Wittenborg from the University of Virginia, revealed that from the viewpoint of two apparently objective outside observers, Gelman Library is really in bad shape and is in need of attention for funds for collections as well as for staff, space, and

other items. The consultants are expected to issue a report to the Committee which should arrive in a week or so and the hope is that the Committee itself will be issuing a report for the Provost by the end of the spring semester.

As background, Professor McAleavey noted that for the last seventeen years or so Gelman has received only modest occasional increases in its collections budget. During this period the cost of materials, online subscriptions, and journals of various kinds has risen on average 7% per year. The result is, of course, that Gelman has been deteriorating in caliber as a resource for the University's undergraduate and graduate students and the faculty. Professor McAleavey noted that it seems that the University's senior administrators are aware of the seriousness of this problem and dedicated to solving it. While the search for a new University Librarian is still in process, fundraising to improve Gelman will certainly be a key component of this individual's responsibilities.

Professor Simon noted that medical faculty obtain most of their material online at this point and do not go to Gelman very often, and he asked how much of the physical plant of the building is now utilized. Librarian Deborah Bezanson was present at the meeting and said that Gelman is actually quite busy, so much so that complaints were received that it managed to stay open only until 8 p.m. on the recent snow day when the University was officially closed. Typically, 8,000 to 9,000 people each day come to Gelman during the academic year, with summer activity a bit quieter. In response to other questions, Librarian Bezanson responded that comparative data on Gelman use is not available over the last ten years, and that GWorld cards, which are used to enter Gelman, do not reveal if those using the building are students or faculty.

Professor Castleberry asked if the Committee itself is addressing the status of the library, with particular reference to any requirements which may need to be met as the University achieves its research aspirations. Professor McAleavey said he would be very interested to see the consultant's report, because at present Gelman really more closely resembles an undergraduate library than a research library. Provost Lerman observed that there are many more scholarly resources than those provided by Gelman which can be utilized by the University community, such as the Library of Congress and government agencies. These are important resources that augment services provided by Gelman to faculty and students.

V. PROVOST'S REMARKS

Provost Lerman said he wanted to reinforce Professor Castleberry's comments concerning opportunities to meet new faculty. He agreed that it is a great pleasure to meet these newcomers, whether at the new faculty orientation and reception at his house on the Mount Vernon campus, or at the most recent breakfast meeting. These are people who are very enthusiastic about being at the University, and they are enjoying their experiences. They are in that early phase of their career when they are learning how to teach and how to do research, and clearly many of them have stellar careers in front of them.

Provost Lerman added that he hosts a dinner twice a semester at his house and invites a more or less random group of faculty to get together and talk. Recently on one such occasion, the discussion was focused on the Strategic Plan. This has been discussed quite often in the last 18 months, and so the conversation was opened up to query faculty about significant issues that they would like to talk about with the Provost and the other faculty present. Overall, the feedback from this session was quite interesting, and it is evident that faculty members enjoy the opportunity to interact with colleagues from different disciplines.

One point that was raised was that it would be extraordinarily helpful if it were easier to gather faculty across Schools who have some shared intellectual interests. As an example, there was a younger faculty member whose work is in geographic information systems (GIS). It turns out that these systems have applicability to the work of essentially every one of the University's schools. He was a little frustrated by the difficulty in finding like-minded souls so that they could begin to think about courses and research projects on which they could collaborate. The Provost said his office will begin working on finding ways to overcome the barriers faculty face in finding each other in order not only to facilitate interdisciplinary teaching and research, but also to build a closer sense of community among faculty members from different schools.

VI. CHAIR'S REMARKS

As previously noted, President Knapp was absent from the meeting, so no Chair's remarks were made.

BRIEF STATEMENTS (AND QUESTIONS)

There were no brief statements or questions.

ADJOURNMENT

The meeting was adjourned at 3:58 p.m.

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary



**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

Academic Affairs

Core Indicators of Academic Excellence

**Faculty Counts and Characteristics
Faculty Teaching Loads**

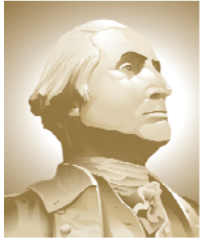
Enrollment Caps

**Undergraduate Enrollment Trends
Graduate Enrollment Trends**

Co-Curricular Experiences and Post-Graduation Plans

Data as of January 15, 2013

Presentation to the Faculty Senate
Provost and EVP for Academic Affairs Steven Lerman
February 22, 2013

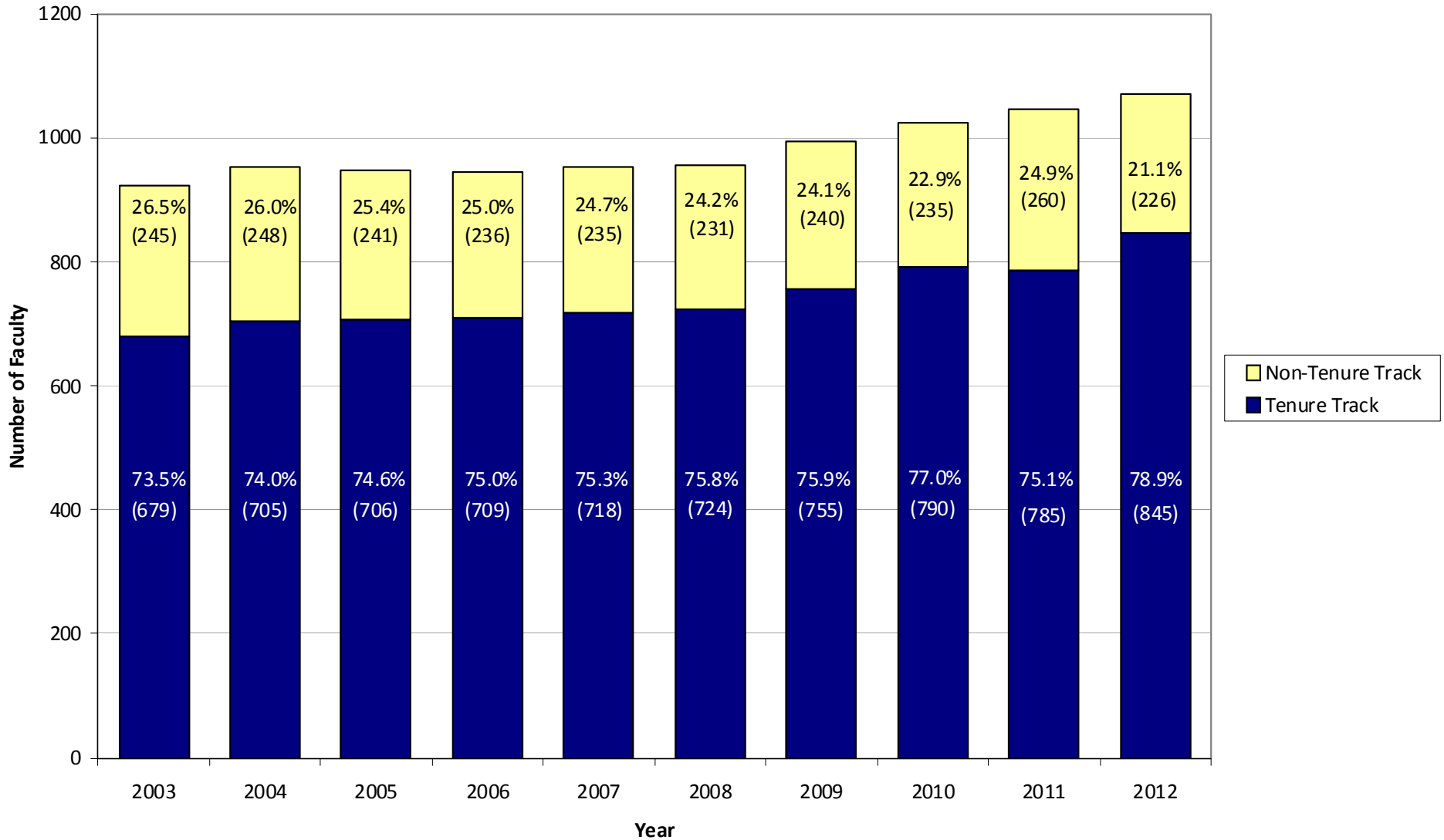


**THE GEORGE
WASHINGTON
UNIVERSITY**

WASHINGTON, DC

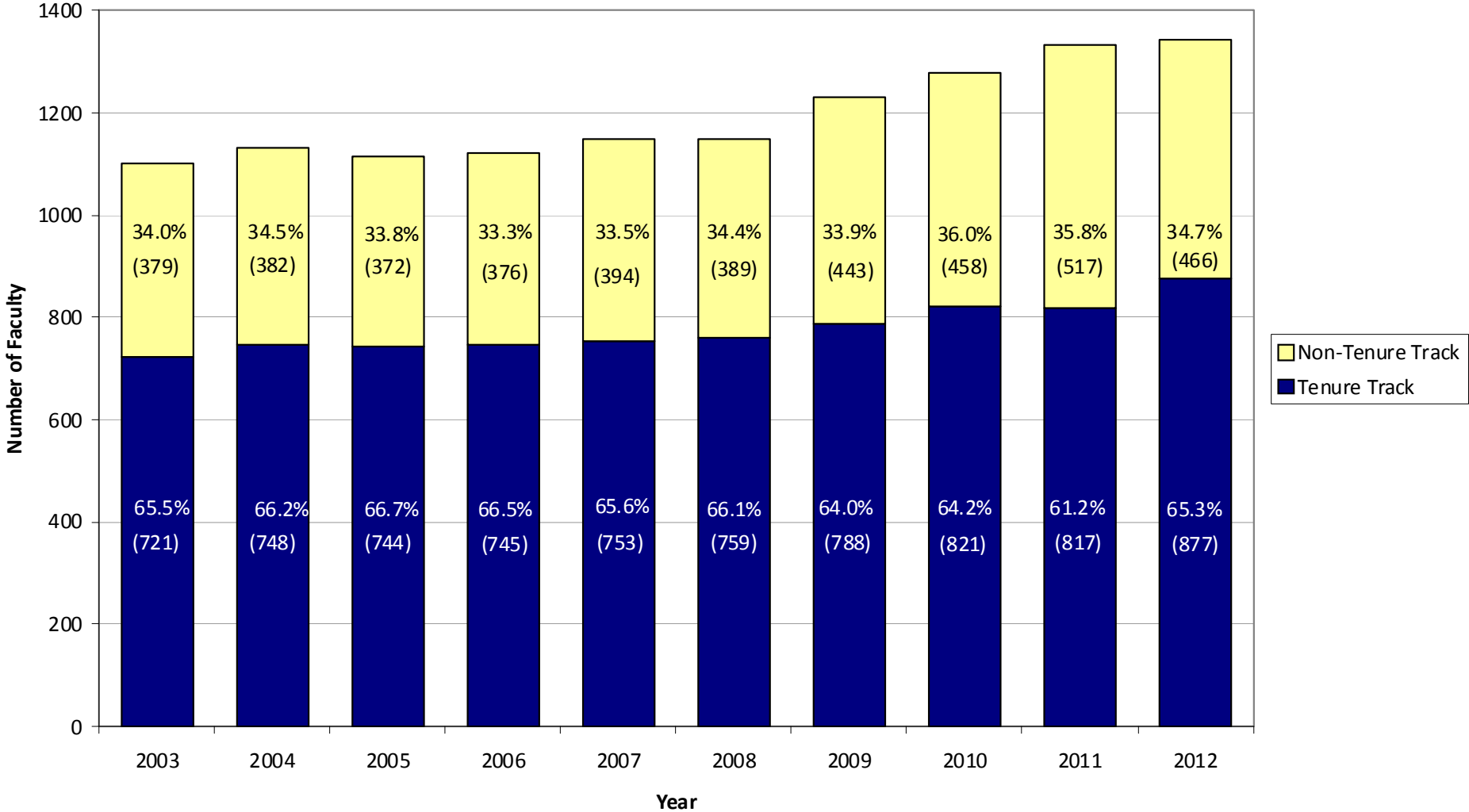
Faculty Composition

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

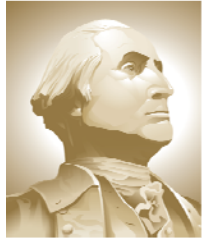


*Includes associate deans

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



*Includes associate deans



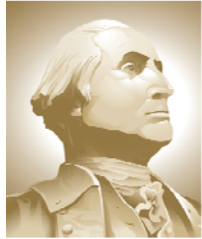
**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

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

School	2003		2004		2005		2006		2007		2008		2009		2010		2011		2012	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
CCAS	412	572	420	573	409	571	410	560	423	489	408	492	423	521	424	523	429	532	450	565
ESIA	42	49	44	62	44	58	44	68	47	68	49	82	54	87	55	92	56	72	61	93
SB	118	80	122	90	122	80	121	70	114	81	118	59	118	66	122	64	120	66	108	73
SEAS	87	91	85	90	81	77	81	75	80	79	80	83	83	83	86	90	86	72	87	112
GSEHD	70	86	70	101	73	95	66	105	69	100	70	107	72	98	74	93	76	69	76	96
LAW	71	136	76	138	76	161	79	170	79	178	79	191	84	192	83	193	82	199	84	210
CPS	2	0	3	21	3	26	8	32	12	59	14	57	15	62	16	56	17	48	16	81
SMHS	84	1,644	83	1,652	89	1,556	88	1,578	85	1,606	94	1,594	91	1,460	84	1,377	85	1,354	92	1,206
SON	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14	39	18	32	19	30
SPHHS	38	190	50	208	50	231	48	245	44	228	43	240	55	245	67	304	76	341	81	279
Total	924	2,848	953	2,935	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

*Includes both tenure track and non-tenure track faculty; SMHS excludes MFA Faculty

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



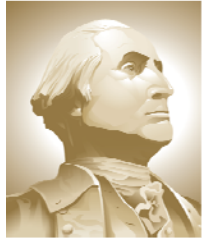
**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

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

School	2003		2004		2005		2006		2007		2008		2009		2010		2011		2012	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
CCAS	412	572	420	573	409	571	410	560	423	489	408	492	423	521	424	523	430	532	451	565
ESIA	42	49	44	62	44	58	44	68	47	68	49	82	54	87	55	92	57	72	61	93
SB	118	80	122	90	122	80	121	70	114	81	118	59	118	66	122	64	123	66	108	73
SEAS	87	91	85	90	81	77	81	75	80	79	80	83	83	83	86	90	87	72	87	112
GSEHD	70	86	70	101	73	95	66	105	69	100	70	107	72	98	74	93	77	69	76	96
LAW	71	136	76	138	76	161	79	170	79	178	79	191	84	192	83	193	83	199	82	210
CPS	2	0	3	21	3	26	8	32	12	59	14	57	15	62	16	56	17	48	17	81
SMHS	260	1,644	260	1,652	258	1,556	264	1,578	279	1,606	287	1,623	327	1,486	338	1,405	374	1,395	364	1,253
SON	--	--	--	--	--	--	--	--	--	--	--	--	--	--	14	39	18	32	19	30
SPHHS	38	190	50	208	50	231	48	245	44	228	43	240	55	245	67	304	76	341	81	279
Total	1,100	2,848	1,130	2,935	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

*Includes both tenure track and non-tenure track faculty

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

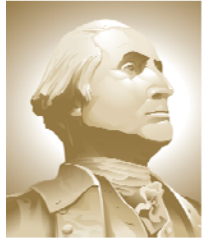


**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

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

School	2003		2004		2005		2006		2007		2008		2009		2010		2011		2012	
	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT
CCAS	304	108	312	108	308	101	308	102	322	101	316	92	324	99	325	99	323	106	346	104
ESIA	36	6	37	7	38	6	38	6	39	8	38	11	42	12	45	10	42	14	49	12
SB	91	27	100	22	100	22	100	21	96	18	102	16	103	15	106	16	104	16	106	2
SEAS	79	8	78	7	76	5	76	5	73	7	72	8	74	9	78	8	75	11	83	4
GSEHD	40	30	41	29	43	30	41	25	43	26	47	23	47	25	47	27	45	31	51	25
LAW	60	11	65	11	65	11	68	11	68	11	69	10	73	11	79	4	75	7	76	5
CPS	0	2	0	3	0	3	1	7	1	11	1	13	1	14	1	15	1	16	1	15
SMHS	52	32	52	31	57	32	57	31	58	27	59	35	62	29	56	28	57	28	64	28
MFA	42	134	43	134	38	131	36	140	35	159	35	158	33	203	31	223	32	257	32	240
SON	--	--	--	--	--	--	--	--	--	--	--	--	--	--	8	6	12	6	13	6
SPHHS	17	21	20	30	19	31	20	28	18	26	20	23	29	26	45	22	51	25	56	25
Total	721	379	748	382	744	372	745	376	753	394	759	389	788	443	821	458	817	517	877	466

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



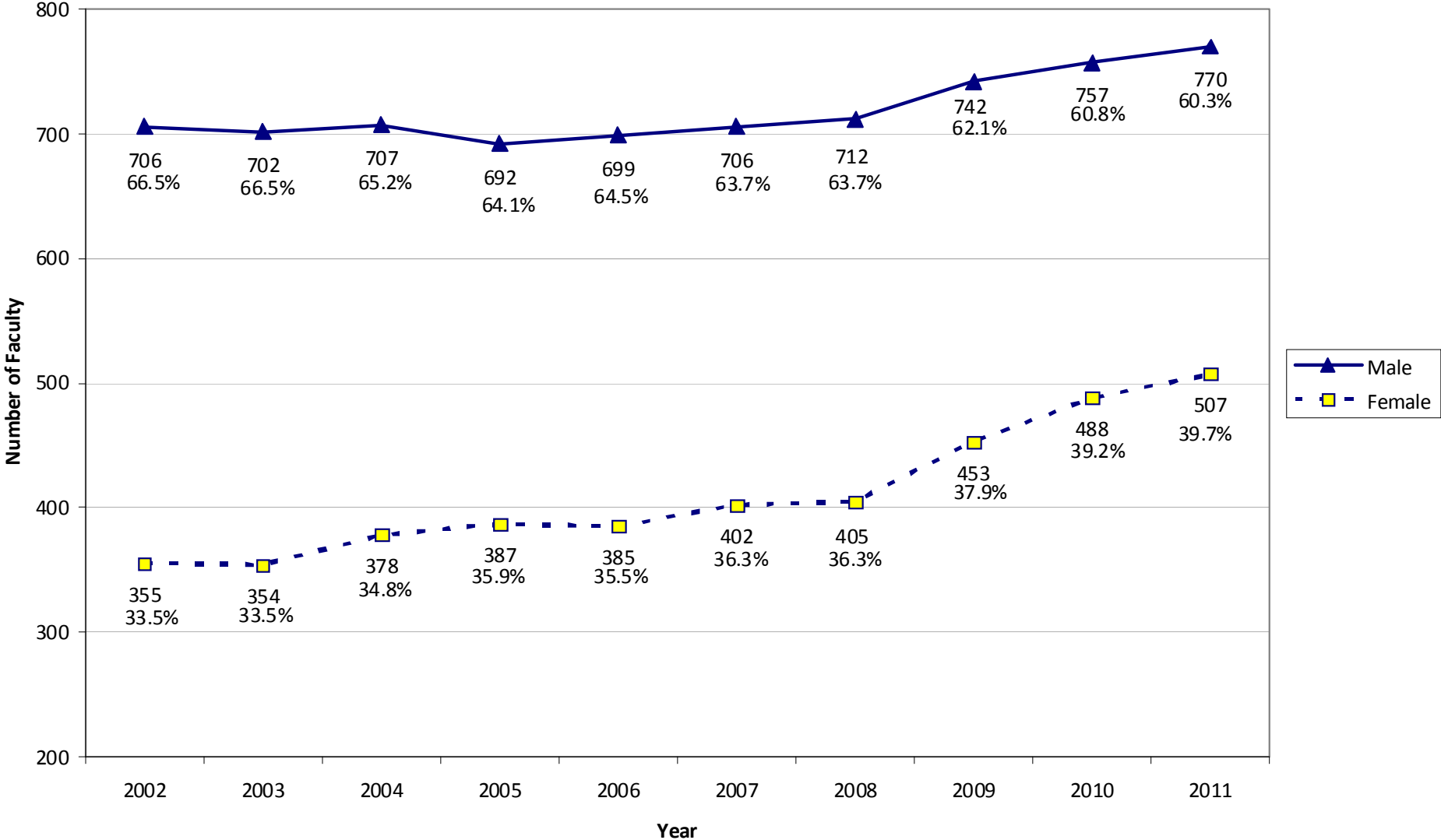
**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

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

School	2003		2004		2005		2006		2007		2008		2009		2010		2011		2012	
	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT
CCAS	74%	26%	74%	26%	75%	25%	75%	25%	76%	24%	77%	23%	77%	23%	77%	23%	75%	25%	77%	23%
ESIA	86%	14%	84%	16%	86%	14%	86%	14%	83%	17%	78%	22%	78%	22%	82%	18%	75%	25%	80%	20%
SB	77%	23%	82%	18%	82%	18%	83%	17%	84%	16%	86%	14%	87%	13%	87%	13%	87%	13%	98%	2%
SEAS	91%	9%	92%	8%	94%	6%	94%	6%	91%	9%	90%	10%	89%	11%	91%	9%	87%	13%	95%	5%
GSEHD	57%	43%	59%	41%	59%	41%	62%	38%	62%	38%	67%	33%	65%	35%	64%	36%	59%	41%	67%	33%
LAW	85%	15%	86%	14%	86%	14%	86%	14%	86%	14%	87%	13%	87%	13%	95%	5%	91%	9%	94%	6%
CPS	0%	100%	0%	100%	0%	100%	13%	88%	8%	92%	7%	93%	7%	93%	6%	94%	6%	94%	6%	94%
SMHS	62%	38%	63%	37%	64%	36%	65%	35%	68%	32%	63%	37%	68%	32%	67%	33%	67%	33%	70%	30%
MFA	24%	76%	24%	76%	22%	78%	20%	80%	18%	82%	18%	82%	14%	86%	12%	88%	11%	89%	12%	88%
SON	--	--	--	--	--	--	--	--	--	--	--	--	--	--	57%	43%	67%	33%	68%	32%
SPHHS	45%	55%	40%	60%	38%	62%	42%	58%	41%	59%	47%	53%	53%	47%	67%	33%	67%	33%	69%	31%
Total	66%	34%	66%	34%	67%	33%	66%	34%	66%	34%	66%	34%	64%	36%	64%	36%	61%	39%	65%	35%

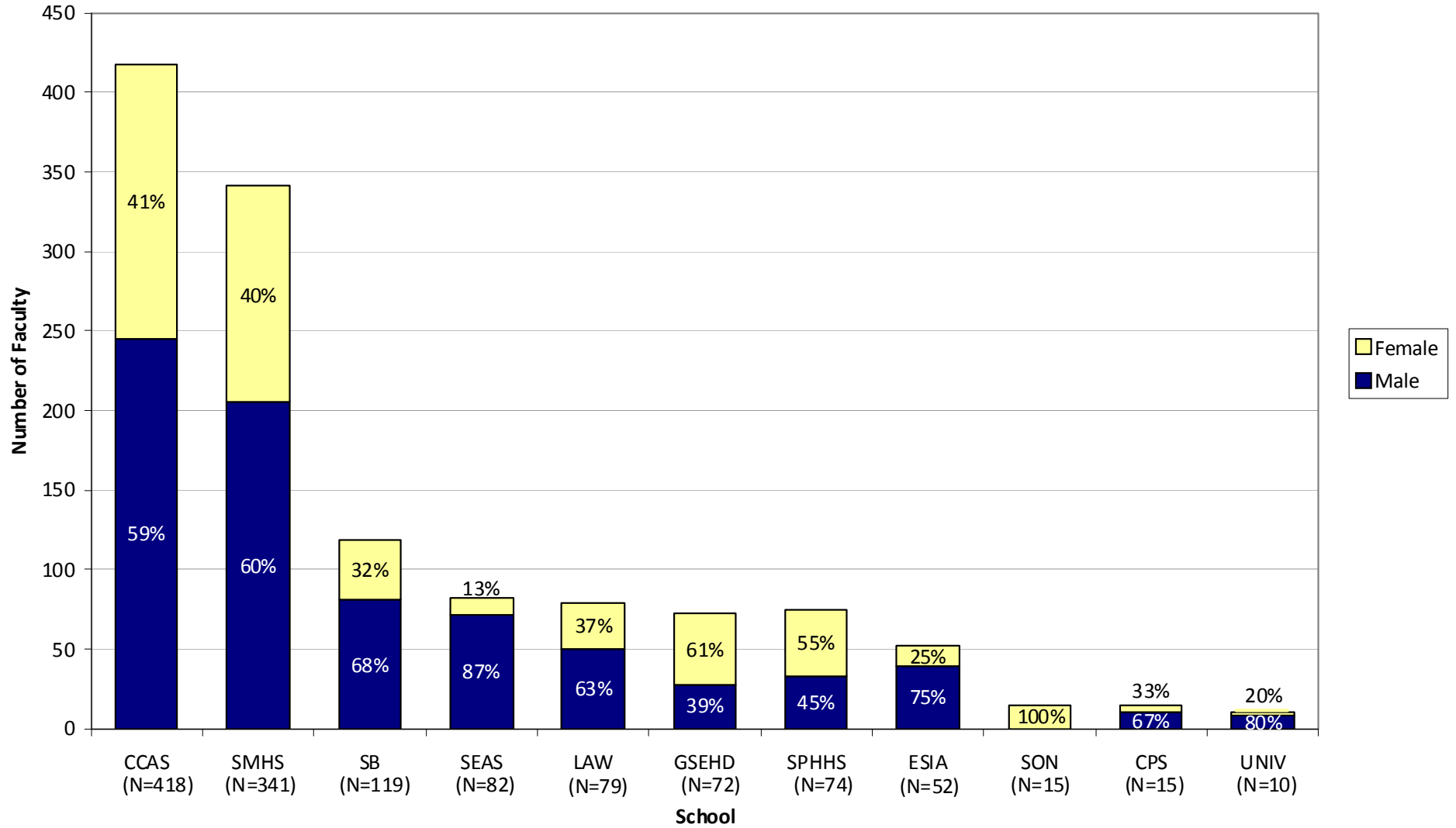
*Includes associate deans; SMHS and MFA faculty are listed separately.

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



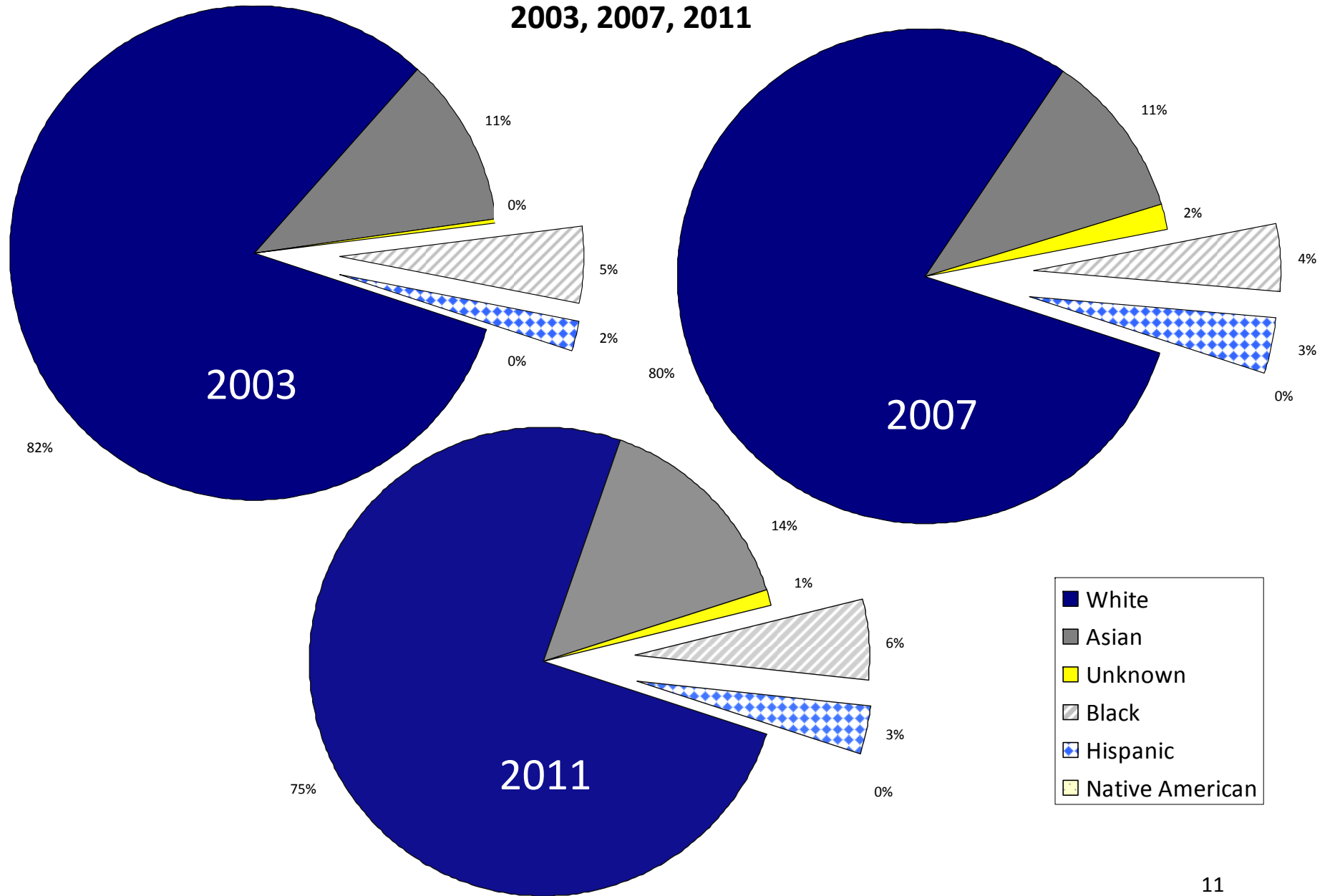
*Excludes deans and associate deans; includes all schools; SMHS includes MFA faculty

Percentage of Full-Time Female and Male Faculty* by School: 2011



*Excludes deans and associate deans; SMHS includes MFA faculty

Percentage of Full-Time Underrepresented Minority* Faculty: 2003, 2007, 2011

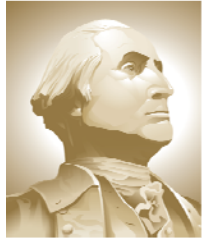


*Includes black, Hispanic, and Native American faculty; excludes deans and associate deans; SMHS includes MFA faculty



**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

Faculty Teaching Loads

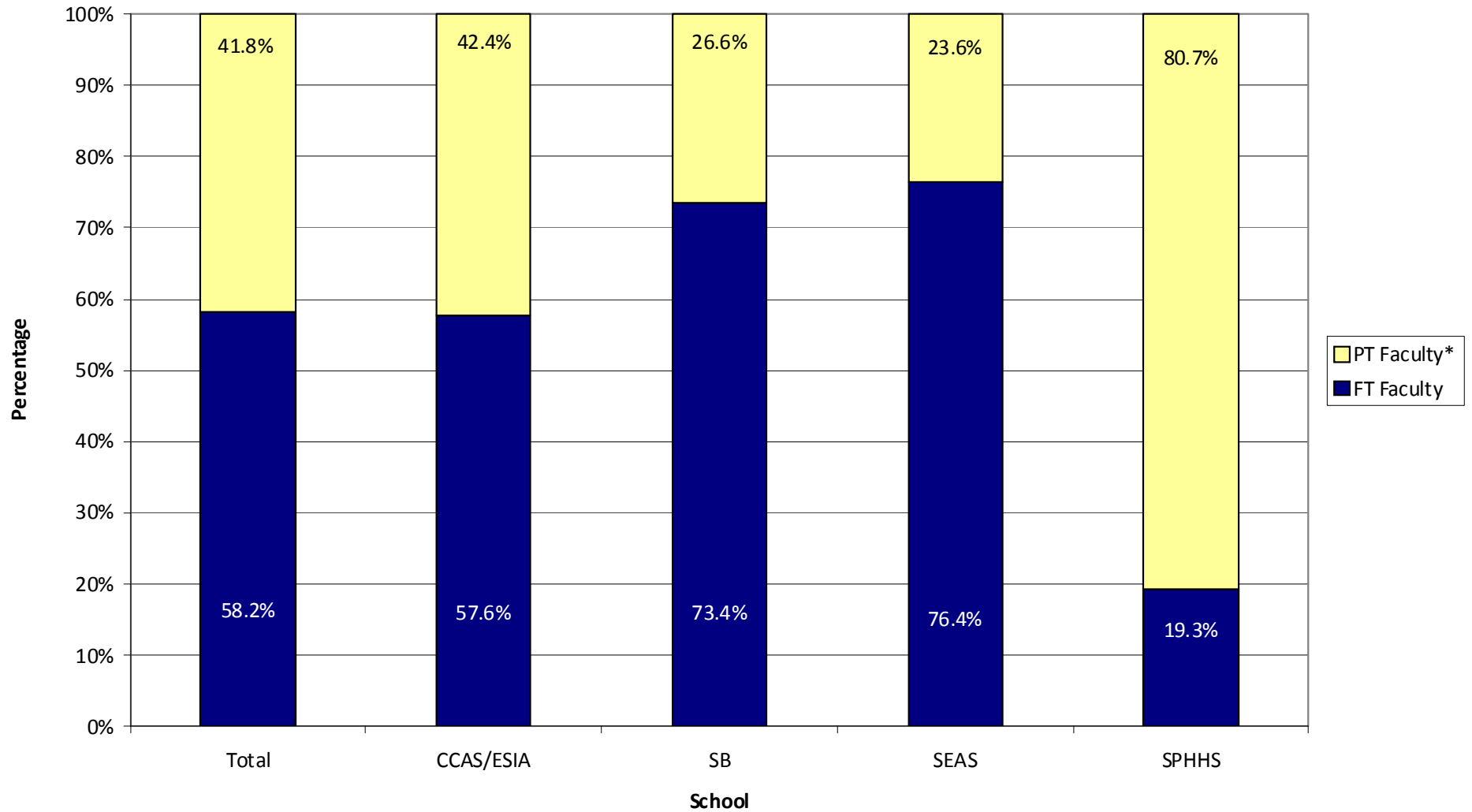


**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

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

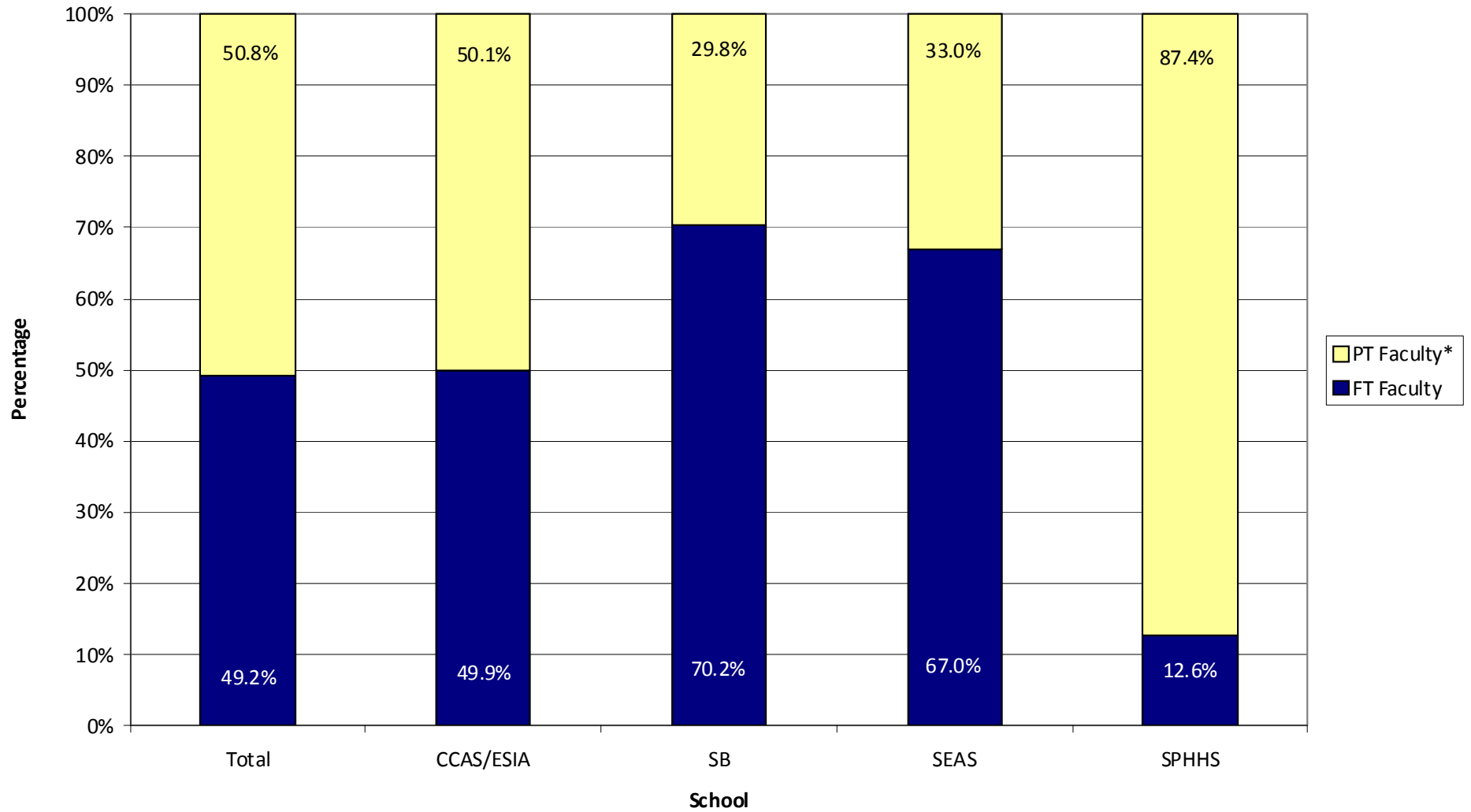
School	2005		2006		2007		2008		2009		2010		2011	
	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT
CCAS	10.8	14.7	10.6	14.3	10.4	15.3	10.4	16.5	10.0	15.5	9.6	13.8	9.8	14.6
ESIA	9.9	6.4	8.9	5.6	10.3	9.3	9.7	9.8	10.1	10.1	10.0	9.7	10.1	10.4
SB	11.8	14.5	11.2	13.7	11.6	12.4	11.6	12.4	10.9	11.7	10.7	11.9	10.3	14.1
SEAS	10.7	9.4	10.8	12.8	10.0	10.0	10.8	11.2	10.3	12.8	9.8	12.4	10.2	9.5
GSEHD	10.6	11.8	9.7	11.9	11.4	9.3	8.9	10.3	10.4	9.4	10.3	10.2	9.7	10.4
LAW	8.5	10.9	8.5	7.5	10.3	9.3	8.0	7.9	8.7	10.0	8.8	8.3	8.7	5.8
CPS	N/A	12.0	N/A	11.0	N/A	13.5	9.0	13.5	9.0	13.9	12.0	11.7	12.0	10.9
SPHHS	6.5	10.0	7.6	9.8	6.7	7.7	5.8	8.5	6.8	7.7	6.2	8.5	5.8	9.3
TOTAL	10.6	13.6	10.4	13.2	10.3	12.8	10.2	13.5	9.9	13.0	9.6	12.0	9.7	12.8

Percentage of Students Enrolled in On-Campus Undergraduate Courses Taught by Full- and Part-Time* Faculty: Fall 2012



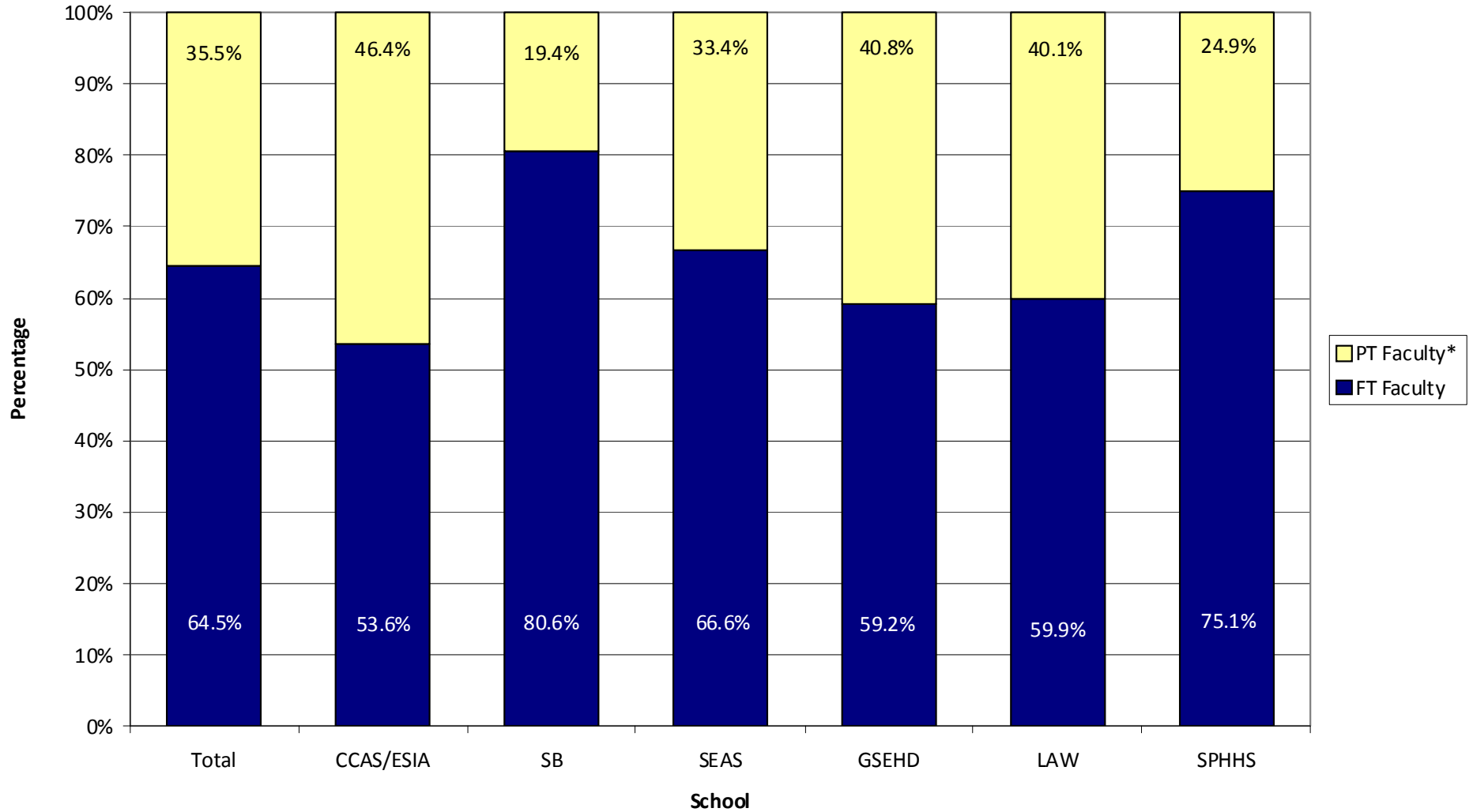
*Includes graduate teaching assistants

Percentage of On-Campus Undergraduate Course Sections Taught by Full- and Part-Time* Faculty: Fall 2012



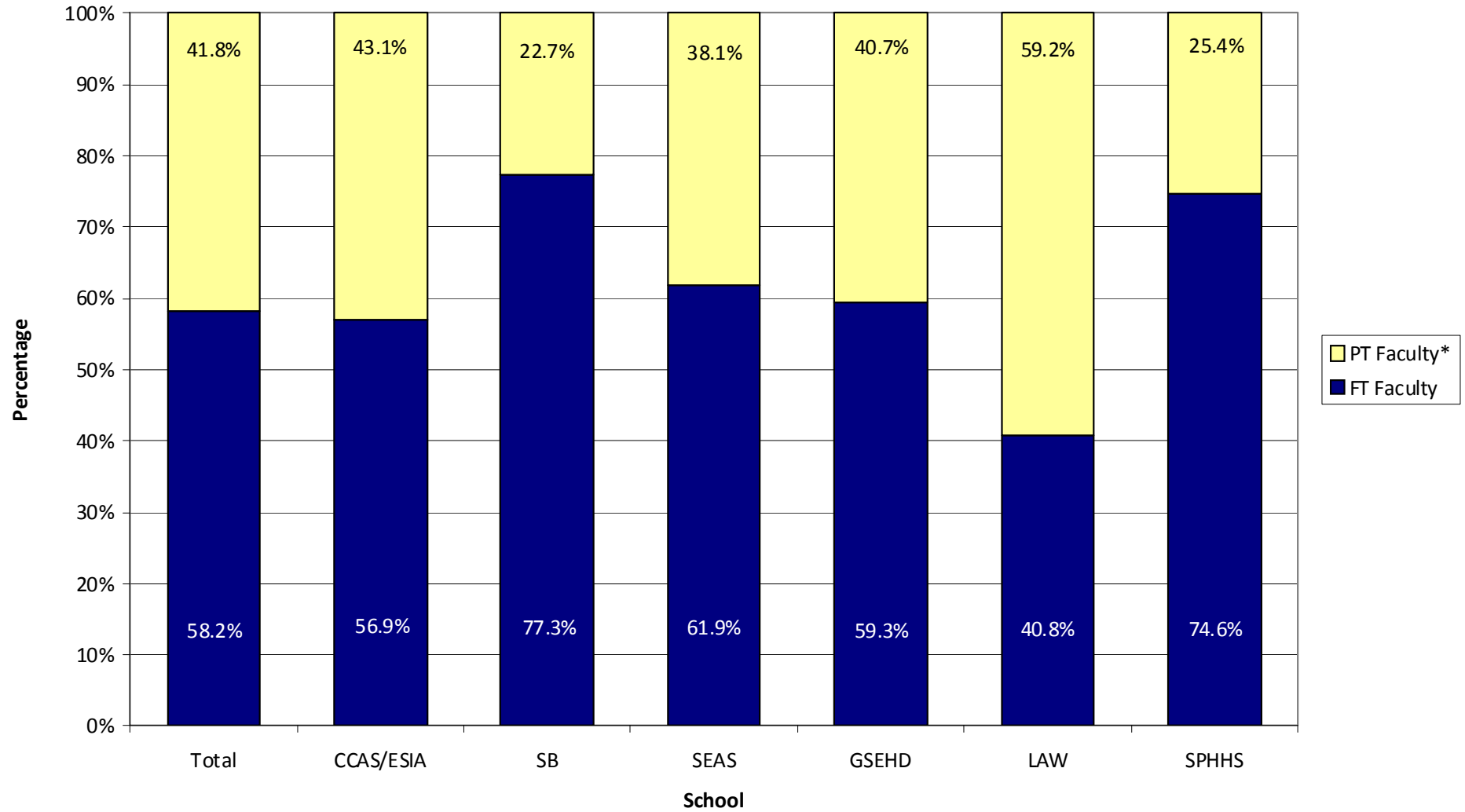
*Includes graduate teaching assistants

Percentage of Students Enrolled in On-Campus Graduate Courses Taught by Full- and Part-Time* Faculty: Fall 2012

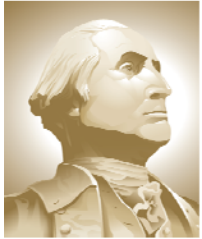


*Includes graduate teaching assistants

Percentage of On-Campus Graduate Course Sections Taught by Full- and Part-Time* Faculty: Fall 2012



*Includes graduate teaching assistants

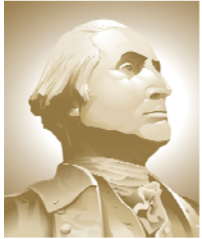


**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

Student-Faculty Ratio*

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Ratio	13.6	13.6	13.5	13.6	13.4	13.5	13.0	13.0	13.0	13.7

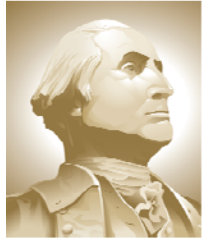
*Excludes schools that have only post-baccalaureate students or a very small number of undergraduate students (e.g., GSEHD, Law, SMHS, SON, SPHHS)



**THE GEORGE
WASHINGTON
UNIVERSITY**

WASHINGTON, DC

Comparison of AAUP and Market Basket Salaries



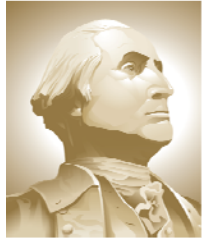
**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

Comparison of GW Faculty Salary Averages with AAUP 60th Percentile Averages: AY 2011-12

School	Professors			Associate Professors			Assistant Professors		
	2011-12	AAUP 60%	Difference	2011-12	AAUP 60%	Difference	2011-12	AAUP 60%	Difference
CCAS	\$122,898	\$125,093	(\$2,195)	\$88,200	\$87,907	\$293	\$72,037	\$75,855	(\$3,818)
ESIA	\$135,641	\$125,093	\$10,548	\$97,337	\$87,907	\$9,430	\$76,176	\$75,855	\$321
SB	\$152,440	\$125,093	\$27,347	\$132,920	\$87,907	\$45,013	\$130,699	\$75,855	\$54,844
SEAS	\$151,750	\$125,093	\$26,657	\$119,351	\$87,907	\$31,444	\$98,391	\$75,855	\$22,536
GSEHD	\$129,936	\$125,093	\$4,843	\$91,066	\$87,907	\$3,159	\$69,692	\$75,855	(\$6,163)
Law*	\$221,787	\$125,093	\$96,694	\$154,426	\$87,907	\$66,519		\$75,855	
CPS		\$125,093		\$99,373	\$87,907	\$11,466		\$75,855	
SPHHS	\$159,752	\$125,093	\$34,659	\$119,072	\$87,907	\$31,165	\$91,291	\$75,855	\$15,436
SON**		\$125,093		\$111,918	\$87,907	\$24,011	\$84,886	\$75,855	\$9,031
GW AAUP Salary Average	\$152,000	\$125,093	\$26,907	\$103,100	\$87,907	\$15,193	\$84,200	\$75,855	\$8,345

*Excludes clinical law faculty

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

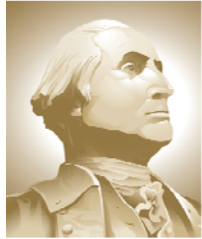


**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

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

GW Market Basket	Professors									
Institution	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
New York University	\$132,200	\$134,200	\$138,100	\$144,000	\$149,500	\$162,400	\$170,700	\$171,700	\$175,900	\$182,400
Duke University	\$124,900	\$128,600	\$131,200	\$136,400	\$142,000	\$152,600	\$161,200	\$160,800	\$163,400	\$175,300
Washington University in St. Louis	\$117,900	\$122,000	\$128,400	\$135,200	\$145,100	\$150,800	\$159,300	\$160,700	\$164,900	\$172,400
Northwestern University	\$127,700	\$131,900	\$136,300	\$140,800	\$147,200	\$153,600	\$161,800	\$166,300	\$169,500	\$172,100
Georgetown University	\$116,300	\$119,200	\$127,100	\$132,500	\$139,900	\$148,600	\$155,900	\$155,500	\$158,900	\$167,100
Vanderbilt University	\$112,300	\$117,100	\$123,900	\$126,600	\$135,400	\$140,300	\$145,900	\$145,100	\$151,300	\$158,300
Emory University	\$121,800	\$126,500	\$131,900	\$137,000	\$142,200	\$147,200	\$153,400	\$154,800	\$154,100	\$158,000
American University	\$108,300	\$112,200	\$116,800	\$123,500	\$127,400	\$136,100	\$142,900	\$146,500	\$152,000	\$156,100
University of Southern California	\$113,000	\$118,700	\$123,800	\$129,000	\$134,500	\$140,100	\$145,000	\$145,800	\$151,000	\$155,900
George Washington University	\$107,500	\$106,400	\$110,300	\$118,800	\$123,900	\$128,500	\$134,700	\$142,900	\$146,400	\$152,000
Boston University	N/A	N/A	N/A	\$117,000	\$122,200	\$127,200	\$135,700	\$140,600	\$143,900	\$151,700
University of Miami	\$98,700	\$104,800	\$107,000	\$111,500	\$118,000	\$125,000	\$132,800	\$132,500	\$137,000	\$140,800
Tulane University	\$99,100	\$100,200	\$102,800	\$109,800	\$116,000	\$119,800	\$125,900	\$128,000	\$134,200	\$140,200
Southern Methodist University	\$120,000	\$105,550	\$109,100	\$115,800	\$121,000	\$124,400	\$127,500	\$133,400	\$133,500	\$136,900
Tufts University	\$100,000	\$103,000	\$109,400	\$114,700	\$118,500	\$122,700	\$128,000	\$127,200	\$130,700	\$134,900
Mean (excludes GW)	\$106,462	\$108,603	\$121,985	\$126,700	\$132,779	\$139,343	\$146,143	\$147,779	\$151,450	\$157,293
AAUP 80th percentile	\$113,400	\$117,223	\$112,168	\$116,643	\$121,196	\$127,492	\$132,969	\$134,671	\$137,637	\$140,726

* Sorted by 2011-12 numbers

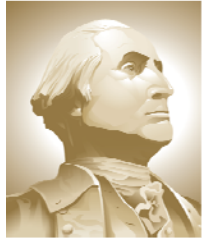


**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

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

GW Market Basket	Associate Professors									
Institution	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Duke University	\$84,100	\$85,400	\$89,500	\$91,300	\$96,800	\$102,500	\$107,300	\$102,600	\$103,900	\$114,500
Northwestern University	\$83,900	\$86,900	\$90,700	\$93,700	\$97,500	\$100,500	\$105,300	\$106,900	\$108,300	\$110,200
Georgetown University	\$76,200	\$79,200	\$82,800	\$86,000	\$89,100	\$95,400	\$101,000	\$100,700	\$104,100	\$109,000
New York University	\$82,600	\$82,700	\$85,400	\$88,300	\$91,200	\$102,600	\$103,700	\$101,500	\$103,800	\$106,000
University of Southern California	\$77,900	\$81,500	\$84,600	\$88,500	\$92,000	\$93,600	\$95,800	\$98,600	\$103,300	\$105,300
Boston University	N/A	N/A	N/A	\$78,600	\$81,700	\$86,000	\$91,200	\$95,500	\$99,800	\$105,000
George Washington University	\$76,400	\$76,400	\$80,700	\$84,300	\$89,400	\$92,600	\$97,000	\$98,600	\$100,200	\$103,100
Emory University	\$79,400	\$81,100	\$84,300	\$86,200	\$90,100	\$93,400	\$100,500	\$99,400	\$99,900	\$101,600
American University	\$74,800	\$78,600	\$80,000	\$81,200	\$84,900	\$88,900	\$92,600	\$96,400	\$100,600	\$101,300
Washington University in St. Louis	\$78,700	\$81,000	\$85,100	\$90,500	\$93,300	\$96,400	\$96,500	\$97,100	\$99,800	\$100,200
Vanderbilt University	\$74,200	\$76,200	\$79,000	\$81,900	\$86,300	\$91,000	\$93,500	\$93,100	\$96,200	\$98,600
Tufts University	\$76,000	\$77,300	\$82,500	\$85,300	\$87,900	\$90,200	\$95,300	\$95,300	\$96,000	\$97,500
University of Miami	\$66,300	\$70,000	\$72,200	\$75,200	\$79,000	\$83,000	\$86,200	\$86,900	\$90,000	\$92,000
Southern Methodist University	\$68,900	\$70,200	\$72,600	\$78,000	\$80,500	\$84,100	\$88,800	\$89,900	\$91,700	\$91,700
Tulane University	\$71,600	\$69,700	\$73,500	\$77,000	\$78,800	\$82,400	\$83,400	\$84,000	\$85,300	\$86,600
Mean (excludes GW)	\$76,508	\$78,446	\$81,708	\$84,407	\$87,793	\$92,143	\$95,793	\$96,279	\$98,764	\$101,393
AAUP 80th percentile	\$74,636	\$76,798	\$79,139	\$82,173	\$85,878	\$89,692	\$93,074	\$94,414	\$96,232	\$98,023

* Sorted by 2011-12 numbers

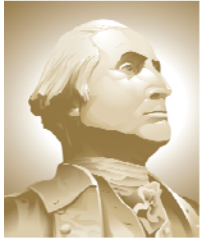


**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

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

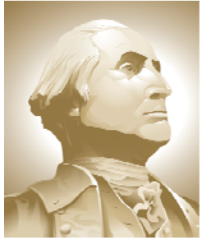
GW Market Basket Institution	Assistant Professors									
	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
New York University	\$73,100	\$74,800	\$73,700	\$75,900	\$80,100	\$90,300	\$93,500	\$92,700	\$95,600	\$99,700
Northwestern University	\$73,400	\$76,800	\$79,300	\$81,200	\$83,500	\$87,900	\$93,500	\$95,300	\$96,800	\$98,900
Washington University in St. Louis	\$69,300	\$72,100	\$72,400	\$73,400	\$77,200	\$80,000	\$85,000	\$85,400	\$89,900	\$96,800
Duke University	\$72,400	\$74,600	\$75,500	\$78,800	\$82,400	\$87,300	\$91,600	\$89,800	\$87,200	\$96,000
Georgetown University	\$62,400	\$63,900	\$65,400	\$71,400	\$73,700	\$75,600	\$80,500	\$83,600	\$88,900	\$94,400
University of Southern California	\$69,100	\$70,900	\$73,700	\$76,400	\$81,600	\$85,000	\$86,700	\$89,600	\$91,500	\$93,300
Southern Methodist University	\$61,800	\$64,500	\$68,200	\$69,200	\$72,300	\$78,500	\$82,900	\$84,400	\$85,200	\$92,600
Boston University	N/A	N/A	N/A	\$66,000	\$69,800	\$71,000	\$76,400	\$82,100	\$85,100	\$87,800
Emory University	\$69,000	\$72,300	\$74,500	\$76,300	\$77,900	\$78,900	\$84,100	\$83,400	\$85,300	\$86,500
George Washington University	\$60,600	\$60,600	\$63,200	\$69,300	\$72,100	\$75,100	\$78,700	\$81,000	\$82,100	\$84,200
University of Miami	\$60,600	\$64,300	\$65,800	\$67,800	\$72,700	\$76,600	\$79,500	\$79,100	\$77,700	\$81,100
Tufts University	\$59,800	\$61,700	\$65,800	\$67,700	\$70,800	\$73,300	\$75,800	\$75,700	\$78,200	\$79,000
Vanderbilt University	\$68,600	\$64,300	\$65,000	\$66,000	\$67,200	\$69,500	\$72,500	\$73,100	\$74,600	\$76,500
American University	\$58,800	\$58,100	\$60,000	\$60,900	\$64,300	\$67,900	\$67,600	\$67,200	\$70,600	\$75,000
Tulane University	\$60,800	\$61,100	\$61,300	\$65,300	\$63,400	\$66,100	\$65,200	\$67,800	\$69,300	\$71,500
Mean (excludes GW)	\$66,085	\$68,950	\$69,277	\$71,164	\$74,064	\$77,707	\$81,057	\$82,086	\$83,993	\$87,793
AAUP 80th percentile	\$62,852	\$64,324	\$66,817	\$69,668	\$71,763	\$75,816	\$78,886	\$81,002	\$81,135	\$84,236

* Sorted by 2011-12 numbers



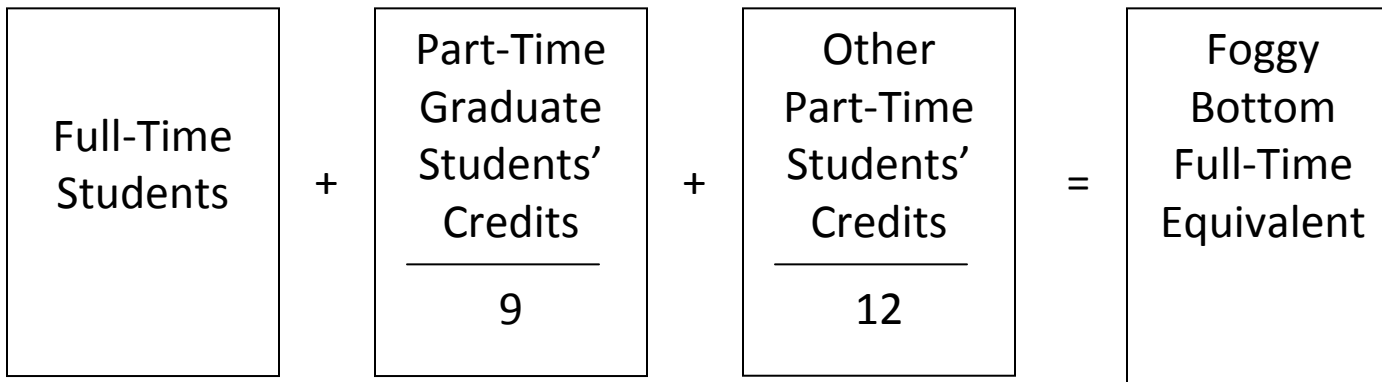
**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

Enrollment Caps



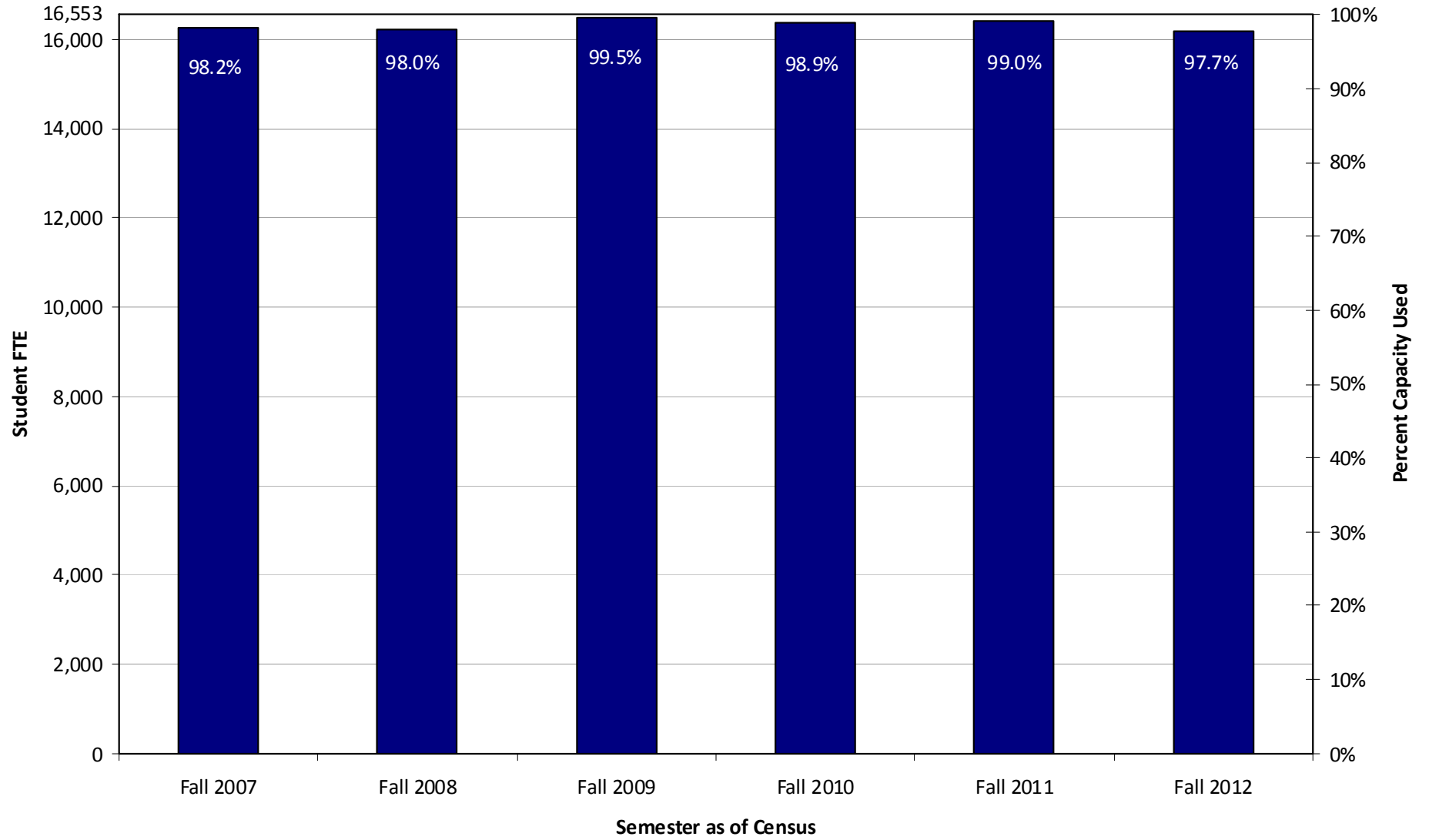
**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

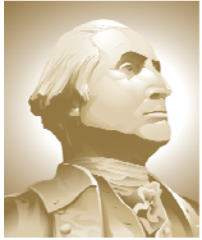
Foggy Bottom FTE Enrollment BZA Limit = 16,553 FTE



Fall 2012	
Foggy Bottom/Mount Vernon Total FTE	17,675
- Study Abroad	475
- Mount Vernon Residents	676
- All Courses Mount Vernon	109
- Foggy Bottom Faculty & Staff	223
- School Without Walls Students	24
Foggy Bottom Student FTE	16,168
Maximum FTE BZA Order	16,553
Utilization	97.67%

Foggy Bottom Student FTE Cap



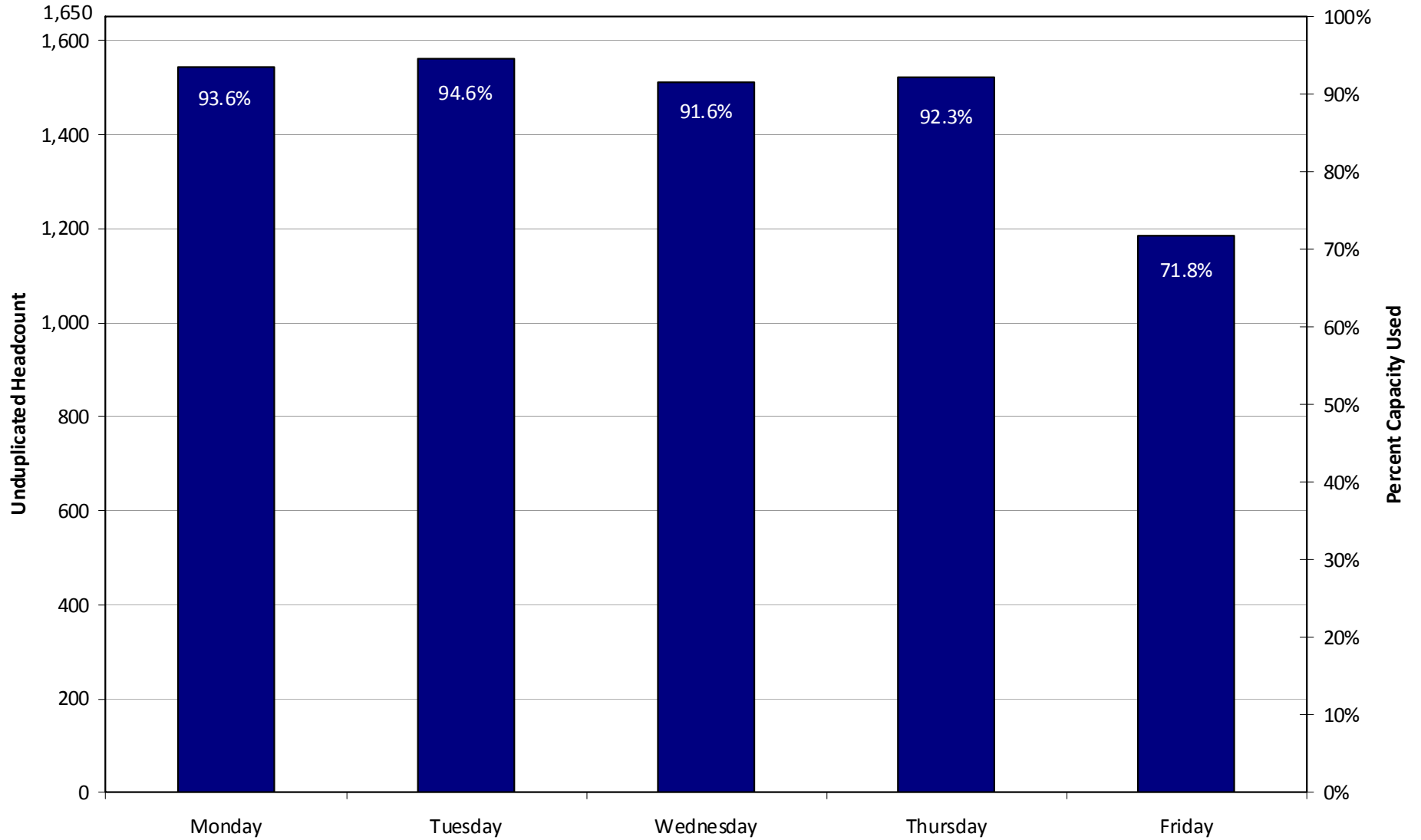


**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

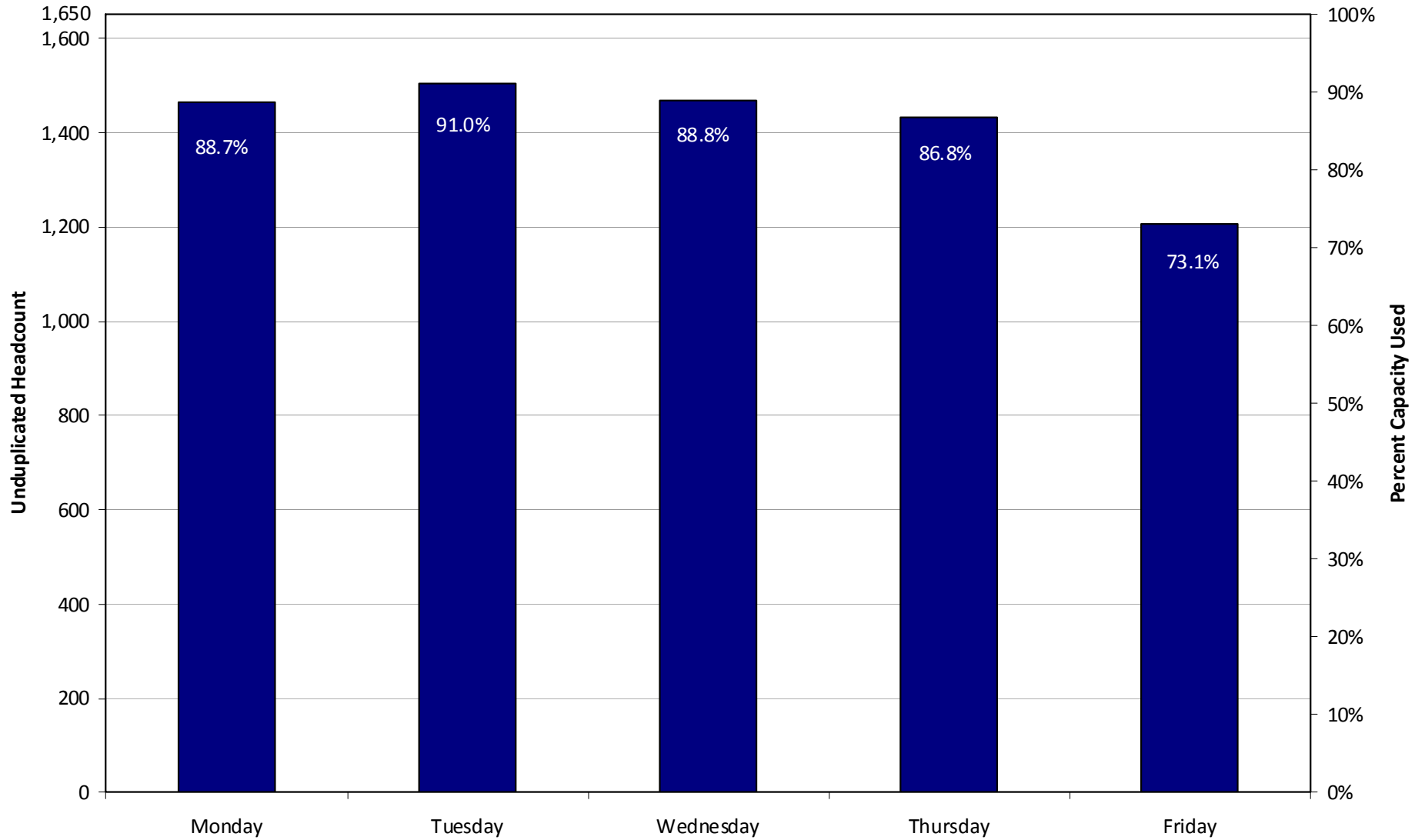
Mount Vernon Daily Headcount Campus Plan Limit = 1,650 Students Per Day

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

Mount Vernon Campus Headcount by Day - Spring 2012



Mount Vernon Campus Headcount by Day - Fall 2012



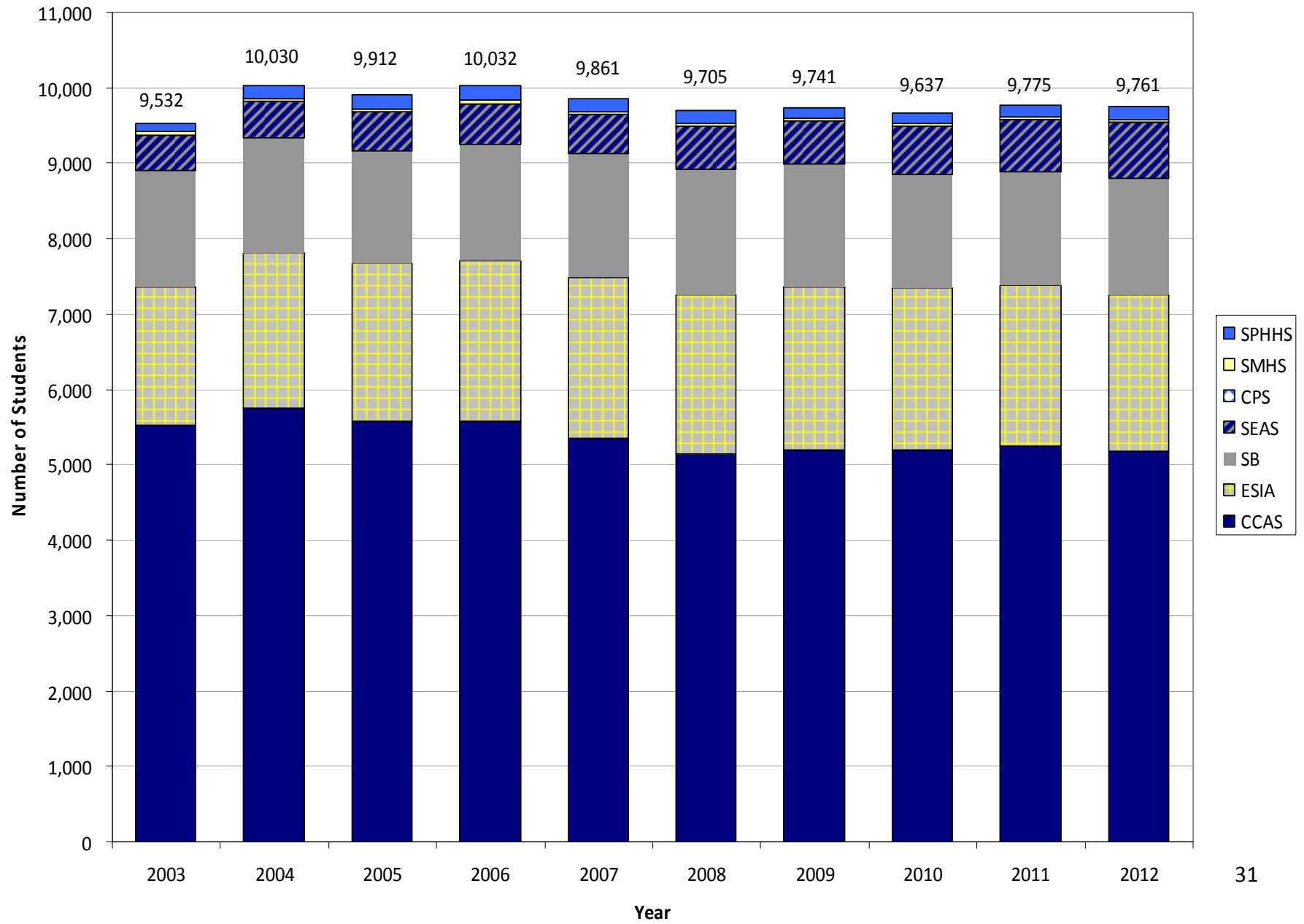


**THE GEORGE
WASHINGTON
UNIVERSITY**

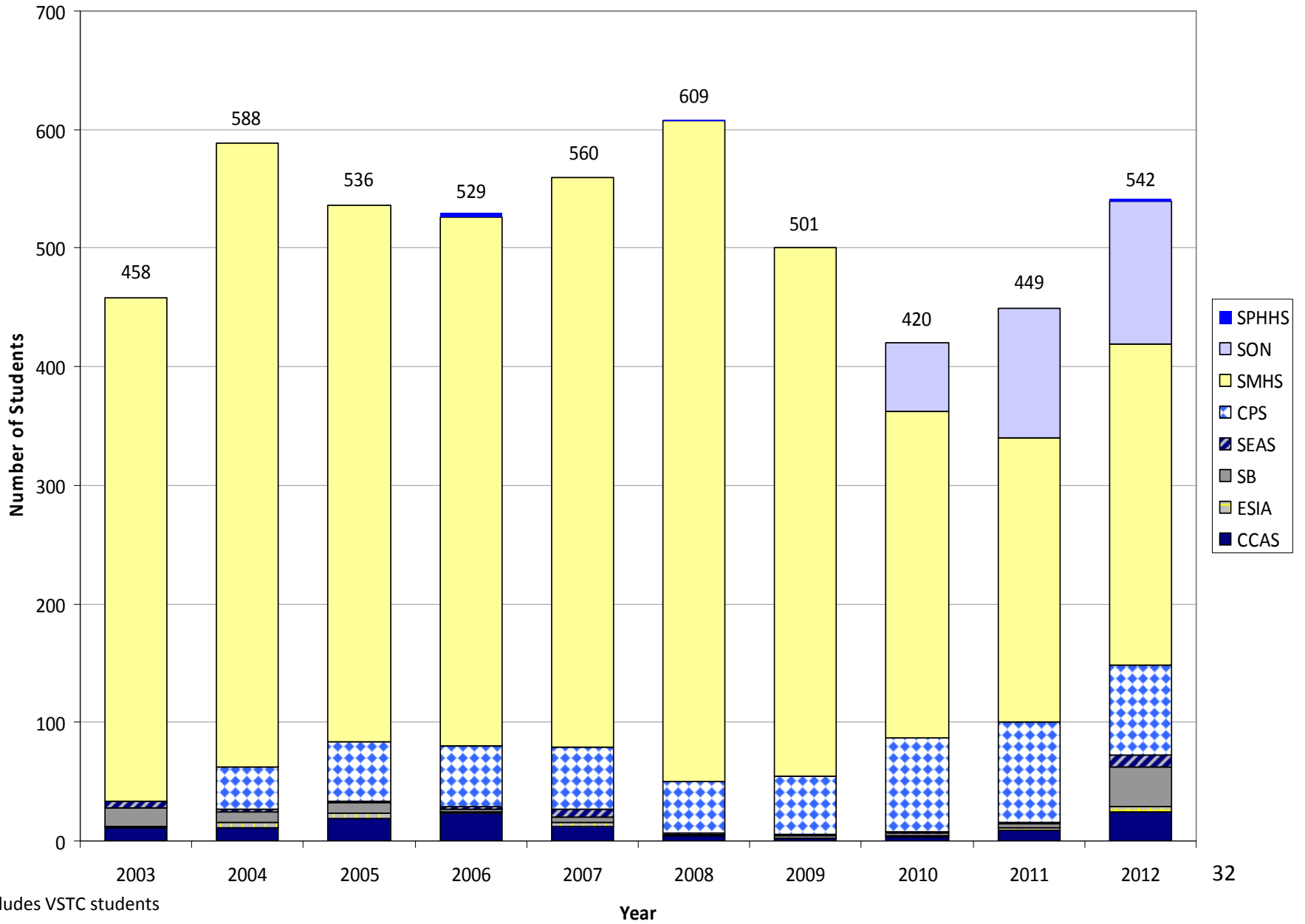
WASHINGTON, DC

Undergraduate Degree Programs: Enrollment Trends

Total Fall On-Campus Undergraduate Enrollment

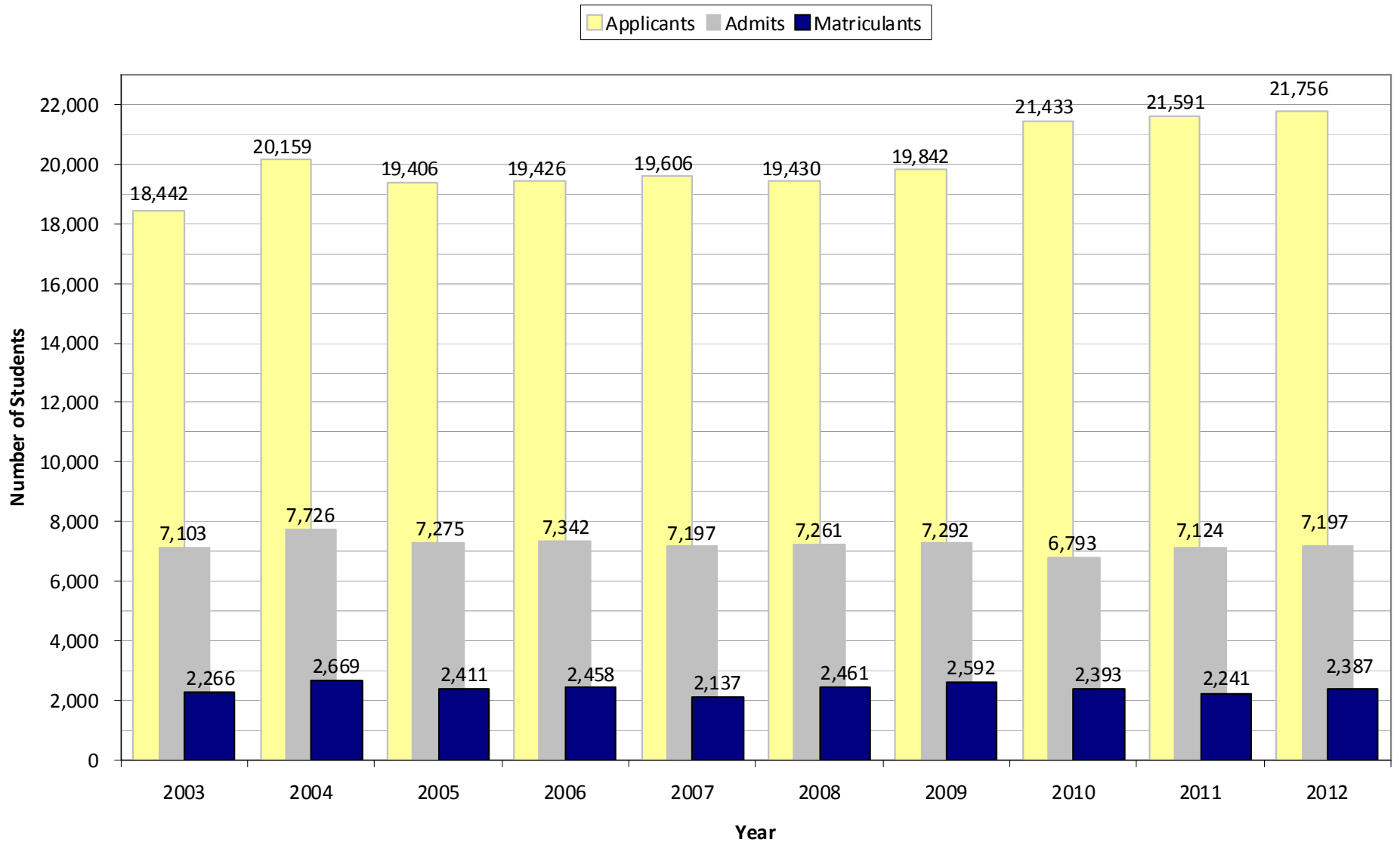


Total Fall Off-Campus* Undergraduate Enrollment



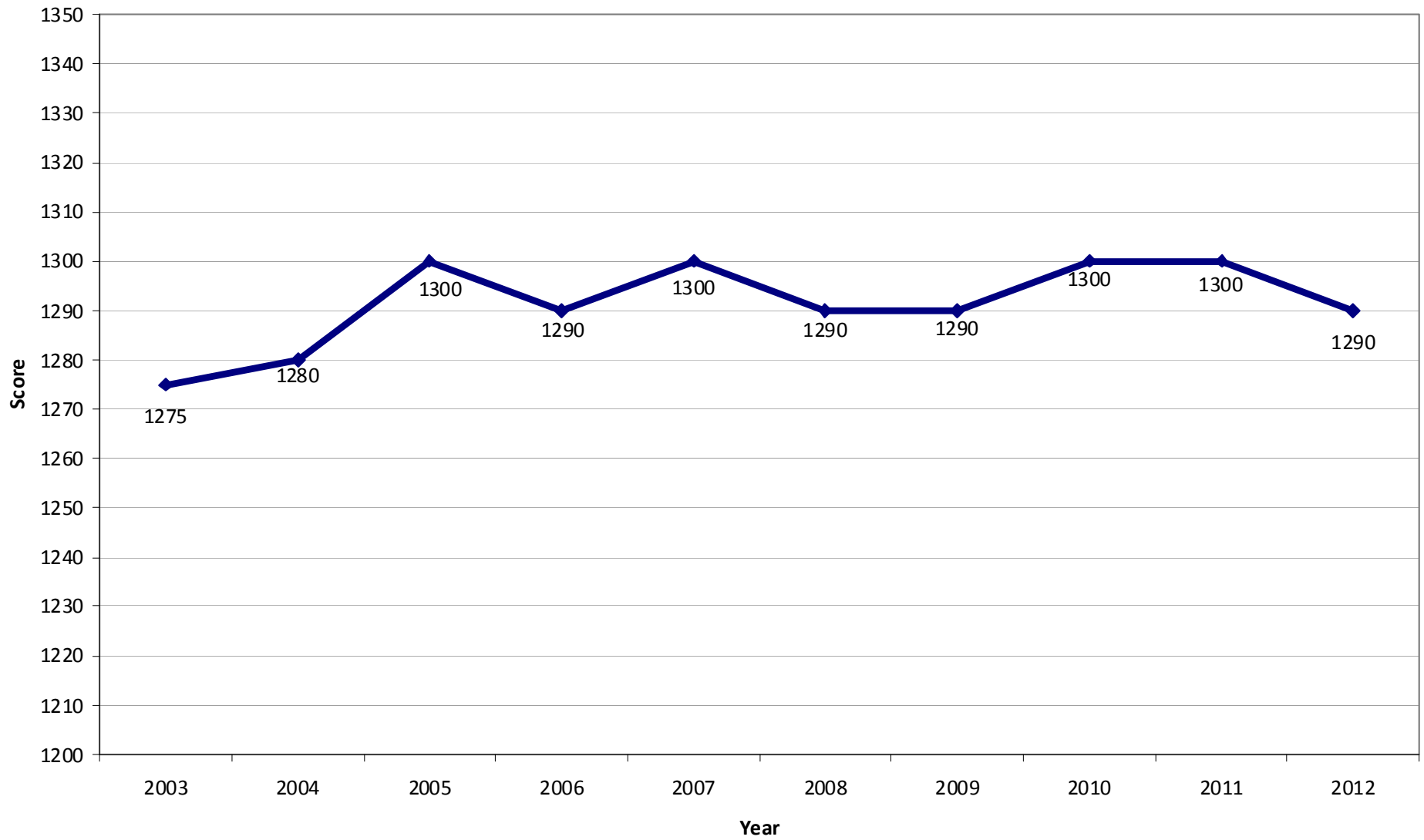
*Includes VSTC students

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

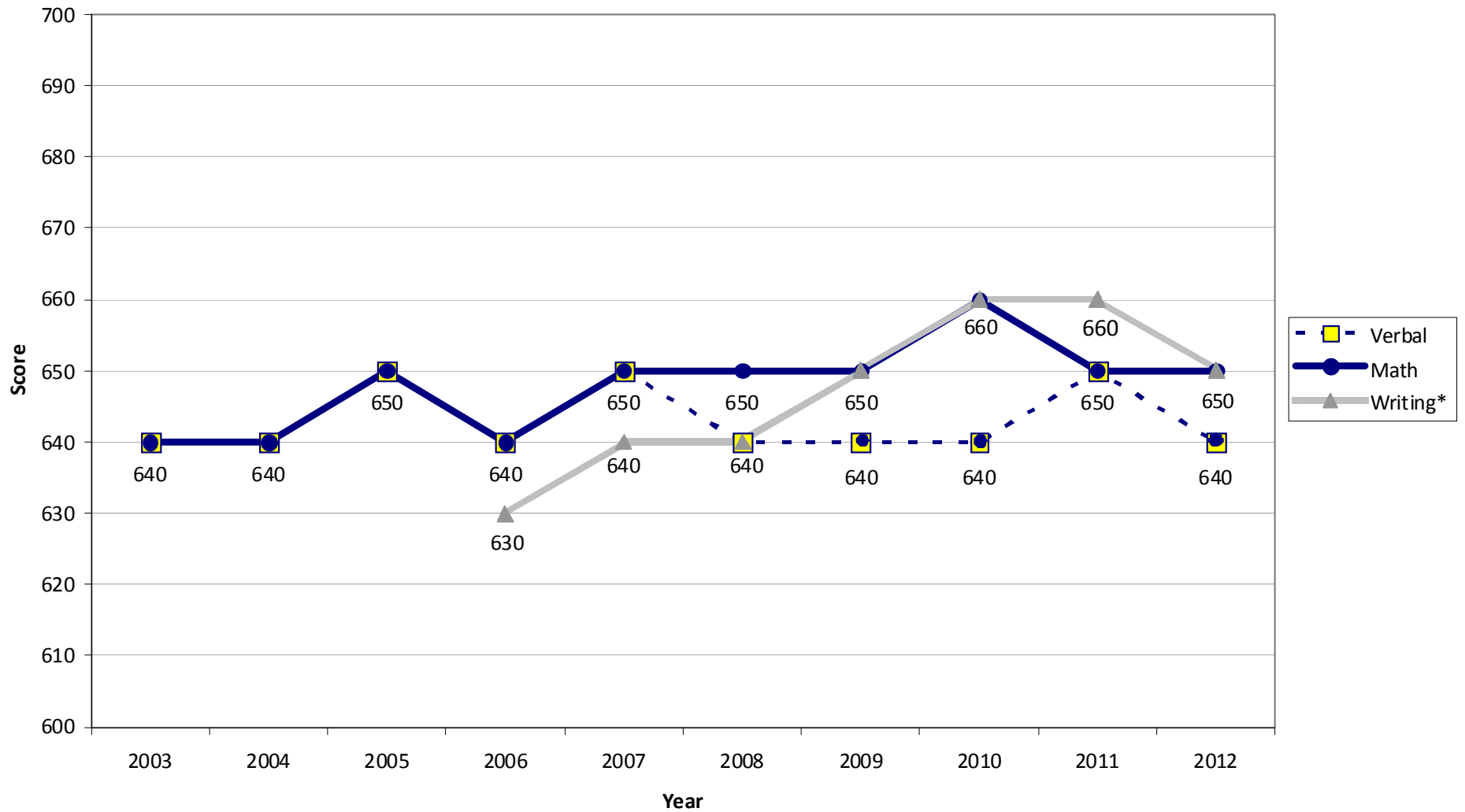


	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Acceptance Rate	38.5%	38.3%	37.5%	37.8%	36.7%	37.4%	36.8%	31.7%	33.0%	33.1%
Yield Rate	31.9%	34.5%	33.1%	33.5%	29.7%	33.9%	35.5%	35.2%	31.5%	33.2%

Combined Median SAT Math and Verbal Scores of Freshmen Matriculants

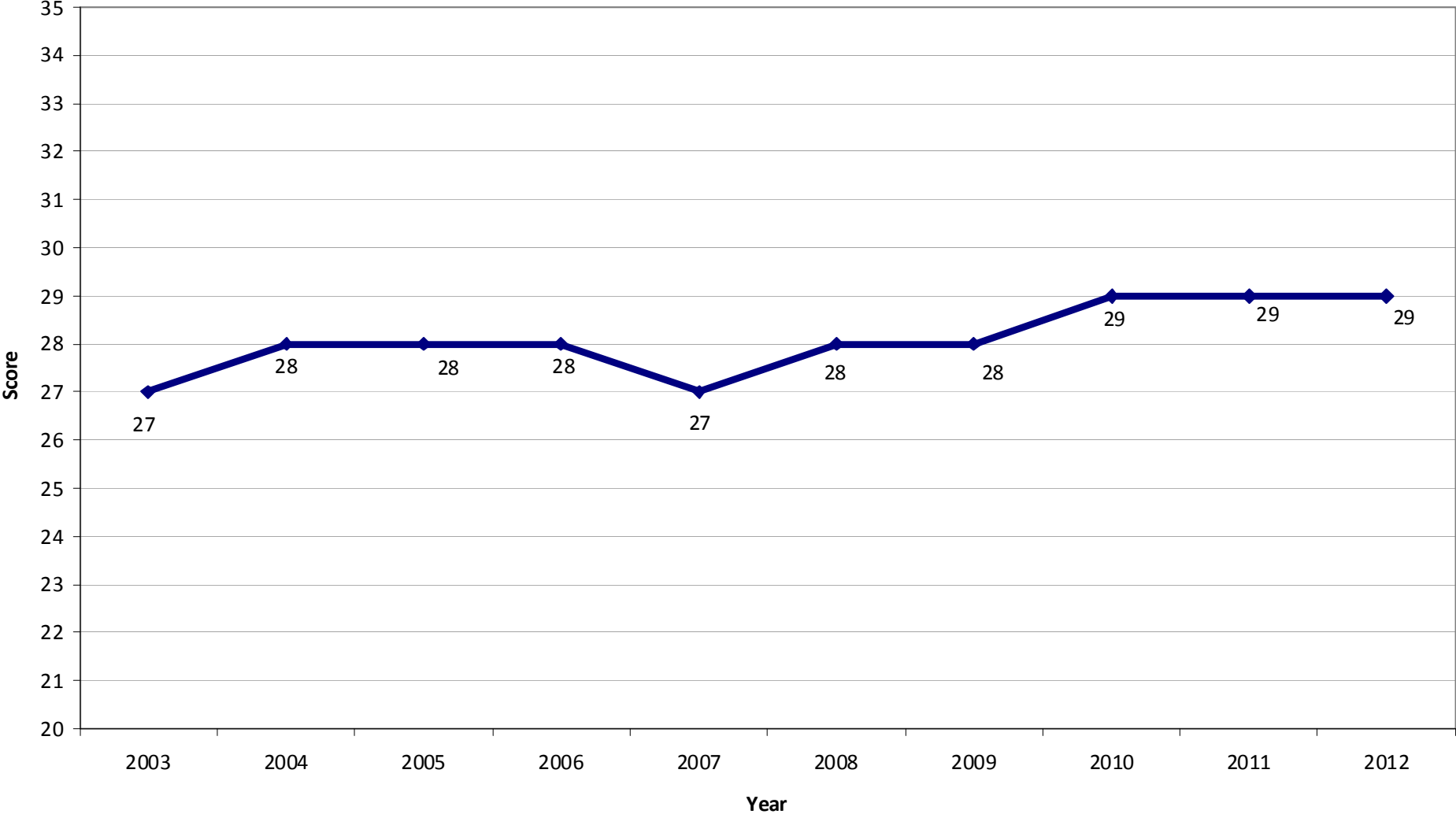


Median SAT Math, Verbal, and Writing* Scores of Freshmen Marticulants

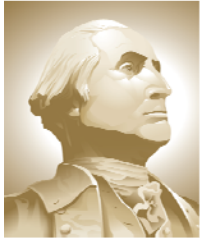


*Writing scores were not available before 2006.

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.

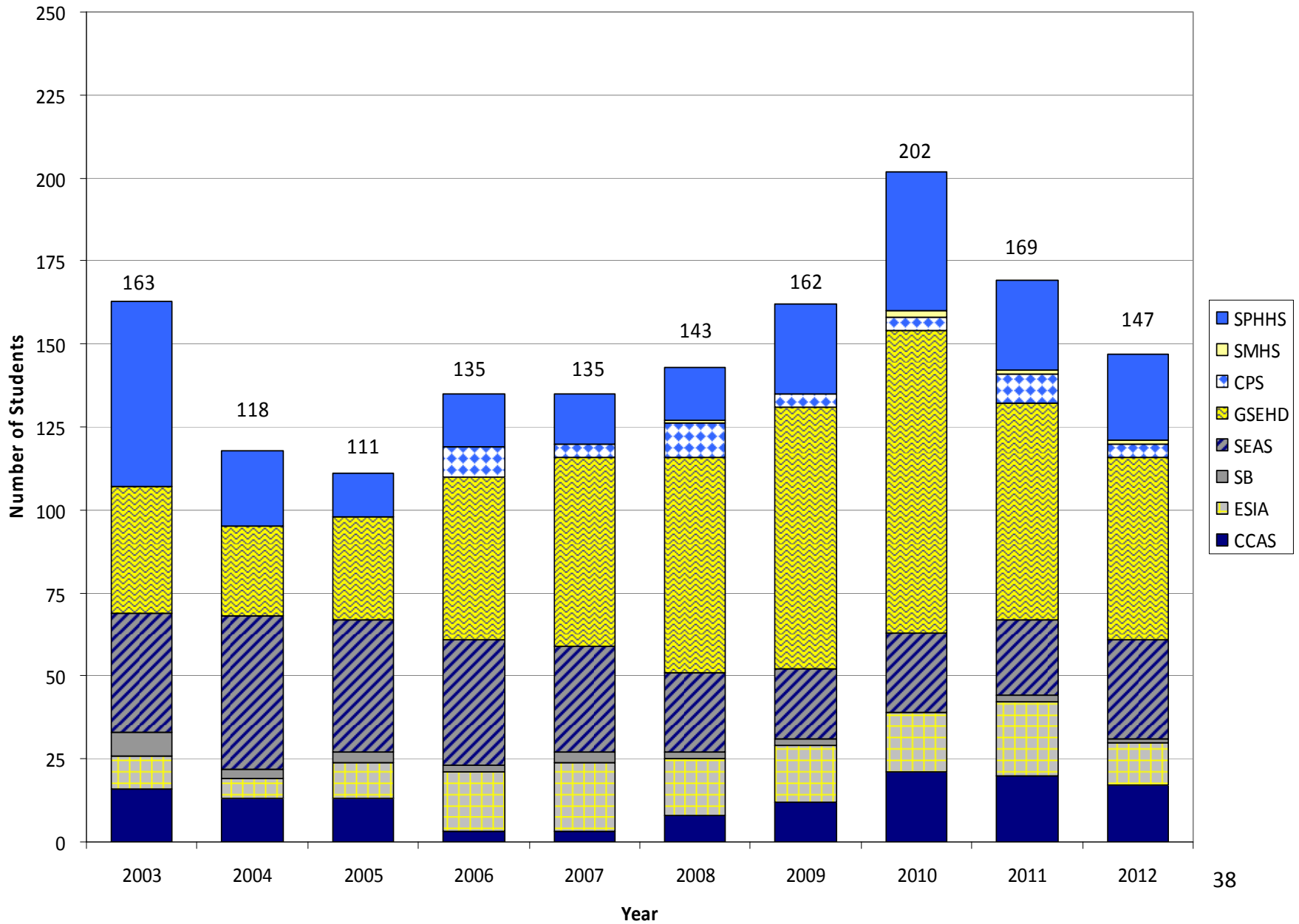


**THE GEORGE
WASHINGTON
UNIVERSITY**

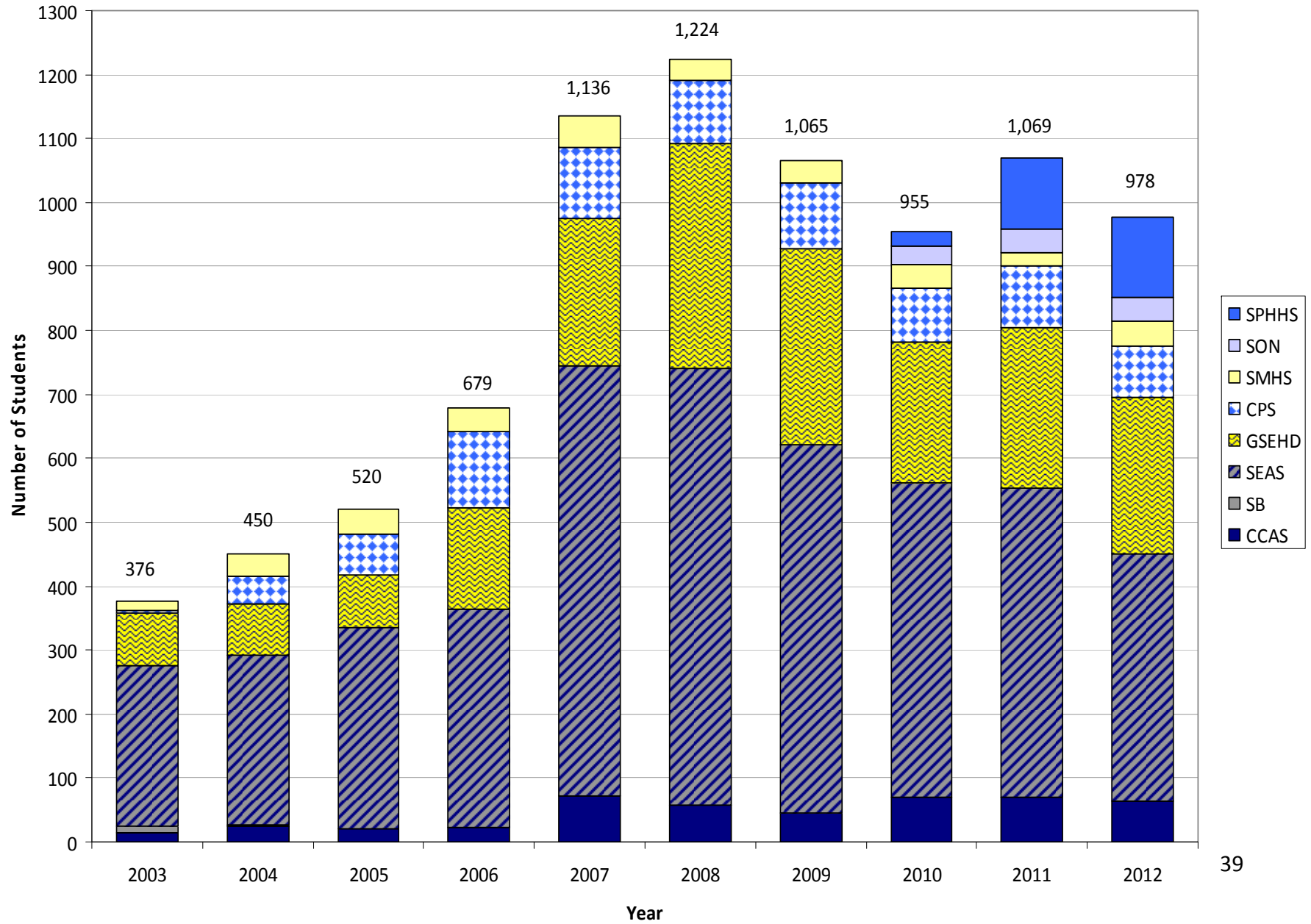
WASHINGTON, DC

Graduate Certificate and Master's Degree Programs: Enrollment Trends

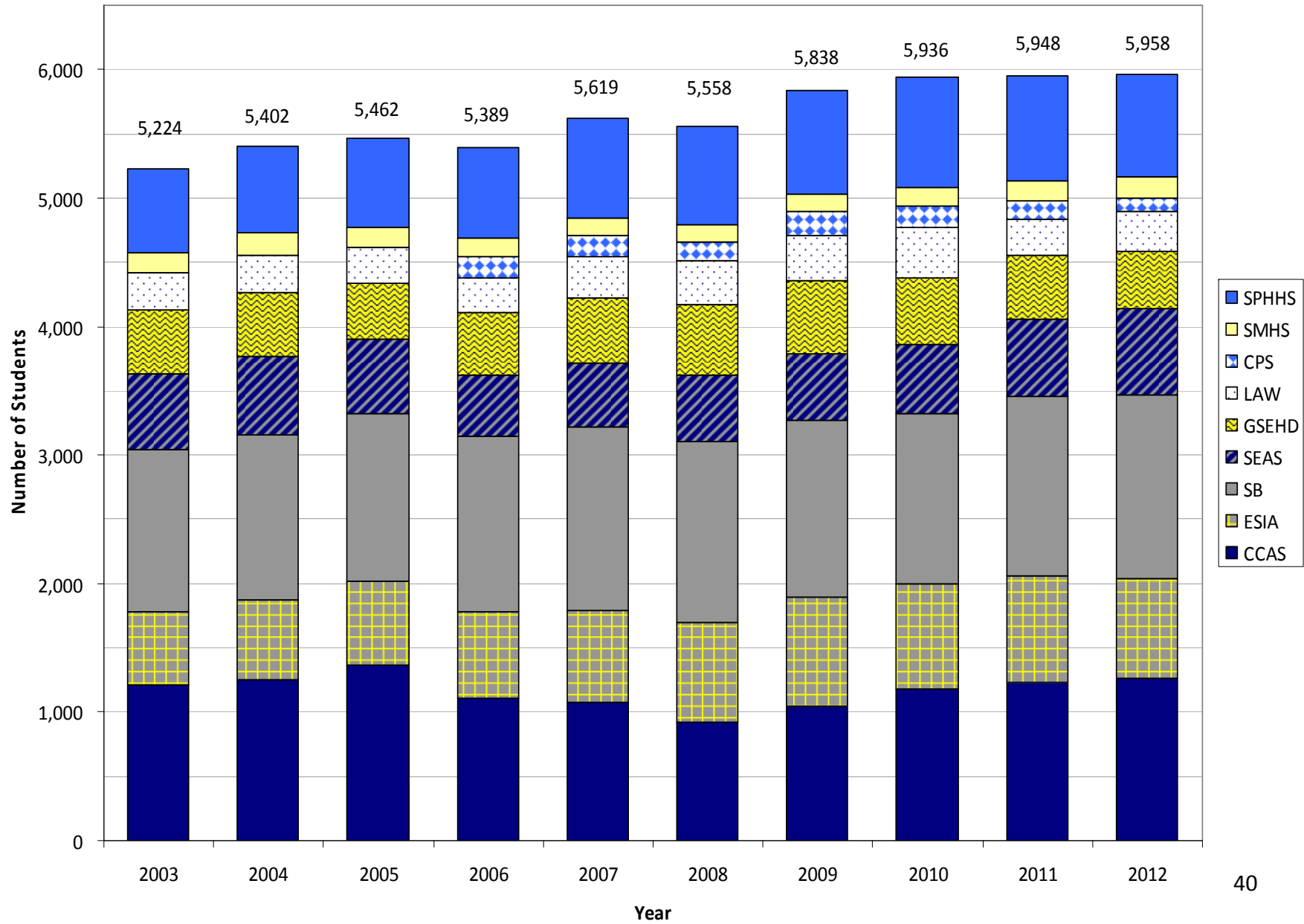
Total Fall On-Campus Graduate Certificate Enrollment



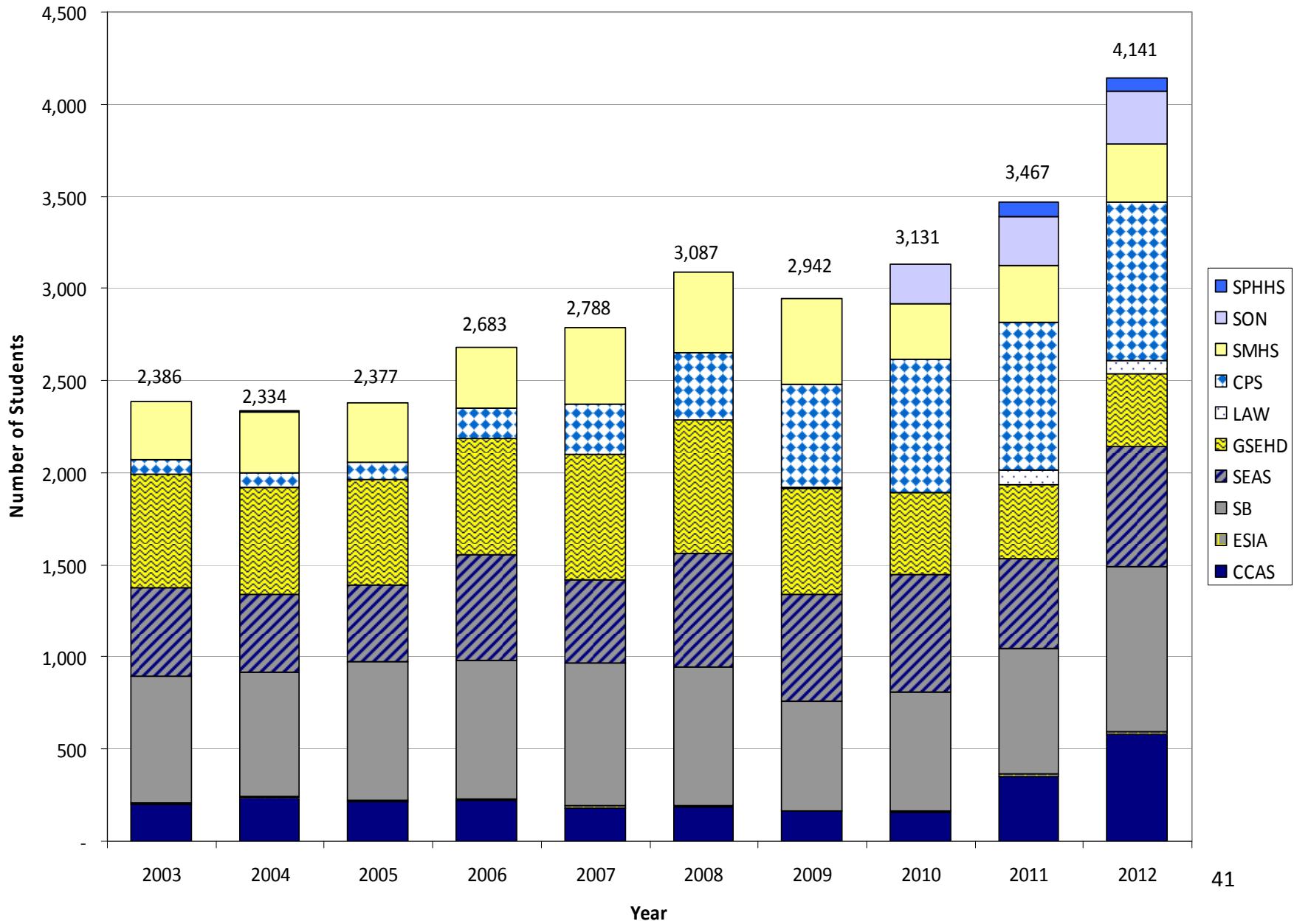
Total Fall Off-Campus Graduate Certificate Enrollment



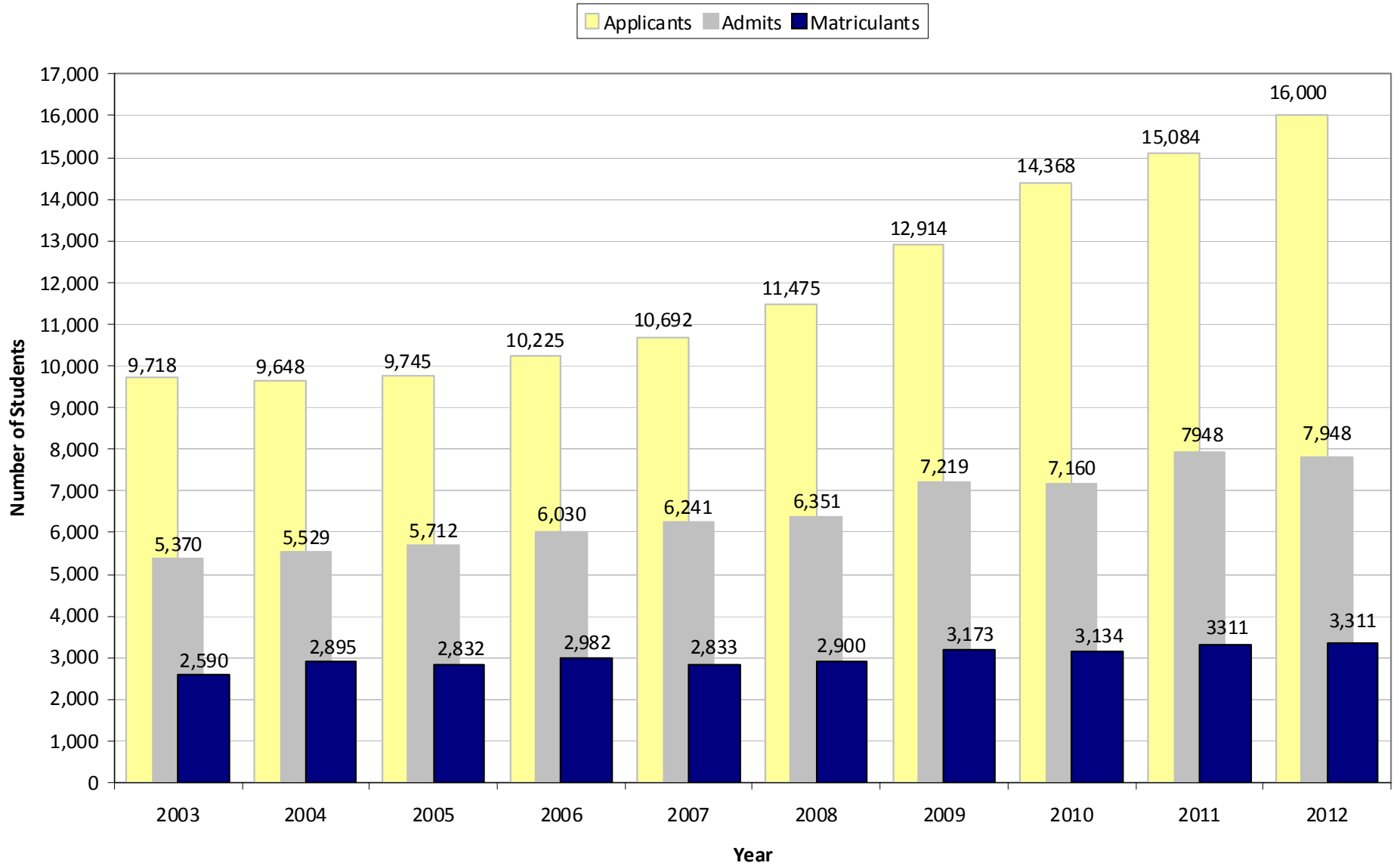
Total Fall On-Campus Master's Degree Enrollment



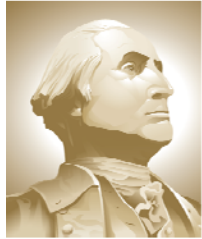
Total Fall Off-Campus Master's Degree Enrollment



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



	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Acceptance Rate	55.3%	57.3%	58.6%	59.0%	58.4%	55.3%	55.9%	49.8%	52.7%	48.8%
Yield Rate	48.2%	52.4%	49.6%	49.5%	45.4%	45.7%	44.0%	43.8%	41.7%	42.7%

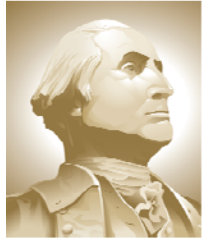


**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

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

School	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012*
CCAS	620	630	620	630	640	630	640	650	640	680
ESIA	680	680	660	680	680	680	670	680	660	700
SB	595	610	610	640	660	660	640	680	660	680
SEAS	740	720	730	720	725	710	730	730	760	760
GSEHD	570	580	575	550	600	600	590	580	570	643
CPS	N/A	N/A	N/A	610	620	610	595	570	565	595
SMHS	600	605	620	620	630	640	650	640	580	585
SPHHS	600	630	620	630	620	610	635	620	620	643

*New re-scaled GRE scores converted to old scale

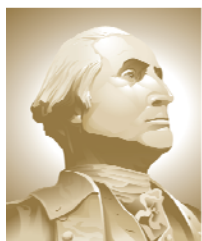


**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

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

School	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012*
CCAS	530	540	540	535	550	550	560	550	550	530
ESIA	610	620	600	610	600	590	600	610	600	610
SB	520	500	480	505	490	490	450	510	530	515
SEAS	510	480	440	430	455	360	380	410	420	410
GSEHD	470	510	500	480	510	510	510	510	510	520
CPS	N/A	N/A	N/A	515	540	520	530	520	480	530
SMHS	480	490	510	470	530	510	515	510	510	505
SPHHS	520	530	510	500	520	490	510	520	510	520

*New re-scaled GRE scores converted to old scale



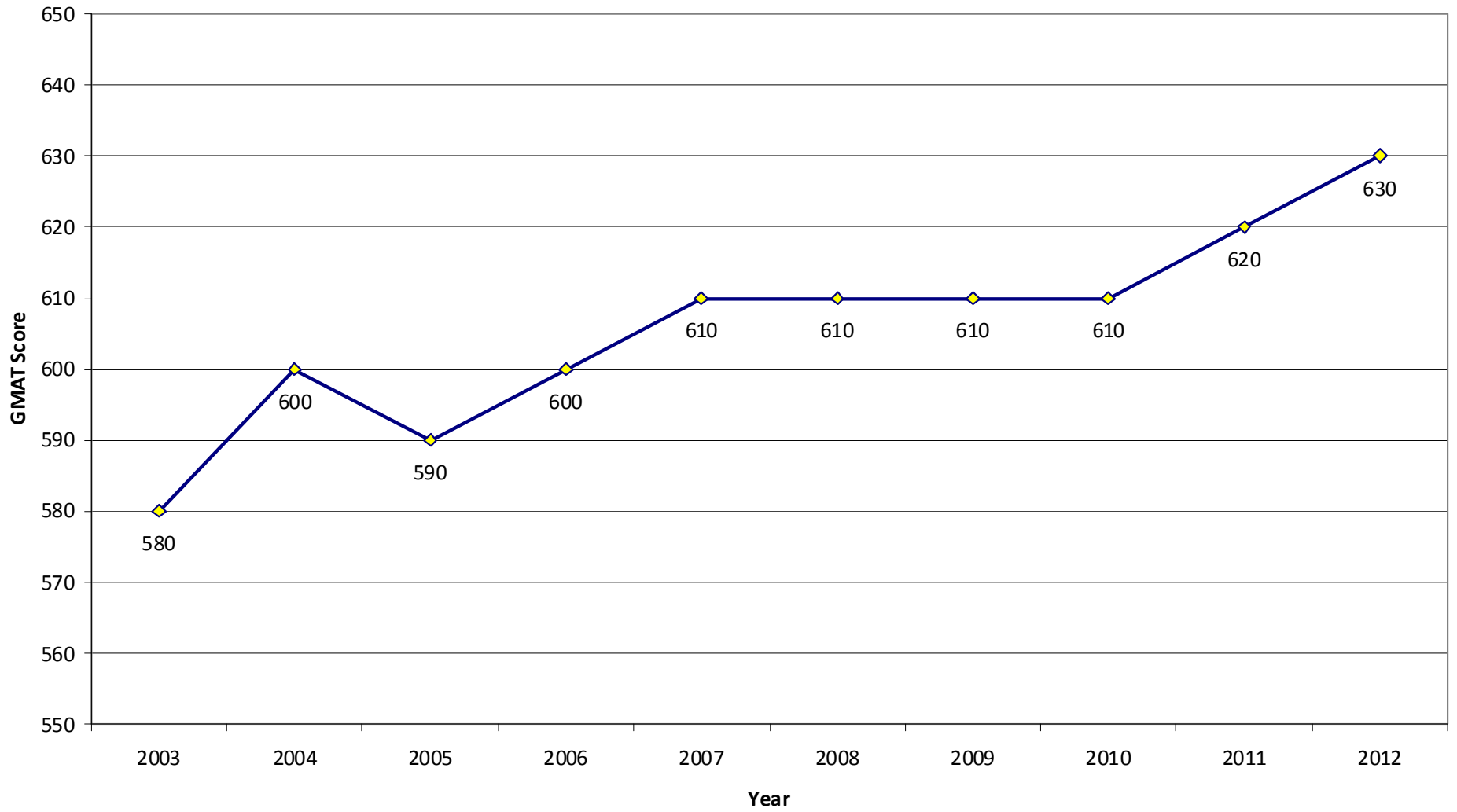
**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

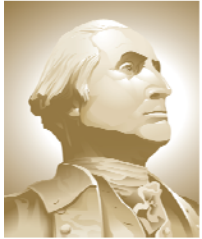
Median GRE Writing Scores* of Matriculants in Master's Degree Programs

School	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
CCAS	5.0	5.0	5.0	5.0	4.5	4.5	4.5	4.5	4.0	4.0
ESIA	5.0	5.5	5.0	5.0	5.0	5.0	4.5	4.5	4.5	4.5
SB	5.0	4.5	4.5	4.5	4.0	4.0	4.0	4.0	4.0	3.5
SEAS	4.0	4.0	4.0	3.7	3.5	3.5	3.5	3.0	3.0	3.0
GSEHD	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.0	4.0
CPS	N/A	N/A	N/A	5.0	4.5	4.5	4.5	4.5	4.3	4.5
SMHS	4.0	4.5	4.0	4.5	4.5	4.5	4.5	4.5	4.0	4.3
SPHHS	5.0	4.5	5.0	4.5	4.5	4.5	4.5	4.5	4.5	4.0

*Scores range between 0 and 6.

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

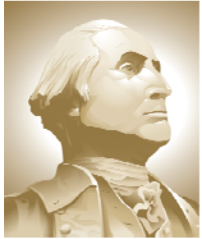




**THE GEORGE
WASHINGTON
UNIVERSITY**

WASHINGTON, DC

Doctoral Degree Programs: 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

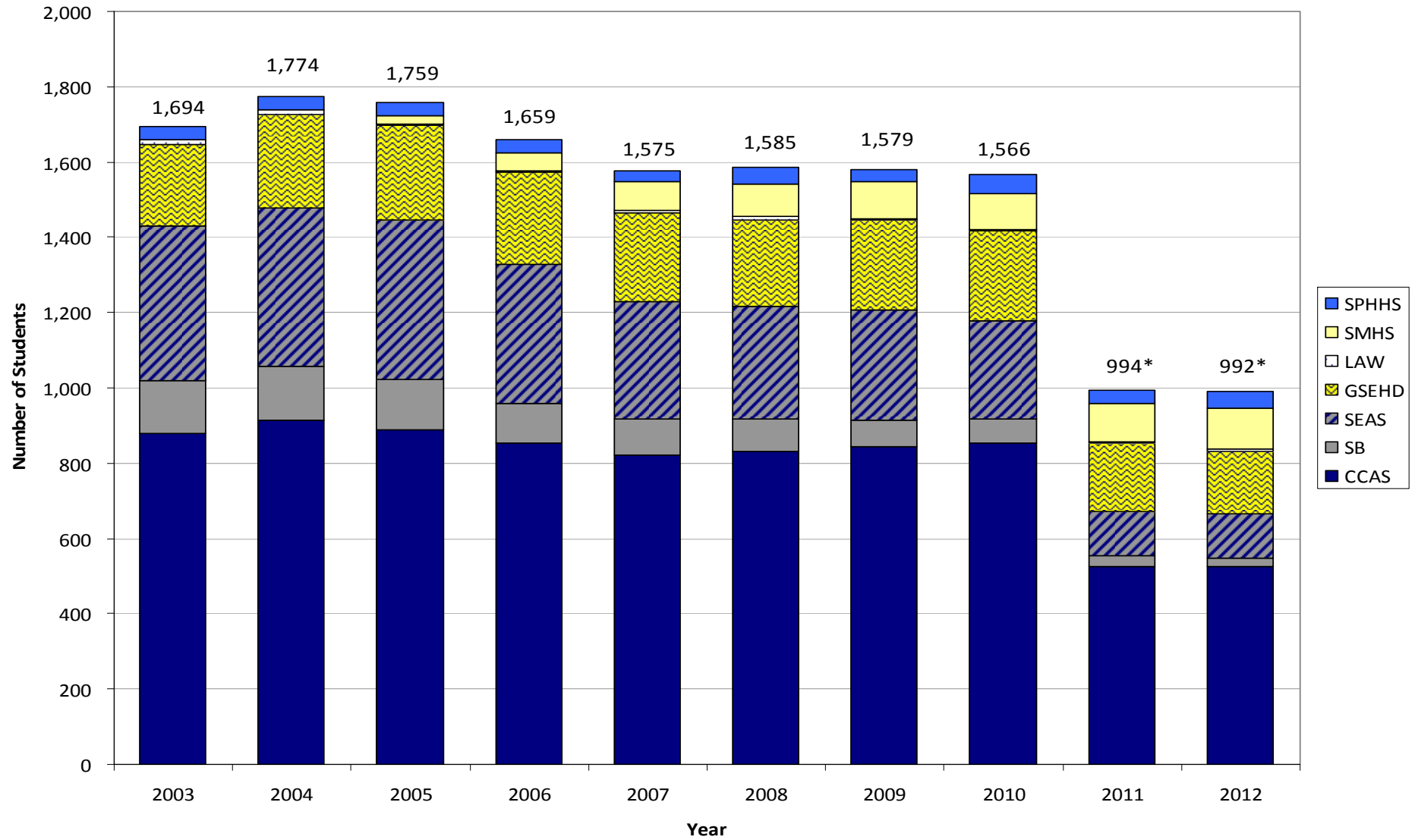
Psy.D. – Doctor of Psychology

D.P.H. – Doctor of Public Health

D.P.T. – Doctor of Physical Therapy

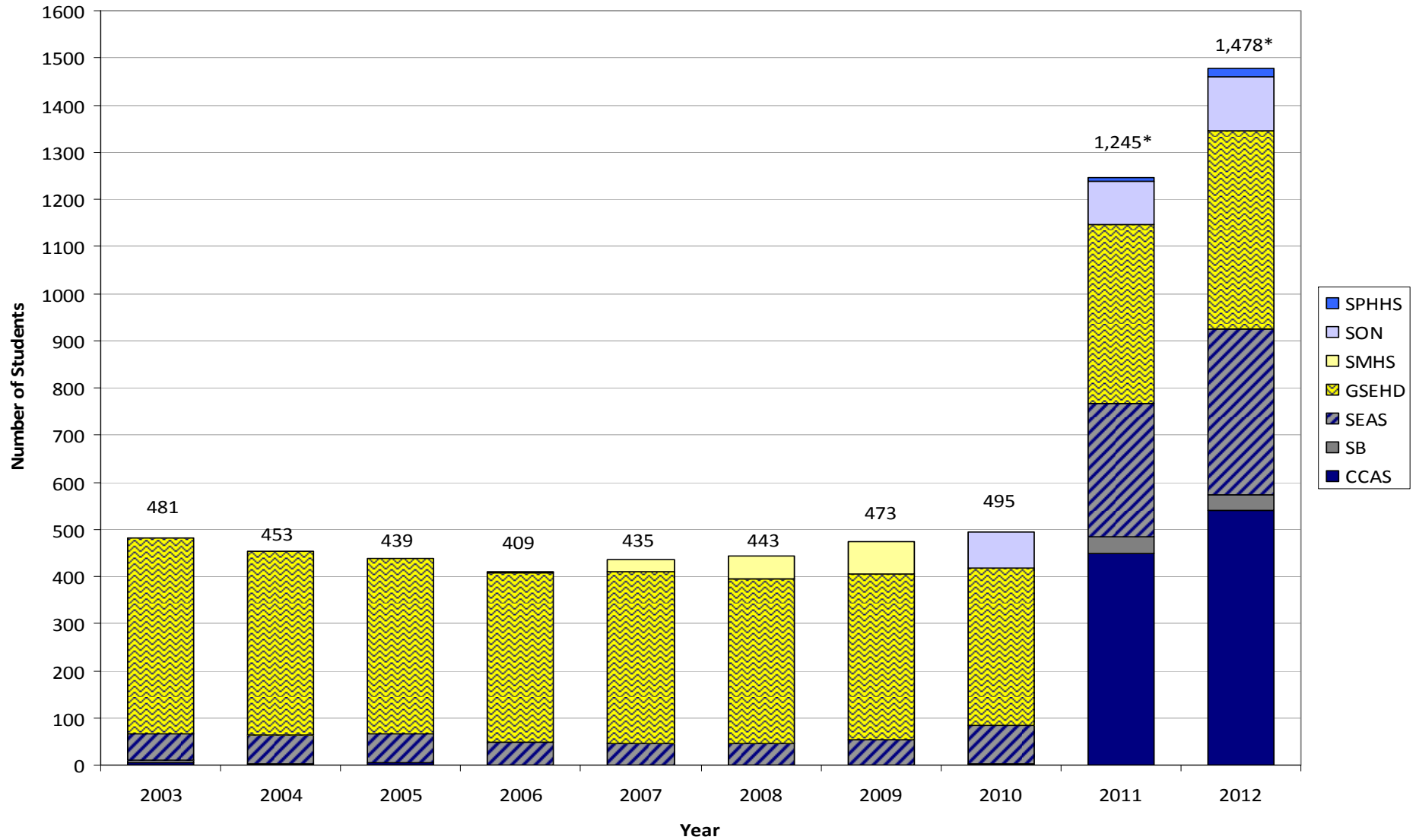
D.N.P. – Doctor of Nursing Practice

Total Fall On-Campus Doctoral Degree Enrollment



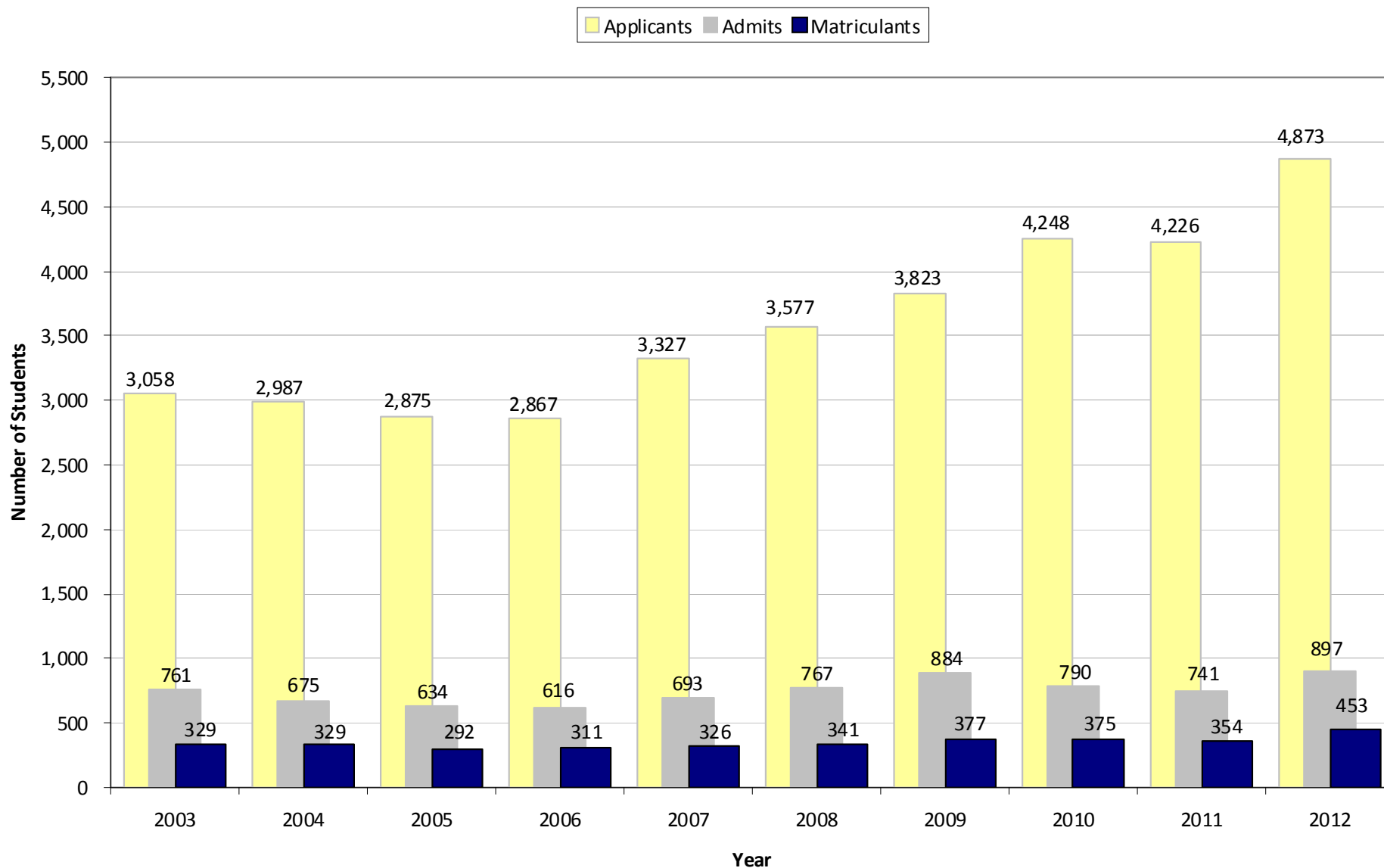
*Changes in enrollments are attributable to change in campus code. See increase in off-campus enrollment on next slide.

Total Fall Off-Campus Doctoral Degree Enrollment

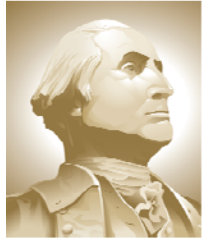


*Changes in enrollments are attributable to change in campus code. See decrease in on-campus enrollment on previous slide.

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



	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Acceptance Rate	24.9%	22.6%	22.1%	21.5%	20.8%	21.4%	23.1%	18.6%	17.5%	18.4%
Yield Rate	43.2%	48.7%	46.1%	50.5%	47.0%	44.5%	42.6%	47.5%	47.5%	50.5%

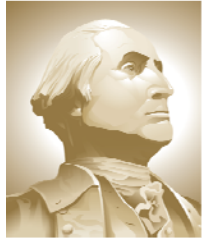


**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

Median GRE Quantitative Scores of Matriculants in Doctoral Degree Programs

School	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012*
CCAS	670	685	680	690	710	690	710	710	700	730
SB	790	690	740	760	745	790	790	790	770	785
SEAS	770	775	750	770	770	770	765	775	750	780
GSEHD	575	590	615	580	570	590	610	600	620	625
SMHS	N/A	N/A	585	630	660	660	660	670	660	660
SPHHS	560	575	580	620	N/A	620	N/A	605	N/A	650

*New re-scaled GRE scores converted to old scale

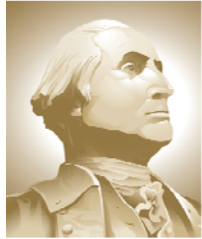


**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

Median GRE Verbal Scores of Matriculants in Doctoral Degree Programs

School	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012*
CCAS	585	580	570	570	590	600	590	560	590	590
SB	620	610	540	490	500	615	655	620	510	685
SEAS	570	485	460	470	450	450	460	440	450	495
GSEHD	480	530	530	520	550	540	510	550	540	535
SMHS	N/A	N/A	425	490	480	530	490	510	520	540
SPHHS	490	580	580	495	N/A	500	N/A	540	N/A	530

*New re-scaled GRE scores converted to old scale

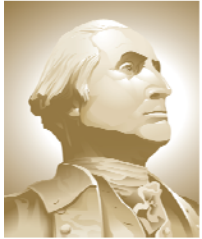


**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

Median GRE Writing Scores* of Matriculants in Doctoral Degree Programs

School	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
CCAS	5.0	5.0	5.0	5.0	5.0	5.0	5.0	4.5	4.5	4.5
SB	N/A	N/A	N/A	4.5	4.7	4.0	5.2	4.5	4.3	4.8
GSEHD	4.5	5.0	5.0	5.0	5.0	4.5	5.0	4.5	5.0	4.5
SMHS	N/A	N/A	4.2	4.5	4.5	4.5	4.2	4.5	4.0	4.0
SPHHS	4.5	4.5	5.5	5.0	N/A	4.5	N/A	4.5	N/A	4.5

*Scores are calculated on a 0 to 6 point scale

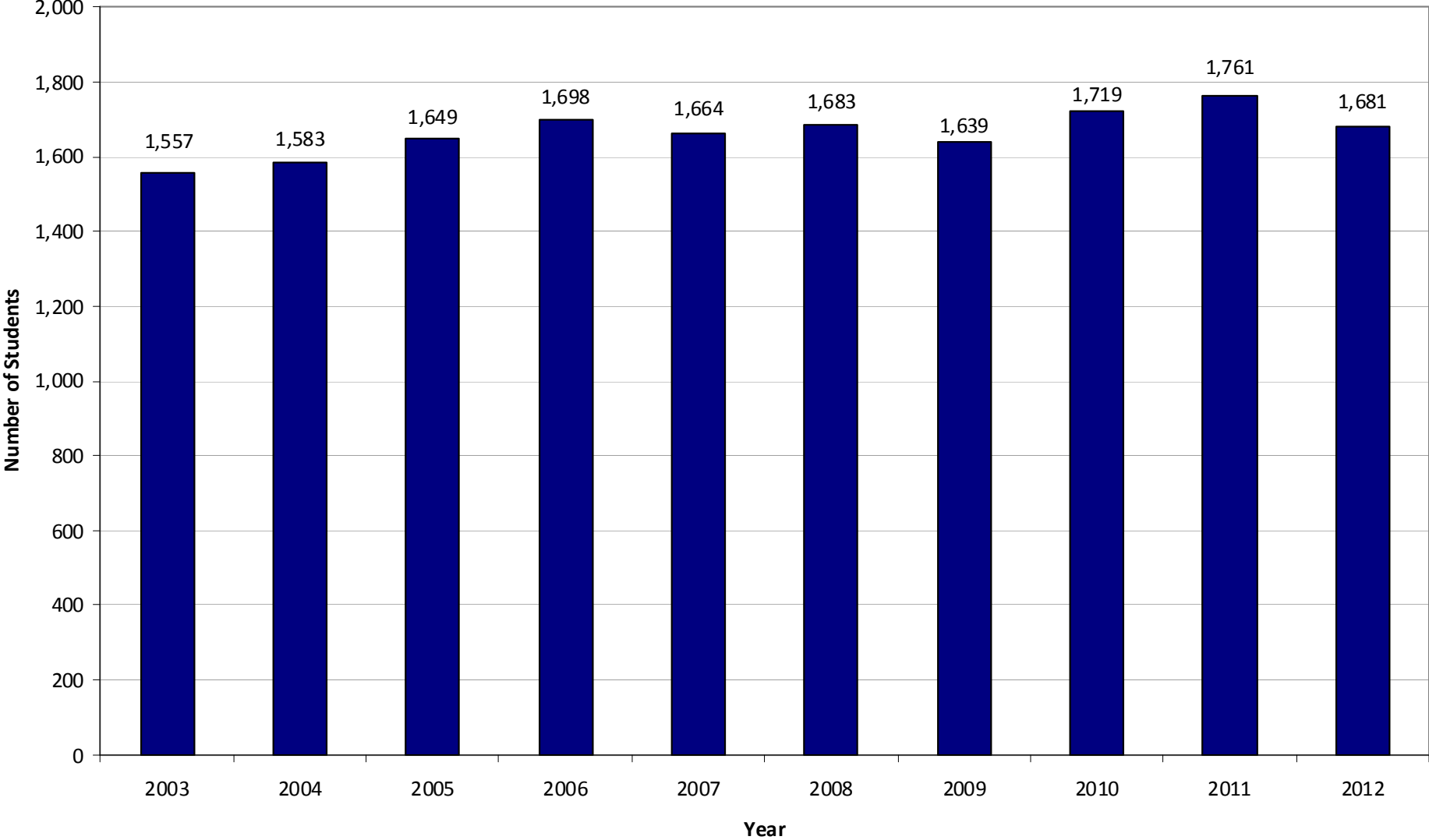


**THE GEORGE
WASHINGTON
UNIVERSITY**

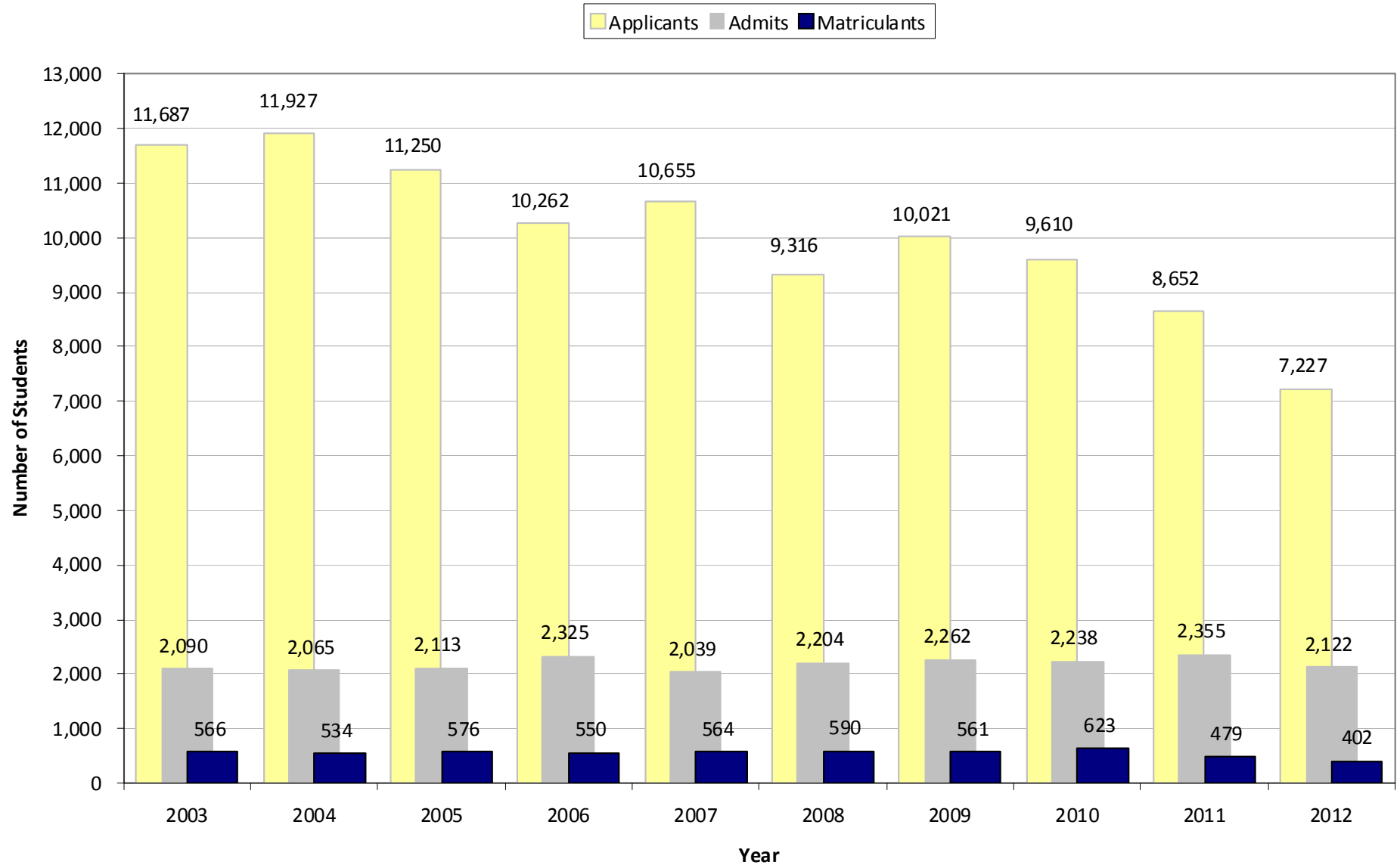
WASHINGTON, DC

**J.D. and M.D. Graduate Degree Programs:
Enrollment Trends**

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

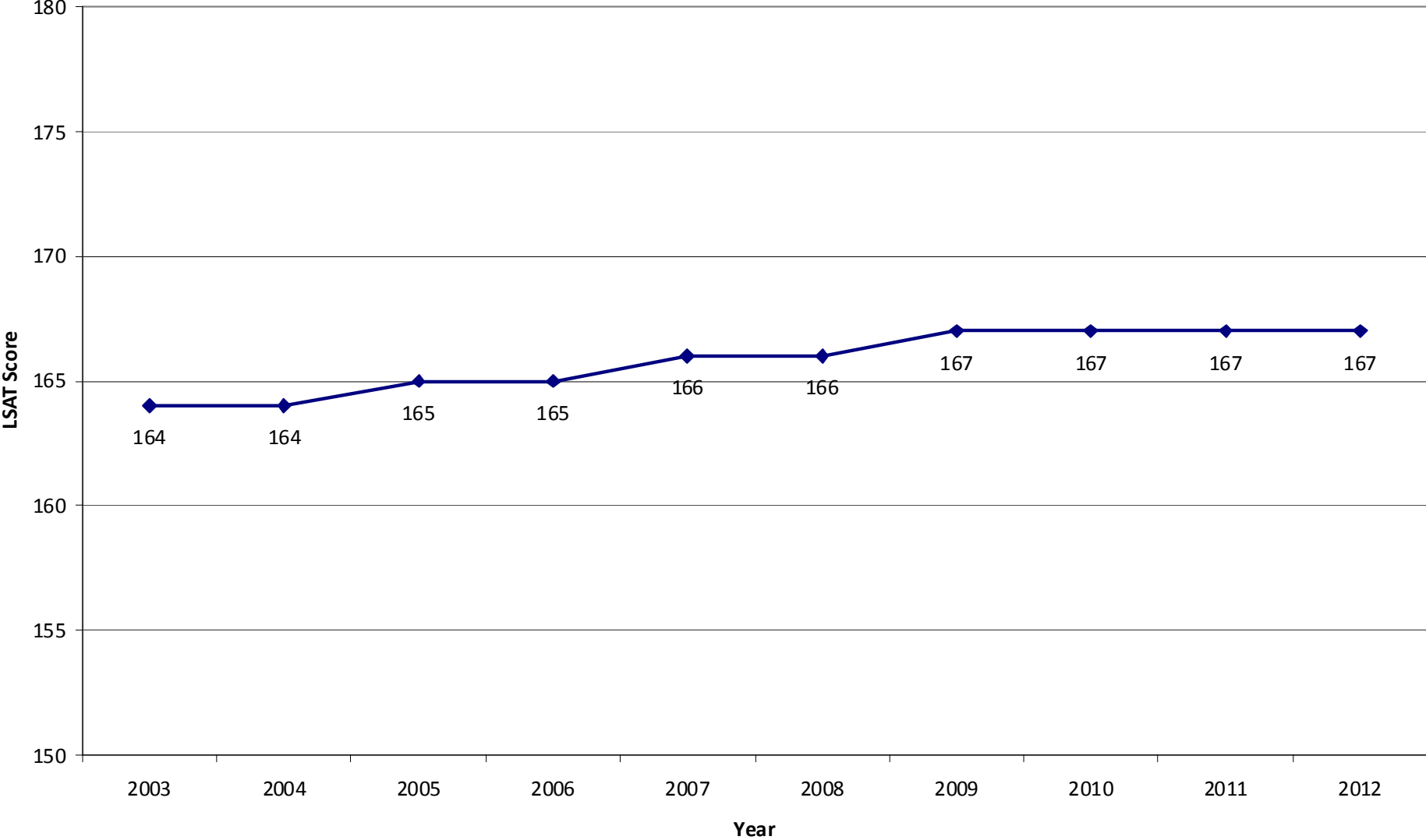


Numbers of and Rates for Law-J.D. Program Applicants, Admits, and Matriculants



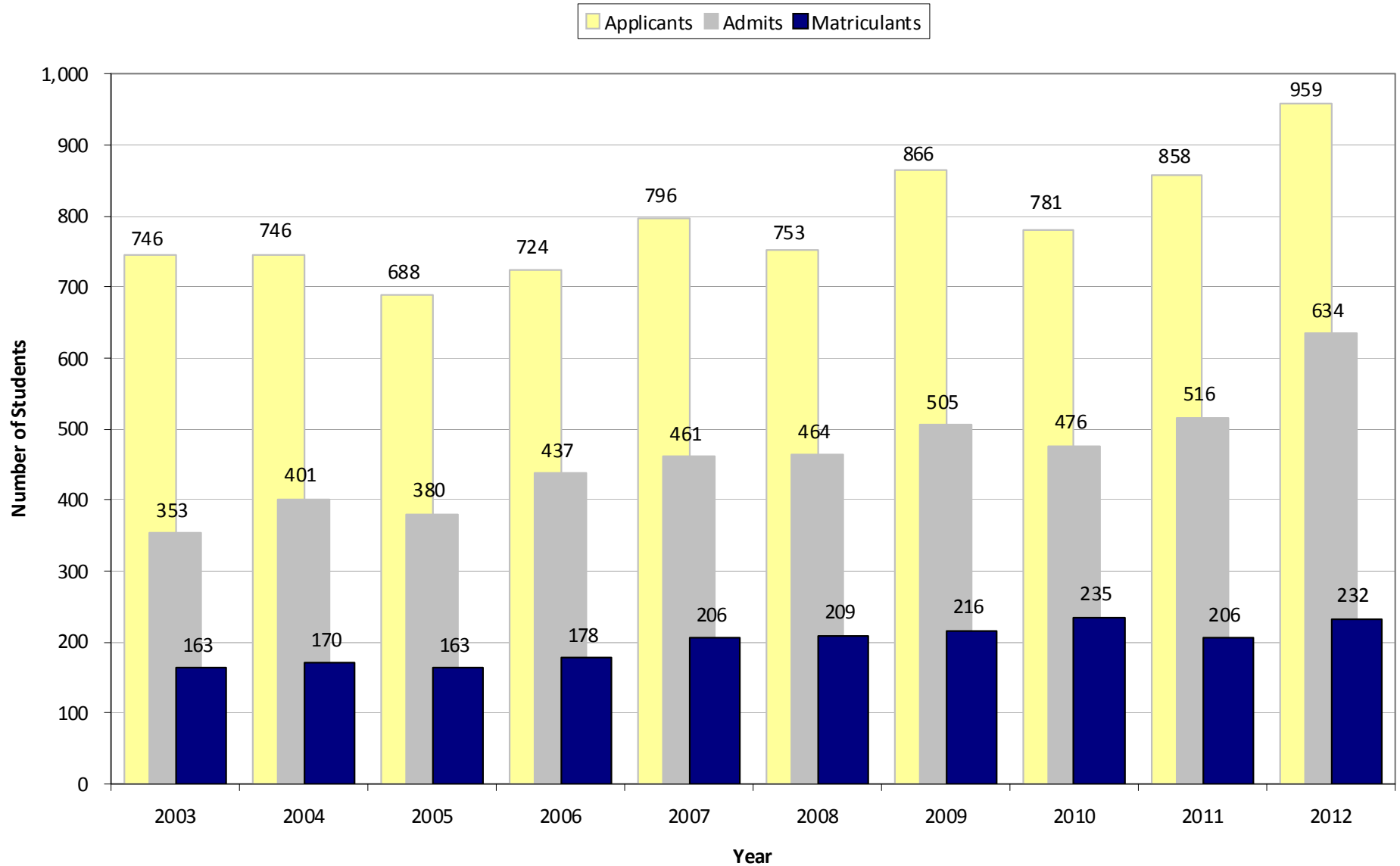
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Acceptance Rate	17.9%	17.3%	18.8%	22.7%	19.1%	23.7%	22.6%	23.3%	27.2%	29.4%
Yield Rate	27.1%	25.9%	27.3%	23.7%	27.7%	26.8%	24.8%	27.8%	20.3%	18.9%

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



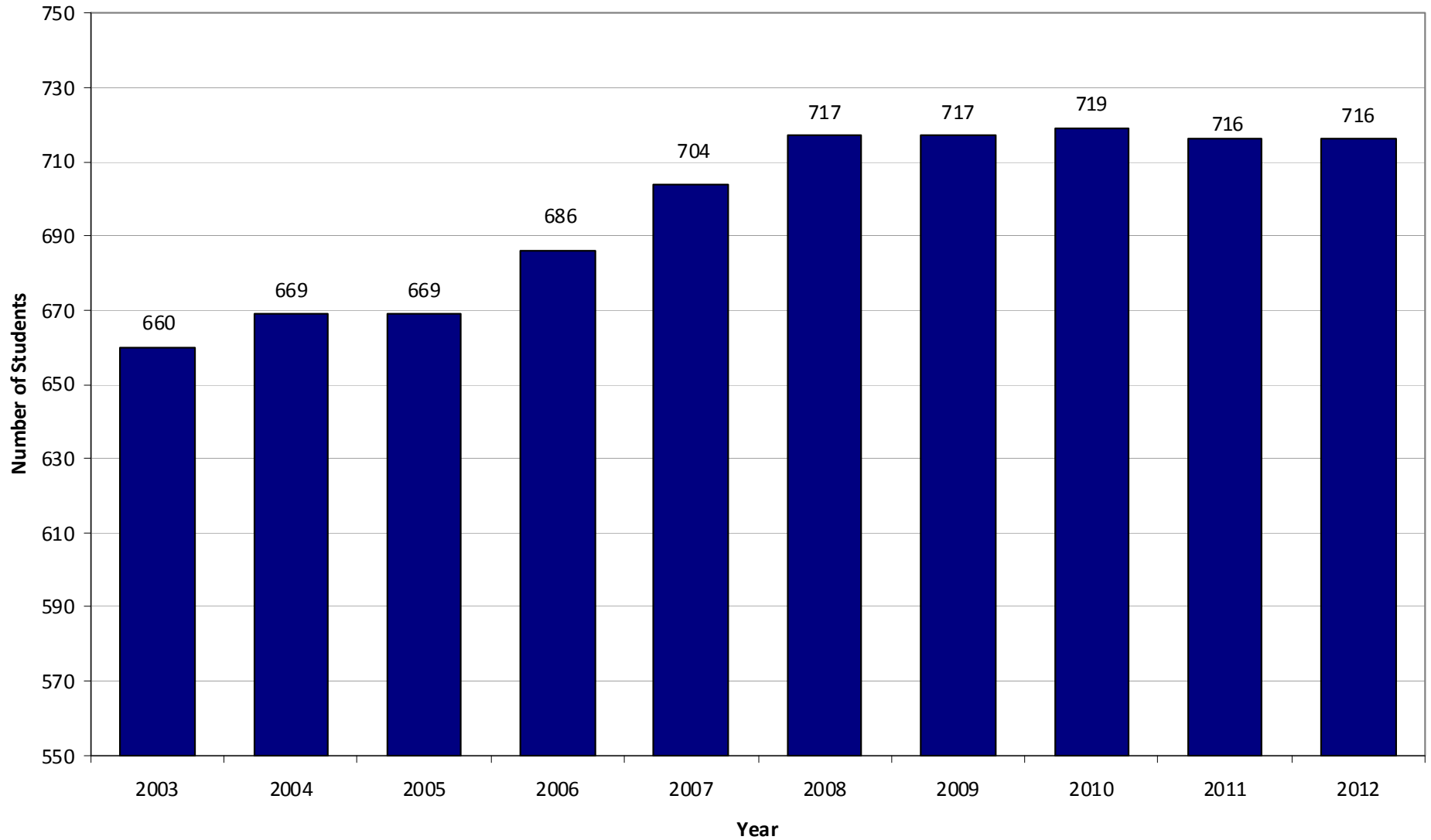
*LSAT scores range between 120 and 180. Only 15% of the test takers score above 160.

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

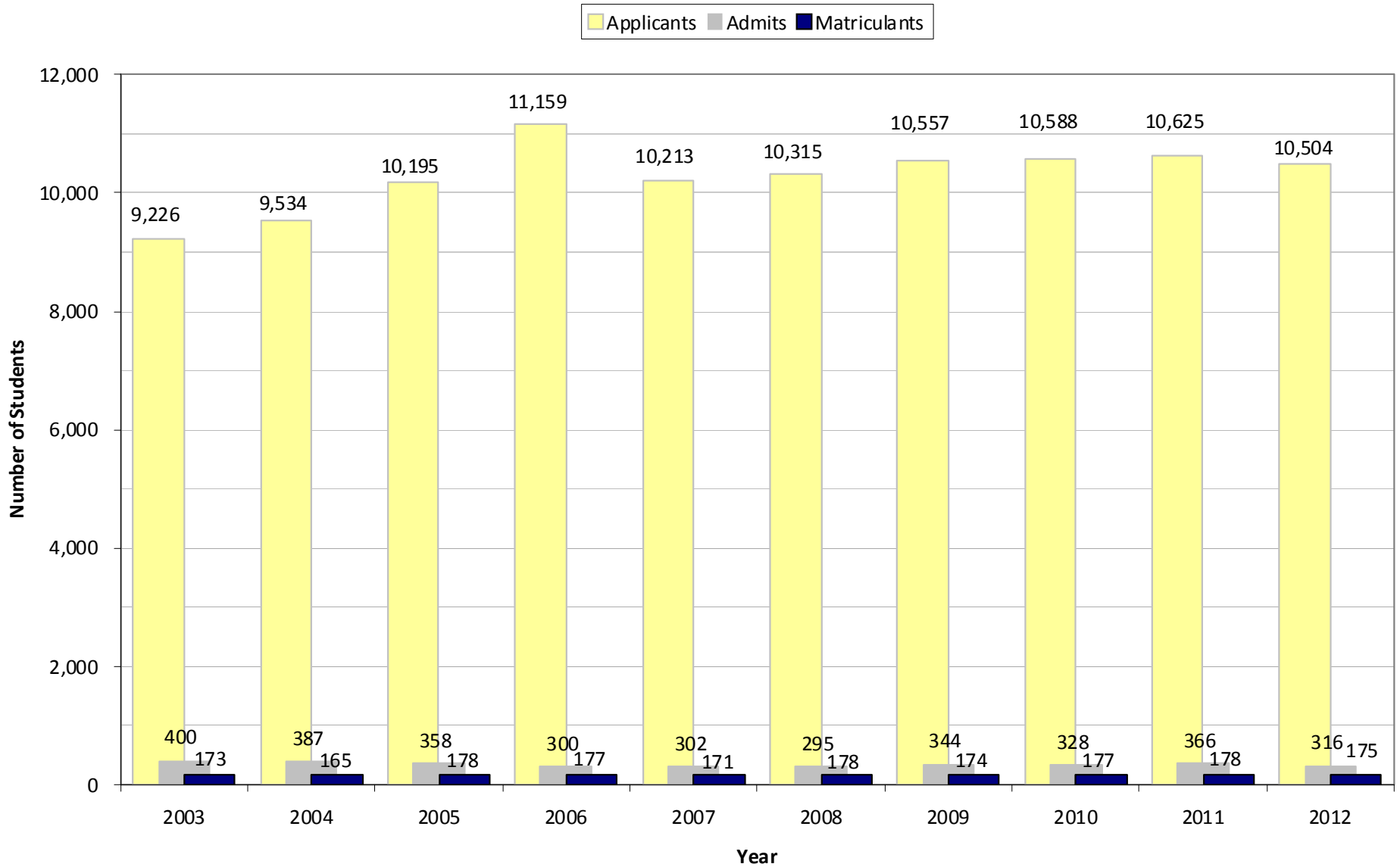


	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Acceptance Rate	47.3%	53.8%	55.2%	60.4%	57.9%	61.6%	58.3%	60.9%	60.1%	66.1%
Yield Rate	46.2%	42.4%	42.9%	40.7%	44.7%	45.0%	42.8%	49.4%	39.9%	36.6%

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

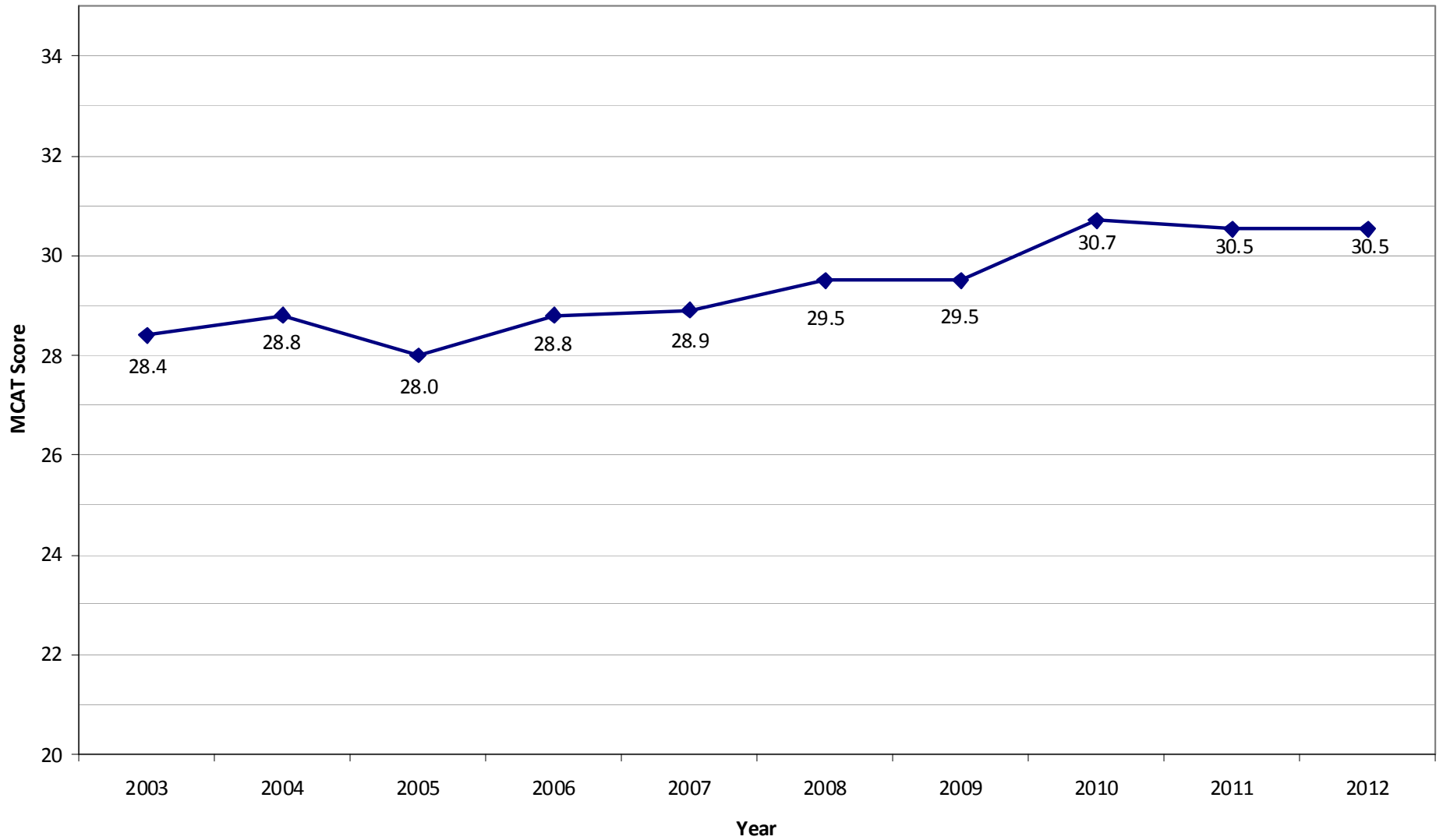


Numbers of and Rates for M.D. Program Applicants, Admits, and Matriculants

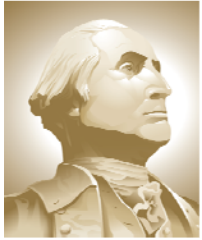


	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Acceptance Rate	4.3%	4.1%	3.5%	2.7%	2.3%	2.9%	3.3%	3.1%	3.4%	3.0%
Yield Rate	43.3%	42.6%	49.7%	59.0%	56.6%	60.3%	50.6%	54.0%	48.6%	55.4%

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



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

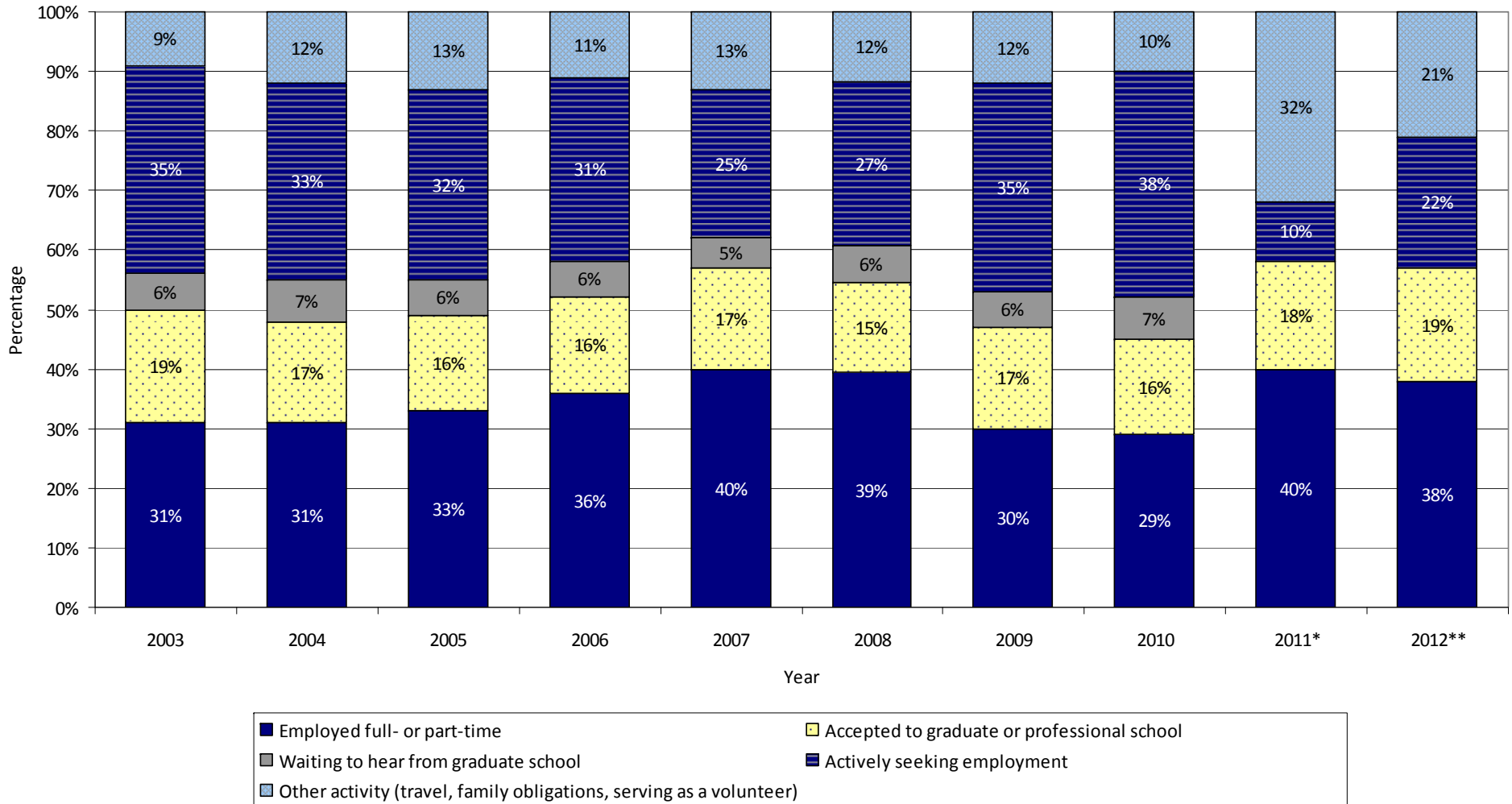


**THE GEORGE
WASHINGTON
UNIVERSITY**

WASHINGTON, DC

Co-Curricular Experiences and Post-Graduation Plans

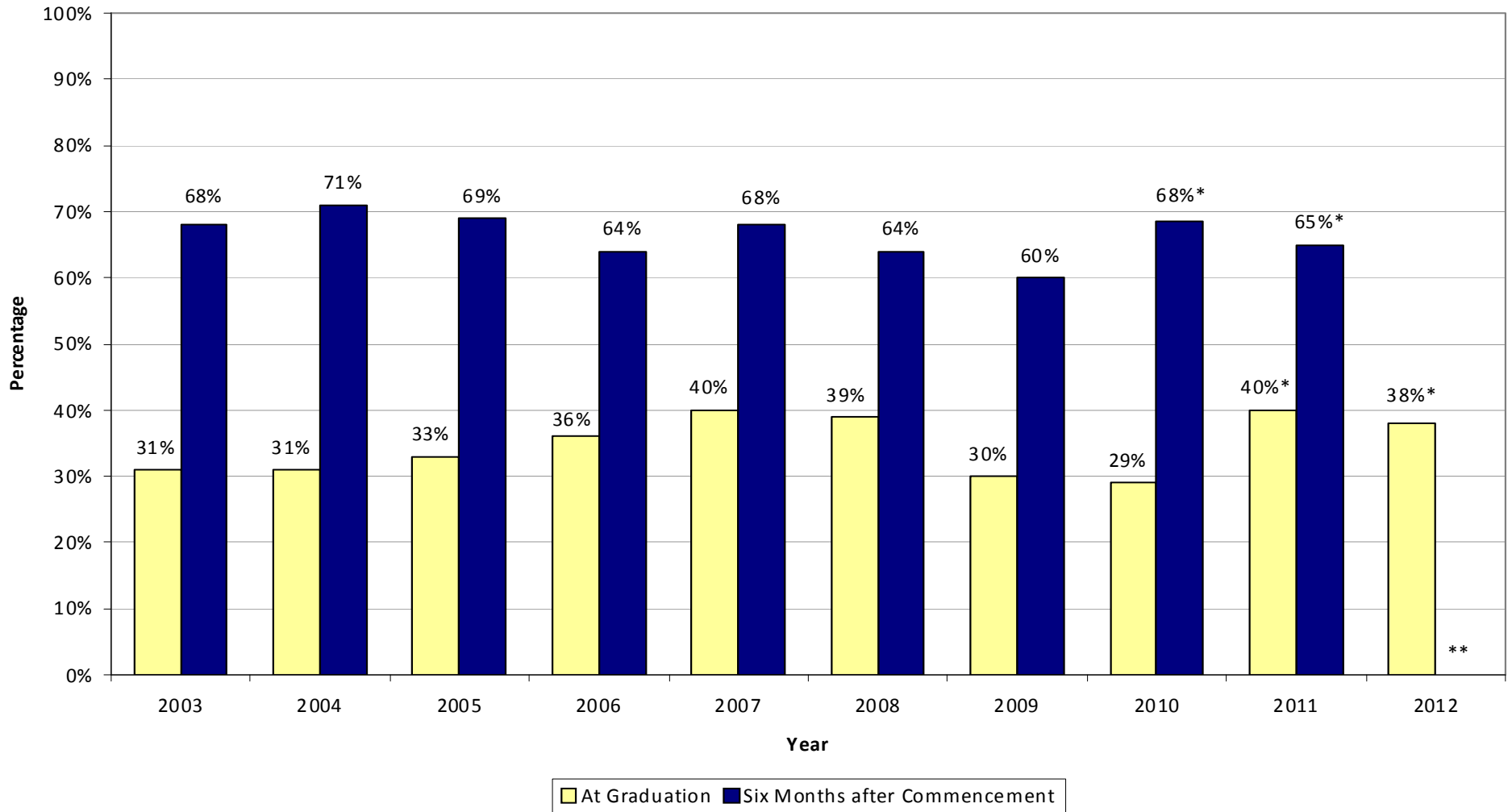
Post-Baccalaureate Plans at Commencement



*The response choices to the question “What is most likely to be your PRIMARY activity” changed in 2011: two choices, “waiting to hear from graduate school” and “actively seeking employment” were not included in 2011. The percentage of students “actively seeking employment” was obtained from a separate question.

**The response choice “actively seeking employment” was added to the 2012 survey.

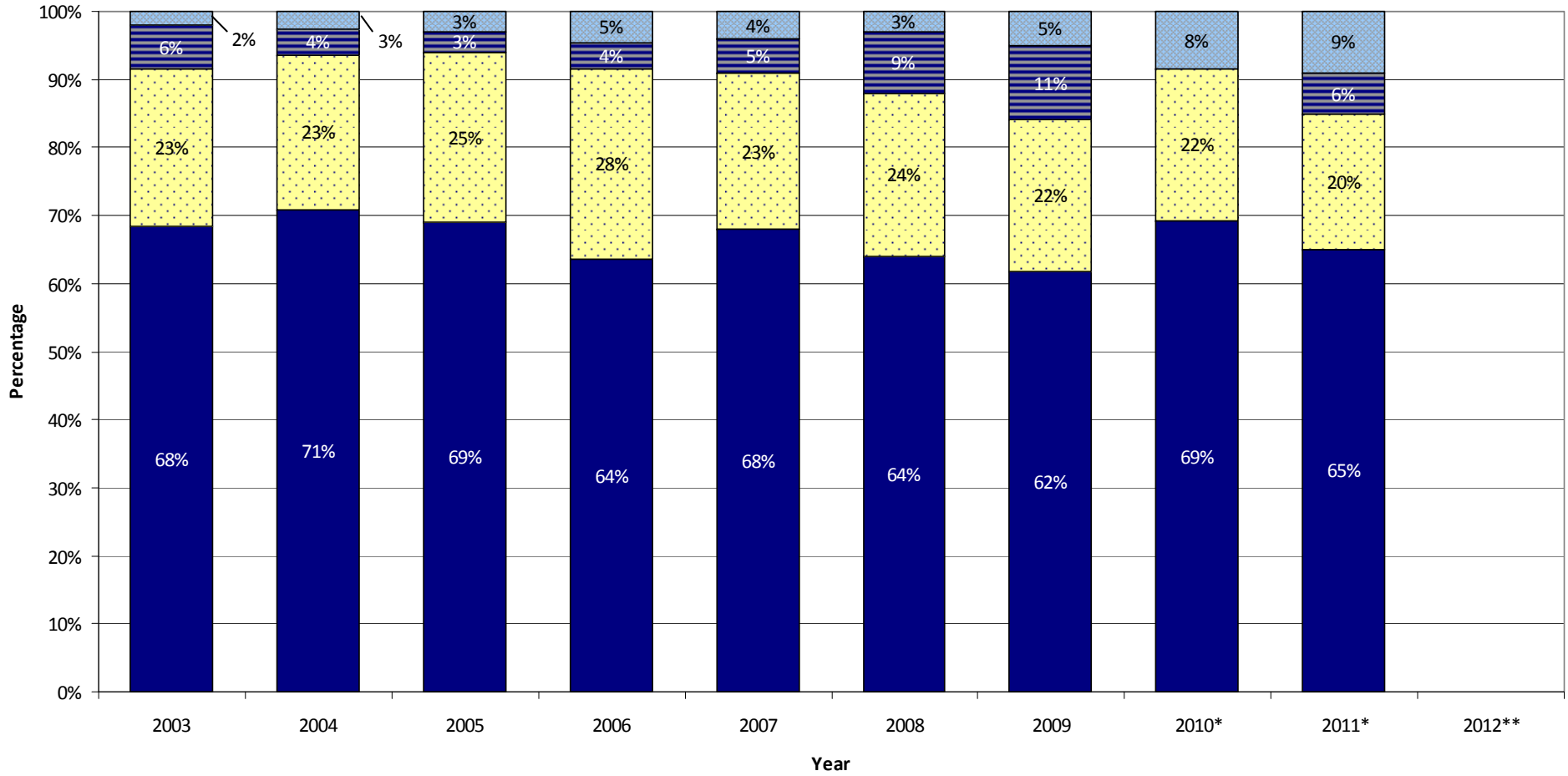
Percentage of Undergraduates Employed Full- or Part-Time



* The response choices “actively seeking employment” and “waiting to hear from graduate school” were not included as choices.

** Not yet available.

Post-Baccalaureate Plans 6 Months after Commencement



■ Employed full- or part-time
 ■ Attending graduate or professional school
 ■ Actively seeking employment
 ■ Other activity (travel, family obligations, serving as a volunteer)

* The response choices “actively seeking employment” and “waiting to hear from graduate school” were not included as choices.

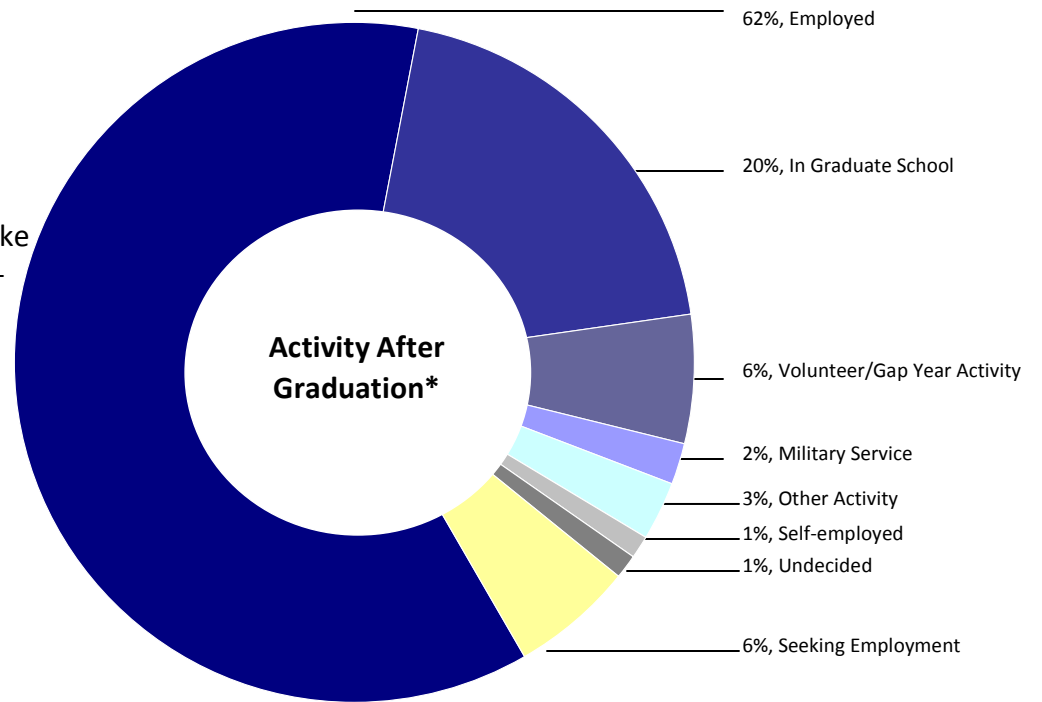
** Not yet available.

Class of 2011

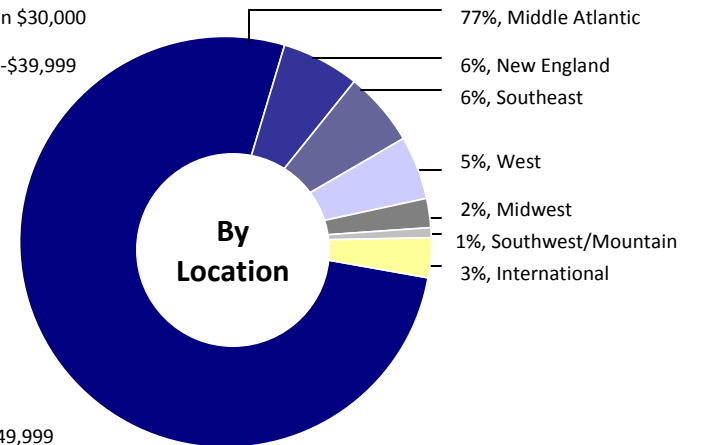
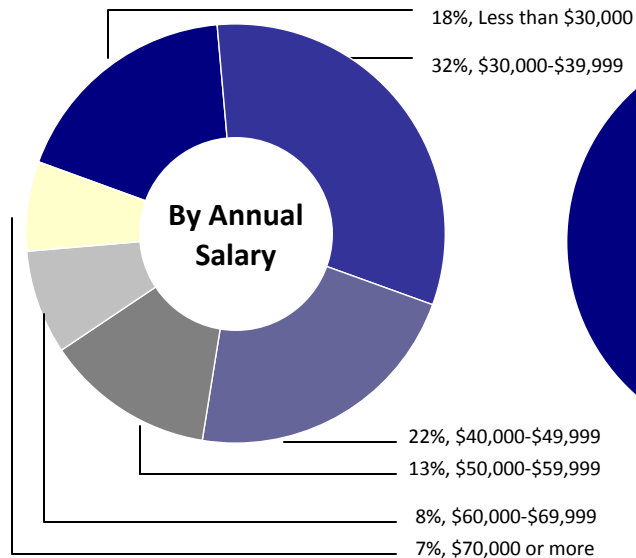
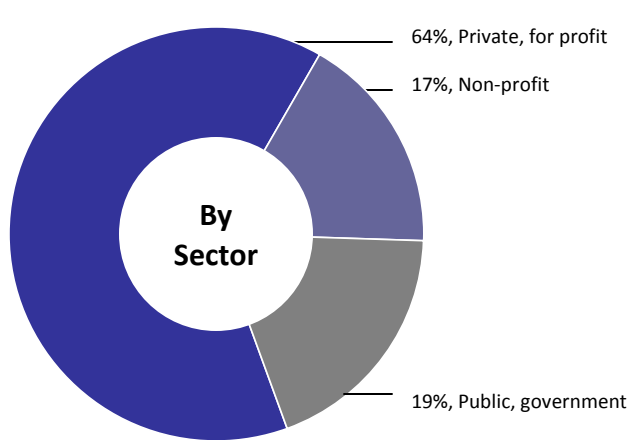
The data reflect statistics based on the results of the Career Center Survey 2011. Undergraduate students who graduated in December 2010, May 2011, and August 2011 were invited to take the survey between December 2011 and March 2012. The post-baccalaureate survey was designed to solicit information about what graduates were doing six months after commencement.

Of the 2,018 alumni whose email addresses or postal addresses were still active, 687 responded, representing a 36% response rate.

* Percentage may not add up to 100% due to rounding error.



Employment

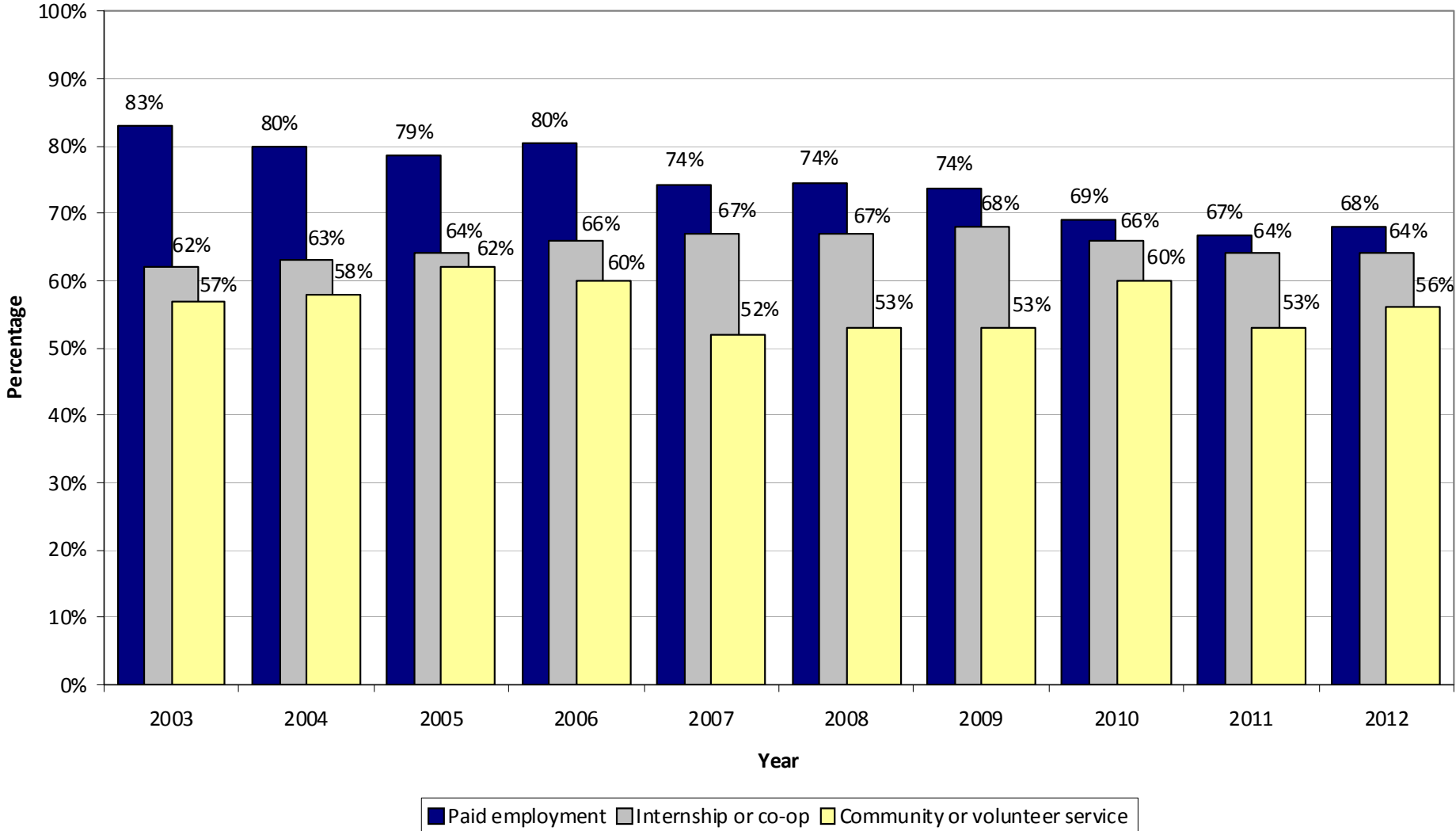


Class of 2011

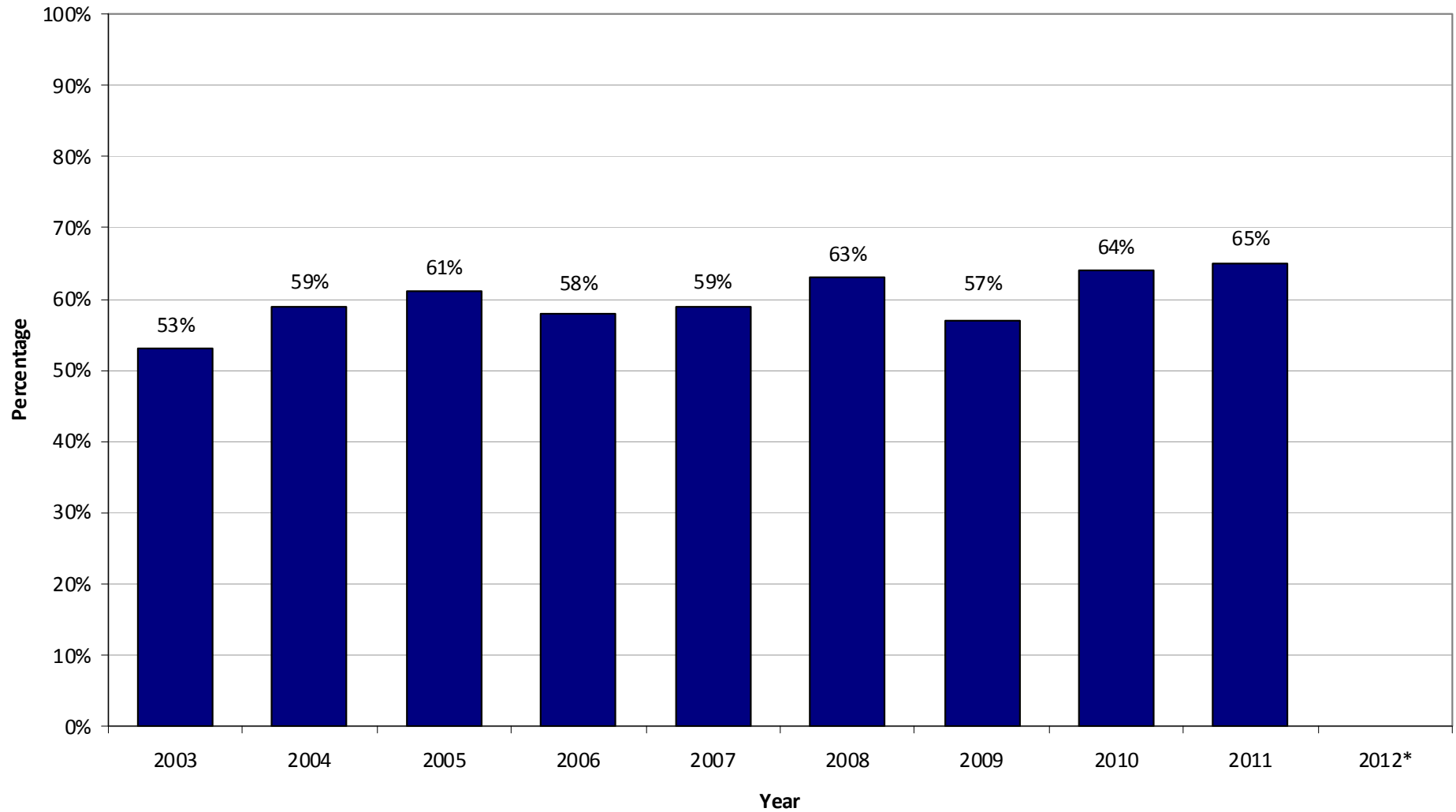
EMPLOYMENT SECTOR AND INDUSTRY

Private, for Profit	Percent	Non-profit	Percent	Public/Government	Percent
Accounting	2%	Arts/Entertainment	1%	Banking	2%
Advertising/Marketing	8%	Association (professional)	5%	Computers/Software	1%
Arts/Entertainment	3%	Communications	1%	Consulting	6%
Association (professional)	<1%	Consulting	3%	Education	13%
Banking	3%	Education	19%	Engineering	1%
Communications	2%	Environmental science	1%	Financial services	3%
Computers/Software	2%	Government, politics	15%	Government, politics	26%
Consulting	14%	Healthcare services	17%	Healthcare services	7%
Education	6%	International relations	13%	International relations	7%
Engineering	2%	Psychological or social services	4%	Legal services	1%
Environmental science	<1%	Publishing, print journalism	1%	Military service	16%
Financial services	9%	Research, non-technical	1%	Psychological or social services	2%
Government, politics	2%	Research, technical or scientific	1%	Research, technical or scientific	8%
Healthcare services	7%	Sports, recreation	1%	Other	7%
Hospitality, travel, tourism	4%	Other	15%		
Information or technology services	3%				
Insurance	<1%				
International relations	<1%				
Legal services	10%				
Manufacturing	1%				
Public relations	3%				
Publishing, print journalism	3%				
Research, non-technical	<1%				
Research, technical or scientific	2%				
Retail or wholesale trade	5%				
Sports, recreation	1%				
Transportation	<1%				
Other	8%				

Percentage of Graduating Seniors Who had an Internship, Paid Employment, or Engaged in Community Service

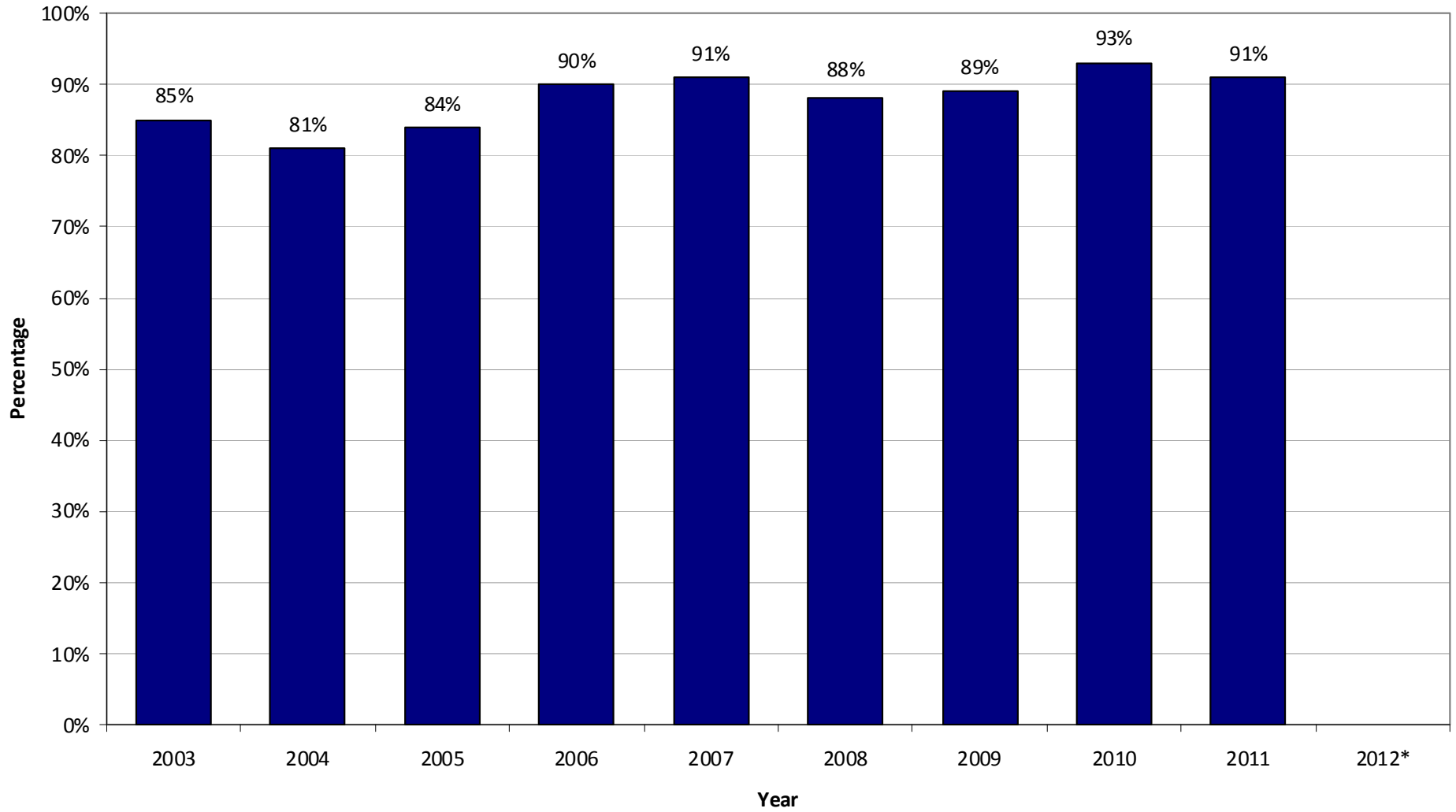


Percentage of Post-Baccalaureates who have Employment Related to Major 6 Months after Commencement



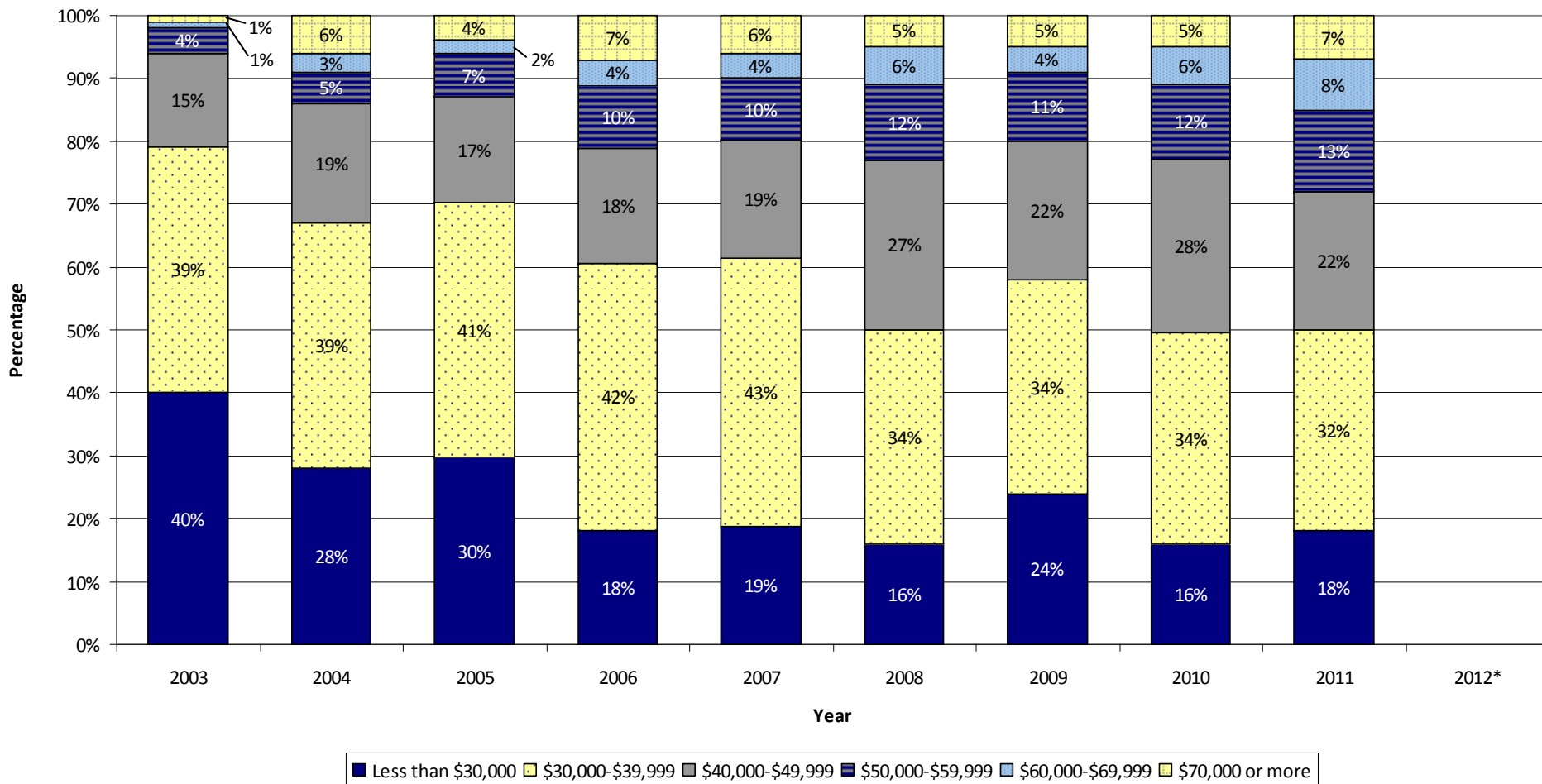
* Data not yet available.

Percentage of Post- Baccalaureates who had Previous Experience Related to Current Employment 6 Months after Commencement



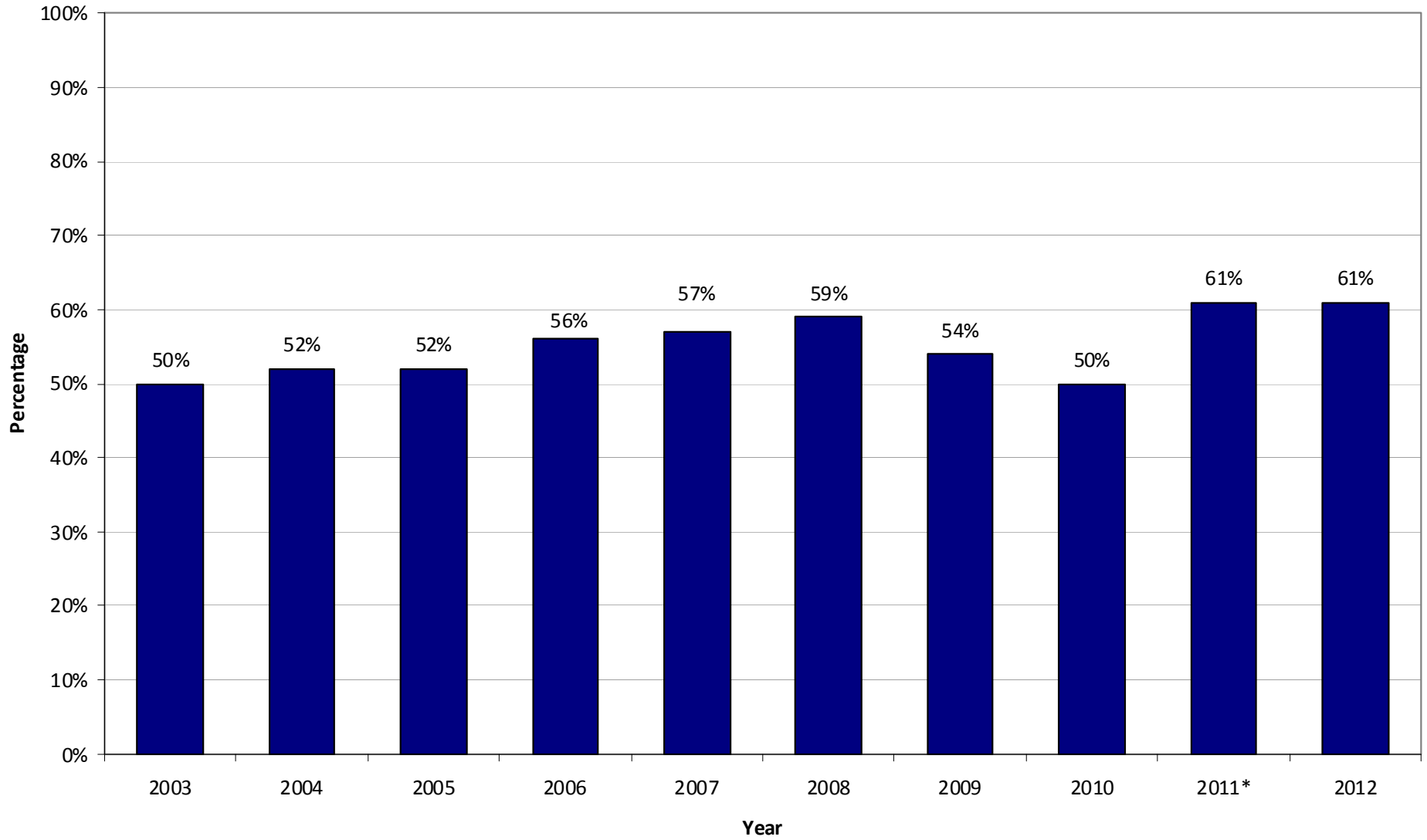
* Data not yet available.

Distribution of Post-Baccalaureates Full-Time Annual Salary 6 Months after Commencement



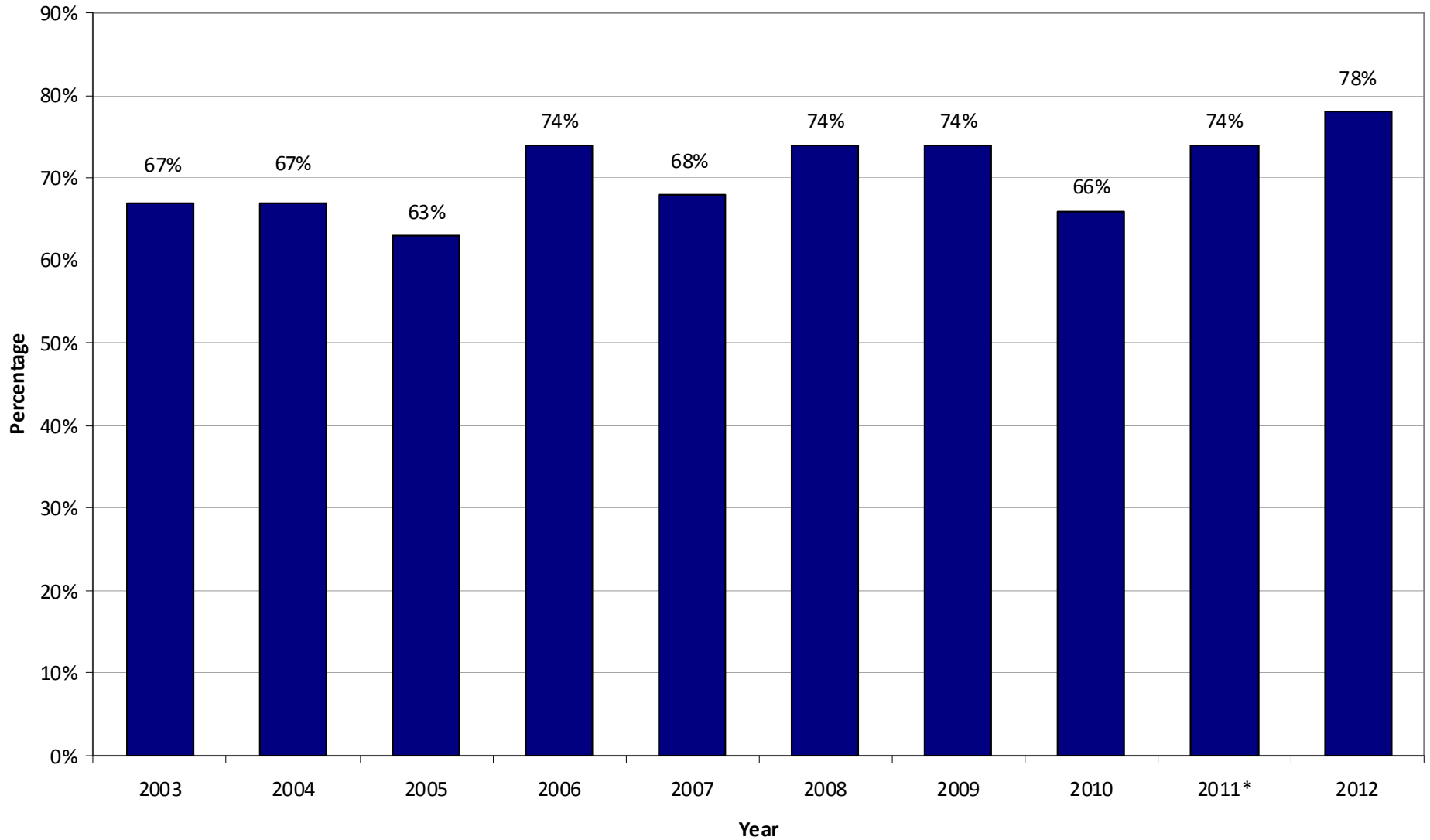
* Data not yet available.

Percentage of Master's Level Students Employed at Graduation



* The response choices "actively seeking employment" and "waiting to hear from graduate school" were not included as responses.

Percentage of Doctoral level Students Employed at Graduation



* The response choices “actively seeking employment” and “waiting to hear from graduate school” were not included as responses.

REPORT OF THE EXECUTIVE COMMITTEE

8 March, 2013

Michael S. Castleberry, Chair

ACTIONS OF THE EXECUTIVE COMMITTEE

Reports

We have scheduled Vice Provost for Diversity and Inclusion Terri Reed for the April meeting to present the report on the Status of Women and Faculty of Color. We are requesting that Executive Vice President and Treasurer Katz come and discuss the University budget and his views on the increases in benefits costs to faculty as a result of rising health care costs at the April or May meeting of the Faculty Senate.

Other Matters

At its meeting in February, the Executive Committee discussed the implementation of the Strategic Plan once a final review is completed by the Board of Trustees. After approval by the Board a plan will be implemented that will address specific topics of the Strategic Plan with participation by the schools affected by said topics. Membership would be drawn from the faculty, students, and members of the administration depending on the nature and jurisdiction of the topics, e.g. cross-collaboration in research and teaching, etc.

The administration informs us that we are 'close' to finalizing the Vice-Provost for Finance as well as the Dean of the Columbian College of Arts and Sciences searches. We look forward to welcoming these new additions to the university community.

The Provost hosted the second annual breakfast for new faculty on March seventh. We meet new faculty in August to welcome them to the University in an orientation guided by Vice-Provost Martin that includes presentations by the Provost, officers of the administration, benefits and personnel staff, and includes a presentation by the Chair of the Executive Committee on governance and related matters. We follow that meeting up with the breakfast to check in with new faculty to ensure that the information we're providing them was correct and to ascertain any difficulties they have encountered in adjusting to life at the University. This group gave a particularly positive report on their period of acclimation to university life and were equally positive about their initial semester and a half of teaching. They are a very impressive group of professionals.

The nominating committee approved today will meet to select nominees for membership on the Executive Committee for 2013-2014 including the Chair of the Executive Committee. The slate will be presented and voted on at the April meeting. The April meeting of the Executive Committee on April 26th will be the combined 2012-13 and 2013-14 committees and committee membership nominees will be made at that time for action at the May meeting. Forms for service on committees have been distributed previously and we encourage you to invite faculty to participate. Committee service plays a crucial role in the Senate's contribution to shared governance, so we hope members of the Senate continue to volunteer for service and encourage their faculty colleagues to do so as well. Please note

that, with the exception of the Dispute Resolution Committee, tenure is NOT required for Committee service.

Personnel Matters

Nonconcurrences

The nonconcurrency in the Columbian College of Arts and Sciences from last summer has yet to be concluded.

Grievances

There is a grievance resulting from a nonconcurrency in the School of Business which was referred to the Dispute Resolution Committee and is in process at this time. A second grievance was just referred to the Dispute Resolution Committee from Columbian College of Arts and Sciences. We will keep the Senate informed about the progress of these cases.

There are no new nonconcurrences to report at this time.

Next Meeting of the Executive Committee

The next meeting of the Executive Committee is scheduled for March 22, 2013. Please submit resolutions, reports and any other matters for consideration prior to that meeting. The next meeting of the Faculty Senate will be on April 12, 2013.

Next week is the university spring break and we hope you enjoy some free time before we march to the end of this academic year.