



**MINUTES OF THE REGULAR FACULTY SENATE MEETING
HELD ON OCTOBER 12, 2018
AT 1957 E STREET NW/STATE ROOM**

Present: President LeBlanc, Provost Maltzman, and Parliamentarian Charnovitz; Registrar Amundson; Dean Mehrotra; University Librarian Henry; Executive Committee Chair Marotta-Walters; Professors Agnew, Briscoe, Bukrinsky, Cordes, Esseesy Galston, Gutman, Harrington, Khilji, Lewis, Lipscomb, Markus, McHugh, Pintz, Price, Rohrbeck, Sarkar, Schumann, Schwartz, Sidawy, Tekleselassie, Tielsch, Wilson, Wirtz, Zara, and Zeman.

Absent: Deans Akman, Brigety, Feuer, Goldman, Jeffries, and Morant; Interim Deans Deering, Riffat, and Wahlbeck; Professors Costello, Cottrol, Dickinson, Griesshammer, Hill, McDonnell, Nau, Pelzman, Rehman, Roddis, Wallace, and Yezer.

CALL TO ORDER

The meeting was called to order at 2:12 p.m.

APPROVAL OF THE MINUTES

The minutes of the September 7, 2018, Faculty Senate meeting were approved unanimously without comment.

INTRODUCTION: MARK DIAZ, EXECUTIVE VICE PRESIDENT & CHIEF FINANCIAL OFFICER

President LeBlanc introduced Mark Diaz, GW's new Executive Vice President and Chief Financial Officer. Mr. Diaz replaces Lou Katz, who was in this role for 27 years. The President noted he has known Mr. Diaz for many years through their work at the University of Miami. Mr. Diaz began his career in the accounting world. One of his areas of focus at KPMG was health care, which ultimately led him to a role in medical finance for the health care system at the University of Miami. From there, then-Provost LeBlanc hired him as the Vice President for Budgets. Mr. Diaz has expertise in accounting and governance and knows a great deal about university finances and about how universities function. His deep background in health care will be extremely valuable to GW.

Mr. Diaz noted that he made his way into higher education from the private sector by way of academic medicine. He expressed his desire to work at GW to support the university's mission and those driving the mission—namely, the faculty.

UPDATE: Board of Trustees Activities (Nelson Carbonell, Chair, GW Board of Trustees)

Chair Carbonell thanked Executive Committee Chair Marotta-Walters for the invitation to speak to the Senate today. He noted that the driving force behind the Board’s work during his tenure as Chair has been the improvement of governance at the university. To this end, the Board has continued to reduce its size in order to make it more agile and responsive. The Board has 20 members today as opposed to 43 when Chair Carbonell joined. The Board continues to focus on shared governance and building bridges among the Board, the administration, and the faculty.

He noted that two board members are serving each of the two dean searches just underway, in the School of Engineering and Applied Science (SEAS) and the Columbian College of Arts & Sciences (CCAS). Scott Amey and Christine Barth are serving on the SEAS search committee, and Peter Harrison and Madeleine Jacobs are serving on the CCAS committee.

Following the Board retreat in June, the Strategic Enrollment Committee was established. This committee will look at the overarching enrollment strategies for the institution (undergraduate as well as graduate) and how these strategies are deployed across the institution. One goal is to ensure the university is optimizing how it treats enrollment with regard to the enrollment caps at the Foggy Bottom and Mount Vernon Campuses. Chair Carbonell noted that this type of work—shining a light on an area the Board considers to be of strategic importance—is something the Board does periodically in order to help the university collectively set its direction. The Board is now in the process of doing a deep investigation on the current state of enrollment management at GW. This area of the university has improved dramatically over the past five years. A discussion needs to take place on the critical elements of enrollment at GW and the tradeoffs the university makes on a regular basis associated with admissions decisions. The committee plans to make a set of recommendations by the end of the current academic year; these recommendations will include not only next steps but also a plan for the Board’s ongoing role in understanding the institution’s enrollment and how it shapes GW going forward. In this analysis, the Board is looking at 5- and 10-year trends in enrollment, not what enrollment will be next year. Considering national trends in enrollment (e.g., the steady decline in full-paying students nationwide) will help the university plan financially to accommodate these trends.

Established last year and continuing its work this year, the Volunteer Engagement Task Force is working to reimagine how the volunteers coming to GW will be engaged with the university community. Historically, the Alumni Association was an independent 501c(3); this organization has now been brought in-house in an effort to build a world-class alumni association. This task force, which includes trustees, faculty, and students, is looking at these relationships and at reinforcing the initiatives the Board believes the volunteer community needs to have around GW—including contributing time, energy, and money. The hope is that the task force will conclude its work by the end of the current academic year, at which point work on its recommendations may begin.

Chair Carbonell noted that the Academic Affairs Committee of the Board interacts with the Senate and the faculty in general in the most detailed way. This year, the Senate has brought forward some “glitches” in the *Faculty Code* that were noted after operating with the 2015 revision of the *Code* for a couple of years. The Board will work with the Senate in those areas to address these revisions as well as any others that might be suggested by the administration. The Board will then plan to review the Code and GW’s other governing documents every three years, obtaining feedback from the faculty and administration to see what’s not working and where operations are more cumbersome than they need to be and then finding a way to continuously improve these processes. A list of proposed

revisions will be presented to the Academic Affairs Committee next week; the committee will consider them and then return to the Senate for a review of possible revisions to the *Code*.

The Board reviews governance for the institution (in particular, the bylaws) every three years. The bylaws dictate how the Board operates, how it interacts with the institution, and some of the definitions for how certain operations are undertaken. For example, the last bylaws review included a new provision regarding the review process for the *Faculty Code*. This process requires a consultation period, a Senate review, and a two-thirds majority of the sitting Board members to pass any changes. This high standard falls into the same category as changes to the bylaws, dramatic changes to the business model, selling the university, etc.

As part of the bylaws review, the Board is also considering a recommendation from Middle States around the mission of the university. The current GW mission is lengthy and very broad; the accreditors recommended that GW review its mission to determine whether it is achievable in its current state. The Board is considering returning to something simpler; the Congressional Charter includes a mission section, and this may be what the Board determines best fits this recommendation. A proposal regarding a revised mission statement will likely be taken up by the Board at its February meeting.

The Board will conduct a 2-year comprehensive review of President LeBlanc in the spring. Feedback during the presidential search process indicated that feedback on leadership for the Board only at the points of leadership transition was spaced too far apart to be useful. Therefore, the President's contract includes a comprehensive review every two years; this review will include faculty input.

Chair Carbonell closed by noting that this is his final year as board chair. He will complete his service in May, at which point a new chair will be elected. He thanked the Senate for their partnership during his tenure as chair. Great strides have been made in moving the university forward, and he noted his appreciation for the Senate's help in this endeavor.

Professor Galston asked what considerations led to the decision to bring the alumni association in-house and that this move would make it more effective than an externally run association. Chair Carbonell responded that, broadly, one of the challenges is that the external group was touching only a small number of GW's more than 250,000 alumni worldwide. He noted that many institutions have alumni associations that are membership-driven. GW's existing, smaller group did not have the ability to collect dues and therefore didn't have the financial resources to run alumni programs. Several years ago, the decision was made that the university would fund alumni programs, with the alumni association directing those programs. Over time, the university has taken on more of these operations, and the alumni association hasn't been able to become financially viable enough to reach all of GW's alumni.

Professor Cordes noted that some changes in the *Code* hadn't worked as intended and asked for clarification on what these might be. Chair Carbonell responded that, at the last review of the *Code*, the decision was made to remove the Board from the tenure system process, determining that the Board was not the appropriate body to review tenure cases. Previously, the Board approved tenure but reviewed each file and weighed in on any disputes. The Board still, however, has this responsibility in the case of grievances. This was a case in which the Board believed it had delegated this responsibility and needed to update the *Code* accordingly. Chair Carbonell noted that most of the changes to be considered will come from the Senate.

UPDATE: Faculty Salary Equity Review Committee (Chris Bracey, Vice Provost for Faculty Affairs)

Vice Provost Bracey referenced the attached slides in a presentation on the work of the Faculty Salary Equity Review Committee. He discussed the history and composition of and the rationale for the committee and referenced some background literature and studies conducted by a few peer institution that were reviewed by the committee in preparation for its analysis of faculty salaries at GW. He also discussed the data considered by the committee, some of the factors considered “legitimate” for salary outliers, the methodology used to analyze data, and the current status and next steps in this review. He presented a sample analysis to illustrate the committee’s work.

Vice Provost Bracey noted that the committee has been working for several months now. One goal of the current committee has been to work on time compression and improved efficiency to ensure that schools receive information about their potential outliers prior to data becoming stale. The committee chose to use a more modest approach to data that could be easily repeated—even annually—as opposed to a sizable multi-year approach. The approach the committee chose involves a statistical regression analysis of faculty salary data focusing on department, rank, and time in rank, and the data was modeled twice: once with all full-time faculty (excluding research faculty) and once with a group excluding faculty hired with tenure. Potential outliers were identified as converted (9-month) salaries that are one standard deviation (SD) below the regression curve.

In presenting a sample (fictionalized) analysis, Vice Provost Bracey highlighted a graph showing the breakdown of salaries in each category of faculty rank for the identified group with SD lines clearly marked (permitting a simple count of the numbers of faculty in each SD group) as well as a decoded chart of the data. The latter illustrates how including or excluding tenure lateral hires in the analysis can change an individual’s departmental outlier status.

Vice Provost Bracey noted that the committee has run these analyses on all of GW’s schools except the College of Professional Studies (CPS), the School of Medicine and Health Sciences (SMHS), and the Law School; the Provost is working with those schools independently. The committee reviewed data from CPS but determined that—based on the fact that most faculty are very specialized, and very few are tenured—an equity review was best accomplished via direct work with the Provost’s office. Due to the Law School’s unique classification of its faculty, an outside consultant is working with the Provost’s office and the Law School to assess salary equity within that school. SMHS comprises a unique cohort, including many clinical faculty, making that group a poor fit for the analysis developed by the committee. Deans of the remaining schools will receive their salary equity information from the Provost’s office and will work to assess the data and consider whether any adjustments may be warranted. With the committee’s methodology set, the analysis can be easily repeated with new salary data in future years.

Professor Tielsch asked whether this review is not designed to include an analysis of disparities based on protected status, such as gender and ethnicity. He remarked that this analysis also excludes external market salary comparisons, noting that the Milken Institute School of Public Health (GWSPH) analysis is much more detailed, including data points such as terminal degree. Vice Provost Bracey responded that the university is obviously interested in looking at protected categories and whether salary disparities exist there. The committee had discussed how this might be done and determined that it would be a much more complicated undertaking. The committee will undertake this work should the Provost charge the committee to do this analysis. He noted that

external comparisons are very difficult given the pace at which the committee wanted to complete this review to keep information timely and relevant. The selection of 1 SD as the outlier threshold was designed to capture as many potential outliers as possible without overloading schools with work to review them.

Professor Wilson noted that the committee has gathered a lot of interesting data and asked what the schools are expected to do with it (and how they are being encouraged to do that). Vice Provost Bracey responded that the Provost's Office will hold meetings with the deans to review the data. Deans will want to be sure they are allocating salaries in a fair way and based on legitimate factors and should therefore welcome this conversation and the insight that the data can provide. Making numerous equity adjustments would likely be difficult to accomplish over the course of one merit cycle; for a school in this situation, the Provost's Office can help a dean look at multi-year plan for adjustments after determining whether some adjustments are warranted.

Provost Maltzman thanked Vice Provost Bracey and the faculty on the committee for their important work. He noted that this process identifies outliers based on years of service, department, and rank. Outliers will always exist, but schools should be able to ensure that they exist for legitimate reasons. Every year, the faculty merit memo includes a request to the deans to hold back a portion of the merit pool for promotion, retention, and/or equity adjustment purposes. External comparisons are more challenging, as the university doesn't have departmental level data for outside institutions, and there are often significant and explainable departmental differences among universities. The Provost noted he is including comparisons by school, rank, and gender in his spring report in an effort to be transparent about salaries at GW as compared to those at comparable institutions. Even in those data, nuances can be missed because individual departmental factors are not necessarily available for external review.

Professor Tielsch noted that one of the most important purposes of this kind of analysis is to present it transparently to faculty. He therefore strongly encouraged the committee to look at gender and ethnicity. Doing so will demonstrate to faculty who may have preconceived ideas about why they may be in one salary level versus another that these ideas do or do not have merit.

Professor Galston noted that she served on a previous version of this committee and that its work took six years before stalling. She applauded the committee's methodology, speed, and work toward correcting problems experienced during prior review attempts. She asked how the committee and leadership understand equity. The purpose of the committee's work is to assess and secure equity, but this can be defined in different ways. Independent of the level at which an individual was hired, is that individual now being paid at an appropriate level relative to their accomplishments? She also relayed having read that, as a group, female faculty do not seek outside offers or bargain for salary at less aggressive levels than male faculty; considerations such as this can impact the measures being considered by the committee.

Professor Cordes, who is a member of the committee, responded that the committee spent time talking about this issue and noted that nothing the committee has done in the course of this analysis would preclude doing this type of work. This is likely work done best and most efficiently at the dean level, and these questions could be asked of deans following the presentation of their school data.

Professor Khilji noted that the work done here seems to be very well intentioned. She reiterated, however, that no matter how much internal analysis is accomplished, external comparisons are very important. She suggested that this type of work could be done in an expansion of the current analysis. She also stressed the importance of gender equity as part of this discussion. She noted that equity is an evolving concept that changes over time and across groups; this needs to be considered when developing a process that will be in use over time. Regarding outliers, she asked what percentage of faculty are considered outliers, on both the positive and negative side. Vice Provost Bracey responded that the percentage is fairly consistent across schools, with 5-8% of faculty in each school identified as potential outliers based on the parameters defined for this analysis.

Professor Wirtz, who is a member of the committee, congratulated Vice Provost Bracey on distilling a lot of work down to a report that can be broadly comprehended. However, he noted that Vice Provost Bracey's description of the regression analysis undertaken by the committee as a three-way interaction of department, rank, and time in rank was technically incorrect; in fact, the regression was technically a two-way interaction of department and rank by school, controlling for time in rank. He then responded to Professor Galston's question about individual compensation after the point of hire. He noted that there was a lot of committee discussion on how to deal with this point. What emerged from that discussion was that the salary should be awarded based on what an individual brings to the university, regardless of where they came from or their path to GW. Two individuals bringing the same thing to the university should be compensated at the same level; excluding people brought to GW with tenure would seem to assume that these faculty are automatically of a different class and aren't directly comparable to those brought in without tenure. As a result of that discussion, the committee decided to present both lists to the deans without any sense of one being favored over the other. Vice Provost Bracey confirmed that there was extensive conversation in the committee on this issue, with two perspectives, and that the committee's compromise was to present both data sets to the deans.

Professor Schumann asked whether the goal is for staff within each school (as opposed to the committee) to perform this analysis each year. Vice Provost Bracey responded that the ease of doing this analysis suggests it can be done centrally, with the assistance of the Office of Institutional Research, on a rolling basis. One advantage to this would be eliminating the need to return to the deans to clarify an outlier salary that has already been determined to be legitimate. Provost Maltzman added that knowledge of where the outliers are is useful for ensuring future equity; having this data can "defend" against high demanders who perceive an inequity where one doesn't exist.

Professor Galston noted that it is reassuring that, regardless of which data set was used, the number of outliers was low. However, the lists include different people. The deans will see both lists, and it will be their prerogative to decide which list to act on, which could lead to bias, unconscious or otherwise, in deciding how to act. For example, a dean might choose to work with the list that creates less financial difficulty. She wondered whether deans might be required to justify the outliers on both lists. Provost Maltzman responded that the purpose for having both lists is to have as much information available as possible and that he intends to review both lists with the deans.

Professor Khilji suggested that a specific objective should be identified as a result of this review. Given the percentage of outliers in the current year, should there be a goal to decrease that percentage in the next review? Professor Maltzman responded that the goal is to eliminate outliers that don't make sense; however, there are legitimate reasons for the existence of outliers. He gave a hypothetical example of a faculty member hired at a certain salary level who underperforms for years

and does not earn strong merit increases. This will lead to this faculty member becoming an outlier for very valid reasons.

INTRODUCTION OF RESOLUTIONS

None.

GENERAL BUSINESS

- I. Nominations for election of 2018-2019 Senate standing committee chairs and members
The following new members of Senate standing committees were approved by unanimous consent:
 - a. Appointments, Salary, & Promotion Policies (ASPP): Shaista Khilji (GSEHD)
 - b. Professional Ethics & Academic Freedom (PEAF): Joan Meier (LAW)

- II. Reports of the Standing Committees
None.

- III. Report of the Executive Committee: Professor Sylvia Marotta-Walters, Chair
The full report of the Executive Committee is attached to these minutes. Professor Marotta-Walters provided the following highlights from her report:
 - Proposals for *Faculty Code* corrections are being collected for review from the Board of Trustees, the faculty, and the administration. The full list will be sent immediately to Professor Gutman for review by the PEAF committee. Resolutions arising from the lists will go to the Board in January for consideration at the February meeting and a vote at the May meeting. This is a three-year process, so additional revisions can be proposed for the next round should they not be completed by January.
 - Professor Marotta-Walters attended the orientation of new trustees, which afforded her the opportunity to talk about the *Code* and the process by which it is amended.
 - Senate members are asked to do all they can to help faculty and staff participate in the survey coming out on October 15th for the institutional culture initiative.
 - The Faculty Assembly will be held on October 24th at 4pm in the Jack Morton Auditorium with a fully linked second location in Innovation Hall 102 at the Virginia Science & Technology Campus.
 - There are two current grievances (both from GWSB); one additional grievance was resolved in September.
 - The next meeting of the Faculty Senate Executive Committee will take place on October 26th; please submit any requests for agenda items by October 19th.

- IV. Provost's Remarks:

- The Provost attended the annual lecture by the recipient of the Trachtenberg Teaching Prize, Denver Brunzman of the History department. Professor Brunzman talked about taking his class to the Mount Vernon estate in order to use original documents as part of his course.
- Faculty are strongly encouraged to attend the Faculty Assembly on October 24th.
- The SEAS and CCAS dean searches have both been successfully launched, with both schools having elected faculty to their respective search committees.
- The research ecosystem review is being done in collaboration with the Senate research committee under the leadership of Karen McDonnell and Kausik Sarkar. The working group is moving quickly and hopes to identify issues, challenges, and opportunities in this area by early 2019. The full membership of the working group is available on the strategic initiatives website.
- Laurie Koehler is working closely with the Provost on the student experience initiative. This reaches beyond any particular division or unit and involves everyone across the university. Student experience working groups have been formed; more than fifty faculty and staff are serving, and anyone interested in doing so should contact Senior Vice Provost Koehler.

V. President's Remarks:

- The President noted he is traveling a great deal and is trying to visit every city with a significant concentration of GW alumni (Chicago was the most recent). Efforts are being made to surround a large alumni event with smaller meetings with donors, parents, and alumni. These events have been well attended, and enthusiasm for GW is high. The President noted that one of the most common questions he receives is whether a given faculty member is still at GW, making clear the impact faculty have on alumni.
- The President traveled to Los Angeles to sign a gift agreement for an \$18.4 million gift for the Textile Museum. This is a leadership gift from the Cotsen 1985 Trust; GW will receive two signature collections, an endowment to support scholarship and educational programs, and state of the art equipment. The gift was made to GW because the donor wanted his collection to be used for study and research.
- GW is moving forward with the new alumni organization to serve its 290K alumni; GW has a lot of work to do to get out and connect with them. There are three things alumni can do in support of the university: 1) be brand ambassadors by talking up GW in the community; 2) hire GW students, either as interns or in full-time positions; and 3) provide philanthropic support. GW needs to grow its interactions with alumni through more programming and travel. This includes bringing faculty on the road to talk about the work they're doing. The Volunteer Engagement Task Force formed last year by the Board of Trustees is helping the leadership work through how best to structure GW's organizations to work with volunteers.
- A Guthridge Hall HVAC pipe break caused water damage, resulting in twenty students needing to be relocated. This highlights the need to invest in

infrastructure and deferred maintenance. GW will be looking closely at its capital plan moving forward to ensure all its facilities are up to standard.

- The Board has approved planning funding for the Thurston Hall renovation plan. This entails planning two projects that will cost roughly \$120-130 million: a new residence hall to hold 1/3 of Thurston's current capacity and a renovation of Thurston Hall down to a smaller capacity with more common spaces. The university is looking at how to do these two projects in parallel, and it is conceivable they could both be completed by 2022. This project will make a major difference in the freshman experience.
- The recent GWSPH study reporting on deaths in Puerto Rico following Hurricane Maria provided the school with a great deal of well-earned coverage for the school. In the face of a charged political response to the study, GW's mantra has been that the school is doing science and leaving politics to others. The President commended researchers at GWSPH on this work.
- The President noted that a lot of thought about GW's institutional culture is anecdotal as the university hasn't done regular or comprehensive faculty and staff surveys in the past. The first such survey comes out on October 15th and will be open for 2 weeks. Data obtained via the survey will be anonymous and will be handled exclusively by a third party. The President urged all faculty and staff to participate in the survey, noting that everyone has a chance to provide feedback in this initiative. Survey results will be presented to the leadership team just before the holidays and will be shared with the university community in the new year. Mark Diaz is the team lead for this initiative, and Professor Marotta-Walters will serve on this group as well. Working group membership is still being finalized.
- Rice Hall and the surrounding building will be coming down early in 2019. Rice Hall will be vacated at the end of December. The offices of the President, Provost, and Chief Financial Officer will be moving to 1918 F Street; much of the central administration will move into a renovated Old Main by June 2019. The faculty/staff service center will move to the Marvin Center.
- The President is holding a series of faculty coffees at the F Street House; these are informal opportunities for faculty to talk about what's on their minds. The last coffee was specifically for CCAS faculty to talk about the dean search. Many are structured to be for certain groups of faculty, but the President is also considering drop-in versions for any faculty.

BRIEF STATEMENTS AND QUESTIONS

Professor Wirtz remarked that faculty/administration communications have been on a steadily improving track recently. He noted that he is grateful to the Provost, who has very helpfully been attending Educational Policy committee meetings and interacting on and understanding the issues the committee is considering. He raised two issues of concern and made one recommendation (related to the second concern):

1. Professor Wirtz expressed concern about recent changes to the withdrawal policy and the extension to 18 credit hours, characterized as largely a financial decision. As part of the Educational Policy Committee's discussion, it's become clear that these two actions are not independent of each other and involve academic issues as well. It is Professor Wirtz's understanding that the Board is about to vote on the 18-credit hour policy and that the withdrawal policy was implemented without a great deal of faculty input. This has resulted in some concern about academic issues and the process that was followed, particularly with regard to the combination of these two pieces. This seems to be something that fell through the cracks and that faculty could and should have been more involved with in its development.
2. The issue of intellectual property agreements with regard to online courses is under consideration by a working group formed following the last session's resolution on online education. The working group discovered this week that CCAS has fielded an agreement for faculty teaching online courses to sign. Among other things, a clear reading of the agreement states that faculty signing the agreement are signing over lifetime intellectual property rights for course content, even that developed without use of GW resources. Upon learning about this, Professor Wirtz asked that the deployment of this type of agreement be deferred in any school until the working group has completed its report; this was not something the administration was comfortable agreeing to do. From a personal point of view, Professor Wirtz discouraged any faculty member from signing any agreement that under any condition suggests they are giving away lifetime rights to their own intellectual property, whether related to an online or a face-to-face course. Professor Wirtz remarked that this is not consistent with academic freedom and that he hopes the administration will revise the current CCAS agreement and also consider whether the deployment of these agreements should be suspended until the Senate has had a chance to take a position on this issue.

ADJOURNMENT

The meeting was adjourned at 3:54 pm.

THE SALARY EQUITY COMMITTEE PROGRESS REPORT

Christopher Alan Bracey
Vice Provost for Faculty Affairs and Professor of Law

October 12, 2018

OFFICE OF THE PROVOST

SALARY EQUITY COMMITTEE – BACKGROUND

- ▶ **Origins:** The Salary Equity Committee was first established and administered by VP for Academic Affairs Don Lehman
- ▶ **Purpose:** Advance the University's objective of ensuring that faculty salary allocations are based upon legitimate factors
- ▶ **Principal Task:** Develop a reliable method of reviewing faculty salaries to initially identify potential salary "outliers"
- ▶ **Follow-on Tasks performed by University Administrators within Academic Affairs/Provost's Office:**
 - ▶ (1) Solicit from Deans any legitimate factors that may have contributed to any disparity or outlier status; and
 - ▶ (2) Work with schools to adjust salaries for faculty members where warranted

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SALARY EQUITY COMMITTEE – LEGITIMATE FACTORS

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- ▶ Market factors at the time of hire
- ▶ Status or rank at the time of hire (e.g., hiring laterally with tenure)
- ▶ Differences in comparable appointment status (e.g., tenured v. regular non-tenured v. specialized)
- ▶ Retention adjustments to salary
- ▶ Special contractual arrangements
- ▶ Other special circumstances, e.g., hire to fill a unique vacancy
- ▶ Productivity issues
- ▶ Any other legitimate factor that might distinguish a particular faculty member from his/her peers.

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SALARY EQUITY COMMITTEE – PRESENT EFFORT

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- ▶ Committee Re-composition. The Committee members were appointed in consultation with the Faculty Senate and include: Prof. Senay Agca (GWSB); Prof. Erin Chapman (CCAS); Prof. Dylan Conger (CCAS/TSPPPA); Prof. Joe Cordes (CCAS/TSPPA); Prof. Philip Wirtz (GWSB)
- ▶ Leverage University Resources. Dr. Eric Yang (Office of Institutional Research); and Prof. Chris Bracey, (Vice Provost for Faculty Affairs)
- ▶ Time Compression and Improved Efficiency. Initial set of weekly committee meetings to hammer out methodology; administrative task timeline established to roughly coincide with faculty merit cycle.

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SALARY EQUITY REVIEW – LITERATURE REVIEW AND PEER INSTITUTION STUDIES

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- ▶ Lois Haignere, *Paychecks: A Guide to Conducting Salary-Equity Studies for Higher Education Faculty* (2nd Ed AAUP 2002)
- ▶ Using Market Ratio Factor in Faculty Salary Equity Studies, *The AIR Professional File* (Assoc. for Institutional Research, No. 103, Spring 2007)
- ▶ Celia Allard, *Assessing Faculty Salary Equity, The AIR Professional File* (Assoc. for Institutional Research, No. 20, Fall 1984)
- ▶ Salary Equity Study: Syracuse University (2017)
- ▶ Salary Equity Study: University of California – Berkeley (2015, 2016, and 2017)
- ▶ Salary Equity Study: University of California – San Francisco (2017)
- ▶ Salary Equity Study: University of Central Florida (2017)

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SALARY EQUITY REVIEW – METHODOLOGY

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- ▶ Statistical Regression Analysis of Actual Salary by School* using January 2018 salary data
- ▶ Three-way interaction
 - ▶ Department
 - ▶ Rank
 - ▶ Time in Rank
- ▶ Two Statistical Models
 - ▶ Full (inclusive of all regular faculty)
 - ▶ Excludes faculty hired with tenure
- ▶ Potential outliers = faculty salaries that are greater than one standard deviation from the regression curve

* CCAS divided into three cohorts: Physical Sciences, Social Sciences, Arts & Humanities

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SALARY EQUITY REVIEW – SAMPLE SCHOOL ANALYSIS

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Univariate Analysis of Variance
 [DD_CCAS_03]

Between-Subjects Factors

		N
RankClean	Assistant Professor	29
	Associate Professor	36
	Professor	44
	Special Service	1
Department1	BIOLOGICAL SCI	25
	CHEMISTRY	18
	FORENSIC SCIENCE	8
	MATHEMATICS	20
	PHYSICS	20
	STATISTICS	19

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SALARY EQUITY REVIEW – SAMPLE SCHOOL ANALYSIS

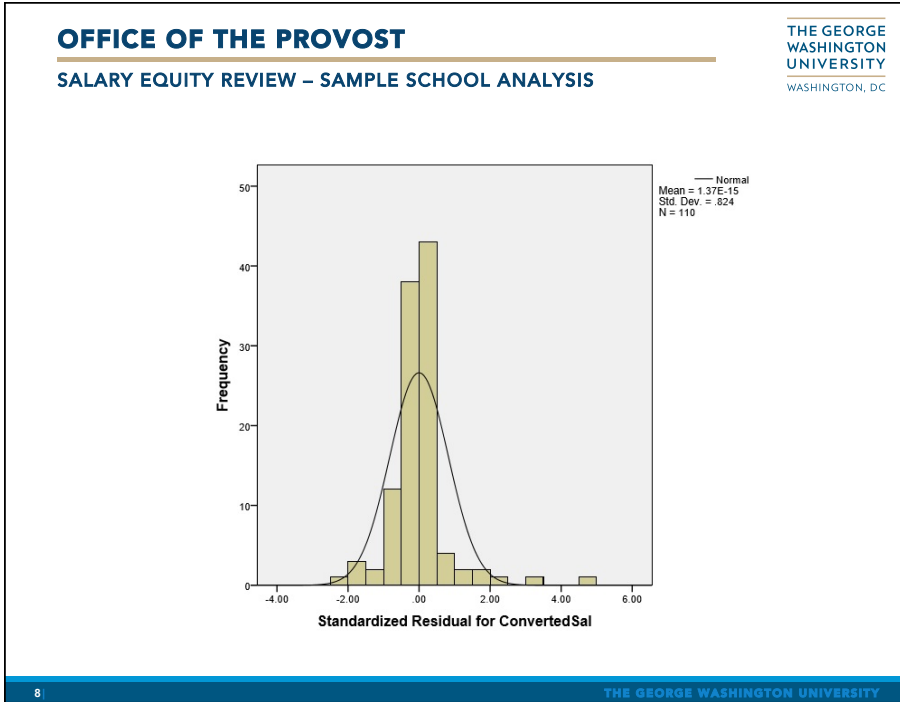
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Frequency

Residual for ConvertedSal

Normal
 Mean = 3.46E+11
 Std. Dev. = 20198.993
 N = 110

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SALARY EQUITY REVIEW – SAMPLE SCHOOL ANALYSIS

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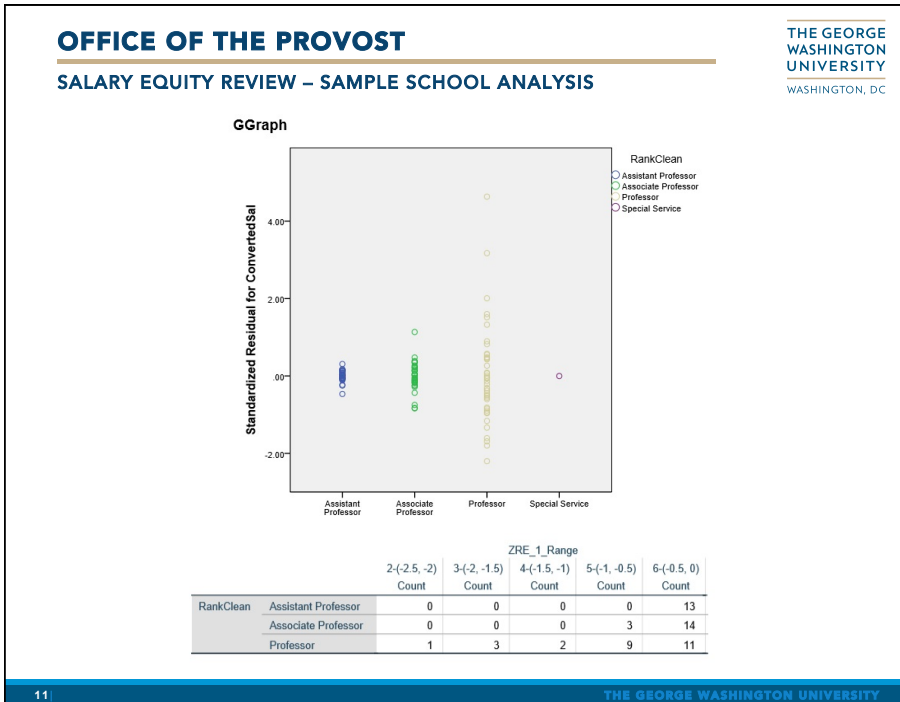
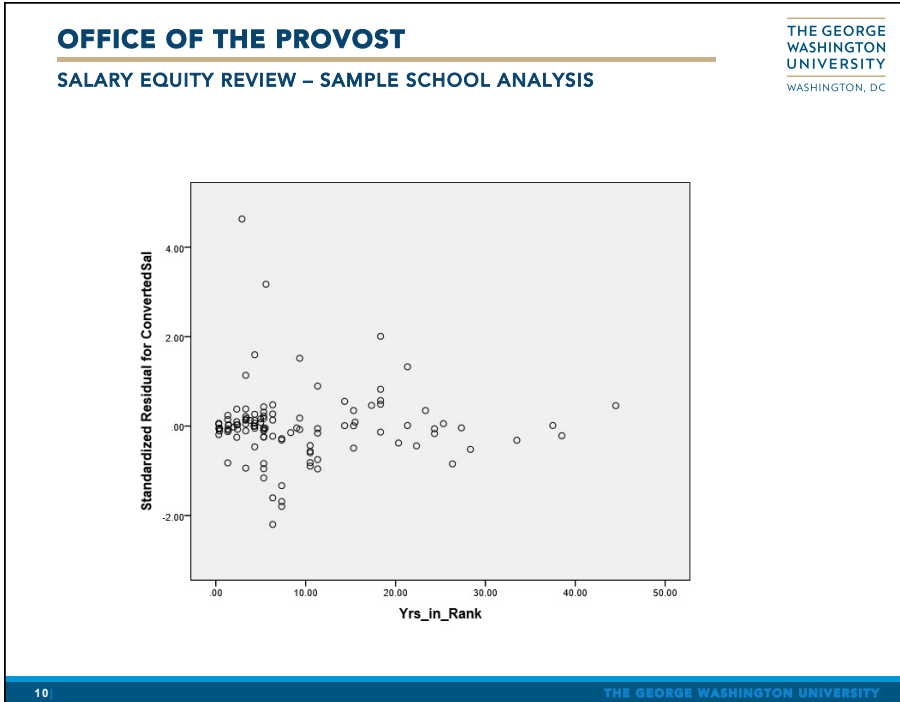
Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Residual for ConvertedSal	110	100.0%	0	0.0%	110	100.0%

Descriptives

		Statistic	Std. Error	
Residual for ConvertedSal	Mean	.0000	1925.89845	
	95% Confidence Interval for Mean	Lower Bound	-3817.0681	
		Upper Bound	3817.0681	
	5% Trimmed Mean	-1087.3444		
	Median	-758.4022		
	Variance	407999333.4		
	Std. Deviation	20198.99338		
	Minimum	-53929.90		
	Maximum	113562.39		
	Range	167492.29		
	Interquartile Range	10283.05		
	Skewness	1.952	.230	
	Kurtosis	10.707	.457	

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SALARY EQUITY REVIEW – A CLEAN “DECODED” EXAMPLE

THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON, DC

NAME	POSITION	CLASS	SCHOOL	DEPARTMENT	DEPARTMENT	YRS_IN_RAN	RAN_SALARY	TENURED_A	Full Model ZRE_1	Excluded Model ZRE_2	Intended Adjustment
Alex	Professor	VET MED	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	6.33	104059.00	N	-2.20	-2.47	
Barbara	Professor	VET MED	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	7.33	109123.00	N	-1.80	-2.01	
Charles	Professor	VET MED	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	7.33	111800.00	N	-1.69	-1.89	
Dianne	Professor	VET MED	COMPARATIVE MEDIC	COMPARATIVE MEDIC	COMPARATIVE MEDIC	6.33	137098.00	N	-1.61	-0.71	
Eric	Professor	VET MED	DIAGNOSTIC AND POF	DIAGNOSTIC AND POF	DIAGNOSTIC AND POF	7.33	87541.00	Y	-1.33	#NULL!	
Francesca	Professor	VET MED	INFECTIOUS DISEASES	INFECTIOUS DISEASES	INFECTIOUS DISEASES	5.33	107026.00	N	-1.16	-0.29	
Gordon	Professor	VET MED	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	11.33	110319.00	N	-0.96	-1.07	
Helen	Professor	VET MED	LARGE ANIMAL SPEC	LARGE ANIMAL SPEC	LARGE ANIMAL SPEC	5.33	102355.00	N	-0.95	-0.50	
Issac	Professor	VET MED	INFECTIOUS DISEASES	INFECTIOUS DISEASES	INFECTIOUS DISEASES	3.33	110150.00	Y	-0.94	#NULL!	
Joan	Professor	VET MED	INFECTIOUS DISEASES	INFECTIOUS DISEASES	INFECTIOUS DISEASES	10.50	119328.00	Y	-0.89	#NULL!	
Kurt	Professor	VET MED	DIAGNOSTIC AND POF	DIAGNOSTIC AND POF	DIAGNOSTIC AND POF	26.33	98272.54	N	-0.85	-0.87	
Leslie	Associate P	VET MED	DIAGNOSTIC AND POF	DIAGNOSTIC AND POF	DIAGNOSTIC AND POF	5.33	90848.00	N	-0.84	-0.94	
Mark	Associate P	VET MED	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	1.33	80009.00	N	-0.82	-0.92	
Nicole	Professor	VET MED	INFECTIOUS DISEASES	INFECTIOUS DISEASES	INFECTIOUS DISEASES	10.50	121263.00	N	-0.82	-0.23	
Otis	Associate P	VET MED	DIAGNOSTIC AND POF	DIAGNOSTIC AND POF	DIAGNOSTIC AND POF	11.33	92875.00	N	-0.75	-0.84	
Petra	Professor	VET MED	INFECTIOUS DISEASES	INFECTIOUS DISEASES	INFECTIOUS DISEASES	10.50	126634.00	N	-0.60	0.02	
Quincy	Professor	VET MED	LARGE ANIMAL SPEC	LARGE ANIMAL SPEC	LARGE ANIMAL SPEC	10.50	117015.00	N	-0.56	-0.18	
Regina	Professor	VET MED	INFECTIOUS DISEASES	INFECTIOUS DISEASES	INFECTIOUS DISEASES	28.33	148498.00	N	-0.52	-1.00	

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SALARY EQUITY REVIEW – CLEAN “DECODED” EXAMPLE ZOOM 1

THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON, DC

GWID	First_Midd Last_Nar	School1	RankClean	Department1	Yrs_in_Ran	Ran_Salary	Tenured_a	Full Model ZRE_1	Excluded Model ZRE_2	Intended Adjustment
Alex	VET MED	Professor	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	6.33	104059.00	N	-2.20	-2.47	
Barbara	VET MED	Professor	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	7.33	109123.00	N	-1.80	-2.01	
Charles	VET MED	Professor	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	7.33	111800.00	N	-1.69	-1.89	
Dianne	VET MED	Professor	COMPARATIVE MEDIC	COMPARATIVE MEDIC	6.33	137098.00	N	-1.61	-0.71	
Eric	VET MED	Professor	DIAGNOSTIC AND POF	DIAGNOSTIC AND POF	7.33	87541.00	Y	-1.33	#NULL!	
Francesca	VET MED	Professor	INFECTIOUS DISEASES	INFECTIOUS DISEASES	5.33	107026.00	N	-1.16	-0.29	
Gordon	VET MED	Professor	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	11.33	110319.00	N	-0.96	-1.07	
Helen	VET MED	Professor	LARGE ANIMAL SPEC	LARGE ANIMAL SPEC	5.33	102355.00	N	-0.95	-0.50	
Issac	VET MED	Professor	INFECTIOUS DISEASES	INFECTIOUS DISEASES	3.33	110150.00	Y	-0.94	#NULL!	
Joan	VET MED	Professor	INFECTIOUS DISEASES	INFECTIOUS DISEASES	10.50	119328.00	Y	-0.89	#NULL!	
Kurt	VET MED	Professor	DIAGNOSTIC AND POF	DIAGNOSTIC AND POF	26.33	98272.54	N	-0.85	-0.87	
Leslie	VET MED	Associate P	DIAGNOSTIC AND POF	DIAGNOSTIC AND POF	5.33	90848.00	N	-0.84	-0.94	
Mark	VET MED	Associate P	SMALL ANIMAL SPEC	SMALL ANIMAL SPEC	1.33	80009.00	N	-0.82	-0.92	
Nicole	VET MED	Professor	INFECTIOUS DISEASES	INFECTIOUS DISEASES	10.50	121263.00	N	-0.82	-0.23	
Otis	VET MED	Associate P	DIAGNOSTIC AND POF	DIAGNOSTIC AND POF	11.33	92875.00	N	-0.75	-0.84	
Petra	VET MED	Professor	INFECTIOUS DISEASES	INFECTIOUS DISEASES	10.50	126634.00	N	-0.60	0.02	
Quincy	VET MED	Professor	LARGE ANIMAL SPEC	LARGE ANIMAL SPEC	10.50	117015.00	N	-0.56	-0.18	
Regina	VET MED	Professor	INFECTIOUS DISEASES	INFECTIOUS DISEASES	28.33	148498.00	N	-0.52	-1.00	

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SALARY EQUITY REVIEW – CLEAN “DECODED” EXAMPLE ZOOM 2

THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON, DC

GWID	First_Midd Last_Nar	School1	RankClean	Department1	Yrs_in_Ran	Salary	Tenured_a	Full Model ZRE_1	Excluded Model ZRE_2	Intended Adjustment
xxxx		VET MED	Professor	COMPARATIVE MEDIC	17.33	183256.00	N	0.46	1.09	
xxxx		VET MED	Associate P	SMALL ANIMAL SPEC	6.33	111148.00	N	0.48	0.54	
xxxx		VET MED	Professor	DIAGNOSTIC AND POF	18.33	131486.00	N	0.49	0.27	
xxxx		VET MED	Professor	DIAGNOSTIC AND POF	14.33	133317.00	N	0.55	0.17	
xxxx		VET MED	Professor	DIAGNOSTIC AND POF	18.33	133533.00	N	0.57	0.37	
xxxx		VET MED	Professor	DIAGNOSTIC AND POF	18.33	139706.00	N	0.82	0.65	
xxxx		VET MED	Professor	DIAGNOSTIC AND POF	11.33	141903.00	N	0.90	0.42	
Star		VET MED	Associate P	DIAGNOSTIC AND POF	3.33	139230.00	N	1.14	1.27	
Star		VET MED	Professor	INFECTIOUS DISEASES	21.33	185936.00	N	1.33	1.50	
Star		VET MED	Professor	COMPARATIVE MEDIC	9.33	212394.00	Y	1.52	#NULL!	
Star		VET MED	Professor	LARGE ANIMAL SPEC	4.33	163886.00	Y	1.60	#NULL!	
Superstar		VET MED	Professor	SMALL ANIMAL SPEC	18.33	149182.00	N	2.01	2.25	
SUPERSTAR		VET MED	Professor	INFECTIOUS DISEASES	5.58	213541.00	Y	3.17	#NULL!	
SUPERSTAR!!!		VET MED	Professor	SMALL ANIMAL SPEC	2.92	288077.00	N	4.63	5.19	

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-
- SALARY EQUITY REVIEW – CURRENT STATUS AND NEXT STEPS**
- THE GEORGE WASHINGTON UNIVERSITY
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- ▶ **Current Status**
 - ▶ Statistical analysis complete for: CCAS; ESIA; GWSB; SEAS; SON; SPH; GSEHD
 - ▶ Potential outlier data has been “decoded” and prepared for presentation to school Deans

 - ▶ **Next Steps**
 - ▶ Provost Office to present Deans with data on identified potential outliers and discuss legitimate factors proffered by the school that explain outlier status of identified faculty members
 - ▶ If a salary adjustment is warranted, Provost Office will work with schools to build that adjustment into the merit cycle with the salary change taking effect January 1 (July 1 for fiscal year schools); if this is not feasible, Provost Office will work with schools to develop a multi-year strategy
 - ▶ Provost Office to run statistical analysis on January 2019 salary data
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SALARY EQUITY COMMITTEE – PROGRESS REPORT

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

Christopher Alan Bracey
Vice Provost for Faculty Affairs and Professor of Law
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(202) 994-0513

**Report of the Faculty Senate Executive Committee (FSEC)
October 12, 2018
Sylvia A. Marotta-Walters, Chair**

Faculty Governance Matters

Code Review. On October 18, 2018, I will present to the Academic Affairs Committee of the Board of Trustees and on October 19, 2018, I will present to the full board a summary of senate activities since the last board meeting in May. The major topic in those reports will be the continuing updating of school rules and bylaws to align them with the *Faculty Code*. Both the Board Chair, Nelson Carbonell, and the chair of the Academic Affairs Committee, Madeleine Jacobs, have asked that the faculty do a more systematic review of the changes that need to be made, both substantive changes and language clarifications, so that the board can act on them before the end of the academic year. At this time, I am collecting examples of language issues such as the ‘glitch’ list that was originally developed in 2016, more substantive issues such as the decanal review process that arose during the bylaws reviews, and any other items that have been identified as needing change in the three years since the *Code* has been in use. If you are aware of any issues in your schools, please send them to me so that I can submit a complete list to the Professional Ethics and Academic Freedom (PEAF) committee, which is tasked with providing the faculty’s perspective on any proposed changes, as part of its shared governance responsibility. I hope to send that list to PEAFF on Monday, October 15th so thank you in advance for sending your suggested changes this weekend.

Trustee Orientation. On September 13, I attended the onboarding of new trustees. Following a lunch with student leaders at both undergraduate and graduate levels, Board Chair Carbonell discussed the responsibilities and expectations of trustees under the new configuration of the Trustees’ Bylaws. Among the changes is that board size is to be between 12-25 trustees; at one time in the recent past there were as many as 43 trustees, which makes conducting business somewhat cumbersome. President LeBlanc shared with the trustees his

role as a university president and the responsibilities that flow from his role, in terms of providing a vision and the resources to implement that vision. Because Trustee Bylaws were being discussed, I was asked to comment on the process for amending the *Faculty Code*, sharing with the new trustees how resolutions are created and put forth for consideration on the senate floor.

Strategic Initiative on Culture. As you have heard today, the strategic initiative on culture will kick off with an assessment process that begins this coming Monday, October 15, 2018. The Faculty Senate Executive Committee (FSEC) has been encouraging faculty in their schools to participate, and I urge all the senators to add your encouragement during the two weeks that the assessment will be live online. Data from the assessment will give the university an important baseline of information from which to grow the culture of service that is part of our shared aspirations as a university community.

Faculty Assembly. The annual assembly of the faculty will be held on Wednesday, October 24, 2018 at 4:00 pm in the Jack Morton Auditorium. A reception will follow the meeting in the second floor lobby of the auditorium. There will be a second site for those at the Virginia Science and Technology Campus, with two way communication available for participants there. New faculty is encouraged to attend and be recognized.

Faculty Personnel Matters

Grievances: There are two grievances at present, both in the School of Business. One grievance was resolved in September.

Calendar

The next meeting of the Executive Committee will be on October 26, 2018. Please submit items for consideration no later than one week before that date.