

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR FACULTY SENATE
MEETING HELD ON SEPTEMBER 12, 2014
IN THE MARVIN CENTER, ROOM 405

Present: President Knapp, Provost Lerman, Registrar Amundson and
Parliamentarian Charnovitz; Deans Dolling, Feuer, Johnson, and
Livingstone, Professors Brand, Brazinsky, Castleberry, Costello,
Fairfax, Galston, Garris, Gee, Harrington, Hawley, Katz, Khoury,
Lantz, Lindahl, Marotta-Walters, McAleavey, McDonnell, Miller,
Newcomer, Parsons, Prasad, Rehman, Roddis, Swaine, Thompson
Weiner, and Williams

Absent: Deans Akman, Brown, Eskandarian, Goldman, Morant, and Vinson;
Professors Dickinson, Feldman, Jacobson, Price, Pulcini,
Shesser, Sidawy, Simon, Squires, and Swiercz

CALL TO ORDER

The meeting was called to order at 1:08 p.m.

APPROVAL OF THE MINUTES OF THE MEETING HELD ON MAY 9, 2014

The minutes of the meeting were approved as distributed.

INTRODUCTION OF NEWLY-ELECTED AND RE-ELECTED SENATE MEMBERS

President Knapp introduced the following newly-elected faculty members:

Professors Dina R. Khoury, and Ayanna T. Thompson. (Ilana Feldman and Gregory D. Squires were absent.) Professor Garris announced that Professor Kausik Sarkar [who was not able to attend the meeting) had been elected the day before by the School of Engineering and Applied Science as an interim replacement for Professor Mona Diab until such time as she returns from leave.

The following re-elected faculty members were also introduced: Professors Gregg A. Brazinsky, Robert J. Harrington, Paula M. Lantz, Sylvia Marotta-Walters, David McAleavey, and Edward Swaine. (Laura Dickinson, Robert M. Shesser, Anton Sidawy and Paul Swiercz were absent.)

President Knapp also introduced Steve Charnovitz, the re-elected Parliamentarian for the 2014-15 session, as well as members of the 2014-15 Senate Executive Committee: Professor Charles A. Garris, Chair, Miriam Galston, Paula Lantz, Marie Price, Joyce Pulcini, and Anton Sidawy. Sylvia Marotta-Walters and Paul Swiercz were absent. The new Dean

of the School of Business, Linda A. Livingstone, was present at the meeting and she was introduced.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

RESPONSE OF THE ADMINISTRATION TO SENATE RESOLUTIONS FOR THE 2013-14 SESSION

President Knapp noted that the administrative response to Senate Resolutions for the 2013-14 session and four resolutions adopted at the May 9, 2014 meeting had been distributed electronically. He indicated that copies were available at the meeting. No questions were posed concerning this item of business. The Response of the Administration is included these minutes. To view the text of the individual resolutions, go the Senate minutes of the meeting at which the resolution was adopted <http://www.gwu.edu/~facsen/>.

STATUS OF HEALTH CARE BENEFITS AND OPEN ENROLLMENT UPDATE FOR FALL 2014

Vice President for Human Resources Sabrina Ellis provided the report, which included a two-page handout distributed at the meeting and a powerpoint presentation (both are included with these minutes.)

Vice President Ellis began by thanking Professor Garris, the Executive Committee Chair, and also faculty members who have served on the Budget Advisory Committee (BAC) over the past academic year. Some significant progress has been made in looking at the University's benefit programs and in making some decisions about how to modify those programs to limit payments from faculty and staff. Vice President Ellis then outlined the changes that came about as a result of what emerged from these conversations.

She began by giving an overview of the University's benefits expenditure by fiscal year. The retirement benefit is the largest expense in terms of the University discretionary benefit plans. Medical and prescription drug benefits are second, followed by tuition remission. She also provided information on the handout about non-discretionary benefits, or those required by law.

Vice President Ellis reviewed information in the handout outlining total claims, which is the number that is the focus of projecting what the costs will be to the University and its employees throughout the year. GW's claims experience was \$33 million in calendar year 2011 and is expected to be \$48 million in calendar year 2015. She pointed to two items she characterized as very relevant benefits issues discussed over the last year. The first is noted at the bottom of the chart and it speaks to a trend – one that GW's pharmacy vendor, CVS, would call a bad one – specialty drug expenses have increased in one year by 31%. To put that into perspective, in 2012 the University spent about \$2.3 million on specialty drugs. In 2013 that went up to \$3.2 million, so these costs increased by one-third. She added this is not due to any abuse of the program, but is really just a product of how the plan is

structured. Recommendations have been reviewed to modify the way GW's plan is structured to try to bring those costs down and to utilize the money that is in that plan in the best possible way.

Over the last couple of years discussions have been held about improving generic dispensing rates and recent experience has been better in that regard. The rate in 2012 was about 73% and in 2013 it went up to about 75% so this is better than before. But there is some room for growth and part of that has to do with particular types of drug classes. There are certain prescription drugs where Human Resources is finding that individuals are moving away from generics and they are sticking with the brand. Again, that is not because of any abuse of the plan, it really is more a result of how the plan is structured. Vice President Ellis then outlined some of the changes that will be implemented to try to curb some of that.

Some of the changes that will impact costs to medical benefit plans have been implemented for 2015 due to provisions of the Affordable Care Act, and that will continue. New this year will be the introduction of an out-of-pocket maximum for all prescription drug plans. This is a good thing from the employee's standpoint because it limits their exposure to costs for prescription drugs. In terms of costs that will impact the overall benefit pool, increased enrollment is expected and the anticipated result will be a \$200,000 increase in costs. In addition, some may have heard of the excise tax on "Cadillac Plans." This is essentially a tax that will be charged against any plans that exceed particular thresholds. GW does want to be responsive to that. It is evident from various studies that have been done that about 81% of employers will be shifting how their medical plans are structured to enact some good practices to try and avoid that excise tax. If changes are not made, those tax dollars will be taken out of the overall benefit pool. If not, GW can keep more of that money in that pool.

Next, Vice President Ellis outlined changes planned for implementation in 2015. She reiterated that these are changes resulting from the overall review of the benefit plan and its costs. One of the changes is the introduction of a new plan, still in the United Health Care (UHC) network, which is a High Deductible health plan which can be paired with a Health Savings Account. This plan will have a higher deductible than that required for the other UHC plans, but there are some advantages to this, which is why it is being introduced.

One advantage is that the new plan essentially gives the plan member more autonomy and more flexibility on how their benefits dollars are spent. The other is there are no copayments for certain preventive and maintenance drugs. Human Resources has looked at that list. It is a very expansive list and includes a lot of conditions for which prescription drugs are used by plan members. The high deductible plan can be paired with the Health Savings Account (HSA), which has very good tax advantages. One of the plan components that individuals will want to be mindful of is that the deductible does have to be met before the plan will insure. And these are higher deductibles than those for the other insurance plans offered.

In addition, the prescription drug benefit is different. On the other UHC plans, if the plan member goes to the doctor they pay either the generic copay which is \$10 or \$35

depending on what type of drug it is. With the high deductible plan if it is not on the preventative and maintenance drug list there is a 20% copay of the cost of the drug. That is the negotiated rate that is provided by CVS Caremark. One of the big benefits to this plan is that it has premiums that are significantly lower than the other plans. The decision to offer this plan is because it is something that responds to requests that have come through to have a plan that offers greater flexibility.

Vice President Ellis outlined features of the Health Savings Account (HSA) to be offered. This is different than the flexible spending account. The HSA can only be paired with a high deductible plan, but essentially individuals can put in up to \$3,350. If someone is on a family plan they can put in up to \$6,650. These are tax-free contributions and as long as they are used for qualified medical expenses they continue to be tax free. Two big benefits of the HSA is that there is no use it or lose it provision as there is in a Flexible Savings Account and it goes wherever the person goes (is portable), so if an employee leaves GW or retires that money stays in that account and goes with them. In addition, if there is any money in that account that has not been used for qualified medical expenses, individuals can take distributions from those accounts that are subject to tax but as long as they are used to cover qualified medical expenses all of the contributions up to the limits in those accounts are tax free. So there is definitely a benefit to having that plan.

Turning to other discretionary benefit plan changes, Vice President Ellis said that because of the excise tax that will be implemented against employers who offer Cadillac Plans, the University will take steps in 2015 to alleviate that cost to its plans. The benefit to this in terminating GW's premium health care plan which is the in-network only plan is that if this plan were retained it would incur an almost million dollar tax hit. That impacts employees and it impacts the University because fundamentally that million dollars comes from the benefit pool. If that plan was not eliminated and the million dollar tax liability were imposed, it would essentially raise employee premiums to a very unsustainable level.

There are about 132 faculty who are currently enrolled in this premium plan and over the next couple of weeks before open enrollment Human Resources will be targeting communications to these employees so they can enroll in one of the other three plans that will be offered by the University. This is a plan termination, and not a vendor termination, so individuals will still have access to the UHC network and will not have to change their doctors.

A number of changes will be implemented in 2015 in response to the very high trend in specialty drug utilization. First, the University will be moving to a standard drug formulary. This is essentially a list of prescription drugs that are negotiated by CVS with discounts. As a result of that, when members who currently are on a drug that is not on the formulary they will have the option of either switching to a drug that is on the formulary or they will pay the higher non-preferred brand copayment. In looking at the overall amount of members who will be affected by this change, there are 267 prescription drugs that will be affected. To put this into perspective, last year the University's prescription drug plan dispensed last year about 90,000 prescriptions, so 267 prescriptions out of 90,000 is about 3/10th of one percent. That is not an insignificant number in terms of the cost of these particular drugs because some of them are very costly. The move here is to move employees to using drugs that are on the formulary

Changes will also be made to the University's tuition remission benefit. This has been discussed over the past two years and some benchmarking has been made to see how adjustments could be made to this. No changes will be made to dependent tuition remission – changes will apply only to the tuition remission plan for GW employees. The changes that are being made will save the discretionary benefit plan about \$750,000, and the money saved stays in the benefit pool and helps GW to keep its overall benefits costs and resulting employee premiums down.

There will be three key changes to the tuition remission plan: the first is reducing the total number of credits eligible for tuition remission from 21 to 18. The second change is reducing the percentage of tuition remission from 96 to 90%. The third change to be implemented will be requiring a six month period of employment before the tuition remission benefit will be available for full time staff. This does not apply to faculty residents, research staff or full-time staff. This change will affect about 45 FAC and 616 staff. In terms of the reduction in credits from 21 to 18 there will be no faculty who will be affected by that change.

Another change that will be implemented in 2015 is a dependent eligibility audit. This is being done because the University has found this is really a best practice that organizations sponsoring medical plans do. Employees – faculty and staff who are covered on the medical benefit plan -- will be asked to verify the eligibility of their dependents. During the Open Enrollment period, individuals can remove dependents who are ineligible. As the audit moves forward and documentation is requested to verify dependent eligibility, if there are dependents who do not have the appropriate documentation, they will at the end of the audit be removed from GW's health plan.

To sum up, as a result of all of these changes, GW will essentially be able to move forward with offering 3 plans, the high deductible health plan and the continuation of the basic and medium plans with no plan changes on the basic and medium plans on deductibles, copays, co-insurance or out-of-pocket maximums. The good news here is that overall employee premiums will go up by approximately 3% for those individuals who are on the plans and currently paying premiums. This is a much better increase than last year and the year before. As everyone knows, last year rates were raised by 12%, so this is a significant reduction in increased costs compared to last year.

Significant steps have been taken to try and align the University's benefit plans in a way that makes sense both for employees and for the University now and in the future. However, the conversation really just goes beyond costs to more of a prevention conversation. Human Resources looks forward to working with individuals at the Milken Institute School of Public Health to further the discussion about how to really build a healthier campus over future years.

As in previous years, open enrollment/benefits fairs will be offered. These will take place during the month of October and all of GW's vendors will be there so employees can come and ask questions. There will also be benefit overview sessions where individuals from GW's benefits administration department will be able to answer questions that employees may have related to their plans.

Professor Lindahl asked if the money saved as a result of changes to the tuition remission benefit would be a cash savings of \$750,000 per year. Vice President Ellis responded that it would -- the money for the tuition remission benefit is set aside and moved into the budget of the school in which individuals are registered. The \$750,000 saved will remain in the overall benefits pool. Provost Lerman added that the money not expended on tuition remission would show up potentially as reduced tuition revenue to the schools.

Professor Brazinsky observed that the GW contribution to the basic health care plans has gone up dramatically from 2014 to 2015 all across the board for employee only and employee plus children plans. However, the GW contribution to the medium plan is smaller than the contribution to the basic plan and the contribution has actually been reduced from 2014 to 2015. He asked if Vice President Ellis could comment on what the rationale is for putting so much more of the GW contribution into the basic plan and taking it out of the medium plan. Vice President Ellis deferred that question to John Welsh, the University's partner from Mercer Consulting, with whom Human Resources staff work to structure the pricing for GW's plans.

Mr. Welsh said this was a good question and the Benefits Advisory Committee had asked the same thing. He said he thought the answer would unfortunately not be the satisfactory one that everyone was looking for. The issue of the allocation of rates and costs in a self-insured plan is one of establishing budgets for each plan, each level of risk, and each category of employee or family coverage. When the premium plan, which had its own set of rates and constructs was eliminated and that funding was reallocated to the two existing (basic and medium) plans and another that is lower in value (the high deductible plan) some very unusual anomalies resulted, either in the employee contributions or the University contribution. The focus was on getting the employee contributions right. Shifting a significant amount of money from one plan into another is the result of reallocating the GW dollars to keep the employee contributions at the 3% target.

Professor Khoury said it seems that faculty and staff seem to have increasingly less freedom to manage their care, particularly when it comes to choosing doctors and addressing issues of treatment, diagnostic testing and specialty drugs. This may not be a problem for people under a certain age, for those over that, it is a problem. Vice President Ellis responded that in terms of the overall structure of the plan, the University has examined its claims experience as well as best practices in the overall health care and medical benefit field. Human Resources has also discovered in working with its partners, Mercer Consulting, CVS-Caremark and United Health Care, that there are certain drivers and triggers that drive health care costs up. The goal is always to maximize the amount of money that is in the benefit pool without being unnecessarily restrictive. In looking at how the specialty drug programs are administered, the goal is not to take away flexibility, but to provide additional options through which the patient and their doctor, along with CVS, can work to educate the plan member on additional therapies that can be used. This is really not all about cost savings. In terms of the specialty drug programs it is really more about utilization and care versus how to achieve the lowest cost. In some instances a particular drug may be needed for a particular disease and that drug needs to be prescribed -- so it's not about compromising care or reducing the amount of the benefit that the individual

receives. It is really about making sure patients get what they need while at the same time making sure the University is responsible in the way it uses its plan dollars. So, if one looks at individuals who have two different types of conditions where one condition may be more advanced and one plan member needs a particular type of drug therapy but another individual may not, GW wants to make sure the plan dollars are being used to be responsive to the medical need and also fit within the overall structure of the plans

Professor Khoury followed up by asking about where plan members go if, for example, their doctor prescribes a certain diagnostic test, the plan does not cover it and the plan member discovers they will have to pay 20 to 40% of the price. Vice President Ellis responded that diagnostic testing is based upon a recommendation from the plan member's doctor. In the examination of the University's claims experiences it found that in some instances there are multiple types of diagnostic tests that are given. It is not the University's rule or the role of the plan to determine whether or not there is a medical necessity for a particular test – that is the role of the doctor. The University just wants to ensure that if a test is being given it is a test that is actually needed rather than being a test that may be a good idea for whatever condition the patient has.

Professor Harrington, Chair of the Committee on Appointment, Salary and Promotion Policies (including Fringe Benefits) thanked Vice President Ellis for her presentation. He noted this information was provided very recently to the Committee and a long discussion was held about these various costs. A discussion had already taken place just prior to that with the Benefits Advisory Committee (BAC), which Professor Harrington said he attended, and he added he will attend and participate in future discussions as a member of the BAC.

Professor Harrington noted that a number of costs have not increased this year all, for instance deductibles for the various plans. Overall, if an employee uses the plan enough, one could say that the overall increase for plans is about 3%, with about a 4% increase for the basic and medium plans. It did appear that the premium plan would have to be discarded; the Affordable Care Act virtually forces the University to terminate that plan or pay a large excise tax. On the other hand, the high deductible plan seems to be particularly good for younger faculty who are healthy, particularly if they are not married with any children. The Health Savings Account that can be paired with it can offer a significant tax advantage as well as portability of funds in these accounts. Professor Harrington noted in conclusion that he would provide further detail about the Committee's discussions in an interim report to be provided later in the fall semester.

STATUS OF THE CORCORAN GALLERY PARTNERSHIP

President Knapp briefly summed up developments over the summer months during which a hearing was held by the Superior Court of the District of Columbia in which the Board of Trustees of the Corcoran Gallery submitted a *cy pres* petition to change the purpose of the Trust by which the Corcoran Gallery was initially established in the 19th century. The Attorney General supported the petition. Following the hearing, the judge found in favor of the Corcoran Trustees and as a result the University was able to go ahead with the partnership that had been announced as being in progress before that process began. The result was a transfer of what was called the Corcoran College of Art & Design to

GW's Columbian College of Arts and Sciences, and it will now be known as the Corcoran School of the Arts and Design within the Columbian College of Arts and Sciences, making it the fourth of such schools within the colleges at the University. Along with this transfer there was an exchange of assets that took place as part of the arrangement by which the National Gallery of Art will occupy part of the building which has now become part of George Washington University.

Provost Lerman said his remarks would be brief as Dean of the Columbian College of Arts and Sciences Ben Vinson would report at the Senate meeting in October to present the academic vision he and his faculty have for the Corcoran School of the Arts and Design.

Provost Lerman first discussed information about contractual arrangements and finances concerning the Corcoran partnership. Shortly after the completion of the *cy pres* process, agreements that were pending that review were executed. The first, with the National Gallery of Art provides that other than five specific items that are part of the building, the University will not receive any of the artwork in the Corcoran which contains a vast, extensive and revered collection. This for the most part will move to the National Gallery. There are five initial exceptions; these include the stone lions abutting the stairway to the Beaux Arts Building and the Salon Doré, an exquisite interior space.

The University now owns the two buildings formerly belonging to the Corcoran: the Beaux Arts Building on 17th Street NW and the Fillmore building in Georgetown which is an academic teaching space for the Corcoran College.

The University has agreed to make available to the National Gallery of Art inside the 17th St. building a certain amount of space they can mount exhibits in. The Gallery will become lessees of the space, and it will pay for renovations of the leased space. The spaces are predominantly second floor galleries and in those spaces the National Gallery of Art will marshal predominantly displays of contemporary art from both the Corcoran Collection and its own. The National Gallery is at present short on gallery space, particularly for contemporary art. and renovations at the Gallery's East Building have caused a further shortage, at least in the near term.

With respect to the Corcoran agreement other than the real estate, there was a transfer of assets, money for the most part, cash or cash equivalents that came with the agreement. The total amount transferred, which will eventually total approximately \$43 million, mostly moved to GW when the definitive agreements were executed in late August. \$35 million go into a fund for the renovation of the building. The \$35 million for the most part is in the form of cash or cash equivalents or easily liquidated securities. There is a small piece that remains to be paid upon the settlement of the Huguette Clark Estate which has a provision that provides money for the Corcoran. When that estate is finally settled through probate and the IRS clears it, the University will receive the remainder of the agreed-upon \$35 million. The University is quite confident this sum will be sufficient for the first phase of the renovations that will be started probably within 12 months, pending design work, architectural review and permitting. The first phase of renovations on the building will largely but not entirely consist of exterior and roof repairs. There will be a smaller element to improve the teaching spaces. In some cases these are spaces that are

now galleries that will be converted into teaching spaces or studio spaces for students now studying at GW including students enrolled in the Corcoran School.

The Fillmore building will be sold at the end of this academic year, and any net proceeds from that sale will be added to the \$35 million. (The \$43 million does not include any valuation of the Fillmore building real estate.) The proceeds from this sale will be determined by the market and the net proceeds after payment of the existing mortgage will be used to support the Corcoran School. The only renovations GW is committed to in the short term are renovations the University is certain it can complete using the monies being transferred. In addition, money will be raised for some indefinite period of time to go toward other renovations the building would benefit from, just as would be done with any other building at GW. It is anticipated that renovation costs will be considerably less expensive than those reported in the press, but they will not be zero. Top-tier museum space is extremely expensive; it requires enormous attention to temperature and humidity control, and security control – GW will have to do some of that because there will be art in the building, but not to the same extent one would do it as the Corcoran does it today where the whole building is a museum with an enormously valuable and somewhat fragile set of assets inside it.

The second part of the \$43 million total is \$8 million in endowment or endowment-like funds consisting of gifts that were made to the Corcoran for support of the College (now the Corcoran School. These resources will move to the GW endowment into restricted funds for its ongoing support. As the GW Board does with all other endowments, it will approve an annual payout to support the School through the Columbian College which will administer it.

The transition will have no effect on the fiscal year budget because all the costs incurred can be covered by funds that were already baked into that budget. The FY 15 budget was set before this transition even happened, so all those numbers were built without any assumptions about spending money on the Corcoran. The biggest single set of costs, for renovations to be done within 1 to 2 years, will be paid for from proceeds received from the partnership. That said, there is a lot of work to be done to fully integrate the Corcoran School into GW. Dean Vinson will be reporting at the October Senate meeting on details of actually integrating the School into Columbian College.

Another piece of good news is that many of the students who had some deep concerns are now recognizing that their education and their work at the Corcoran is ongoing. The University is pledged to continue their educational program and wants to preserve the culture of an art college, now an art school, along with some of their deepest traditions, including the senior and graduate art student display they call NEXT at the end of each academic year where each of the students mounts exhibitions. GW is pledged to preserve that tradition which is very much integral to their education.

Consolidating all the teaching that goes on in the Fillmore building into existing space in either the 17th St. building or other spaces is going to be a complicated set of tasks. A detailed plan is being worked on for that. Programs will have to move out of the Fillmore building and there are programs in which there are overlaps between what the Corcoran offers and what GW offers. Dean Vinson will come to the Senate in October and comment

on those. Notably, the Corcoran College had a substantial interior design program and GW has a substantial Interior Design program; potentially there can be tremendous value in the synergies between those two programs, and the CCAS leadership will continue to work this through.

Summing up, this partnership should be advantageous for both parties because first of all, it will bring people to the building for the artwork. It also preserves a piece of the legacy of the Corcoran building as a museum even though the vast majority of that space will now be used for teaching at the Corcoran School. Perhaps equally as important, it is an ongoing and enduring relationship between the Corcoran School, GW, and the National Gallery of Art. Students of the Corcoran School and other GW students will benefit from access to the National Gallery collections and their engagement with these new educational resources. The partnership has benefits reputationally, and being affiliated with the National Gallery in this way also will offer educational benefits.

Professor Khoury said she thought the good news is that the situation is covered financially for 2015. She asked what would happen beyond that, as faculty are really concerned about issues such as benefits, and budgetary considerations will have an impact on these. Provost Lerman responded that the 2016 budget has not yet been built, but that no direct impact was expected as a result of the partnership. The Corcoran School is a tuition generating unit and all of those tuition revenues will flow to GW. The question cannot be answered, as much depends on the admissions cycle. It is impossible to provide an estimate without getting enrollment and revenue forecasts. The University has set aside monies for the next transition years outside the budget.

The University is committed to maintaining the programs of students who were already admitted, either those who applied during the finalization of the partnership or are already in progress with their coursework. The future is open in terms of the size and nature of the various programs in the Corcoran School. Once the current students have all graduated, the program will be defined by the faculty in the usual way in which faculty determine curricula, along with their targets for the number of courses they plan to teach and how the courses will be configured. The big question in all of this is what the precise relationship between the programs that the Corcoran has been operating and GW's existing arts-related departments will be. There are 6 of these in Columbian College and 1 in GSEHD: Fine Arts and Art History, Art Therapy, Interior Art and Design, Theatre and Dance, Music, and Museum Studies. This relationship will be for the faculty within CCAS to determine.

Professor McAleavey pointed out that the President's own department (English) was somewhat implicated in the Corcoran partnership as the Corcoran presently teaches creative writing. President Knapp said he certainly was in favor of creative writing. Provost Lerman briefly responded that as a freestanding College, the Corcoran had taught some level of what might be termed GPAC requirements. Those would have to be integrated in some way that makes sense for students who are majoring in areas where the primary focus is the creation of art. He added that, for those students who apply to GW in the Corcoran School, submission of SAT and ACT scores will be optional. They will be required to submit portfolios instead, this being the traditional method by which the Corcoran has evaluated prospective students.

GENERAL BUSINESS

a) NOMINATIONS FOR ELECTION OF FACULTY MEMBERS TO SENATE STANDING COMMITTEES

The following faculty members were nominated for Committee membership:

Appointment, Salary and Promotion Policies: Eugene Abravanel;

Educational Policy: Lilien F. Robinson and Peng Peng

Fiscal Planning and Budgeting: Joseph Cordes as Acting Chair and Brian L. Biles as Acting Co-Chair; Neil Buchanan, Theresa Gabaldon and Benjamin Hopkins as members;

Research: Robert Hawley as Chair; William Briscoe, Christopher Cahill, Andrew Cutler, Azim Eskandarian, Stephen Hsu, and Nikolay Shiklomanov as members

The entire slate was approved.

b) ANNUAL REPORTS OF SENATE STANDING COMMITTEES

The Annual Report of the Committee on University and Urban Affairs was included with the agenda for the meeting. The Annual Report of the Faculty Senate Executive Committee is included with these minutes.

III. NOMINATION OF FACULTY MEMBERS FOR APPOINTMENT TO THE BENEFITS ADVISORY COMMITTEE:

The following faculty members were elected to the Benefits Advisory Committee:

Brian Biles, Michael Castleberry, and Murli Gupta; Tyler Anbinder, Robert Harrington (ASPP Chair), Shaista Khilji, Lisa Rice, and Jane Thorpe

IV. REPORT OF THE EXECUTIVE COMMITTEE

Professor Garriss presented the report which is included with these minutes. The Executive Committee Report to the Academic Affairs Committee of the Board of Trustees at its May meeting is also included with these minutes.

V. PROVOST'S REMARKS

Provost Lerman briefed the Senate on several items. He said he thought that the freshman move-in to the residence halls was the best he had seen since he had been at the University. The rooms were in better shape than they have ever been and hundreds of students along with facilities personnel and staff volunteers were on hand to assist students moving their belongings in. He added that every one of the 30 to 40 parents with whom he had spoken in his visits to six of the residence halls had expressed their surprise and appreciation for the unexpected help provided.

GW's freshman class has met and exceeded the enrollment targets for this year. Graduate enrollment is close to the budgeted target, but it should be remembered that target was lower than the 2013 actual graduate enrollment. Reduced graduate level enrollments are part of a national trend, and it is a serious concern. Many of the deans and programs will be taking a hard look at the University's existing programs and how these can be positioned to make them better known and recruit more students into them. The picture clearly varies between schools. Some of the schools have experienced measurable and significant declines in enrollments so is it something the administration continues to monitor and work with the deans to address. In addition, graduate enrollment is one of the critical issues that need continued attention, as it has significant effects on budgets in future years.

One of the Senate resolutions adopted at the May Senate meeting called for the University to develop a long-term, five-year budget model. Work has already begun on this, and Deputy Executive Vice President and Treasurer Ann McCorvey and Vice Provost of Budget and Finance Rene Stewart O'Neal will be working with the schools to seek input as the model is developed. Clearly one of the most critical drivers of the University's five-year budget will be enrollment projections. GW is still a very tuition-dependent University and it is not possible to develop a long-term budget model without at the same time having a five-year enrollment plan. The two are inextricably linked.

The last budget year was a difficult one. It was not catastrophic, but because of the flattening, and in some cases the declining program enrollments, it was a year in which choices had to be made carefully and strategically. In addition to investments in Strategic Plan initiatives including cross-disciplinary centers, there are several priorities for non-school expenditures on the academic side of the University.

The first priority arose from concerns expressed by the Senate about the acquisition budget of the libraries. Additional resources were provided to begin a process to address issues raised in the Senate's faculty report, which included a recommendation that over time these budgets be increased. That will be a multi-year process and has begun.

A second priority was investing more resources in student counseling services. A few years ago the University moved to make the first six sessions of counseling free to all registered students. Not surprisingly, this increased the demand for these services, and the counseling staff had to be increased. Over the last couple of years, systematic investments have been made to fund this additional counseling. This year another substantial investment will be made to expand counseling support services to make sure that students can get the kind of counseling they need in a timely way.

A third area that many are aware of is the issue of Title IX compliance, particularly the University's ability to respond effectively to issues of sexual assaults on campus. This is obviously a topic of concern Congress and in the media, the Department of Education, and elsewhere. The University has created additional resources to address these issues, chiefly in the area of hiring more people to assist and work with Vice Provost Terri Reed on Title IX Compliance.

The fourth priority is related to counseling and student health. In the last year the decision was made to consolidate into a single location student health and student counseling services and move them from rental space at the edge of the campus into the Marvin Center. Construction work on the new space is ongoing and the hope is the merged center will provide larger and more centrally located space where students can get both health services and counseling services in one location. The hope and aspiration is that this will provide much greater access to GW students, and also make it easier and simpler for them to seek service. It will at the same time make service delivery to students more efficient.

VI. CHAIR'S REMARKS

President Knapp said he had planned on making some announcements covered by Professor Garris's remarks. Given both of the substantial reports already presented, he indicated he would restrict his remarks to a heartfelt welcome back to all present at the meeting for the academic year.

BRIEF STATEMENTS (AND QUESTIONS)

Professor McAleavey inquired about the GW Museum and the Textile Museum. President Knapp responded these would open in March 2015. The new building is complete, the barriers have been removed and the landscaping is now in place. The Museum is actually two buildings combined -- the historic Woodhull House which was really the first site of the University when it moved to the Foggy Bottom neighborhood in 1912. That has now been connected with a pedestrian bridge to the new museum behind it leaving a walkway into the University yard. It is quite a beautiful building and it is matched by a state-of-the-art storage facility on the Virginia Science and Technology campus which has, among other things, a number of rather impressive freezers. These are required for moving textiles when it is necessary to make sure that any insects are killed -- the rugs are frozen for a substantial period of time at a very low temperature. The Textile Museum will be a really wonderful addition to the University, serving many of its departments because it is a really a world-class collection. The Woodhull building will house the Washingtoniana collection donated by Albert Small. This is a very significant historic collection with all sorts of uses for people in urban planning and many other things. Some of the items in that collection are bound versions of all the city plans from 1815 to the present -- these are a remarkable resource for researchers in many fields.

These facilities will be a spectacular addition to the campus, and they will open in March because of the time it takes for the Textile Museum to mount its first exhibition. The Milken Institute School of Public Health opened last academic year, and the Science and Engineering Hall will also open this year. The remaining large project is the residence hall project. Once that is complete, the campus is pretty much built out for a lot of the residential and academic spaces that were part of the University's 20 year plan which was adopted in 2007. All of these projects are proceeding apace.

Professor Costello endorsed the planned improvements in counseling services. She added she would like to put in a word for students, especially graduate students in professional programs, who are required to go classes all day and are finding it difficult to

get appointments that allow them to meet their obligations. She requested expanded counseling hours in the evening to address this issue. Provost Lerman responded that he thought this a good point and certainly with expanded staff, there should be more flexibility about staging. He said he would discuss the possibility of expanded hours for students with Vice Provost and Dean of Students Konwerski and ask what plans there are to do this once the Counseling Center moves into the new space.

Professor Weiner asked if the names of the members of the Faculty Governance Working Groups had yet been announced, and if each school would be represented on each Working Group. Provost Lerman said the names have not been released but soon will be, and that he thought if one added them up in the aggregate that each school was represented on each Working Group.

Professor Lantz extended an invitation for people to visit the new Milken Institute School of Public Health building. It is a marvelous platinum LEED certified building. Those wishing to tour the building should contact the School. Professor Lantz said she was sure that Dean Goldman would join in giving these tours as she does this all of the time.

ADJOURNMENT

There being no further business before the Senate, the meeting was adjourned at 2:35 p.m.

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary

RESOLUTIONS 2013-14 SESSION/2014-15 SESSION (THROUGH MAY 9, 2014)

Resolution Number	Date of Meeting	Title of Resolution	Action	Response of Administration
13/1	5/10/13	A Resolution to Recommend Adoption of the Sexual Harassment and Sexual Violence Policy and Procedures	Adopted, as amended	Administration concurs. Reviewed by Board of Trustees on May 16, 2013; now GW policy
13/2	10/11/13	A Resolution to Amend the Policy on Conflicts of Interest and Commitment for Faculty Investigators	Adopted	Administration concurs. Reviewed by Board of Trustees on October 17, 2013; now GW policy
13/3	11/8/13	A Resolution on the Established Procedures for Approving Any Changes to the <i>Faculty Code</i> or Faculty Policies that may be Recommended by the Board of Trustees Governance Task Force	Adopted, as amended	On hold pending outcome of working groups' review of governance
13/4	3/21/14	A Resolution to Amend the Policy on Retaining Incomplete Grades on Students' Transcripts	Adopted, as amended	Administration concurs

RESOLUTIONS 2013-14 SESSION/2014-15 SESSION (THROUGH MAY 9, 2014)

Resolution Number	Date of Meeting	Title of Resolution	Action	Response of Administration
13/5	3/21/14	A Resolution to Alert Students Who Are Doing Substandard Academic Work Early in the Semester	Adopted, as amended	Administration concurs
13/6	4/11/14	A Resolution to Upgrade Information for Students Seeking to Register for Courses <u>RESOLUTIONS</u> <u>2014-15 SESSION</u>	Adopted, as amended	Administration concurs
14/1	5/9/14	A Resolution to Request Increased University Contributions Towards Health Insurance Costs	Adopted, as amended	Administration sent this to the Board of Trustees. The 3% benefit pool and 3% merit pool remained the same for FY15.
14/2	5/9/14	A Resolution to Amend the <i>Faculty Code</i> with Respect to Academic Freedom	Adopted, as amended	Transmitted to the administration May 9, 2014 Administration recommended this to the Board of Trustees for approval. The Board approved this amendment at its June 19, 2014, meeting.
14/3	5/9/14	A Resolution on the Need for a Long Term Budget Model	Adopted	This recommendation is fully understood. We agree this is desirable and are working on developing a multi-year budget model.

RESOLUTIONS 2013-14 SESSION/2014-15 SESSION (THROUGH MAY 9, 2014)

Resolution Number	Date of Meeting	Title of Resolution	Action	Response of Administration
14/4	5/9/14	A Resolution of Appreciation (Professor Rehman)	Adopted by acclamation	We heartily endorse this resolution.

Medical and Rx Plan Designs for 2015

Plan Design	HDHP		Basic		Medium	
	In-Network	Out-of-Network	In-Network	Out-of-Network	In-Network	Out-of-Network
Deductible						
Individual	\$1,500	\$3,000	\$850	\$850	\$500	\$750
Family	\$3,000	\$6,000	\$1,700	\$1,700	\$1,000	\$1,500
Medical Out-of-Pocket Maximum						
Individual	\$4,000	\$6,000	\$3,000	\$4,000	\$2,500	\$5,000
Family	\$8,000	\$12,000	\$6,000	\$8,000	\$5,000	\$10,000
Coinsurance (Employee / GW)	20% / 80%	40% / 60%	20% / 80%	40% / 60%	15% / 85%	40% / 60%
Lifetime Maximum	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited
Office Visit						
Primary Care Physician	20% after ded.	40% after ded.	\$25	40% after ded.	\$25	40% after ded.
Specialist	20% after ded.	40% after ded.	\$50	40% after ded.	\$50	40% after ded.
Preventive	\$0	40% after ded.	\$0	40% after ded.	\$0	40% after ded.
Hospital						
Hospital Inpatient	20% after ded.	40% after ded.	20% after \$250 per admit copay and ded.	40% after ded.	15% after \$250 per admit copay and ded.	40% after ded.
Hospital Outpatient	20% after ded..	40% after ded.	20% after ded.	40% after ded.	15% after \$100 copay and ded.	40% after ded.
Urgent Care	20% after ded.	40% after ded.	\$50	40% after ded.	\$50	\$50
Emergency Room	20% after ded.	40% after ded.	20% after ded.	20% after ded.	\$150	\$150
Prescription Drug Deductible	Included in overall plan deductible (\$1,500 / \$3,000)		\$50 brand name deductible per person per calendar year (combined for retail & mail-order)		\$50 brand name deductible per person per calendar year (combined for retail & mail-order)	
Prescription Drug Out-of-Pocket Maximum						
Individual	Combined with medical	Combined with medical	\$3,600	\$7,200	\$4,100	\$8,200
Family	Combined with medical	Covered at 100%	\$7,200	\$14,400	\$8,200	\$16,400
Preventive Drugs			n/a	n/a	n/a	n/a
Retail Prescription Drug (30 Days)						
Generic	20% after ded.	20% after ded.	\$15	\$15	\$15	\$15
Brand Formulary	20% after ded.	20% after ded.	\$35	\$35	\$35	\$35
Brand Non-Formulary	20% after ded.	20% after ded.	\$70	\$70	\$70	\$70
Mail-Order Prescription Drug (90 Days)						
Generic	20% after ded.	20% after ded.	\$37.50	\$37.50	\$37.50	\$37.50
Brand Formulary	20% after ded.	20% after ded.	\$87.50	\$87.50	\$87.50	\$87.50
Brand Non-Formulary	20% after ded.	20% after ded.	\$175.00	\$175.00	\$175.00	\$175.00

Note: No changes to deductibles, copays, co-insurance, or medical out-of-pocket max on Basic and Medium plans.

Full Time Employee Rates (Salary Band at \$35k+)

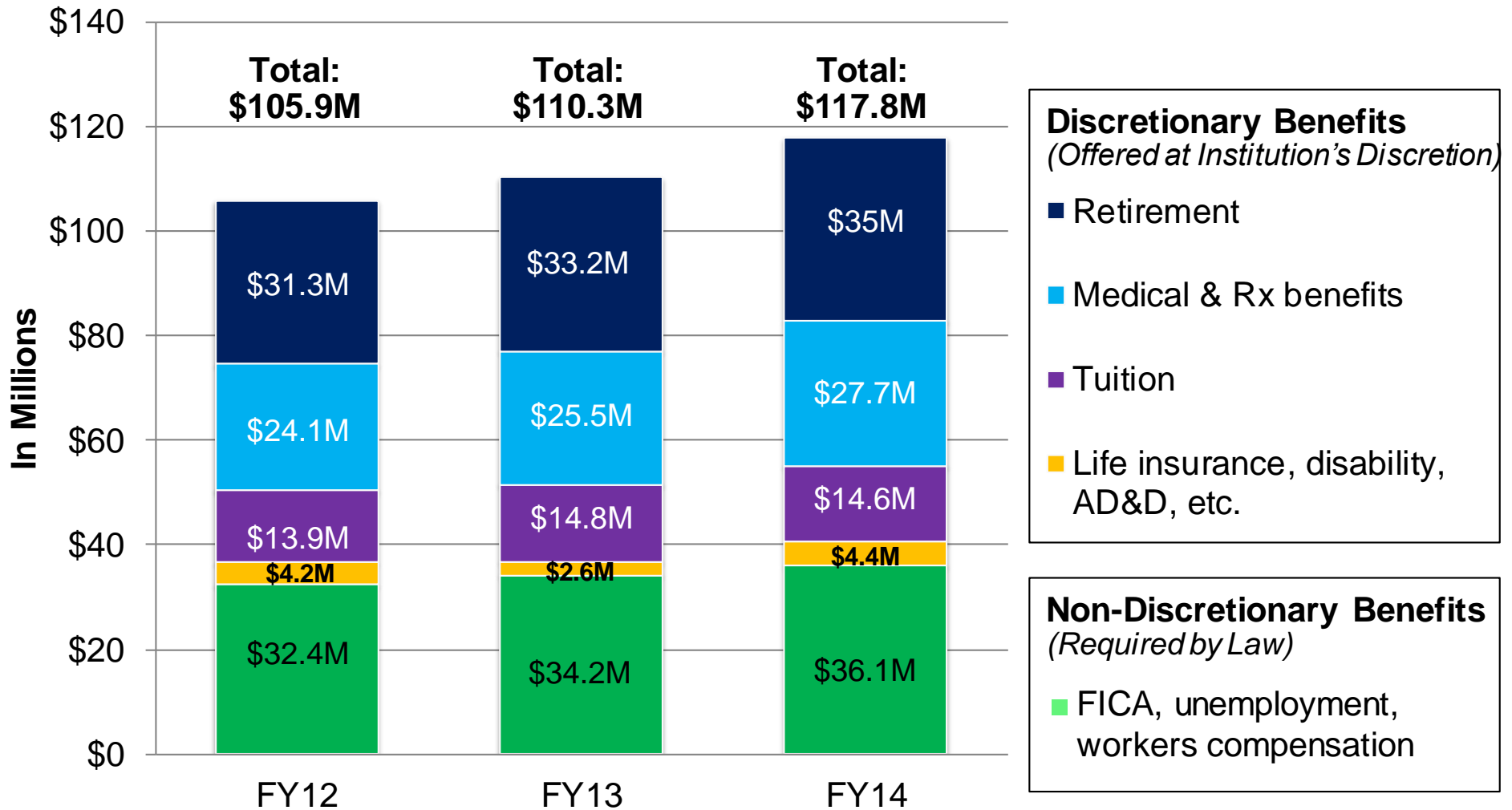
		2014		2015		
	Employee Contrib.	GW Contrib.	Total	Employee Contrib.	GW Contrib.	Total
<u>HDHP</u>						
EE				\$ 58.00	\$ 390.10	\$ 448.10
EE+ Child(ren)		N/A		\$ 149.00	\$ 679.99	\$ 828.99
EE+SP/DP				\$ 169.00	\$ 772.01	\$ 941.01
Family				\$ 250.00	\$ 1,139.12	\$ 1,389.12
<u>Basic</u>						
EE	\$ 99.00	\$ 295.12	\$ 394.12	\$ 103.00	\$ 402.48	\$ 505.48
EE+ Child(ren)	\$ 265.00	\$ 464.13	\$ 729.13	\$ 276.00	\$ 659.14	\$ 935.14
EE+SP/DP	\$ 300.00	\$ 527.66	\$ 827.66	\$ 312.00	\$ 749.51	\$ 1,061.51
Family	\$ 453.00	\$ 768.79	\$ 1,221.79	\$ 472.00	\$ 1,094.99	\$ 1,566.99
<u>Medium</u>						
EE	\$ 148.00	\$ 384.72	\$ 532.72	\$ 154.00	\$ 367.36	\$ 521.36
EE+ Child(ren)	\$ 359.00	\$ 626.53	\$ 985.53	\$ 374.00	\$ 590.52	\$ 964.52
EE+SP/DP	\$ 418.00	\$ 700.71	\$ 1,118.71	\$ 435.00	\$ 659.86	\$ 1,094.86
Family	\$ 623.00	\$ 1,028.43	\$ 1,651.43	\$ 648.00	\$ 968.22	\$ 1,616.22
<u>Premium</u>						
EE	\$ 183.00	\$ 519.89	\$ 702.89			
EE+ Child(ren)	\$ 502.00	\$ 798.35	\$ 1,300.35			
EE+SP/DP	\$ 552.00	\$ 924.07	\$ 1,476.07			
Family	\$ 841.00	\$ 1,337.96	\$ 2,178.96			
					N/A	

2015 Benefits Program Design Changes

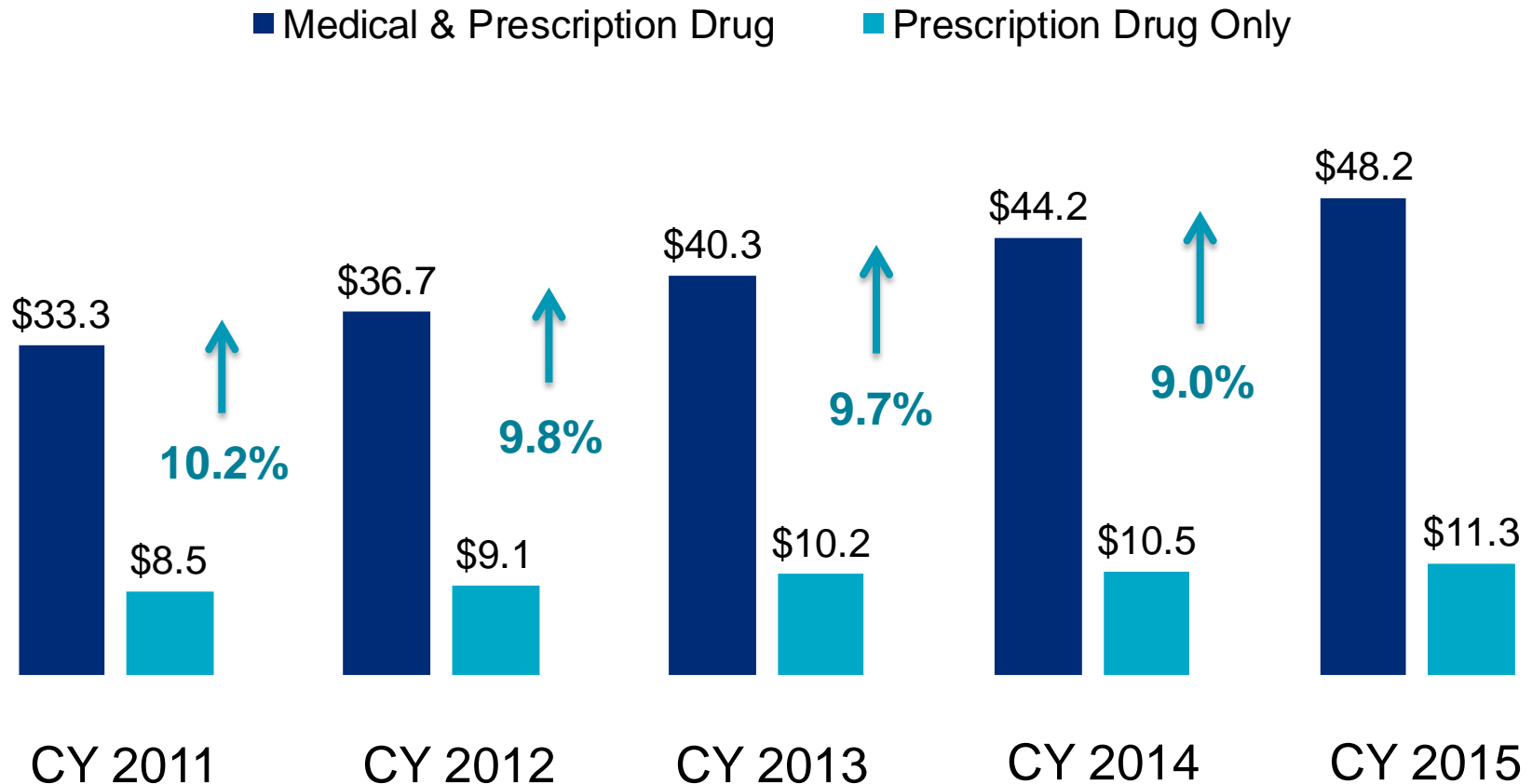
September 12, 2014



University Benefits Expenditure by Fiscal Year



Total Medical & Prescription Drug Claims Projections by Year



Note: Costs related to Specialty Drugs have increased 31.7% from 2012 to 2013.

Key Areas of Impact from Health Care Reform

- GW is required to add an Out-of-Pocket Maximum on all prescription drug plans, either separate or combined with the medical out-of-pocket maximum.
- Increase to Enrollment (expected cost increase: \$0.2M)
- Fees (expected cost increase: \$0.4M)
- Excise Tax on “Cadillac” Plans: 40% tax starting in 2018 on “high cost” employer-sponsored coverage.

Changes for 2015

High Deductible Health Plan (HDHP) with Health Savings Account (HSA)

Advantages

- Can potentially reduce total cost employees and their family pay for medical expenses.
- No copayment for certain preventive and maintenance drugs.
- Can pair with a Health Savings Account for tax-advantaged savings.

Plan Components

- Must meet deductible before co-insurance starts.
- No individual deductible or individual out-of-pocket maximum on a family plan.
- After deductible, copay for prescription drugs is 20% of CVS/Caremark negotiate rate.

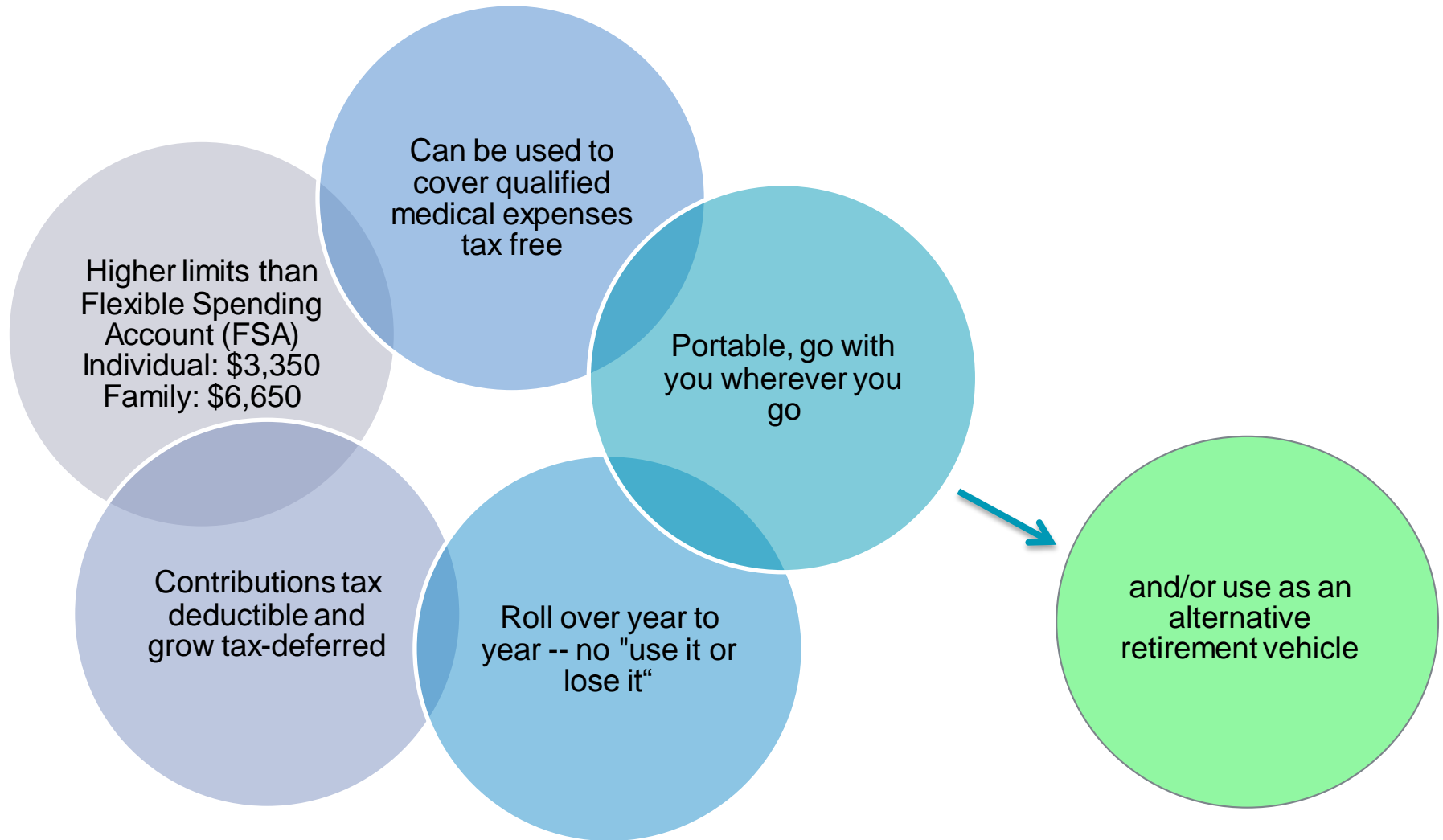
Lower premiums

Tier	Monthly Employee Contribution	Monthly Savings Over Basic Plan	Monthly Savings Over Medium Plan
EE	\$58	\$45	\$96
EE+ Child(ren)	\$149	\$127	\$225
EE+SP/DP	\$169	\$143	\$266
Family	\$250	\$222	\$398

Changes for 2015

Benefits of a Health Savings Account

A Health Savings Account can only be paired with a High Deductible Health Plan



Changes for 2015

Termination of Premium Plan (in-network only plan)

The Premium plan is projected to cost an additional \$0.9M due to Excise (“Cadillac”) Tax plan provisions under the Affordable Care Act.

- 132 faculty currently enrolled in the Premium plan
- Faculty affected by change will receive multiple communications
- GW will continue to offer the same UnitedHealthcare network on the Medium, Basic, and High Deductible Health Plans.

Changes for 2015

Changes to Prescription Drug Coverage

Members have the option of switching to a generic equivalent or alternative drug
OR pay the higher non-preferred brand co-pay

- Implement CVS/Caremark Standard Drug Formulary
 - List of prescription drugs negotiated by CVS/Caremark with discounts
 - Change impacts 248 unique members (267 prescriptions)
 - Faculty and staff affected by change will receive multiple communications from CVS/Caremark
- Specialty Drug Programs
 - Implement additional best practices found in higher education and peer group

Changes for 2015 Tuition Remission

- Estimated annual savings of \$750K by making these changes.

Current Benefit			Changes to Benefit Beginning 1/1/15		
	Eligibility	Benefit		Eligibility	Benefit
Full-Time Staff	First semester following 90 days of employment	96% of 21 credits total per year (6 spring and fall credits, 9 summer credits)	Full-Time Staff	First semester following 6 months of employment	90% of 18 credits total per year (6 per semester)
Full-Time Faculty, Medical Resident, Research Staff, Executive Staff	First semester coinciding or following the appointment date		Full-Time Faculty, Medical Resident, Research Staff, Executive Staff	First semester coinciding or following the appointment date	
Part-Time Staff	First semester following 90 days of employment	96% of 9 credits total per year (3 per semester)	Part-Time Staff	First semester following 6 months of employment	90% of 9 credits total per year (3 per semester)
Part-Time Faculty, Medical Resident, Research Staff, Executive Staff	First semester coinciding or following the appointment date	Same as above	Part-Time Faculty, Medical Resident, Research Staff, Executive Staff	First semester coinciding or following the appointment date	Same as above

No change to dependent tuition remission benefit.

- 45 faculty and 616 staff (661 total) used tuition remission benefit in 2013.
- Approximately 50 staff (no faculty) took more than 18 credits in 2013.

Dependent Eligibility Audit

Best practice to compare a plan's eligibility rules to the dependents actually enrolled in the plan



Each individual will be asked to verify the eligibility of their dependents.

Employees may remove ineligible dependents during open enrollment (prior to the audit).

Dependents without appropriate documentation on file at the end of the audit will be removed from GW's plan.

Medical and Rx Plan Designs for 2015

Plan Design	HDHP		Basic		Medium	
	In-Network	Out-of-Network	In-Network	Out-of-Network	In-Network	Out-of-Network
Deductible						
Individual	\$1,500	\$3,000	\$850	\$850	\$500	\$750
Family	\$3,000	\$6,000	\$1,700	\$1,700	\$1,000	\$1,500
Medical Out-of-Pocket Maximum						
Individual	\$4,000	\$6,000	\$3,000	\$4,000	\$2,500	\$5,000
Family	\$8,000	\$12,000	\$6,000	\$8,000	\$5,000	\$10,000
Coinsurance (Employee / GW)	20% / 80%	40% / 60%	20% / 80%	40% / 60%	15% / 85%	40% / 60%
Lifetime Maximum	Unlimited		Unlimited		Unlimited	
Office Visit						
Primary Care Physician	20% after ded.	40% after ded.	\$25	40% after ded.	\$25	40% after ded.
Specialist	20% after ded.	40% after ded.	\$50	40% after ded.	\$50	40% after ded.
Preventive	\$0	40% after ded.	\$0	40% after ded.	\$0	40% after ded.
Hospital						
Hospital Inpatient	20% after ded.	40% after ded.	20% after \$250 per admit copay and ded.	40% after ded.	15% after \$250 per admit copay and ded.	40% after ded.
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Individual	Combined with medical		\$3,600	\$7,200	\$4,100	\$8,200
Family	Combined with medical		\$7,200	\$14,400	\$8,200	\$16,400
Preventive Drugs	Covered at 100%		n/a		n/a	
Retail Prescription Drug (30 Days)						
Generic	20% after ded.		\$15		\$15	
Brand Formulary	20% after ded.		\$35		\$35	
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Brand Non-Formulary	20% after ded.		\$175.00		\$175.00	

Note: No changes to deductibles, copays, co-insurance, or medical out-of-pocket max on Basic and Medium plans.

Medical and Rx Contributions

For those on the plan currently paying premiums, rates will go up by approximately 3%.

Full Time Employee Rates (Salary Band at \$35k+)						
	2014			2015		
	Employee Contrib.	GW Contrib.	Total	Employee Contrib.	GW Contrib.	Total
HDHP						
EE	N/A			\$ 58.00	\$ 390.10	\$ 448.10
EE+ Child(ren)				\$ 149.00	\$ 679.99	\$ 828.99
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EE+SP/DP	\$ 552.00	\$ 924.07	\$ 1,476.07			
Family	\$ 841.00	\$ 1,337.96	\$ 2,178.96			

Communications

Faculty

- Benefits Advisory Committee – August 26, 2014
 - Total of six meetings from September 2013 to August 2015
- ASPP Committee – September 5, 2014
- Faculty Senate – September 12, 2014

Open Enrollment (October 1st – 31st)

- Benefit Fairs
 - VSTC – October 8th
 - Biostatistics Center (Rockville) – October 16th
 - Foggy Bottom – October 14th and October 23rd
- Benefits Overview Sessions
 - Foggy Bottom: October 1, 15, 23 and 28
 - VSTC: October 8
 - Virtual: October 3, 15, 27 and 29

Questions?



REPORT OF THE EXECUTIVE COMMITTEE

Charles A. Garris, Chair

September 12, 2014

I want to begin by welcoming all of the newly-elected and re-elected Senate members and extend a special welcome to both Dean Livingstone. We look forward very much to working with all of you.

ACTIONS OF THE EXECUTIVE COMMITTEE

The Executive Committee met on June 18 to discuss faculty governance in four areas, including faculty participation in governance; appointment, tenure and promotion (ATP) issues; dean and academic administrator search and review procedures; and school by-laws. The meeting was attended by two former Executive Committee Chairs. Current Committee members were asked to submit to the Chair the names of potential members of the working groups to be set up to examine the aforementioned governance issues in detail as part of the ongoing work of the Faculty Governance Task Force. A list of faculty, administration, and staff members recommended by the Executive Committee was provided to the Board of Trustees for possible inclusion in the working groups. As it was agreed with the BOT Task force that Executive Committee members would also serve on the working groups, a list of Executive Committee members willing to serve was included.

In June, the Executive Committee was invited to participate in the Board of Trustees 2014 George Washington University Leadership Retreat which launched the billion dollar fundraising campaign. The event was intended to be motivating, educational, and energizing and demonstrated a commitment on the part of the Board of Trustees and the administration to bring fundraising to a new level. The theme of the fundraising is “Making History” and relies on persuading philanthropists of the high quality of our educational and research programs. The success of the fundraising will largely depend on the academic contributions of the faculty. Hence, the faculty will continue to be called upon to show how they and their students “make history” and why GW is a worthy place for philanthropic investments. Clearly, we can be relied upon to provide help when needed.

The Executive Committee met again on August 22 with Board of Trustees Chair Nelson Carbonell and Board of Trustees Academic Affairs Chair Madeleine Jacobs on their progress with setting up the four Board of Trustees Working Groups. We are pleased to report that each working group has a representative from the Executive Committee and has extensive faculty representation from each school. Chair Carbonell assured the Executive Committee that the Senate will have frequent opportunities to interact with the Working Groups as they proceed. It is expected that the Working Groups will complete their tasks and provide recommendations for modifying faculty governance documents by the early Spring semester to give the Senate Committees an opportunity for review and to make recommendations. The BOT Task Force hopes to present their recommendations to the BOT at their May meeting for implementation in the *Faculty Code* and other governance documents. Chair Carbonell will present more detail and answer questions at the Faculty Assembly on October 7.

The Executive Committee also discussed lessons learned from their review of three nonconcurrences from the 2013-14 academic year. It should be noted that in the 2014

academic year, 42 cases of promotion and tenure were advanced by the departments, and among these, there were only three nonconcurrences. Thus, in general, our APT system appears to function well. Nevertheless, in the three nonconcurrences, the Executive Committee was very concerned with the improper application of the “compelling reason” standard of the *Faculty Code* as elaborated in Faculty Senate Resolution 03/10. It became clear that there is a need for discussion of the process between the Faculty Senate and the administration in order to be sure there is a shared understanding of both the “compelling reasons” standard required for these cases and also the prohibition on *de novo* review by administrators and school-wide personnel committees in these promotion and tenure cases, particularly when this is put forth as a reason for disagreeing with the departmental recommendation in these cases. There is also a need for the training of deans and school-wide APT committees on their responsibilities as they formulate their recommendations for these serious matters. Further, there is also general agreement that departments should receive guidance on how best to make their case to support their recommendation of a candidate’s case for promotion and tenure in the most effective way. Last year at the February Senate meeting, the Senate ASPP Committee reported extensively its recommendations in connection with the departmental responsibilities in these matters, and their recommendations will be transmitted to the PEAFF Committee for its review and recommendations this fall.

The Executive Committee had a special meeting with President Knapp and Provost Lerman to discuss our concerns. There was agreement that we would work together to achieve a common understanding so that nonconcurrences in the future would proceed expeditiously. It was further agreed that the PEAFF Committee would be asked to prepare a guide or tutorial on proper nonconcurrence processes in collaboration with the Provost’s Office.

Last Wednesday, the Executive Committee’s annual letter to the Deans was distributed encouraging them to set aside time during their school faculty meetings for a report on Senate Activities by the School’s elected representatives. On that note, please remember that Senate members serve as representatives of their schools, so please report on Senate business to your faculty colleagues so they will be up to date and engaged with the work of the Senate.

The Executive Committee also had a beneficial dialogue with President Knapp and Provost Lerman on the subject of confidentiality. Clearly, the Faculty Senate seeks to work closely with the administration and provide good advice and counsel on important emerging issues for which the faculty has extensive knowledge and expertise early in the decision-making process. In this way, new initiatives can emerge smoothly and expeditiously. In order to achieve this, the administration must know that the Senate committees will maintain confidentiality on certain issues prior to finalizing decisions.

By the same token, members of the Faculty Senate, all elected representatives of the Faculty, have a duty to serve the Faculty by providing advice and information. This requires a high level of transparency in our activities.

Inevitably, these two roles sometimes conflict. There is clearly a shade of gray between information that some consider confidential and others consider information to be disseminated. It was agreed that a good policy is for the administration to inform faculty of

the sensitivity of certain issues and request confidentiality, which should be scrupulously respected by Senators and committee members. Also, when in doubt, Senators should consult administrators, fellow committee members, or the Executive Committee on whether or not dissemination of the information is appropriate.

FACULTY PERSONNEL MATTERS

Grievances

A hearing panel was appointed to consider a grievance originating in the School of Business. This matter continues in process.

Nonconcurrences

Three nonconcurrences were received by the Executive Committee late in the 2013-14 session and these were considered over the summer months by the 2014-15 Executive Committee members. The first of these cases originated in Columbian College of Arts and Sciences, and the other two originated in the School of Business.

The Executive Committee recommended in each case that the departmental recommendations to promote and tenure the faculty members concerned be upheld, and that the administrative nonconcurrences be withdrawn. The administrative nonconcurrences were not withdrawn, and, pursuant to the procedure outlined in the *Faculty Code*, the departments chose to appeal to President Knapp, seeking a final disposition of these matters. Following this, the Executive Committee learned that the administrative nonconcurrence in one case was sustained. Because of procedural objections raised by the departments in question, the cases were referred to the schools for further reconsideration before a final decision was made.

ANY OTHER MATTERS

The report of the Senate Executive Committee to the Academic Affairs Committee of the Board of Trustees at its May 2014 meeting will be included with the minutes of this meeting, as will the Annual Report of the Senate Executive Committee for the 2013-14 session.

It is the Executive Committee's understanding that a draft of the *Faculty Handbook* resulted from an extensive collaborative effort between the PEAf Committee and the Provost's office was prepared in May 2014, but the University's Office of the General Counsel proposed further amendments to the draft which have not as yet been transmitted to PEAf. Review of these changes will be referred for further review by that Committee when they are received.

An updated list of the Senate Standing Committee membership will be posted to the Senate website by the middle of next week and published with the minutes of today's meeting. This list will reflect changes in the elected and the appointed ex-officio, non-voting membership since the May 9, 2014 Senate meeting.

GW has a wonderful tradition of shared governance between faculty and administration. The Faculty Senate contributes to this process through its standing committees. The stronger our committees, the more useful and credible our advice will be in the shared governance process. The better the contributions to the welfare of the university, the more exciting work on our committees will be, further engendering faculty participation. It is therefore an essential role of all Senators to contribute to strengthening our committees. This can be done by your direct participation in at least one committee, and by encouraging colleagues to join Senate committees. I therefore strongly encourage any Senator who is not currently a member of a Senate standing committee to join one as soon as possible, and to encourage colleagues to join committees. Please direct any requests to join committees either to me or to Sue Campbell and we will put your name forward on your chosen committee. As stated previously, a list of the standing committees and the current membership will be posted on the Senate website this week.

ANNOUNCEMENTS

Annual Faculty Assembly

The Faculty Assembly will meet as usual on the first Tuesday in October this year, on October 7, 2014 at 2 p.m. The meeting will be held in the Continental Ballroom of the Marvin Center and a reception will follow upstairs in Room 405. This is the event at which new faculty members are introduced. Once again this year Chair of the GW's Board of Trustees, Nelson A. Carbonell, Jr., will address the Assembly on the continuing work of the Faculty Governance Task Force and update the Assembly on the formation of working groups to examine the four remaining areas of faculty governance to be reviewed and make recommendations concerning these. Please remind your colleagues that it is our obligation as faculty members to participate in the Assembly, and it is especially important for Senate members to attend.

The next meeting of the Executive Committee is scheduled for Friday, September 26th. Resolutions, reports and any other items of business for the October 10th Senate agenda should be received by the Senate Office before September 24th.

In conclusion, the 2015 academic year will be exceptionally exciting for the Senate as this will be a truly transformative year in the history of GW. We will have the opening of the Science and Engineering Hall, the integration of the Corcoran Gallery and Corcoran School into GWU, the most major review of the Faculty Code in memory which will have great impact on the practice of shared governance, and the implementation of the Strategic Plan which includes new models for research and education both on-campus and internationally. I expect Faculty Senate committees will be very busy and contribute greatly to this transformation. The Executive Committee looks forward to working with you in all of your efforts to contribute to a better university.

REPORT OF THE CHAIR OF THE EXECUTIVE COMMITTEE OF
FACULTY SENATE TO THE ACADEMIC AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES

September 19, 2014

MAY 9, 2014 MEETING OF THE FACULTY SENATE

At the May 9, 2014 Senate meeting [the first meeting of the 2014-15 Senate session], four resolutions were introduced and adopted.

Resolution 14/1 “A Resolution to Request Increased University Contributions Towards Health Insurance Costs”

Introduced by the Committee on Appointment, Salary, and Promotion Policies (including Fringe Benefits), the resolution noted that the University’s proportionate contribution to health care costs had decreased and that faculty and staff proportionate contributions had significantly increased, particularly over the past year. The resolution was amended at the meeting; in its final form it urged that the University and the Board of Trustees pay a higher proportion of the medical and prescription drug expenses without reducing increases to merit compensation. Resolution 14/2 was adopted as amended.

The Administration in its response indicated that it sent this resolution to the Board of Trustees and that the 3% benefit pool and the 3% merit pool remained the same for FY 15.

Resolution 14/2, “A Resolution to Amend the *Faculty Code* With Respect to Academic Freedom”

Introduced by the Committee on Professional Ethics and Academic Freedom (PEAF), the resolution proposed a modification to Article II. of the *Faculty Code*, Article II being the section concerning Academic Freedom. The proposed wording was a result of joint efforts by the Board of Trustees’ Governance Task Force and the PEAF Committee to arrive at appropriate language that would be consistent with the practice of academic freedom at GW, and would also be a positive addition to the *Code*. Resolution 14/2 was adopted as amended.

The Administration in its response indicated this was recommended to the Board of Trustees for its approval and that the Board approved this amendment at its June 19, 2014 meeting.

Resolution 14/3, “A Resolution on the Need for a Long Term Budget Model”

Introduced on behalf of the Committee on Fiscal Planning and Budgeting by Professor Anthony Yezer, the Resolution proposed that, in addition to a new model that will replace the Unified Budget Model now in use by seven of the University schools, another improvement to the University’s budget process be developed and deployed promptly -- that of a multi-year budget model capable of analyzing fiscal implications for operating surpluses and alternative revenue and cost scenarios. This new model would make it possible to assess issues such as the fiscal implications of alternative future plans for

development, including the Corcoran acquisition/partnership. The Resolution further urged that the model resulting from this effort should be shared with the Faculty Senate. Resolution 14/3 was adopted.

The Administration in its response indicated that the action recommended is fully understood and agreed this is desirable. Work has begun on developing a multi-year budget model.

Resolution 14/4, “A Resolution of Appreciation”

Resolution 14/4 was introduced under the agenda item, “Introduction of Resolutions” as is customary for these. Resolution 14/4 expresses the Senate’s appreciation for Professor Scheherazade Rehman’s three years of service on the Senate Executive Committee, the last session (2013-14) as Chair. Resolution 14/4 was adopted by acclamation. President Knapp presented the Resolution to Professor Rehman, who expressed her appreciation for the sentiments expressed.

The Administration in its response heartily endorsed this resolution.

REPORTS

At the May 9th Senate meeting, Vice Provost Martin reported on the implementation of background screening checks for new faculty members. Presently, new faculty members are screened only for verification of their employment and their academic credentials. The new policy, to be implemented in the fall 2014 semester will add screening for criminal activity, sex offenses and verification of a valid social security number. These screenings will be conducted by the Human Resources staff and the review of these will be conducted by the Provost’s Office if a question arises. Information received from background screenings will only be used to assist in determining a finalist’s qualifications and suitability for the particular position they will fill and will not be used to discriminate on any basis protected by applicable law or University policy.

The Senate Executive Committee will request that a Senate Committee review this policy during the 2014-15 academic year so that Senate input may be provided concerning the detailed procedures to be worked out for the implementation of this policy.

SEPTEMBER 12, 2014 FACULTY SENATE MEETING

At the September 12th meeting, the Senate received the response of the Administration to Senate Resolutions adopted in the 2013-14 session. Responses were also provided to four resolutions adopted at the May meeting. A chart outlining these responses was distributed electronically before the meeting and will be included with the minutes of the September Senate meeting.

Vice President for Human Resources Sabrina Ellis reported on the status of health care benefits and provided an update on benefits open enrollment to be held during October 2014 for the 2015 plan year. For the 2015 plan year the average increase to employee premiums will be approximately 3%; this is a significantly smaller increase than has been

the case in the last two plan years. GW will discontinue its in-network-only premium plan in 2015 and a new health care option will be introduced which offers in and out-of-network options along with a higher annual deductible and a lower monthly premium. This plan will also allow participating employees to contribute to a tax-free Health Savings Account which offers significant benefits to those participating. A number of changes have been made to the prescription drug plan offered, to include adoption of the CVS Caremark standard drug formulary. In order to comply with provisions of the Affordable Care Act, GW will also provide information concerning the out-of-pocket maximum for individuals and families for prescription drugs for those enrolled in the basic and medium plans. The high deductible plan will have one out-of-pocket maximum for both medical and prescription drug coverage.

Following the close of the open enrollment period this fall, the University will conduct a dependent eligibility audit to verify that each dependent currently enrolled in a GW health plan is eligible to participate pursuant to IRS guidelines and health plan rules.

Provost Lerman provided a report bringing the Senate up to date on the status of the Corcoran Gallery Partnership, focusing primarily on details of contractual arrangements and finances for this partnership. He indicated that Dean of the Columbian College of Arts and Sciences Ben Vinson [who was unable to be present at the meeting] would brief the Senate more fully at its October 10th meeting and that his remarks would focus on the academic vision for this partnership and the full integration of the Corcoran School into the College.

FACULTY PERSONNEL MATTERS

Nonconcurrences

Three nonconcurrences were received by the Executive Committee shortly before the end of the 2014 spring semester. These were considered over the summer months by 2014-15 Executive Committee members. The first of these cases originated in Columbian College of Arts and Sciences, and the other two originated in the School of Business.

The Executive Committee recommended in each case that the departmental recommendations to promote and tenure the faculty members concerned be accepted, and that the administrative nonconcurrences be withdrawn. The administrative nonconcurrences were not withdrawn, and, pursuant to the procedure outlined in the *Faculty Code*, the departments appealed to President Knapp, seeking a final disposition of each of these matters individually. Following this, the Executive Committee learned that the administrative nonconcurrence in one case was sustained. Because of procedural objections raised by departments in two of the cases, these were referred back to the school in which they originated for further reconsideration before a final decision is made. The faculty members concerned were given a one-year extension of their contracts.

In June, the Executive Committee was invited to participate in the Board of Trustees 2014 George Washington University Leadership Retreat which launched the billion dollar fundraising campaign. The event was motivating, educational, and energizing and the Executive Committee was very pleased to see the excellent demonstration of commitment on the part of the Board of Trustees and the administration to bring fundraising to a new level.

During the summer, the Executive Committee worked with Vice President for Human Resources Sabrina Ellis to increase faculty involvement in the Benefits Advisory Committee. There are now 8 faculty representatives in comparison to the previous 3 members.

The Executive Committee met again on August 22 with Board of Trustees Chair Nelson Carbonell and Academic Affairs Committee Chair Madeleine Jacobs on their progress with setting up the four Board of Trustee Working Groups. We are pleased that each working group has a representative from the Executive Committee and has extensive faculty representation from each school. This will certainly expedite the adoption of recommendations. The Faculty Senate and its committees are eager to support the Working Groups as they proceed to develop their recommendations. We look forward to strengthening the shared governance system at GW and fostering even greater cooperation between faculty, administration, and the Board of Trustees. We hope that the collaborative relationships developed in exploring faculty governance issues will serve us well in future projects.

In conclusion, the 2015 Academic Year will be exceptionally exciting for the Senate as this will be a truly transformative year in the history of GW. We will have the opening of the Science and Engineering Hall, the integration of the Corcoran Gallery and Corcoran School into GWU, the most major review of the *Faculty Code* in memory which will have great impact on the practice of shared governance, and further implementation of the Strategic Plan which includes new models for research and education both on campus and internationally. I expect the Faculty Senate and its committees will be very busy and contribute greatly to this transformation. The Executive Committee looks forward to working with you in all of your efforts to contribute to a better University.

Respectfully submitted,

Charles A. Garris, Chair
Faculty Senate Executive Committee