



FACULTY SENATE COMMITTEE ON APPOINTMENTS, SALARIES, AND PROMOTION POLICIES (Including Fringe Benefits) (ASPP) Annual Report (2022-2023)

The ASPP committee was very busy this year. We met 3 times during the fall semester and have met 3 times in the spring semester, with one more meeting scheduled for the end of April. We worked on the following issues, on some of which we had reported in our interim report in December 2022:

Tenured/tenure-track numbers: We have had continued discussions of the 75%/25% tenure & tenure track guidelines as required by the Faculty Code. It was noted that this language only applies to six schools and colleges, SMHS, MISPH, SON and CPS being expressly excluded in the Code from this requirement.

At our January 2023 meeting, Vice Provost Hammond provided updated data on the tenured/tenure track faculty in various schools at GW. This is summarized in the following table:

Percent of Regular Faculty Serving in TT appointments

2021		2022	
CCAS	72.1	CCAS	73.0
ESIA	75.0	ESIA	81.4
GSEHD	67.7	GSEHD	69.8
GWSB	95.6	GWSB	96.7
LAW	95.5	LAW	83.3
SEAS	90.8	SEAS	90.2

It was noted that the numbers in CCAS and GSEHD show slight improvements over the last year but are still below the 75% threshold mandated by the Faculty Code: *“However, the proportion of regular faculty serving in non-tenure track appointments shall not exceed 25 percent in any school, nor shall any department have fewer than 50 percent of its regular faculty appointments either tenured or tenure-track.”* From the Core indicators report provided by the provost at the March 2023 meeting of faculty senate, we noted that the numbers and percentages of regular tenured/tenure-track faculty have been decreasing in the recent years and have been below the 75% mark mandated by the Faculty Code. The 10 year data show the percentage of regular faculty to be 75% or above in the six years before 2019; in 2019 it was 74.8%, in 2020 it was 74.1%, in 2021 it was 73.5%, and in 2022 it was 72.2%.

The second part of Faculty Code mandate asks that no department has more than 50% of non-tenure accruing faculty in the regular rank. This data is sought from the administration and hopefully will be provided to the committee in the near future. The provost had promised to look into that aspect and determine what needs to be done to come into compliance with the Code.

Faculty salary averages: Core indicators report (March 10, 2023) on faculty salary averages across the university showed that several ranks of faculty in two schools (CCAS and GSEHD) continue to remain below the 60% levels of AAUP averages and we urged the administration to remedy this situation. Note that **faculty senate resolution 87/1** “concerning faculty salaries” (adopted on May 1, 1987) asked the university to achieve, and “to maintain, for all ranks an overall number one rating (80th percentile or above)” on the AAUP’s scale for Category I institutions. This resolution also asked “for all ranks in each school and college

no less than a number two rating (60th percentile or above) on the AAUP's scale for Category I institutions.” This resolution was reinforced by the **faculty senate resolution 05/2** (adopted by the senate on May 13, 2005); the latter asked the administration to develop a three year plan “for attaining the 80th percentile goal (and for ensuring that each school is above the 60th percentile).” While we appreciate the fact that the overall salary averages are at or above the 80th percentile, we continue to urge the administration to ensure that all schools achieve, and maintain, the 60th percentile in all ranks in all schools.

Promotion of specialized faculty: We were asked to consider the rules about promotion of specialized faculty and learned that several schools have written rules/guidelines for this. We studied documents from CCAS, CPS, ESIA, SON and MISPH, and found that some of these documents contain good ideas that might be incorporated in the documents of other schools. There was a question about the requirement of a terminal degree in a department in CCAS and it was noted that while the CCAS document doesn't say anything about terminal degree as a promotion criteria, when the case went up the chain, it was stated that the faculty member is ineligible for promotion because they did not have the terminal degree in the field. This issue will be further discussed with the administration.

Faculty Senate Executive Committee Charge to ASPP

1. *In coordination with the Provost's office, develop a clear policy addressing if and under which circumstances and to which extent classroom recordings can be consulted in promotion, tenure, and disciplinary cases as well as in other cases of concern to the committee.*

We had conversations on course recordings at all six meetings this year and have met with the representatives of EPT and PEAFF committees. There was a survey about course recordings that was sent to faculty from Educational Policy committee and we discussed the results of that survey. As a result, we have authored a statement on course recordings that has been submitted to the senate as a committee report to be included on April meeting agenda. This report is attached as an Appendix.

2. *Continue the subcommittee work on diversity, equity, and inclusion, working closely with Provost Bracey as the DEI assessment/initiative is launched.*

Shaista Khilji agreed to continue as co-chair of the DEI subcommittee. She noted that provost Bracey has a timeline for the review of DEI report, and also that the results of the Climate Survey are scheduled to be shared widely in the spring. Some preliminary findings of the DEI committee will be shared with us at our future meeting.

Investment options within our employee retirement plans: On a question from a member, we invited Associate VP for Total Rewards, Jennifer Lopez, to attend our December meeting and to describe what kinds of retirement funds we have for investment by GW employees. She told us that GW offers 84 funds through Fidelity and TIAA-CREF; Vanguard funds are offered through Fidelity. Her team is responsible for enrollments into the GW retirement plans, managing the vendors and monitoring the service; they do a lot of audits and manage the compliance requirements. There is also a very formal oversight with regards to the investments, fund offerings and monitoring the performance of those funds. The university has a retirement plan investment committee consisting of four people that include Vice Provost for Faculty Affairs Emily Hammond, VP & Chief People Officer Sabrina Minor, VP & CFO Bruno Fernandes, and Associate VP Total Rewards Jennifer Lopez. We also have investment advice of our investment advisors CapTrust. As stated we have 84 funds available to GW employees; average number of funds at other comparable institutions is 30-40. Of these 84 funds, 12 are target or allocation funds, 17 are index funds and 55 are actively managed funds. Information on all of these funds is available at the Benefits website where quarterly performance summaries of the funds is also posted. We monitor performance on a 1, 3, 5, and 10 year basis. We also monitor risk adjusted performance and expense ratios. The retirement plans are governed by ERISA and there is a lot of guidance to employers on the types of funds that can be offered to employees via ERISA plans. Jennifer Lopez mentioned that they often receive suggestions from employees, including members of this committee, and she is always happy to engage with the employees and our investment advisors.

Angela Gore asked if there is a faculty representation on the committee. Jennifer Lopez said that the Vice

Provost for Faculty Affairs represents the faculty interests, additionally the CFO and Chief People Officer and she represent the interests of all faculty and staff. In addition, there are investment advisors who help with monitoring the funds. Emily Hammond pointed out that this is a highly regulated field; there is a statute-ERISA, the employee retirement income security act- which sets this committee to act as a fiduciary for all of the participants. The role of this committee is very methodical and has a very consistent, thorough, process. The committee meets a minimum of four times a year but more recently have been meeting almost every month. The committee welcomes feedback from faculty and staff and would be willing to consider suggestions for additional funds as retirement options. Joe Cordes mentioned the Benefits Advisory Committee (BAC) that has a broader representation, and a subcommittee of BAC may have a role in considering the questions that come up. Phil Wirtz mentioned that GW have experts in this area who train people that work in the field and are then hired by GW to give investment advice; he suggested that it would be good if GW utilized the in-house experts in this and many other areas. Angela Gore asked about inflation proof options and mentioned a global commodities stock fund as a possible investment option. Jennifer Lopez mentioned that we do have some inflation protection funds in the lineup and she would be happy to share the information with the committee. Phil Wirtz mentioned that the administration could do its job more effectively if it were to utilize the available faculty expertise that is available in-house. Many members of the committee echoed this sentiment.

COLA: The issue of COLA (cost of living adjustment) was initiated last year and it was pointed out that the cost of living is increasing very rapidly and the university needs to help the faculty and staff with keeping up with the inflation. Just the merit raises of around 2% isn't enough. Joe Cordes mentioned that colleges are very reluctant to increase tuition and that constrains the universities' ability to provide large(r) raises. He thought that Fiscal Planning and Budgeting might look at the issue; he also said that the provost's office is aware of the issue. He said that the last time we had big inflation, GW provided a large pool of merit raises and also was able to raise the tuition by large amounts. This is clearly not possible in the current climate. The current sentiment of the committee is as follows: "In the light of the current inflationary economy we may revisit offering COLA or restructuring the current raises to include a guaranteed component to help GW employees with the soaring inflation."

Tenure Clock Extensions and External Letter Writers: We discussed the external letter writers who may not be familiar with Covid related tenure-clock extensions or parental leave tenure clock extensions at GW, and suggested that our letters of request for external review of research contain language describing these dispensations so the external reviewers can make informed comments on the dossier they are reviewing. The Faculty Code contains specific language on various kind of leaves and related tenure-clock extensions. If the external letter writers are uninformed about the tenure clock extensions and make comments/ comparisons of a candidate who may have spent 8 years in the probationary status with a 6 year candidate elsewhere, it is the department chair who must point out in their Chair's Transmittal Letters that particular sentence(s) or paragraph(s) in certain external letters may need to ignored.

Jennifer Brinkerhoff provided this language from the provost's letter to faculty in the Trachtenberg School and encouraged other departments to use similar language when drafting their requests to external reviewers: "The provost has encouraged faculty members document their challenges related to the disruption caused by the COVID-19 pandemic and has encouraged them to provide a discussion of such disruptions in their personal statements for promotion reviews. If included, these statements provide context to consider in evaluating the candidate's work. Challenges the candidate faced due to the COVID-19 pandemic should not negatively affect your evaluation of the candidate. The Trachtenberg School values respect for differences of all kinds, social equity, kindness, collaboration, fairness, civility, humility and inclusivity."

Faculty salary equity: Salary equity process should be underway again this year but we have not received any updates. Vice Provost for Faculty Affairs is expected to provide a report to the senate at the April 14 meeting.

Health care costs: The Benefits Advisory Committee (BAC) continued its work this year and was persuaded

to have only modest increases in the health care premium for 2023. Whereas the total health care costs are expected to increase by 5.9% in 2023, the participant contributions increased by only by 1.3%. Faculty members on BAC continue to advocate for lower costs for GW employees. GW's portion of these costs increased this year by 1% to approximately 77.6%. BAC is currently working on the 2024 rates and the preliminary indications are that these costs are again going to go up.

Research: At our March meeting, Philip Wirtz brought up the fact that the university couldn't find staffing for student research day according to a presentation we had at the Senate. Apparently, our research rankings have gone down. There was some discussion of centralized services and the pod structure as a barrier to research efforts and confusion in reporting. Tarek El-Ghazhawi noted that since every employee really has appointment in one place and reports to only one boss, the commitment across departments is diluted when staff are centralized. There was additional discussion on the need to maintain a robust research agenda throughout the university and for support of these efforts.

Respectfully Submitted

Murli M. Gupta and Susan LeLacheur, Co-chairs, ASPP Committee
April 10, 2023

2022-2023 Committee Roster

- [Murli Gupta](#), Chair (CCAS)*
- [Susan LeLacheur](#), Co-chair (SMHS)
- Linda Briggs (SON), Faculty Senate Executive Committee Liaison*
- Heather Bamford (CCAS)*
- Christopher Bracey (Provost)**
- Jennifer Brinkerhoff (ESIA)
- Joseph Cordes (CCAS)*
- Tarek El-Ghazawhi (SEAS)*
- Wendy Ellis (GWSPH)
- Angela Gore (GWSB)*
- Emily Hammond (Vice Provost for Faculty Affairs)**
- Valentina Harizanov (CCAS)
- Carol Hayes (CCAS)
- Natalie Houghtby-Haddon (CPS)
- Shaista Khilji (GSEHD)
- Scott Kieff (LAW)*
- Sabrina Minor (Vice President and Chief People Officer)**
- Samar Nasser (SMHS)
- Arlene Pericak (SON)
- Pradeep Rau (GWSB)
- Julia Storberg-Walker (GSEHD)
- Abe Tekleselassie (GSEHD)*
- Arya Thakur (GWUSA)**
- Amita Vyas (GWSPH)*
- Maranda Ward (SMHS)
- Phil Wirtz (GWSB)*
- Heather Young (GWSPH)
- Mona Zaghoul (SEAS)

*Senate member

**Non-voting member



Committee on Appointments, Salary, and Promotion Policies (including Fringe Benefits)

Memorandum to Faculty Senate on Course Recordings

April 3, 2023

Summary

On 15th September, 2022, the FSEC gave our committee (ASPP) the following charge:

In coordination with the Provost's office, develop a clear policy addressing if and under which circumstances and to which extent classroom recordings can be consulted in promotion, tenure, and disciplinary cases as well as in other cases of concern to the committee.

ASPP had multiple conversations on the course recordings and collaborated with the Professional Ethics and Academic Freedom (PEAF), and Educational Policy and Technology (EPT) committees to reach a common understanding on these issues. The EPT committee last semester conducted a survey of faculty on these issues and we discussed the Joint subcommittee report from the 3 committees- Professional Ethics and Academic Freedom (PEAF), Educational Policy and Technology (EPT) and ASPP on course recordings. We also had conversations with Vice-Provost for Faculty Affairs, Emily Hammond, who consulted with the Office of General Counsel.

- **Significant positives** noted in the faculty survey included access for students with long-term or temporary disabilities. Many students with disabilities have accommodations that include access to course recordings.
- **Significant concerns** noted in the faculty survey included the potential for unauthorized circulation or editing of recordings, reduced class attendance because of the availability of recordings and unauthorized use of recording for promotion and tenure or disciplinary decisions.

Additional issues discussed by the committee were:

- While the administration **owns** the physical course recordings and has access to them, how this access is used is important. Specifically, the course recordings should never be used for purposes of promotion and tenure decisions without the express permission of the faculty member involved.
- GW's location and work in politics and policy put both students and faculty at some risk of expressing opinions that might later be a source of personal or professional difficulty.
- Intellectual property rights are covered by GW's copyright policy, available at the [GW Office of Ethics, Compliance, and Risk](#).
- Policy regarding administration access to recordings by **part-time faculty** is governed by the Collective Bargaining Agreement (CBA) which states that faculty must be notified if the administration reviews course recordings for evaluation purposes. We believe that a similar policy ought to apply to **full time faculty**.

Murli M. Gupta and Susan LeLacheur, Co-Chairs

Faculty Senate Appointments, Salaries, & Promotion Policies Committee (ASPP)

March 31, 2023

Revised April 3, 2023