

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR FACULTY SENATE
MEETING HELD ON FRIDAY, APRIL 11, 2014
IN THE STATE ROOM

Present: President Knapp, Provost Lerman, Registrar Amundson and Parliamentarian Charnovitz; Dean Feuer; Professors Brand, Castleberry, Costello, Dickinson, Downes, Garris, Gee, Harrington, Hawley, Lindahl, Marotta-Walters, McAleavey, McDonnell, Parsons, Price, Prasad, Pulcini, Roddis, Shesser, Sidawy, Simon, Stott, Swaine, Swiercz, Weiner, Williams, and Yezer

Absent: Deans Akman, Brown, Dolling, Eskandarian, Goldman, Johnson, and Vinson; Interim Deans Kayes and Maggs; Professors Brazinsky, Briscoe, Cordes, Fairfax, Galston, Helgert, Jacobson, Katz, Lantz, Miller, Newcomer, and Rehman

CALL TO ORDER

President Knapp called the meeting to order at 2:27 p.m. after the annual photograph of the Senate was taken.

APPROVAL OF THE MINUTES

The minutes of the meeting held on March 21, 2014 were approved as distributed.

CHANGE IN THE ORDER OF THE AGENDA

Professor Harrington sought and received unanimous consent so that item 5 could be heard as the next item of business.

DISCUSSION OF RECOMMENDATIONS FROM THE FACULTY GOVERNANCE TASK FORCE

Nelson A. Carbonell, Jr., Chair of the GW Board of Trustees attended the Senate meeting along with members of the task force. He provided an update on the task force's work thus far, utilizing a power point presentation (included with these minutes). As mentioned at the last Senate meeting, the first phase of the process was for the task force to meet with faculty members from each of the ten schools. In the second phase, town hall meetings were held to gather more feedback. The promised electronic faculty survey has been distributed to gather feedback from those who could not participate in the meetings, and the framework for obtaining this feedback was to request responses to the same questions that had been posed at the meetings. The survey will be open until April 18th. Once that process is closed, the task force will begin to finalize and present its recommendations. The task force website is another way in which faculty can provide feedback and this can be done both through direct e-mail comment and anonymous submissions. All of the documents the task force has produced or has been using thus far, including the University Charter and Bylaws, the *Faculty Code*, and notes from all of the task force's meetings, have been posted to the site.

Chair Carbonell next reviewed the draft guiding principles for the task force's work provided to the Senate at its March meeting. Based on strong feedback received from faculty, the task force framed and discussed with the Senate Committee on Professional Ethics and Academic Freedom a resolution to amend the *Faculty Code* section on academic freedom. The task force and the PEAFC Committee collaborated in two meetings to refine and edit the draft resolution, following which the Committee approved the resolution and sent it forward to the Senate Executive Committee. It is expected this resolution will be considered at the May 9th Faculty Senate meeting. Chair Carbonell said that he thought the joint effort that resulted in this resolution represented a milestone in fruitful collaboration with the faculty, and would demonstrate going forward how the task force's work would proceed.

The task force will in the next step of the process propose the creation of working groups composed of faculty, administrators and trustees to provide recommendations concerning each of the remaining four guiding principles [expanding participation in governance for all full-time faculty; the alignment of appointment, promotion and tenure procedures with the University's aspirations, along with ensuring consistent, transparent and high-quality processes and results across the entire University; defining a consistent and appropriate role for the faculty and the administration in the selection, performance appraisal and retention of deans and other senior academic administrators; and, with respect to school, departmental, center and institute rules and procedures, the creation of a consistent framework of faculty titles, policies and procedures across the University, while providing for the unique needs of each unit.]

Working group membership to include faculty, administration, and trustees, and charters and timelines for these groups will be developed in collaboration with the administration and the Faculty Senate. The working groups will be chartered by the Board of Trustees Committee on Academic Affairs and it is expected their recommendations will be formulated and proposed during the 2014-15 academic year.

Chair Carbonell concluded by saying that it has been a great experience for the task force members to interact with faculty and discuss these important issues. Going forward, this collaboration will continue to be very important in allowing the University to make appropriate changes to facilitate achieving the goals and aspirations of the institution.

Professor Parsons asked that the task force give more thought to the part-time faculty rather than focusing exclusively on full-time faculty. He observed that most departments do not in an average year see a research professor. In any teaching department, the bulk of non-tenure-track people doing the teaching on an average day are adjuncts. Professor Parsons said he thought that everyone knows about the lamentable mismanagement of these faculty members that caused them to unionize, and added that he thought most faculty are more concerned about part-time faculty and how they are integrated into the University than they are about the many fewer research faculty members.

Professor Garris, Chair of the Committee on Professional Ethics and Academic Freedom, said that he agreed with Chair Carbonell's observation that the collaborative working relationship between the task force members and the faculty has been excellent in developing a model which he thought would produce results that are exemplary of shared governance. The process followed thus far has proceeded with very extensive faculty

involvement and Professor Garris said he was confident that the faculty would be pleased with the outcome. A good example of this will be the resolution amending the *Faculty Code* section on Academic Freedom to be considered at the May Senate meeting. The PEAFC Committee and the Task Force worked together in framing this resolution and the result is something that will really improve the *Faculty Code*.

With respect to proposals to be made concerning the selection, appointment and review of deans, Professor Yezer noted that the values of the various schools are quite different, and it may not be wise to try and arrive at a one size fits all approach. Chair Carbonell said he appreciated the comment and that this was something the working group will have to tackle. He added that Professor Wilmarth of the PEAFC Committee had observed that there are professional schools that have accrediting bodies that require compliance with certain criteria, including the manner in which the schools govern themselves. This observation is quite insightful – there needs to be both some method of consistency but also the flexibility to do things that make sense locally. This will be a challenge, and the working groups are a great model to consider and make recommendation on these issues.

Professor McAleavey said he wanted to express for all of the Senate a big sigh of relief that the timeline for making changes to the *Faculty Code* had been extended for another year. President Knapp thanked Chair Carbonell and the members of the task force as this process moves into the next phase. This is an important conversation to have every ten years or so, and there is a great deal that can be done by everyone involved that will align all of the various activities of the University around shared aspirations and strategies.

RESOLUTION 13/6, “A RESOLUTION TO UPGRADE INFORMATION FOR STUDENTS SEEKING TO REGISTER FOR COURSES”

Professor Robert J. Harrington, Chair of the Educational Policy Committee, introduced the Resolution. The background for this is that the Student Council made the request to Vice Provost Ehrmann that the Senate might look at this issue with respect to how students who want to register fairly early on in the process, particularly online, could get some more information about courses they were interested in. This was referred by the Senate Executive Committee to the Educational Policy Committee. The Committee discussed the issue and then appointed a small subcommittee that included Professor Seavey (English), Professor Doebel (Biology) and Professor Christensen from the Writing Program, and Vice Provost Ehrmann. The subcommittee submitted its recommendations to the whole Committee, and Resolution 13/6 was the result.

The Resolution expresses the view that students deserve adequate information before registering online, and they may wish to know whether their own interests and major concentrations will be advanced by courses they would choose. Further, faculty teach best to students who have selected courses appropriate to their interests. Consequently, Resolution 13/6 encourages faculty to submit to the Registrar one of three kinds of information about each course to be offered the following semester:

- A draft syllabus for the upcoming term, clearly designated as tentative and subject to revision before the course begins, or

- a syllabus used in a previous version of the course, clearly marked as subject to change, or
- a form provided by the Registrar including such information as the course aims in a paragraph briefly describing what students will be expected to learn.

Discussion followed. Professor McAleavey said he basically supported the Resolution, but one of the things it lacks is a sense of when faculty are encouraged to submit the information requested. Professor Harrington confirmed that the Resolution is on this point deliberately vague as it is just an encouragement to faculty to try to help students as much as they possibly can. However, it is really up to individual faculty members to deal with this as they see best and communicate the information to the Registrar in the ways in which this could best be done.

Professor Weiner said that his department has for about the past 15 or 20 years already done this and one possibility is to provide the option for faculty to submit the requested information on an individual basis or through his or her department or school. Thus, for example, a departmental administrator can forward information that has already been compiled for everyone wherever and whenever it needs to go.

A short discussion followed and an amendment to the Resolution by the addition of the phrase “submission may be on an individual basis or through the faculty member’s department. or school” was moved, seconded and approved.

Professor Yezer asked if it was contemplated that this information would be publicly available, and if so, it might simply be published on departmental websites. Professor Harrington responded that he thought the intention of the Resolution was to point students to a particular point on the website that will be relevant to their query. And of course, keeping the website up to date is critical.

There being no further discussion, a vote was taken, and Resolution 13/6 was adopted as amended by unanimous vote. (Resolution 13/6 is included with these minutes.)

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

REPORT ON THE STATUS OF THE LYTERATI PROJECT (FACULTY ANNUAL REPORTING SYSTEM)

Vice Provost for Faculty Affairs Dianne Martin provided an update on the work of the Faculty Information System Advisory Committee (FISAC) which was established at the request of the Faculty Senate due to unhappiness expressed by faculty members about the initial module’s format. The Committee was composed of four Senate members, as well as other faculty members appointed through the Faculty Senate to represent the different schools as well as administrators responsible for the establishment of the reporting system.

Vice Provost Martin reviewed the charge to the Committee, which included developing a plan to efficiently clean up current CVs in the system, provide input for all future modules proposed for the system, and develop recommendations around the protection and use of the

data in the system. FISAC recommendations were also to be reported to the Senate Executive Committee.

The Lyterati system has been improved to remove some of the difficulties in using the prior system so that CV's (now called the Academic History) ingested into the system and made available for use by faculty preparing their Annual Reports can be more easily updated. A year ago, a survey was deployed to obtain faculty feedback on the first version of Lyterati and a lot of feedback, some very strong, was received. In the creation of Lyterati version 2.0 faculty will notice that the interface is much more intuitive than that of the last version and significant effort has been made to provide a system that is faculty-centric.

In addition, before the faculty interface was rolled out, faculty focus groups were selected; these were people who had said they would be willing to be on focus groups and they had made very negative comments last year. Really positive responses were received from those faculty members who looked at the new interface and were very pleased, saying it was intuitive and easy to use.

Another very important issue for the FISAC was the protection and use of the data in the system. An important fair use data practice is that data collected for one particular purpose and then used for another is very questionable, for example, when faculty are providing information for an annual report and suddenly they discover it is being used for all sorts of other things.

The issue of confidentiality of data was robustly discussed by the FISAC. Its conclusion was that the actual Annual Report itself, a snapshot in time of a faculty member, is part of the faculty personnel file, so all of it is a confidential document. However, included in that Annual Report document are certain elements (the academic history) which is actually public data, as it includes faculty members' publications and research which is already in public view. The FISAC concluded that the information entered by faculty members into the Annual Report segment describing all of their activities (in addition to their academic history) are confidential and as such, not searchable. The part that is searchable is the part that is in the academic history: the list of publications, research grants, and service.

In order to further address possible concerns about the confidentiality of data in the Lyterati system, another feature was added so that a faculty member can decide they do not want any of their data searchable, whether it is part of the annual report or academic history. It is important to note that that searchable means only at GW, so that, for example, faculty members wishing to contact others at the University with particular research interests can find each other. The data in this system is not open to the public, although some of the academic history information may be found in other public places.

Professor Swiercz agreed with Vice Provost Martin that the FISAC had put considerable effort into sorting out these confidentiality issues. Lyterati is a multi-use system and there will be many players involved in it for a lot of different reasons. Every effort has been made to ensure that the information in the Annual Report segment remains confidential and easily importable, the latter as part of the effort to make the system more user-friendly. Nonetheless, privacy concerns remain and annual report security will require continued vigilance

Vice Provost Martin announced that the next week, she would be sending out an announcement to the faculty letting them know that Lyterati is available for them to start working on this year's Annual Reports. The Medical School has already started to deploy it and this is the first time they have used it. They find it actually better than the old medical information system that they used to have.

A short discussion followed. Professor Sidawy said that few faculty members in his department (Surgery) had yet had the chance to use Lyterati, but those who have were able to do so without difficulty. Professor Costello said that all of the Medical School has yet to begin to use the Lyterati system and asked if the old annual reporting system was still available to be accessed for historical purposes. Vice Provost Martin said she could not answer the question because that system was an independent one. She recommended that Professor Costello contact the Associate Dean and inquire about getting data out of the old in-house system.

Vice Provost Martin reviewed the last part of the material distributed at the meeting which shows what the new Lyterati opening (landing) page, looks like. Information has been added upfront so that faculty can be very clear about what is considered confidential and what populates the academic history. They can readily see that anything that is in red is totally confidential, that it is not searchable, but is rather just a snapshot in time of their Annual Report. And also, that the rest of the items populating the academic history database could potentially be searchable if the faculty member allows their data to be available to the GW community, not to the public at large.

The Administration will monitor the process this year and input will be provided through the FISAC. There is another initiative afoot working with the Research Office to create something called a GW faculty finder that will use some of this Lyterati academic history data with data that is in VIVO [an interdisciplinary network that enables collaboration and discovery among scientists across all disciplines]; several members of the FISAC mentioned VIVO as a public resource that is already out there on faculty member's research and publications, so the University may be tapping into the VIVO data as well as Lyterati's academic history data as a way for researchers on campus to find each other and to build interdisciplinary and collaborative research

In conclusion, Vice Provost Martin commended the FISAC Committee for its hard work. There were long meetings, and strong meetings, but she said she thought that Committee members would agree that a good outcome was achieved. (Vice Provost's power point report is included with these minutes.)

GENERAL BUSINESS

As Professor Rehman was on work-related travel, Professor Harrington was asked to substitute for her in addressing the Executive Committee Chair's agenda items under General Business.

I. NOMINATIONS FOR ELECTION OF FACULTY MEMBERS TO THE FACULTY SENATE EXECUTIVE COMMITTEE FOR THE 2014-15 SESSION

Professor Harrington presented the Report of the Nominating Committee.

Pursuant to provisions of the *Faculty Organization Plan*, Professor Harrington moved the nomination of Professor Charles A. Garris (SEAS) to serve as Chair of the Senate Executive Committee for the 2014-15 Session. There were no nominations from the floor, and Professor Garris was elected.

Professor Harrington then moved the nomination of the following faculty members as listed on the meeting agenda to serve on the 2014-15 Senate Executive Committee: Professors Miriam Galston (GWLS), Marie Price (CCAS), Joyce Pulcini (SON), Sylvia Marotta-Walters (GSEHD), Anton Sidawy (SMHS), and Paul Swierz (SB). Professor Harrington announced that Professor Paula Lantz had been nominated to represent the Milken Institute School of Public Health. Because the Elliott School of International Affairs would not hold its Senate representative election until late April, the Nominating Committee agreed to put forward the name of a nominee for the Executive Committee from that School at the May Senate meeting.

There were no nominations from the floor, and the entire slate of nominees for membership on the Committee was elected.

II. NOMINATIONS FOR ELECTION OF FACULTY MEMBERS TO THE DISPUTE RESOLUTION COMMITTEE:

Professor Harrington moved the nominations of the following faculty members for membership on the Dispute Resolution Committee: Professor Kurt J. Darr as Chair for a one-year term, and Professors Lowell Abrams (CCAS), Kurt J. Darr (Milken Institute School of Public Health) Hugo D. Junghenn (CCAS), and Leo C. Moersen (SB) as Committee members for three-year terms ending April 30, 2017. [Note: the Chair is elected for a one-year term and may also be elected as a member of the Committee for a three-year term as above.]

There were no nominations from the floor, and the entire slate was elected.

III. NOMINATION FOR RE-APPOINTMENT BY THE PRESIDENT OF PROFESSOR STEVE CHARNOVITZ AS PARLIAMENTARIAN FOR THE 2014-15 SESSION

Professor Harrington moved the nomination of Professor Steve Charnovitz for re-election as Senate Parliamentarian for the next Session. There were no nominations from the floor, and the re-appointment was approved.

IV. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

The report of the Educational Policy Committee was distributed at the meeting and is included with these minutes. No other Annual Reports were received.

V. REPORT OF THE EXECUTIVE COMMITTEE

Professor Harrington presented the Executive Committee Report submitted by Executive Committee Chair Rehman. The Report is included with these minutes.

VI. PROVOST'S REMARKS

Provost Lerman said he thought many had noticed the large number of prospective students and their parents on campus the day of the meeting. The reason for their visit was their attendance at the first of four days during April when the University invites students to campus who have been admitted, but have not yet committed to attendance at GW. Approximately 4,000 students and their parents are expected to visit this month. What started as a rather small event historically has continued to grow.

The Provost commended the University Admissions staff, which is working incredibly hard at this last stage of the admissions cycle in which the final freshman class is shaped. Once this cycle is complete, Admissions staff will virtually immediately begin the next cycle for admitting the class of 2019. Admissions continues to be part of the lifeblood of the University, and Provost Lerman characterized the students the University has admitted this year as extraordinary -- they reflect a huge diversity of backgrounds and interests. He also noted that several hundred GW students have volunteered to help out with the events.

Provost Lerman drew the attention of the Senate to an e-mail he sent recently to all faculty, both full-and part-time, concerning the recent tragic deaths of three students. This communication urges faculty members to be vigilant about the health and welfare of all of the University's students. It also urges that faculty members, where appropriate, who encounter students that they have concerns about to talk with them and listen to them individually if they are comfortable doing so. Faculty members may also report these students through the CARE network and University staff will reach out to them. It may in addition be helpful to reserve some time during remaining class sessions to inquire about students' wellbeing and make sure they are aware of the resources the University is providing. Faculty can be a very positive force for the students because in many cases their relationship with students is among the most important relationships their students have.

The Provost also said he was very proud of the whole community in its response to these tragedies. Students have worked together to support each other, and the University's mental health professionals and other people have worked incredibly hard to reach out to as many students as possible. Meetings have been held at the Mount Vernon campus, leaders of the Honors Program have reached out, and outside people have been brought in to provide help. Ultimately, it is a tribute to the strength of the University community that a great deal of this response to tragic circumstances just arises organically from within the community, as students are helping each other and reaching out to faculty and staff. Times like this test the community, and there is much to be proud of in the way people have rallied together around supporting students who are troubled by these recent events.

VII. CHAIR'S REMARKS

President Knapp agreed with the Provost's observation that the past couple of weeks had been very difficult for the University community. He related that when he first became an administrator at another institution, one of the first things he had to deal with was the tragic loss of a student. He added that he had experienced that from time to time over the past twenty years, but never before had two such terrible events occurred in a single week. These

unexpected tragedies can be overwhelming for all concerned, including families, friends, fellow students, and staff .

President Knapp said he wanted to affirm what Provost Lerman said, that the community has come together in a very powerful way. He added that he wanted in particular to thank the faculty, who have in so many cases stepped forward and been helpful with their advice and their participation in related events. The University is also fortunate to have a good deal of expertise on the part of faculty, particularly in the Medical School and the Milken Institute School of Public Health, and it has been very helpful to draw upon this in the effort to find the best way to respond under these circumstances. It has also been helpful in locating external expertise as the University does everything it can to make sure that the student body maintains its health under these circumstances.

The President also provided an update about ongoing discussions about a possible partnership between GW and the Corcoran Gallery [and its Corcoran College of Art and Design] and the National Gallery of Art. The result would be an arrangement where the National Gallery would take on the stewardship of the art in the Corcoran Collection, and the University would in effect merge with the Corcoran College of Art and Design. Discussions are ongoing and it expected they will be concluded toward the end of April. Thus far, everything seems to be moving in the right direction, so there is optimism about the ultimate outcome. This arrangement could be a very important opportunity for the Columbian College of Arts and Sciences, presenting as it does new ways in which GW can enhance arts education across the institution. President Knapp congratulated CCAS Dean Ben Vinson and his faculty for the leadership they are demonstrating by stepping forward and thinking very creatively in ways that could have a very important effect on enhancing the stature and educational reach of the College and many other parts of the University that also have a strong commitment to the arts and to culture in the District of Columbia and beyond.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Parsons said he wanted to praise the Senate. As many Senate veterans know, he said he has often been as enthusiastically critical of the Senate as he was about the administration. However, sometimes it is important to express appreciation for the Senate's accomplishments. One in particular has jumped out in the last month, and that is the wonderful gift of \$80 million to what is now the Milken Institute School of Public Health given by the Milken Foundation and Institute, and Sumner Redstone.

Professor Parsons added that he wanted to remind the Senate of its role in making the School of Public Health what it is today. Ten years ago again, as many Senate veterans would know, the Public Health School was disproportionately a consulting contract operation. It was the leadership of Professors Lilien Robinson and Art Wilmarth in the Senate who led the effort to have the Public Health School begin to fulfill its obligation to employ tenure-track and tenured faculty as specified in the *Faculty Code*. This required an immense shift in resources at the School. Professor Ed Cherian of the School of Business also devoted an enormous of time to this effort, giving support to administrators at the School as it moved toward the appropriate faculty rank ratios.

The Senate sometimes worries that it never accomplishes anything, but from time to time, it does. Professor Parsons said that he had submitted a letter to the Editor of *The*

Hatchet four years ago praising the work of the faculty members he had just mentioned. The results of their leadership proves that good things do come with quality. [The letter was distributed at the Senate meeting and is included with these minutes.]

Professor Yezer reported that there has been a major development in the online classroom reservation system. For those faculty members who need to schedule review sessions and workshops and have no access to space within their own departments, the online class registration system has been tremendously upgraded so that all of the rooms available for a special event can be viewed, and faculty members can reserve the room instantly that meets their requirements. Professor Yezer said he thought this is a tremendous innovation, at least in the lives of the many faculty members who have to schedule such events, and he congratulated the administration on this upgrade.

ADJOURNMENT

There being no further business before the Senate, and upon motion made and seconded, the meeting was adjourned at 3:31 p.m.

Elizabeth A. Amundson

Elizabeth A. Amundson
Secretary

**A RESOLUTION TO UPGRADE INFORMATION FOR STUDENTS SEEKING
TO REGISTER FOR COURSES (13/6)**

WHEREAS, students deserve adequate information before registering online, and

WHEREAS, faculty seek motivated and prepared students for the courses they plan to offer, and

WHEREAS, students may wish to know whether their own interests and major concentrations will be advanced by courses they would choose, and

WHEREAS, faculty teach best to students who have selected courses appropriate to their interests NOW, THEREFORE,

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

That faculty are encouraged to submit to the Registrar one of three kinds of information about each course to be offered the following semester:

- **A draft syllabus for the upcoming term, clearly designated as tentative and subject to revision before the course begins, or**
- **a syllabus used in a previous version of the course, clearly marked as subject to change, or**
- **a form provided by the Registrar including such information as the course aims in a paragraph briefly describing what students will be expected to learn.**

Submission may be made individually or through the faculty member's department or school.

**Faculty Senate Educational Policy Committee
March 25, 2014**

Adopted as amended, April 11, 2014

Faculty Governance Task Force

Presentation to the Faculty Senate

April 11, 2014

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

Faculty Governance Task Force

- Process Update
- Draft Guiding Principles
- Academic Freedom Resolution
- Working Groups

Process Update

- Phase 1 - School based meetings to discuss governance
- **Phase 2**
 - Town Hall feedback meetings (complete)
 - Faculty Questionnaire (closing April 18)
 - Website remains open for comment
- Phase 3 – Finalize and present recommendations

Draft Guiding Principles

- **Academic freedom**
- Full-time faculty governance participation
- University-wide appointment, promotion and tenure processes
- Consistent process and roles for dean and academic administrator search, appointment and review
- Consistent framework for school, department and unit policy and procedure

Proposed Resolution

- Proposed academic freedom resolution
- Based on strong feedback from faculty
- Resolution drafted to amend academic freedom section of the Faculty Code
- PEAFF and FGTF collaborated over two meetings to edit and approve draft amendment
- PEAFF approved the amendment and sent forward to Senate Executive Committee

Draft Guiding Principles

- Academic freedom
- **Full-time faculty governance participation**
- **University-wide appointment, promotion and tenure processes**
- **Consistent process and roles for dean and academic administrator search, appointment and review**
- **Consistent framework for school, department and unit policy and procedure**

Working Groups

- Propose to the Board, as the next step in the process, the creation of working groups composed of faculty, administration and trustees for each remaining guiding principle
- Working group membership, charters and timelines to be developed in collaboration with the Administration and Faculty Senate EC
- Working groups chartered by the Board of Trustees Committee on Academic Affairs
- Recommendations and proposed actions during 2014 - 2015 Academic Year

Questions and Comments

www.trustees.gwu.edu/governance

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

**Report of the Faculty Information System Advisory Committee
For the GW Faculty Senate
February, 2014**

Members of the Committee:

Convener: Dianne Martin, Provost's Office - Faculty Affairs
Michael Castleberry, GSEHD
Steven Tuch, CCAS
Kathy Newcomer, CCAS
W. Burlette Carter, LAW
Walter Reich, ESIA
Ed McCord, ESIA
Christine Pintz, SoN
Melissa Perry, SPHHS, Dept Chair
Kim Roddis, SEAS, Faculty Senate
Paul Swiercz, SB, Faculty Senate
Mary Corcoran, SMHS
Karim Boughida, Library
Laura Boselovic, CCAS, Admin staff
Monica Partsch, SPHHS, Admin staff
Jennifer Sieck, Fac Affairs Admin staff

I. Charge of FISAC:

- a. Develop a plan to efficiently clean up current CVs in the system
- b. Provide input for all future modules proposed for the system (tenure and promotion, sabbatical requests, etc.) – *future modules are currently on hold.*
- c. Develop recommendations around the protection and use of the data in the system
- d. Report recommendations of FISAC to the Faculty Senate Executive Committee

II. Carrying out its charge:

a. **Cleaning up current CV's in the system** - the Lyterati system has been improved to allow for ease of moving items from one category to another in the Academic History database. Faculty members may now add new items through the annual report and they will automatically populate the Academic History.

b. **Provide input for current and future modules** – The first major recommendation by FISAC was that the focus of the system should be on the Annual Report from a faculty-centric perspective. Using that as a starting point, FISAC has provided extensive input to the new interface for the system. Using the data from the faculty survey sent out in May, the committee made specific recommendations about the overall structure of the interface and data collection.

In February four faculty focus groups were held to test-drive the new interface. Eight faculty members participated in the one-hour focus groups. They brought their own laptops to test drive the new interface. In one case, the session was held in the faculty member's office. At the end they filled out a brief survey designed to capture

their impressions. Overall, they were pleased with the new interface and gave it a grade of B+ (compared to the previous grade of F!). They found it to be intuitive and easy to use.

c. Discussion of protection and use of the data in the Lyterati system: The most significant work of FISAC was around the confidentiality of the data and the importance of the Faculty Annual Report in the evaluation of faculty members. All agreed that the Faculty Annual Report as a snapshot in time of faculty performance is a confidential document that all faculty members are required to file with the department chair and dean. The dilemma was around the part of the data that was public, such as research contributions, teaching and service contributions that are publicly available. This is also data that the administration would like to be able to search for reports. The Lyterati system allows both types of data to be captured – the onetime annual report data and the data from the annual report that populates the Academic History of each faculty member. After much discussion, there was consensus that the Academic History data should be searchable since it is publicly available data. The committee looked at the annual report form to determine which fields are annual report only (confidential) and which are also part of the academic history.

It was recommended that Lyterati provide a link to a color coded annual report so that faculty members will know which parts of the report are confidential and which parts flow into the Academic History database. Lyterati now has an **opt-out** button for any faculty member who does not want any of his or her data to be searchable (**Search Opt Out: My research, teaching and service data is not to be searchable by other GW faculty members**).

Attached is the new landing page with the link to the discussion of confidentiality of the annual report.

III. Next steps. The new interface will be rolled out with the School of Medical and Health Sciences implementation on March 1. At that point the system will be open for any faculty members who want to go in to update their Academic History data. New faculty will be specifically invited to go in and set up their academic history. FISAC will reconvene in two months after the SMHS implementation. By then SPHHS and SoN will also have initiated the new annual report cycle.

The FISAC is to be commended for its hard work and diligence in carrying out its charge.

Respectfully submitted,

Dianne Martin



Office of the Vice Provost for Faculty Affairs

Faculty Information System Advisory Committee

April 11, 2014

C. Dianne Martin

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FISAC Members

- **Convener:** Dianne Martin
- **Michael Castleberry, GSEHD**
- **Steven Tuch, CCAS**
- **Kathy Newcomer, CCAS**
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- **Jennifer Sieck, Provost, Admin staff**

2



FISAC Charge

- Develop an efficient way to clean up current CVs in the system
- Provide input for all future modules proposed for the system (tenure and promotion, sabbatical requests, etc.) – *future modules are currently on hold.*
- Develop recommendations around the protection and use of the data in the system
- Report recommendations of FISAC to the Faculty Senate Executive Committee

3



Confidentiality of Data

- The Annual Report is confidential – it is a snapshot in time and becomes part of the faculty personnel file.
- The Academic History is cumulative and contains much publicly known data.
- The faculty member is informed about what data is confidential and what can be searched.
- The faculty member can opt out of any searching.

4



Next Steps

- FISAC will continue to monitor the 2014 annual report process
- FISAC will continue to provide input on any new modules for Lyterati
- FISAC will provide recommendations for a GW Faculty Finder initiative that will combine Lyterati data with VIVO

THE GEORGE WASHINGTON UNIVERSITY

THE FACULTY SENATE

COMMITTEE ON EDUCATIONAL POLICY

ANNUAL REPORT 2013/2014

The Committee met 5 times during the Faculty Senate year- twice in the fall semester and 3 times in the spring semester. The following are a composite of the minutes of the 5 meetings presented as our report.

- (i) At our first meeting in October this item and the following were discussed: The administration had requested the Faculty Senate to consider the proposal to change the recording of Incomplete grades to that obtained once the Incomplete had been satisfied rather than retaining the letter 'I' next to the grade obtained. After some discussion, the committee decided to request the administration to examine in more detail the consequences of this action and whether or not GW would be in line with other schools in taking this action. Other issues which were mentioned included questions concerning students taking advantage of Incompletes to improve their grades.
- (ii) The question of the implementation of the strategic plan was then addressed. There was general agreement that encouraging a greater emphasis on creativity was important. The committee thought that the proposed universal curriculum for first year undergraduates was similar to the Harvard or Stanford models. On balance, the various schools should have more input into determining the curriculum for this general year. The committee wondered if an undergraduate Dean or a Vice Provost for Undergraduate Affairs would be appointed. On further information from the administration it was agreed to consider this in more detail at a later date. One of the items to be discussed would be double majors and a 5-year program leading to an M.S. degree.
- (iii) At our second meeting in December the following three items were discussed. This first item was a continuation from the October meeting. Senior Vice Provost Maltzman informed the committee that this had been discussed at some length at a meeting of the Associate Deans. Registrar Amundson had looked into the issues raised by the committee and was able to report that the majority of the market- basket schools were currently adopting the process of removing the Incomplete grade once an actual grade had been reported. The committee agreed that students in general gave the impression that they would be in favor of this. The committee thought that it was time to move forward on this. The Chair then agreed that he would prepare a resolution for the next meeting of the committee in January, 2014 for discussion. This would then to be sent on to the Executive Committee if approved. The

resolution would not require removal of the 'I' to be retroactive but to come into operation with the Fall 2014 semester.

- (iv) The question of the University Policy on On-Line Access was then addressed. This had been raised as an issue with regard to the material of the various courses given on-line and the administration's concern that the content was not suitable. However, of more immediate concern was the physical access given to disabled students. The committee agreed that what was important was the best practices for On-Line Learning and how these could be implemented. Interaction with students taking these courses was obviously a major concern.
- (v) At our third meeting in January the following 7 items were discussed. The committee addressed the question of Financial Aid and Admissions. This had been raised as a result of a report in *The Hatchet* that the University was refusing admission to students, although qualified, if they required financial aid. Senior Vice Provost Maltzman explained that the admissions process was initially 'Read Need Blind'. This means that all undergraduate applications are simply rated independently of any financial need requirement. Only after this stage are they assessed, depending on the qualifications of the applicant, for need based requirement. Director Dan Small indicated that there was a separate form the applicant filled out to request financial aid.
- (vi) The committee then turned to the implementation of the common core curriculum as suggested in the Strategic Plan. The committee agreed with Senior Vice Provost Maltzman that there is a case that subjects such as writing reports and/or essays was a common requirement for undergraduates and so the University has the Writing Program. Mathematics could also be considered in the same light, but engineers and scientists require more advanced mathematics than, say, arts majors. Some simplification across schools was sought within the Strategic Plan and this has yet to be finalized. Students often ask for more flexibility in their degree programs and the ideas in the Plan could be implemented along these lines.
- (vii) The Resolution on early grade reporting was addressed and after considerable discussion was agreed upon. The Chair agreed to circulate the final version via e-mail to the members of the committee before sending it to the Executive Committee.

- (viii) The proposed policy on the removal of the “I” associated with Incomplete grades was then discussed and after much debate and editing a final version was agreed upon. The Chair agreed to circulate this also via e- mail to the members of the committee before sending it to the Executive Committee.**
- (ix) The administration had decided to postpone implementation of the Core Curriculum as proposed in the Strategic Plan. It was agreed that this was the main concern of the committee so further discussion of this item could be left until it was clear what would be more firmly proposed by the administration.**
- (x) The Chair suggested that the improvements to the Lyterati software for submitting the Faculty Annual Reports would better be explained by Vice Provost Martin. An invitation to VP Martin to attend the February meeting of the committee would be extended.**
- (xi) The Registrar informed the committee that the use of DegreeMap for graduate students for advising and registering in courses at the graduate level was at the discretion of the various programs in which the student was matriculated. While a number of faculty were not particularly happy with DegreeMap for graduate students, it was agreed that this was a great help to undergraduate advisors.**
- (xii) At our fourth meeting in February the following 5 items were discussed. The issue of faculty submitting their syllabi before the start of the semester so that students could be aware of this prior to their registering for a particular course was then discussed. After some debate, Professors Doebel and Seavey agreed to form a subcommittee to report back to the committee at its next meeting in February.**
- (xiii) Vice Provost Martin gave the committee an update on the Faculty Annual Reports software by Lyterati. There had been some concern by the faculty regarding the CV inclusion to the Annual Report which had been addressed and was now working satisfactorily. Further development of the software was now available and had considerably enhanced the reporting mechanism for the faculty. In general, VP Martin attested that several faculty had been asked to test the current state of the software and this had turned out well. VP Martin would be giving the Faculty Senate a presentation of the development of the Faculty Annual Reports at its next meeting in March. {This report was rescheduled for the April 11th Senate meeting.}**
- (xiv) The Resolution on early grade reporting was been submitted to the Faculty Senate Executive Committee and scheduled for presentation to the Faculty Senate at its meeting in March.**

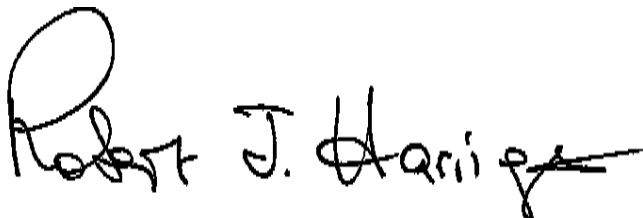
- (xv) **The Resolution on the removal of the “I” associated with Incomplete grades was also submitted to the Faculty Senate Executive Committee and was also scheduled for presentation to the Faculty Senate at its March meeting.**
- (xvi) **The draft resolution on Faculty submission of syllabi in time for students’ online registration was then addressed. With only a few minor adjustments, the subcommittee comprised of Professors Seavey, Doebel and Kristensen and Vice Provost Ehrmann agreed to present the final draft at the next meeting of the committee.**
- (xvii) **At our fifth and final meeting in March, the resolution from the subcommittee regarding faculty submission of syllabi in time for students to see it prior to registration was agreed on unanimously by the committee. The Chair informed the committee that the resolution would be forwarded to the Executive Committee immediately.**
- (xviii) **The Chair thanked the members of the committee for a very productive year and wished them well for the rest of the semester and the months prior to the next Academic Year 2014/2015. As many members of the current committee as possible were encouraged to continue their membership for the following year.**

Members of the Educational Policy Committee:

Faculty: Professors Beveridge, Carter, Castleberry, Chin, Davies, Doebel, Fu, Jakeman, Han, Junker, Kristensen, Parrish, Robinson, Seavey, Smith, Srinivas, Ticktin

Administration: Registrar Amundson, Associate Provost Beil, Vice Provost Ehrmann, Dean Feuer, Gelman Library Coordinator Gaspar, Dean of Students Konwerski, Executive Director Small

Respectfully submitted:

A handwritten signature in black ink that reads "Robert J. Harrington". The signature is written in a cursive style with a large, looped initial "R".

Robert J Harrington, Chair

Donald Parsons: Transforming GW's School of Public Health

Shifting from consulting firm to University unit will prove beneficial

by **Donald Parsons**

Issue: 2/4/102/4/10 | Opinions

In the heat of the health care debate last fall, *The Hatchet* reported that "Josef Reum, interim dean of the SPHHS, was tasked by the Board of Trustees to get involved in the debate". A later Hatchet piece reported that SPHHS has been chronically out of compliance with the Board of Trustees' requirements (Faculty Code) for all schools and departments to be primarily staffed with faculty members with long-term commitments to the University.

The two news items - the first indicating trustee concerns that GW is not the active participant in this critical policy debate, the second that there are extraordinarily few SPHHS faculty with long-term University commitments - are two sides of the same problem. However, unlike many GW academic shortcomings, this is one the University is actively resolving. A major transformation of SPHHS is underway that will make the school a more capable responder to future health care policy crises.

SPHHS was created in 1997 and was initially operated as a commercial enterprise, essentially a consulting firm, not an academic activity. An academic policy center, staffed with thinkers given the time to think deeply about the nation's problems, is expensive, and requires large-scale and successful fundraising. A consulting firm can "live" on contracts that allow it to provide routine, but useful services to government agencies. In an era of government outsourcing, these routine funding opportunities are plentiful.

Over the years, the trustees have compiled a set of rules designed to insure that GW operates in a manner consistent with their conception of a university. This requires that at least 75 percent of the regular faculty of any school be tenured or tenure track, essentially permanent.

Unfortunately trustee rules can be ignored for long stretches if the administration doesn't share the trustees' objectives, as the board is not vigilant. Additionally, the last administration had an unusual preference for buildings that made the consulting-firm model appealing. As a result, SPHHS remained organized that way for a decade. The school was staffed with a "skeleton crew" of permanent faculty, approximately 40 percent of all regular faculty; and a much smaller share of research professors, whose incomes depend entirely on their abilities to secure contracts and grants, are included. During this first decade the Faculty Senate regularly lamented the failure of the administration to remedy this situation, but with little effect.

For whatever reason - change of administration, renewed interest from the Medical Center or from the trustees - Dean Reum has responded positively and aggressively to the latest Faculty Senate effort to remedy this situation, chaired by Professor Edward Cherian of the School of Business. The percentage of tenured and tenure-track faculty has jumped from 40 to 60 percent in two years, and Reum has credibly committed the school to continue tenure/tenure-track hiring until that number reaches 75 percent in 2012. Soon a substantial fraction of the SPHHS regular faculty will be able to devote themselves to health care issues without concern that they need a project to guarantee reappointment or, in the case of research faculty, to feed their families tomorrow.

The school's rapid transition from consulting firm to University unit is raising novel governance issues - how does a department that hires its first tenure-track faculty member implement a search? How does it mentor or implement tenure evaluations? For that matter, who should serve on the search committee for the next permanent dean? These are, in the end, small matters. To become a serious intellectual center is neither easy nor inexpensive, but the future of SPHHS has certainly brightened. The apparent collapse of efforts to reform the U.S. health care system suggests that deep policy reflections on health care cannot come too soon.

The writer is a professor of economics and a member of the Faculty Senate special committee on financial and operational planning for the Science and Engineering Complex.

Readers can visit the Forum to [comment on this op-ed](#).

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<http://media.www.gwhatchet.com/media/storage/paper332/news/2010/02/04/Opinions/Donald.Parsons.Transforming.Gws.School.Of.Public.Health-3864595.shtml>

REPORT OF THE EXECUTIVE COMMITTEE

April 11, 2014

Scheherazade S. Rehman, Chair

First, I wish to thank Professor Robert Harrington for substituting for me while I am overseas for work. The Senate appreciates very much receiving the progress report from Board Chair Carbonell about the continuing work of the Faculty Governance Task Force. The Executive Committee looks forward to reviewing a resolution concerning a proposed amendment to the Faculty Code section on Academic Freedom, to be forwarded from the Committee on Professional Ethics and Academic Freedom for possible consideration at the May 9th Senate meeting.

We would also like to thank Vice Provost for Faculty Affairs Dianne Martin for her Report on the Lyterati Project today. This project, in its final stage, is the result of a great deal of effort on the part of the faculty and administration in determining how best to implement the new faculty annual reporting system across the schools of the University, and it serves as a very good example of shared governance.

A third expression of appreciation is extended to all of the members of this year's Nominating Committee, which put forth the slate of nominees for next year's Executive Committee voted on today. Elections for Senate representatives are now complete in all Schools except the Elliott School and those results are expected shortly. New senators will begin their terms on May 1, 2014. May 9th will be the first Senate meeting they will attend as voting members. The Nominating Committee will convene to nominate a senator from the Elliott School to serve on the 2014-15 Executive Committee at the May Senate meeting as Senate elections currently have not been held in the Elliott School.

The current Executive Committee will meet jointly with the new 2014-15 Executive Committee members on April 25th. At this joint meeting, Chairs and Committee members of Standing and Administrative Committees will be selected for election at the May 9th meeting.

The Executive Committee invites all current Committee Chairs and Committee members to communicate their willingness to serve another term. There is also still time to encourage faculty to apply for service on these Committees. The work of Senate Committees has again been especially important in this year when so many critical issues were raised.

This meeting concludes the work of the Faculty Senate for 2013-14. I would like to thank the President and the Provost for their commitment to participation and leadership in these meetings. We also thank Professor Charnovitz for his attention to detail and his continuing commitment to facilitating the work of the Senate as the Parliamentarian.

The Executive Committee also extends its profound gratitude to Professor Kurt Darr, Chair of the Dispute Resolution Committee for many years now. This has been another year in which an unprecedented number of issues have come before that Committee and his leadership in addressing these and moving forward the grievance process in connection

with a number of cases has been indispensable. In addition, we express our profound appreciation for the work of all of the members of the Dispute Resolution Committee. Without their willingness to volunteer their service the grievance process could not possibly function smoothly for as many years as it has.

One last reminder: Committee Chairs who have not yet submitted their Annual Reports should do so as soon as possible. These will be distributed with the agenda of the May meeting.

As already mentioned, the next meeting of the Executive Committee is scheduled for April 25, 2014. Please submit resolutions, report, and any other matters for consideration prior to the meeting. The first meeting of the Faculty Senate 2014-15 session, again, will be on May 9th, 2014.