

**THE GEORGE WASHINGTON UNIVERSITY**  
Washington, DC

**MINUTES OF THE SPECIAL FACULTY ASSEMBLY**  
**HELD ON SEPTEMBER 9, 2016**  
**AT THE JACK MORTON AUDITORIUM (805 21<sup>st</sup> STREET NW)**

The special Faculty Assembly was convened by Provost Forrest Maltzman at 10:00am with 151 voting-eligible faculty checked in (surpassing the required quorum of 125 faculty members).

Remarks by Board of Trustees Chair Nelson Carbonell

Chair Carbonell reported that the search committee convened early June and solicited proposals from several executive search firms. A review of the proposals led to the committee's decision to select Isaacson, Miller, with John Isaacson acting as the search lead. The Presidential Search Committee (PSC) has consulted with the Board of Trustees (BoT) and the Faculty Senate Executive Committee (FSEC) and has held a series of meetings to develop its process.

The PSC is working with the search firm to create a position profile outlining the draws, opportunities, and challenges at GW. Over the next couple of weeks, the profile will be refined and readied for communication to prospective candidates. Throughout the fall, the search committee and search firm will engage in outreach to build a pool of candidates, emphasizing diversity among strong candidates with academic backgrounds.

During the winter, a confidential interview process will commence, with the goal of electing a new president in the early spring. Prior to selecting a final candidate, the BoT will consult with the FSEC and the Faculty Consultative Committee (FCC), the latter to be elected at today's meeting.

Chair Carbonell extended a welcome to Trustee Madeleine Jacobs and Professor Alan Greenberg, the chair and vice chair, respectively, of the PSC. He also noted that updates and information about the search may be found online at <http://presidentalsearch.gwu.edu>, and he encouraged the university community to send names of potential candidates directly to the PSC.

As per the agenda, Chair Carbonell agreed to answer questions from the faculty.

Professor Andrew Zimmerman, representing the GWU Faculty Association, noted that the faculty members appointed to the PSC do not reflect the diversity of faculty and majors pursued by current students. He expressed concern that the lack of diversity of the PSC will impact the university's ability to draw strong candidates and inquired whether the FCC might have a larger role on search committee.

Chair Carbonell noted that the search committee doesn't select the president; rather, their role is to identify candidates. The faculty members on the committee are representative of faculty who teach and perform research and service. The BoT holds the final responsibility for selecting the president and, in order to do so successfully, requires collaborative participation from the faculty through the election of the FCC, which will work directly with the BoT as it considers candidates. In addition, the BoT plans to hold over 60 meetings with the university committee throughout the search process, something that is not required by the university's bylaws.

Professor Yezer asked whether it would be preferable to suggest candidates to the search committee or to approach potential candidates personally and encourage them to apply for the position. Chair Carbonell responded that both avenues are encouraged.

Professor Yezer also inquired about what level of consultation the FCC will have during the process. Chair Carbonell responded that the process is confidential at the early stages in order to give candidates a measure of comfort as relates to their engaging in the search process. Professor Yezer responded that the FCC is made up of people of significant integrity who can be trusted with this information.

Professor Chapman suggested that if the FCC is intended to be a means by which diversity is added to the search process, keeping the FCC out of the early process due to confidentiality concerns prevents them from performing that role. Chair Carbonell responded that the FCC's immediate and important role will be in lending a voice to the development of the position profile, which will in turn help to publicize the type of candidate GW wants to attract. Provost Maltzman noted that this conversation highlights the importance of attending the town halls and school meetings scheduled as part of the search process.

#### Remarks by Charles Garris, Chair of the Faculty Senate Executive Committee

Professor Garris noted that the purpose of today's special Assembly is to put the FCC into place and explained that he would provide an overview of the two resolutions to be voted upon at the assembly. He also noted that there are many vehicles for input into the search process; he expects the FCC – as an elected body – will be an important part of that process.

The Faculty Code provides that the FCC be elected by the Faculty Assembly. The FSEC considered doing so over the summer but ultimately felt that participation would be better early in the fall semester. The FCC has an important consultative role, but the search is moving quickly on an aggressive schedule. The FSEC therefore felt it was imperative to convene the FCC as quickly as possible.

The Faculty Code requires that the FCC be available for the BoT to consult in the presidential selection process, but the Code doesn't delineate the selection process or even numbers for the FCC. A 1986 resolution (FA 86/1) laid out a process for forming the FCC: each school would conduct elections and put forth one nominee each for the FCC. This same process was implemented in the 2006 presidential search.

Faculty Assembly (FA) Resolution 17/1 is the manifestation of the school elections resulting in the FCC slate to be approved by today's Assembly. Upon passage of this resolution, the newly-elected FCC will convene and elect a chair. Chair Carbonell will meet with the FCC as soon as possible to establish its framework for operation and to obtain the FCC's thoughts on the search process.

FA Resolution 17/2 is the result of concerns about representation on the FCC by faculty from the humanities and social sciences as well as from non-tenured ranks of faculty. Given the urgency of the search timeline, the Senate needs to move quickly to complete the composition of the FCC. To that end, the FSEC developed this resolution, which allows the Assembly to delegate to the Senate the role required of the Assembly, specifically that the Senate be given the authority to augment the FCC by up to seven members (to a maximum total of sixteen FCC members) to balance the diversity of the FCC. Should FA 17/2 pass, the FSEC will draft a resolution for this afternoon's Senate meeting to put this process in place.

Professor Garris noted that, looking ahead, the Senate could consider whether the 1986 resolution should be replaced with a better-defined process in place for the composition of future FCCs.

Professor Marsh noted that the vote on 17/1 today excludes a representative from the College of Professional Studies (CPS). Parliamentarian Charnovitz acknowledged this issue, noting that the 1986 resolution limits FCC nominations to those brought by Senate members from the schools they represent. As CPS does not have representation on the Senate, there does not currently exist an avenue to bring a CPS representative onto the FCC via this process. FA Resolution 17/2 provides a solution to this problem.

Provost Maltzman suggested that the Assembly should now consider the two resolutions.

#### FA Resolution 17/1

A concern was raised about the democratic process in electing the FCC representatives for each school and therefore in the search process more generally. Chair Carbonell responded that the Senate and the FCC are the BoT's consultants in the process, as the BoT is charged with choosing the final candidate. Professor Yezer spoke for the democratic process resulting in the current FCC slate, noting that each dean announced elections, and elections were held.

Professor Zimmerman expressed a concern that the FCC's limited knowledge about applicants due to confidentiality concerns will prevent it from participating fully in its consulting role. Chair Carbonell responded that the FCC will see the same slate of candidates that the BoT sees and that the BoT will also not be privy to the full applicant list but rather to the slate of finalists.

Professor Hopkins noted his confusion over the sense of urgency forming the FCC, given that the FCC's advisory role would seem to be required in the spring when the slate of final candidates is provided to the BoT. Chair Carbonell responded that the PSC needs input as

soon as possible from the faculty order to develop a profile of the type of person being sought for the position. The urgency is to ensure that the candidate list emerges from a process that brings the right applicants to GW, and the FCC has an important role in that process.

Professor Garris confirmed that the Senate EC wanted the FCC in place as early as possible for this reason but also because the search could proceed more quickly than planned. The FCC should be involved from the beginning so that it can have a role in deciding what kind of president GW wants to hire. This is why an initial and immediate FCC meeting with Chair Carbonell and Trustee Jacobs to discuss institutional priorities and requirements is so important.

The Chair then called for vote on the Resolution and the resolution was agreed to on a voice vote.

#### FA Resolution 17/2

Professor Loew asked whether the delegation of authority by the Assembly to the Senate is permanent. Professor Garris responded that this delegation applies only to the election of this FCC. Professor Loew offered an amendment to the resolution to terminate the delegation in January 2017. The amendment was seconded and agreed to by a voice vote.

Professor Anbinder expressed disappointment in the PSC composition, noting that, even with consultation, search committees tend to hire candidates that are like them. He noted that it will be incumbent upon the PSC to think outside their comfort zone and seek diversity. Chair Carbonell responded that the PSC is extremely diverse (and in fact includes the Chair of the NAACP) and that PSC diversity goes beyond the faculty members serving on the committee. The PSC's collective objective is to ensure that GW has the opportunity to hire the best person for the university.

Professor Marsh offered an amendment to require that the Senate elect exactly seven additional faculty members to the FCC, as opposed to the current language, which allows for "up to seven" members, implying the possibility that no additional members might be elected. This amendment was seconded and after an inconclusive voice vote, the Chair held a teller vote and announced that the amendment had passed by a vote of 71-25.

Professor Griesshammer inquired as to whether the BoT has the authority to add additional members to PSC. If so, he asked whether the Assembly could encourage the BoT to consider adding more faculty members to the PSC and not to the FCC. The Chair responded that this point was not germane to the discussion of the current resolution, which is related to the composition of the FCC.

A vote on FA Resolution 17/2 was then held and the resolution carried on a voice vote.

The special Faculty Assembly was adjourned at 11:13am.

**A RESOLUTION TO CONFIRM THE ELECTION OF SCHOOL REPRESENTATIVES AS  
MEMBERS OF THE FACULTY CONSULTATIVE COMMITTEE (FA 17/1)**

- WHEREAS,** On June 7, 2016, President Knapp announced that he would not seek a third term and would step down as University President on July 31, 2017; and
- WHEREAS,** Immediately after President Knapp's announcement, the Chair of the Senate Executive Committee initiated discussions with the Board of Trustees regarding a robust faculty role in the Presidential search process; and
- WHEREAS,** On June 30, 2016, after consultation with the Faculty Senate Executive Committee, the Board of Trustees named a 19-person Presidential Search Committee that includes six University faculty;
- WHEREAS,** In 1986, the Faculty Assembly adopted Resolution 86/1 (FA 86/1), which established procedures for electing a Faculty Consultative Committee (FCC) to participate in a University Presidential search pursuant to Part C.5 of the *Procedures for the Implementation of the Faculty Code*; and
- WHEREAS,** Article III, Section 3(5) of the *Faculty Organization Plan* authorizes the Faculty Senate Executive Committee to act on behalf of the Senate in emergencies, and such action was needed here in view of the fact that neither the University's Faculty Senate nor the University's Faculty Assembly could meet during the summer of 2016 to participate in the planning and organization of the Presidential search; and
- WHEREAS,** Soon after the Board of Trustees commenced the planning process for the Presidential search, the Faculty Senate Executive Committee became engaged in developing a plan for the Faculty Assembly to elect the members of the FCC as early as possible in the Fall 2016 semester; and
- WHEREAS,** The procedures specified in FA 86/1 direct each of the Schools to elect a faculty representative to serve on the FCC, subject to confirmation by the Faculty Assembly, and also describe the role of the FCC in a Presidential search; and
- WHEREAS,** The Faculty Assembly followed the procedures specified in FA 86/1 in electing the FCC for the 2006 Presidential search; and
- WHEREAS,** The Faculty Senate Executive Committee has invited the nine Schools (with Senate representation) to elect faculty representatives for the FCC in accordance with FA 86/1, and to do so in advance of a Special Meeting of the Faculty Assembly to be convened on September 9, 2016; and
- WHEREAS** The nine Schools have elected faculty representatives to serve on the FCC and have reported the results of their elections to the Chair of the Faculty Senate Executive Committee; and

**WHEREAS,** In view of the benefits of diverse faculty participation in the search process, the Senate Executive Committee plans to propose to the Assembly an expansion of the FCC; **NOW, THEREFORE**

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

1. That the following nine faculty members, having been duly elected by their respective Schools in accordance with Faculty Assembly Resolution 86/1, are hereby confirmed by the Faculty Assembly and declared to be elected members of the FCC in the search for a new President pursuant to Part C.5 of the *Procedures for the Implementation of the Faculty Code*:

**Dina Khoury/CCAS**  
**Nathan Brown/ESIA**  
**Diana Burley/GSEHD**  
**Jennifer Griffin/GWSB**  
**George Gray/GWSPH**  
**Roger Schechter/LAW**  
**Can Korman/SEAS**  
**Vincent Chiappinelli/SMHS**  
**Carol Lang/SON**

2. That this action by the Faculty Assembly shall be reported to the Chair of the Board of Trustees by the Chair of the Executive Committee of the Faculty Senate, who shall also proceed to carry out Resolving Clause II(A) of FA 86/1 by convening the first meeting of the FCC.

Executive Committee of the Faculty Senate  
September 9, 2016

**A RESOLUTION TO PROVIDE FOR THE COMPOSITION OF AN EXPANDED  
FACULTY CONSULTATIVE COMMITTEE (17/2)**

**WHEREAS,** On June 7, 2016, President Knapp announced that he would not seek a third term and would step down as President of the University on July 31, 2017; and

**WHEREAS,** The procedures specified in Faculty Assembly Resolution 86/1 (FA 86/1), adopted pursuant to Section C.5 of the *Procedures for the Implementation of the Faculty Code*, direct each of the Schools to elect a faculty representative to serve on the Faculty Consultative Committee (FCC), subject to confirmation by the Faculty Assembly; and

**WHEREAS,** Article III, Section 3(5) of the *Faculty Organization Plan* authorizes the Faculty Senate Executive Committee to act on behalf of the Senate in emergencies, and the Executive Committee has moved expeditiously to call for elections in each of the nine schools prior to the special meeting of the Faculty Assembly scheduled for September 9, 2016; and

**WHEREAS,** In view of the composition of the Presidential Search Committee (PSC) announced by the Board of Trustees on June 30, 2016, the Faculty Senate Executive Committee believes that the procedures specified in FA 86/1 should be supplemented to provide for a larger FCC that would include adequate representation from the humanities, the social sciences, the sciences, and non-tenure track regular and specialized faculty, and would appropriately reflect the diversity within the University's faculty; and

**WHEREAS,** Article II, Section 4(2) of the *Faculty Organization Plan*, provides that the Faculty Assembly may "direct the Senate" ... "to take such other action as may be appropriate with respect to any matter of concern to the Assembly;" and

**WHEREAS,** A more robust and effective faculty role in the Presidential Search process will be made possible if the Faculty Assembly delegates to the Faculty Senate responsibility for expanding the faculty membership on the FCC;

**NOW, THEREFORE**

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

1. The Faculty Assembly hereby delegates to the Faculty Senate, pursuant to Article II, Section 4(2) of the *Faculty Organization Plan*, the Faculty Assembly's authority to elect members of the Faculty Consultative Committee (FCC) under Part C.5 of the *Procedures for the Implementation of the Faculty Code*;
2. That, in deciding on the election of additional members of the FCC, the Senate should assure that the FCC in combination with the PSC includes adequate participation by faculty with a concentration in a discipline from the humanities, faculty with a concentration in a discipline from the social sciences, faculty with a concentration in the sciences, faculty who are non-tenure track; and faculty who are classified as specialized faculty
3. That the Senate shall elect seven additional faculty members to the FCC;
4. That this delegation of authority terminates on January 1, 2017; and
4. That the adoption of this Resolution by the Faculty Assembly shall be reported to the Chair of the University Board of Trustees and to the Presidential Search Committee.

Executive Committee of the Faculty Senate

September 9, 2016

As Amended by the Faculty Assembly on September 9, 2016