



**MINUTES OF THE REGULAR FACULTY SENATE MEETING  
HELD ON SEPTEMBER 7, 2018  
AT 1957 E STREET NW/STATE ROOM**

Present: President LeBlanc, Provost Maltzman, and Parliamentarian Charnovitz; Deans Feuer and Mehrotra; Interim Dean Wahlbeck; Executive Committee Chair Marotta-Walters; Professors Briscoe, Bukrinsky, Costello, Dugan, Esseesy Galston, Griesshammer, Harrington, Markus, McDonnell, Pintz, Price, Rehman, Rohrbeck, Schwartz, Sidawy, Tekleselassie, Tielsch, Wilson, Wirtz, Yezer, Zara, and Zeman.

Absent: Registrar Amundson; Deans Akman, Brigety, Goldman, Jeffries, and Morant; Interim Deans Deering and Riffat; Professors Agca, Agnew, Cordes, Dickinson, Gutman, Khilji, Lewis, Lipscomb, McHugh, Nau, Pelzman, Roddis, Sarkar, Schumann, and Wallace.

## CALL TO ORDER

The meeting was called to order at 2:16 p.m.

## APPROVAL OF THE MINUTES

The minutes of the May 11, 2018, Faculty Senate meeting were approved unanimously without comment.

## INTRODUCTIONS: VICE PRESIDENT FOR RESEARCH ROBERT MILLER, DEAN MEHROTRA, AND INTERIM DEAN WAHLBECK

Provost Maltzman introduced Robert Miller, GW's new Vice President for Research. Dr. Miller is a School of Medicine and Health Sciences (SMHS) faculty member who came to GW from Case Western, where he held a research leadership position. He has served as the Senior Associate Dean for Research in SMHS and is a distinguished neuroscientist with an active research program. Consequently, he is very familiar with GW's research operation. His selection is the result of an internal search by a search committee that included a number of faculty members.

The Provost also acknowledged Anuj Mehrotra, the new School of Business (GWSB) Dean, and Paul Wahlbeck, who is serving as Interim Dean in the Columbian College of Arts & Sciences (CCAS).

The Provost invited Vice President Miller to make some introductory remarks. Dr. Miller expressed that it is critical for GW as a community to work together toward common strategic goals. He noted that faculty members often forget that the administration has a challenging job to do and that administrators sometimes forget that their role is to serve and support the faculty. He therefore

works, while serving as an administrator, to keep a serious footprint in his faculty activities—running a federally funded research lab, teaching in SMHS, attending as many faculty meetings as possible—to maintain balance. He noted that he hopes to bring a balanced approach to the Faculty Senate and to university leadership as GW works to build its research portfolio.

Dr. Miller noted a number of shared goals in evidence in the short time he’s been serving in this role, particularly around workforce development, the undergraduate and graduate education process and experience, and the postdoctoral fellow component to research, all of which are critically important. Integrating the education and research experiences will serve to enhance GW’s research reputation. Dr. Miller recognized that there are longstanding issues around the research enterprise at GW, noting that there is always tension between where resources are invested and where returns are realized. He noted that the university must think about its reputation as a research and scholarly institution before it concerns itself overly with where the next incoming dollars are sourced.

Professor Griesshammer noted that one major issue with GW’s current research enterprise is the extreme bureaucracy around the submission and administration of grants, which, according to his anecdotal evidence, seems to be more challenging at GW than at other institutions. He noted that the tools simply don’t appear to be in place in the central administration to efficiently address the needs of investigators. Dr. Miller responded that GW is indeed not as smooth in managing sponsored research as it could be. He noted that research growth at the university is relatively recent, and systems don’t always scale well; the university needs to develop scalable systems for the future. Part of this process will require reviewing some seemingly arbitrary rules that don’t reflect where GW wants to be in terms of research support. The Provost’s upcoming research ecosystem review will highlight these issues. He stated he didn’t want to diminish anecdotal issues but stressed that he will center his focus on the systemic issues creating the biggest problems for the smooth functioning of the enterprise.

Professor Sidawy noted Dr. Miller’s strong, collaborative work in SMHS on behalf of the research enterprise. He expressed his strong confidence that Dr. Miller would absolutely be a great asset to the university-wide research enterprise.

President LeBlanc reiterated that “research” refers to scholarship in its many forms, including the disciplines that do not typically draw sizable federal grants. He noted that his conversations with Dr. Miller have covered this definition extensively.

Professor Price commented that the bureaucracy and inefficiency of the OVPR office has led her department to move collaborative grants to other universities for easier administration. In one recent grant, the lack of OVPR tuition support made it impossible to establish a graduate research assistantship tied to a major grant, whereas other universities on the grant created multiple research assistantships. Overhead and tuition costs are very high, but training the next generation of researchers is the lifeblood of what faculty members do; not being able to do that is extremely disappointing. She noted that she is looking forward to working with OVPR to improve this situation. Dr. Miller responded that there are creative ways to think about placing resources in the right places to support cost-sharing activities.

Professor Wilson extended an invitation to Dr. Miller to speak with GWSB faculty about what OVPR can do to help the school identify funding opportunities and increase sponsored research activity within the school. Dr. Miller responded that he sees his office as supporting research

activities at every level. He noted that he has only been in the position for a month and that it will take some time to develop detailed strategies; he looks forward to working together with the schools to tailor OVPR's functions to support various constituencies at GW.

President LeBlanc recalled for the Senate that one of the five strategic initiatives is the research environment. Dr. Miller will be leading that initiative. The website for this initiative lists items that this initiative will be addressing and also provides space to submit questions and comments in this area.

Professor Wirtz recognized that Dr. Miller likely already has a sense for what the most serious issues are around the research enterprise at GW. He asked which issues Dr. Miller sees as the most pressing as he begins his work. Dr. Miller responded that there are opportunities—either as a result of existing deficits or de novo—to enhance mechanisms for identifying funding opportunities, managing application submissions, and managing incoming funding in a timely fashion. He reiterated that GW needs a scalable system to support this enterprise across the university. He also noted that supporting workforce development is extremely important, namely the mechanisms by which undergraduates, graduate students, and postdoctoral fellows are supported. This is critical for faculty support as well as for GW's reputation. GW's product is the people it sends out into the world, and its reputation is reflected in what students do both at GW and after they leave GW. He noted that GW also needs to think about how to develop an infrastructure that supports interdisciplinary work; he suggested the concept of interactive research nodes, getting away from the traditional concept of silos, which do not support interdisciplinary work.

Professor Tekleselassie noted that there are certain disciplines that have less potential to attract external funding. GW offers some seed funding to help attract external funding in these areas. He noted that proposals submitted for this funding from his area were rated very highly and yet were not funded. He asked what Dr. Miller's thinking was with regard to funding a wide range of disciplines. Dr. Miller agreed that there should be funding across the institution as a whole but that the ability to fund every worthy proposal is limited by available funding. He noted that he believes in the power of peer review, with valued committee input informing the decision to award funding. He noted that the university has to focus on funding proposals that will enhance its reputation. The question of whether additional funds can be made available for these types of proposals is driven by budget. President LeBlanc noted that internal funding was significantly increased last year for proposals in the disciplines that the government tends not to fund.

Dean Mehrotra joined GWSB on July 1<sup>st</sup> and noted that he is finding a lot of energy for program and research development at GW. He is looking forward to leveraging GWSB's location and strong faculty and students to strengthen the school even beyond its current position. He noted that he plans to pursue interdisciplinary opportunities, which are significant as the higher education market continues to change.

REPORT: Sustainability Update: Meghan Chapple (Director, Office of Sustainability; Senior Advisor for University Sustainability Activities; and Lecturer, Strategic Management & Public Policy)

Ms. Chapple noted that the Office of Sustainability was created in 2009 by a group of students, faculty, and staff seeking to make GW a leader in sustainability. The office's role has been to give students a place to which they can bring their ideas about sustainability and to help faculty and staff realize sustainability in their daily lives on campus. The office's aspirational and positive vision ("The

George Washington University envisions a future with resource systems that are healthy and thriving for all”) was developed very intentionally over the course of a year. The vision grew out of a desire to look at entire systems related to sustainability. Higher education is emerging as a bastion of energy and excitement in the sustainability arena with very active students and faculty contributing research and discourse in several areas.

Ms. Chapple introduced three colleagues with whom she is sharing the podium today. She introduced Deputy Provost Terry Murphy, Professor Tara Scully (the Sustainability minor director), and Professor Bob Orttung (the Director of Sustainability Research).

Deputy Provost Murphy provided a history of the Office of the Provost’s involvement in this initiative, noting that it is financially invested in the sustainability enterprise at GW and is actively involved in thinking about what the organization should look like over the coming year. GW has been engaged in sustainability activities for over a decade, first committing to a green building process in the 2007 Campus Plan. The slides from this presentation provide an overview of GW’s decade-plus-long involvement in sustainability activities.

Professor Scully took over the directorship of the Sustainability minor this summer. She noted that the first thing the partnership between the Office of Sustainability and the academic minor program wanted to do was to create a unified Sustainability website. The existence of two separate sites created confusion about who should visit which site to find the information they needed. The unified site will send a collective message about sustainability and will clear up any issues about sustainability around research, academics, and operations.

The Sustainability minor is extremely successful. In spring 2018, there were 230 minors, and 60 graduated in May; there are 164 students enrolled in the minor this fall. An issue at present is that the minor doesn’t have clear assessments; Professor Scully plans to undertake assessments for the courses and the program as a whole. Currently, the program is very top-heavy; most of the students in the minor are seniors. The program wants to attract more freshmen and sophomores into the minor’s introductory classes to draw them into the program earlier, allowing students to take action in the field. Earlier enrollments will bring research in action into the program; this is a definite area of growth and development.

Professor Orttung is the Director of Research for Sustainability and is working to build multi-disciplinary teams to seek research funding and develop new areas of research that address complex problems of sustainability. Recent applications include grants working on Arctic urban sustainability (Geography/CCAS), improving STEM education for middle school students (Graduate School of Education & Human Development (GSEHD)), and addressing air pollution exposure among bicyclists (Chemistry/CCAS, Milken Institute School of Public Health (GWSPH), and GSEHD). Other projects are looking at how capital cities can promote sustainability policies and at improving STEM education for undergraduates. He encouraged faculty to consider interdisciplinary work in this area. He further noted that the Duke Energy Innovation Fund, developed in 2013, provides funding for faculty across campus interested in working on energy issues and provides seed funding for multidisciplinary teams to go after bigger grants. This year, a variety of projects are being funded in a number of schools; one project in particular is working on how to better train students for employment in the energy sector. This year’s competition will be announced on October 1<sup>st</sup> with \$85K available for research projects in 2019.

Ms. Chapple noted that it is clear the organization is working hard to pull many pieces together and that the group is excited about its new structure and the potential for stronger collaborations across disciplines. She noted that there are seven overarching goals/areas of focus in the Sustainability initiative: natural space, air and climate, water, food, waste, urban environment, and investment. She then shared a number of photos related to current activities students are engaged in related to sustainability; these photos are included in the attached slides.

Moving forward, Ms. Chapple described a listening tour to be held this fall (the kickoff is October 26<sup>th</sup>) with findings to be compiled in spring, providing more direction to the initiative. In opening the field to questions, she also asked the Senate to consider questions from Sustainability: What have we learned from past efforts? What's missing? What does the faculty need from university on sustainability? What would make Sustainable GW successful going forward?

Provost Maltzman commented that GW's mission is to change the world with the research it produces and the students it educates. Sustainability has tied students, research, and practice together in a very healthy way. This collaborative group is very good at working together and with others across the university; this is particularly critical in this area, given the work being done across campus on sustainability.

Professor Tielsch asked whether there are any metrics against which GW can compare itself to other higher education institutions in this area? Ms. Chapple responded that some rankings do exist, and Sustainability spends a lot of time gathering data for public reporting on: 1) the university's climate leadership commitment, which publicly discloses the university's entire carbon footprint; 2) the Sustainability Tracking and Reporting System (STARS), which discloses everything from food to climate change to diversity and inclusion and community engagement; 3) the traditional ranking bodies pull from these data and create their own rankings. Ms. Chapple noted that, when she began at GW, the university was one of five that received failing marks in sustainability. GW has since worked hard to move up in this area and is now solidly in the top 50. The university's goal is to be carbon neutral by 2040 and to reduce its carbon footprint by 40% by 2025.

Professor Rehman noted that GWSB runs a large undergraduate class for all first-year students on global and service issues. This year, their project is—with 200 students working in 40 groups—to map out GW's plastic footprint. GWSB would like to give this research to Sustainability and work together to achieve the university's goals in this area.

Professor Dugan asked how the minor will be grown. She wondered why it is top-heavy with seniors and what strategies are being implemented to change this. Professor Scully responded that, while registration for the minor's introductory classes were previously fully open to all students, a portion of class seats will now be reserved for underclassmen who previously had difficulty enrolling in these courses. Additionally, the program is devising new ways of looking at the minor itself. The minor currently has three tracks, and it is not clear that they reflect the pillars of sustainability with clear objectives. The minor will also grow the science and social equity components of the program, which are currently missing in the minor.

Professor Marotta-Walters noted that the Senate standing committees stand ready to assist the initiative if there are any specific issues that relate to the Senate committee structure.

## 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, and Promotion Policies (ASPP): Abe Tekleselassie (GSEHD)
  - b. Educational Policy: Lisa Lipinski (CSAD)
  - c. Fiscal Planning & Budgeting: Majeda El-Banna (SON)
  - d. Professional Ethics & Academic Freedom (PEAF): Nicholas Kyriakopoulos (SEAS)
  - e. GW Student Association appointments to standing committees (see attached)
- II. Election of 2018-2019 Dispute Resolution Committee (see attached)  
The 2018-2019 Dispute Resolution Committee roster was approved by unanimous consent.
- III. Approval of 2018-2019 Joint Committee of Faculty & Students roster (see attached)  
The 2018-2019 faculty body of the Joint Committee of Faculty & Students was approved by unanimous consent.
- IV. Reports of the Standing Committees  
None.
- V. 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 welcomed the Senate members to the new academic year and provided the following highlights from her report:
  - This summer, Professor Marotta-Walters presented the results of resolutions passed during the 2017-2018 academic year to the Board of Trustees Committee on Academic Affairs. She also attended the annual Board of Trustees retreat. She directed the Senate membership to her report for the topics discussed at the retreat, which will be informing the Board of Trustees' strategic planning over the next couple of years.
  - Professor Marotta-Walters also attended a series of meetings on GW's strategic initiative on institutional culture. She seconded President LeBlanc's invitation to review the strategic initiatives website for progress and plans related to this and the other initiatives.
  - The school bylaws review process is nearly complete. All schools have submitted their bylaws revisions, and a process for the final review is being developed, hopefully for completion by the end of the fall semester.

- There are three current grievances (two in GWSB and one in CCAS). Over the summer, one grievance was suspended, and two were resolved through mediation.
- The Faculty Senate Executive Committee (FSEC) reviewed ten nonconcurrences over the course of the spring and summer. The FSEC has asked ASPP and PEAFF to explore how the Faculty Code has been institutionalized as it relates to personnel matters at GW.
- The new Title IX policy is awaiting significant Senate input via PEAFF. This committee plans to come before the Senate with the faculty perspective on the two new policies in this area by the end of the academic year.
- The next meeting of the FSEC will take place on September 21<sup>st</sup>; please submit any requests for agenda items by September 14<sup>th</sup>.

VI. Provost's Remarks:

- The Middle States Commission on Higher Education (MSCHE) formally reaccredited the university this summer. The full MSCHE external committee report as well as the commission's actions are available on the Provost Office website.
- The Provost's office has rolled out the new enrollment and student experience reorganization, welcoming Cissy Petty as the new Dean of the Student Experience.
- The university has been very busy implementing new Title IX policies that are now in effect. A number of links and paragraphs on the policies were included in the Provost's letter to faculty this summer, and President LeBlanc also discussed the policies in a letter to the university community. Additional information was sent this week, including a link to an online training module on the policies, and reference cards on the policies will be sent to departments this week.
- GW has also been very engaged in implementing the new diversity action plan that was announced last spring following last winter's Snapchat incident. One piece of this plan includes the hire of a new director of Diversity and Inclusion Training (Jordan West, who comes to the position from a similar role at Princeton). In addition, the Posse Foundation partnered with GW over the summer to help train all of the residential advisors. Final work is being done to change the student code of conduct as it speaks to discrimination, and the university has incorporated training on unconscious bias and preventing harassment and discriminations. This training was first rolled out last month at orientations for new academic leaders and new faculty. The university will consult with PEAFF on needed changes to the equal opportunity policy.
- The Provost's office is looking forward to partnering with all of the senate committees on many important projects, including revisiting some of the changes made to the Faculty Code. This includes bringing in the Board of Trustees Committee on Academic Affairs so that changes may be made over an iterative process this academic year.

Professor Wirtz raised one issue related to the online training module the Provost referenced. He relayed hearing from a GWSB faculty member that there is some confusion over what a faculty member needs to tell a student bringing an issue to that faculty member. The Provost responded that his office will look at this carefully to eliminate any confusion. He noted the distinction between being a “responsible employee” and a “mandated reporter,” with the former being the role GW faculty members are expected to fulfill. In this role, a faculty member must notify the Title IX office of a reported incident, and the Title IX office will then reach out to the student who may or may not file a formal complaint. This is different than a mandated reporter. “Mandated reporter” is a legal term and refers to individuals who are required to report things like child abuse or other criminal violations that will result in action regardless of an individual survivor’s preferences.

Professor Griesshammer noted that there is some confusion between these terms, as the faculty member is required to report the incident to the Title IX office, although not to the police. The question remains as to what the faculty member should best tell the student with regard to their reporting responsibilities. Professor Griesshammer noted that he had taken the online module and that it does strongly suggest that a faculty member should not stop a student before they disclose an incident, but that they tell that student of the faculty member’s responsibility to notify the Title IX office of the issue. He raised the issue that students might feel trapped by this, especially in an emotionally very stressful moment. Detailed guidance for faculty how to navigate the situation would be very helpful.

The Provost indicated that this would be clarified for the training module. He stated that, as responsible employees, faculty members must notify the Title IX office when a student reports an issue. This is a best practice in this arena that protects both the faculty member and the university. The PDF that was circulated to the faculty (attached) includes specific phrasing to be used in these situations.

Professor Costello asked which part of the Faculty Code will be revisited over the coming months. Professor Marotta-Walters responded that proposed revisions will pertain to the resolutions passed in the Senate related to language in the dispute resolution process, on academic freedom, on violence, and on the status of faculty members going on part-time status but considered full-time employees. The Provost added that the Senate has spoken with the Board’s Academic Affairs committee about the decanal review process. He noted that he would also like to see other areas addressed, including promotion standards for specialized faculty and the tenure process (as noted in Professor Marotta-Walters’s note regarding the nonconcurrences reviewed by the FSEC).

VII. President’s Remarks:

- President LeBlanc noted that he has just celebrated his first anniversary at GW and is looking forward to applying what he has learned thus far to the coming year. He noted that GW’s biggest success last year—the MSCHE reaccreditation—was due to work done prior to his arrival.



- Following Lou Katz's retirement this year, GW welcomed its new Executive Vice President and Chief Financial Officer, Mark Diaz, who joined the University on August 1<sup>st</sup>. The President noted that Lou's are very big shoes to fill and that Mark is well placed to do so, with a great deal of experience with academic budgets and optimizing resources for an institution's core mission. He also brings significant expertise in health care to GW, which is extremely helpful as GW considers its medical partnerships and how best to improve them.
- Five strategic initiatives were launched last year, and leadership for each initiative is in place and posted to the website for each initiative. Professor Griesshammer noted that the committee rosters and meeting schedules are still not on the site. Professor LeBlanc stated he would follow up to be sure this information is posted; some rosters are still being finalized as service is confirmed.
  - Student Experience: Additional public spaces for students have been created to make more community spaces available. A significant change was made to the meal plan, introducing an all-you-can-eat dining hall option at the Mount Vernon Campus. New GW-branded shuttles have been deployed; they include wireless connectivity and charging stations. Other improvements include academic changes that students have requested; the Provost is working with the Deans to implement these. This initiative will continue to look closely at every aspect of the student experience and ask whether and how GW can do better.
  - Research Enterprise: Dr. Miller and his team will be looking at how to define progress in terms of research at GW. The president of the Association of American Universities (AAU) came to speak to the Board of Trustees at their annual retreat about the opportunities and challenges of the modern research university. In considering these, it makes sense for GW to think about research productivity in the same way that the AAU does. As GW talks about improving research productivity and culture at GW, something will need to be measured to chart progress. Over the ten years of President Knapp's tenure, he emphasized growing the research base at GW, and in those ten years GW went from 114<sup>th</sup> to 80<sup>th</sup> in research funding rank. This is an important accomplishment, and the university would like to look at measuring scholarship in many forms as well.
  - Philanthropy: The new Vice President for Development, Donna Arbide, began work this past spring. Despite staff turnovers and the recent completion of a campaign, GW raised \$115 million last year. This was the 5<sup>th</sup> highest annual total in GW's history; continued success is a matter of doing the work of engaging donors. New this year, the deans will receive monthly reports that will show them exactly where they are in terms of fundraising. Quarterly meetings will be held with senior leadership to go over development results for the whole university to encourage leaders to think about both teamwork and accountability.

- Clinical Medicine: A lot of work is being done behind the scenes currently, with discussions among the three partners (Medical Faculty Associates (MFA), University Health Services (UHS), and GW) about how the clinical enterprise can be positioned for future preeminence. District Health Partners (GW and UHS) signed a letter of intent with the District to operate the new hospital being considered for the District's east end.
- Institutional Culture: Assessment of the institutional culture to date has been very ad hoc, largely made via anecdotes and observations). GW needs to have a comprehensive and real assessment; more information on this will be forthcoming this fall. Assessors will be talking with faculty, students, staff, alumni, and trustees alike, and the President expressed his hope that all would participate. He noted that everyone knows issues around institutional culture at GW exist; the university needs to codify what it is about the culture that bothers its stakeholders and then define what the university community wants. GW is engaging with a consultant on this issue; Professor Marotta-Walters was part of a leadership team that went to Disney World to see how these principles are being applied there, in an extremely complex and diverse organization. The President stressed that participation in this assessment is vital, as the best results will come from having strong and complete data.
- Higher education rankings will start coming out this fall, and President LeBlanc noted his opinion that rankings have completely distorted the perception of higher education, especially among 17-year-olds. The rankings do have something of value to say, but it's very complicated; the US News rankings have, for example, overemphasized the importance of the SATs, creating fear and concern among students and parents alike. One positive thing rankings have done is to emphasize graduation rates, as graduating its students should be the business of the university. The President noted that rankings are meaningful only with a consideration of their methodology, and tweaks to methodology result in differences in the margins of the rankings. Institutionally, GW needs to focus on improving its 6-year graduation rate; with the data as it sits today, the university is fairly confident that, next year, GW will achieve four consecutive years with the 6-year rate exceeding 80%. This is an important metric, as peer institutions are at around 84% on this measure; GW needs to bring its numbers up in this area.
- Plan to talk to students about two topics this year, beginning with convocation:
  - Perils of social media: From now on, every freshman has always had access to a smartphone and social media; this generational technology fact will have consequences. The traditional concept of the university as a place where a student debates, fails, says dumb things, learns, and moves on is being invaded by the pervasiveness of social media. The university needs to be sure it is regularly talking with students about how social media impacts their interactions.

- Internships and campus culture: GW naturally sells the opportunity for internships to its students, and this has the potential downside of negatively impacting campus culture. There needs to be a balance between the consideration of internships and the campus experience.
- Thurston Hall needs to be renovated. GW has the funding for this and now needs a concrete plan. The expectation is that GW will build another residence hall that will house 300-400 students. When that hall is complete, some of the Thurston residents will be moved to that hall; the balance of 600-700 students will need to be relocated elsewhere so that Thurston can be completely renovated. A renovated Thurston hall would likely hold fewer student residents, as the new hall will include more community spaces.

## BRIEF STATEMENTS AND QUESTIONS

Professor Wirtz asked whether the interventions to improve the quality of the student experience for graduate students are also being considered alongside similar interventions for undergraduate students. The President responded that he has given a different level of thought to the graduate student experience, noting that academic departments across the university are already thinking about the graduate student experience. Without a similar departmental structure focusing on undergraduate students a stronger central focus has been required, but it is important to think about the experience of GW's 15,000 graduate students. He noted that some of the work being done in the student experience arena benefits graduate students as well as undergraduate students. The Provost noted that he has asked all of the deans to convene graduate student meetings for suggestions on improvements to their experience—for example, addressing and working to correct the issue of requiring payment for student health insurance up front.

Professor Griesshammer noted that, while there is a lot of enthusiasm around the five strategic initiatives, this hasn't translated to publicity for the initiatives. He stressed the importance of a transparent and inclusive process, so that it will lead to reproducible decisions. He noted that the website includes very little information about who is serving on the initiatives' respective committees, when these committees are meeting, and who the decisionmakers are. He expressed frustration at the lack of clarity and transparency on where comments submitted via the website are going. Professor LeBlanc responded that each initiative has a leader and a project manager; the project managers read and synthesize all submitted suggestions for the initiatives' leadership. He confirmed again that he will check to be sure committee rosters are being posted.

Professor Griesshammer noted that the roof of the Flagg Building has, as predicted, leaked, resulting in significant damage to computer equipment. He asked whether the university could now finally commit enough funding to the renovation so that the building might be properly restored in full. President LeBlanc shared Professor Griesshammer's frustration, noting that GW had been assured by experts that, if GW spent a certain amount on the roof, it would last at least five years. It turned out that, due to the complicated type of glass in the roof, this assurance was rendered invalid. A complete rebuild of the roof would have spent the project's full budget, leaving classrooms and other internal work undone. The university tried to balance the aesthetics of the space with needed functionality based on information that turned out to be inaccurate.

Professor Costello expressed her thanks for increase in the availability of mental health services at Colonial Health. Flexible and extended evening hours are helping SMHS students, who would otherwise have to miss important coursework to obtain these services. The Provost responded that this is part of the student experience initiative. He noted that Cissy Petty has a lot of experience in student health and many ideas for continued improvement in this area.

Professor Tielsch noted some confusion about the process for the research administrative review; he wondered if the Senate Research committee is still involved in this. The Provost responded that the steering committee for this review is the Senate Research Committee. Critical partners have been Professors Karen McDonnell and Kausik Sarkar (the committee co-chairs) as well as Professor Bill Briscoe. Tasks and subgroups have been finalized for the study of specific issues, and a launch meeting will be held next week. He noted that this is one area where faculty involvement is critical.

Professor Tielsch asked about the status of the resolution introduced during the last academic year on tobacco-related funding at the university. Professor Marotta-Walters will follow up with the committee that was assigned this resolution for study.

#### ADJOURNMENT

The meeting was adjourned at 4:13 pm.



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# SUSTAINABILITY at GW

## Update

The George Washington University  
Faculty Senate  
September 7, 2018

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Terry Murphy, Deputy Provost  
Tara Scully, Director of Sustainability Minor  
Bob Orttung, Director of Sustainability Research  
Meghan Chapple, Director of the Office of Sustainability &  
Senior Advisor on University Sustainability Initiatives

## GW Vision for Sustainability



**“The George Washington University envisions a future  
with resource systems  
that are healthy and thriving for all.”**



Resource Limits



Thriving Systems

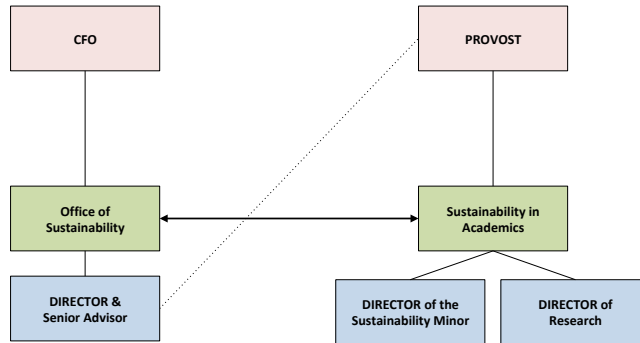


Quality of Life  
for All

# Unified Organizational Structure



We are bridging teaching, research, and action across disciplines.



# Timeline of Commitments & Progress



2007	Campus Plan commits to green building
2008	GW Presidential Task Force on Sustainability Higher Education President's Climate Leadership Commitment
2009	GW Office of Sustainability established GroW Community Garden established Planet Forward launched Student Eco-Rep Program created Green Alumni Network launched
2010	First LEED-certified building Green Office Network launched Hosted first GreenGov Symposium with White House GW Institute for Sustainability launched
2012	Minor in Sustainability established DC Mayor's College and University Sustainability Pledge GW Ecosystems Enhancement Strategy
2013	Duke Energy Innovation Fund developed Zero Waste Team established
2014	Capital Partners Solar Project deal signed GW Executive Director hired and renamed Institute to Collaborative
2015	GW joins White House American Campuses Act on Climate Pledge First student Eco-Equity Challenge grant GW Food Policy Institute created
2016	GW joins higher education commitment to the Paris Climate Accord
2017	GW joins the We Are Still In coalition
2018	First student start-up funded from GW Climathon GW Sustainable Investment Fund created

# One Voice and Presence



GW Sustainability

BUTTON

About | Research | Engagement | Practice | Education | Careers + Alumni | Calendar

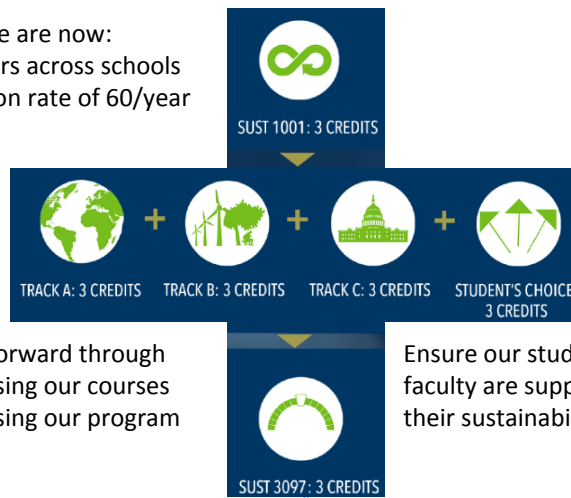


# Sustainability Minor



*Equipping students with the skills and knowledge to contribute to a sustainable future*

Where we are now:  
164 minors across schools  
Graduation rate of 60/year



Moving forward through

- Assessing our courses
- Assessing our program

Ensure our students and faculty are supported in their sustainability pursuits.

## Sustainable GW - Research



*Providing research and intellectual discourse on policies and pathways for sustainable systems*

- Building multi-disciplinary teams to seek research funding
- Developing new areas of research that addresses complex problems of sustainability
- NSF: Arctic Urban Sustainability (\$3.5 million)
- Smart and connected environmental decision-making: Building multi-stakeholder collaboration to address air pollution exposure among bicyclists
  - Chemistry, Milken, GSEHD, Sustainability, DC partners
- Synthesizing Argument-Driven Inquiry and the Socioscientific Issues Framework for the Enhancement of Student Learning
- Improving undergraduate STEM education
- Capital Cites – book project and grants
- Always looking for new partners

7

## Sustainable GW - Research



### Duke Energy Innovation Fund

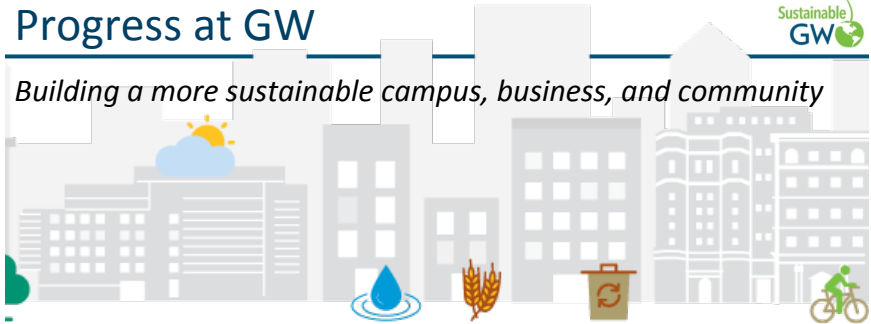

- Developed in 2013
- Launched in 2014 as part of Capital Partners Solar Project
- \$85,000 in research funds for GW faculty in 2019
- Receiving proposals starting October 1
- Provides seed money for multi-disciplinary teams to go after bigger grants
- Support for living labs
- All topics related to energy welcome
- Last year – Stuart Licht a finalist for CarbonX prize
- This year:
  - Energy Fellows Program
  - Turning Disasters into Opportunities for a Smarter Grid
  - Microgrids in the Arctic and Developing Countries

8



## Progress at GW

*Building a more sustainable campus, business, and community*



**Goal 1**  
NATURAL SPACE  
Strengthen Habitat and Natural Space

**Goal 2**  
AIR & CLIMATE  
Promote Healthy Air and Climate

**Goal 3**  
WATER  
Promote Clean and Abundant Fresh Water

**Goal 4**  
FOOD  
Support Sustainable Food Production

**Goal 5**  
WASTE  
Optimize Waste Management

**Goal 6**  
URBAN ENVIRONMENT  
Enhance Physical, Mental, and Social Well-Being

**Goal 7**  
INVESTMENT  
Pursue Sustainable Investments

9

## Capital Partners Solar Project



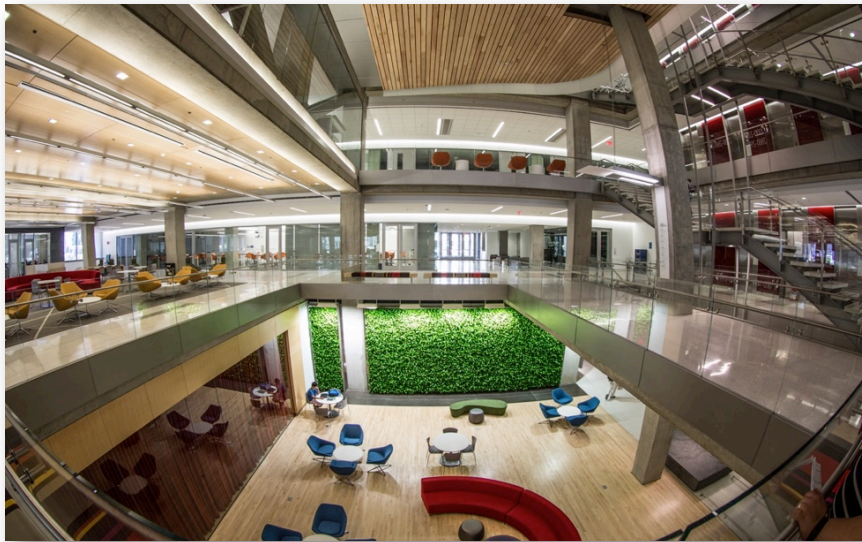
10

## CPSP Living Lab



11

## LEED Buildings



12

## Solar Thermal Energy



13

## Green Roofs



14

## Apiaries on Campus



15

## GroW Garden



16

## Charged Up: Marisol



17

## GW Eco-Equity Challenge



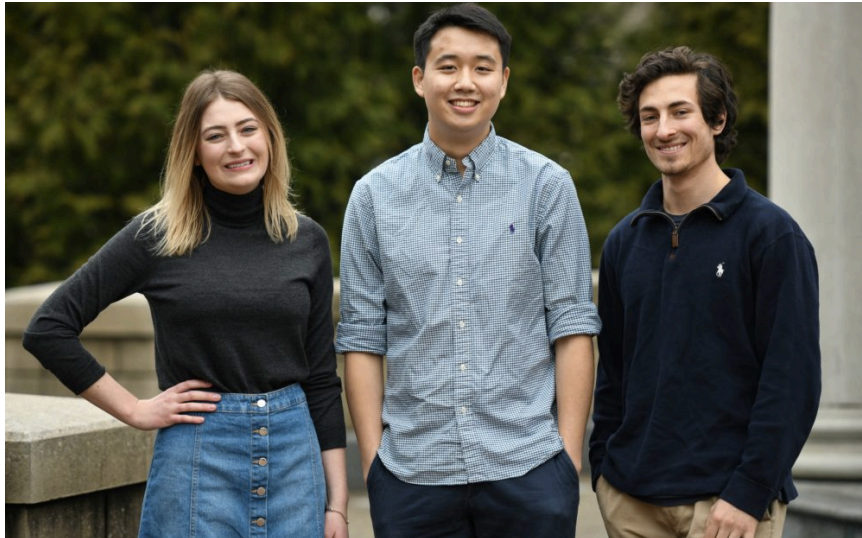
18

## DC Climathon at GW



19

## Sustainable Investment Fund



20

## Planet Forward



Inspire and empower the next generation of storytellers focused on the environment, science, and a sustainable future for our planet.



### METRICS

**125**



colleges and universities have participated in events, contests, and workshops

**505**



student entries in Storyfest since 2015

**4,500+**



user-generated submissions to planetforward.org

**1,100,000+**



instagram video views

**2,500,000+**



visits to planetforward.org



[planetforward.org](http://planetforward.org)

## Moving Forward



- Listening Tour in Fall 2018
  - October 26 12-2pm Kickoff Luncheon
  - Collecting feedback and ideas from students, faculty, and staff
  - Please contact us if you would like to meet
- Findings to be compiled in Spring 2019
- What have we learned from past sustainability efforts?
- What is missing?
- What do you need from the university on sustainability?
- What would make Sustainable GW successful going forward?



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# Thank You!

[sustainability.gwu.edu](http://sustainability.gwu.edu)





## **Faculty Senate Standing Committees**

### **Nominations for 2018-2019 Student Representatives provided by the GW Student Association (GWSA)**

#### Appointments, Salary, & Promotion Policies

Victoria Lewis

#### Athletics & Recreation

Vaibav Vijay

#### Educational Policy

Ashley Le

#### Honors & Academic Convocations

Rilind Abazi

#### Libraries

Yehna Bendul

#### Physical Facilities

Bella Gianani

#### Professional Ethics & Academic Freedom

George Glass

#### University & Urban Affairs

Jillian Wolons

At this time, the GWSA has opted not to appoint student representatives to the Fiscal Planning & Budgeting and Research committees. Appointments may be requested by the committee chairs.

**Dispute Resolution Committee  
2018-2019  
Joan Schaffner, Chair**

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**Term Ending April 2019**

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Bailey, James	GWSB	Management
Harrington, Robert	SEAS	Electrical & Computer Engineering
Dickson, Bruce	ESIA	Political Science & International Affairs
Khilji, Shaista	GSEHD	Human & Organizational Learning
Pelzman, Joseph	ESIA	Economics, International Affairs, & Law

**Term Ending April 2020**

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Pulcini, Joyce	SON	Acute & Chronic Care
Seavey, Ormond	CCAS	English
Garris, Charles	SEAS	Mechanical & Aerospace Engineering
Watkins, Ryan	GSEHD	Educational Technology Leadership
Kennedy, Katherine	SMHS	Pharmacology & Physiology

**Term Ending April 2021**

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McAleavey, David	CCAS	English
Acquaviva, Kimberly	SON	Nursing
Gutman, Jeffrey	LAW	Clinical Law
Friedman, Leonard	GWSPH	Health Policy & Management
Core, Cynthia	CCAS	Speech & Hearing Science

**Administrative Committee Appointments  
2018-2019**

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**Joint Committee of Faculty & Students (faculty members)**

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Halliday, David	GWSB	new	1-year term
Hammond, LaTisha	CCAS	new	1-year term
Kim, Mikyong	GSEHD	continuing	1-year term
Melton, Najeebe Danielle	SMHS	new	1-year term
Patel, Ashesh	SMHS	continuing	1-year term
Wasdin, Katherine*	CCAS	new	1-year term

\*faculty chair

**Report of the Faculty Senate Executive Committee (FSEC)**  
**September 7, 2018**  
**Sylvia A. Marotta-Walters, Chair**

Today's meeting is the second meeting of the Senate Academic Year, and I will take the opportunity to welcome again all the newly elected senators and the re-elected senators from their respective schools. Thank you to all those Senators who have agreed to serve as Committee Chairs for the coming year. Your committee work is the backbone of senate work, and I look forward to another productive year.

***Annual Reports from Senate Committees***

For Senate Committee Chairs, this is your annual reminder that there are two reports due each academic year, an interim report in December, and a final report in April. These reports are used each year to create the charges for each committee, and each report becomes a part of permanent senate records.

***Summary Report of Senate Resolutions, AY 2017/2018***

Five resolutions were passed during the academic year ending in April 2018.

Resolution 18/3 amended the *Faculty Code* language regarding the Dispute Resolution Process.

Resolution 18/4 clarified faculty who are eligible for reduced service status.

Resolution 18/5 also amended the *Code* by clarifying language on the guidelines for exercising and defending academic freedom.

Resolution 18/6 provided guidance for maintaining quality in online and hybrid classes and programs.

Resolution 18/7 expressed the Senate's appreciation for the long service of the Executive Vice President and Treasurer, Lou Katz.

## ***Faculty Governance Matters over the Summer***

On May 17 and May 18, 2018, I presented to the Academic Affairs Committee and to the Full board of Trustees at their respective meetings, a summary of senate activities during academic year 2017/2018. Those resolutions are summarized above.

For those of you who were senators last academic year, you will remember that we had a discussion about shared governance in crafting university policies that affect the university community. This discussion took place because of proposed new policies that were to be discussed and potentially adopted by the Trustees at their May meetings. While the senate had participated in crafting the language for the proposed *Policy on Prohibited Relationships with Students*, there had been little opportunity for senate participation in the crafting of the second policy on *Sexual and Gender Based Harassment and Violence*. At the May Senate meeting, President LeBlanc stated that the process that was followed on these two policies in no way sets a precedent for future university policy-making as a shared governance activity. At the May Trustees' meeting, Chairman Carbonell made a similar statement and encouraged the senate to review the policies during the coming academic year. Over the summer, members of the PEAFC Committee reviewed the new policies, and they will be discussing their reviews in subcommittees. You can expect their work to come to your attention before the academic year ends.

As usual the FSEC, sitting as a university-wide personnel committee, met to discuss the nonconcurrences that occurred in personnel actions during AY 2017/2018. There were 10 this year (details below), which was an uptick on the previous two years' personnel actions. I've asked the PEAFC Committee, and ASPP Committee, to form a task force that will do a review of how the FSEC recommendations have been institutionalized since the implementation of the *Faculty Code* in November 2015. This review will provide data to support continuing refinement of how the new *Code* is being implemented across the

university, hopefully providing some transparency for faculty applicants as well as faculty and administrative decision makers.

At the end of June, I attended the Board of Trustees' Annual Retreat in Park City, Utah. The topics discussed by guest speakers were: 1) High Performing Research Universities by Mary Sue Coleman, AAU; 2) Global Online Learning by Christopher "Chip" Paucek, CEO, 2U; 3) Higher Education Finances by Susan Fitzgerald, Associate Managing Director at Moody's; and 4) Future Demographics of Higher Education by Dr. Juliet Garcia, former President of the University of Texas at Brownsville. Participants had the opportunity to interact with each speaker and then to do a debriefing session on themes that surfaced for us to consider at GW. Those themes will be worked into a strategic plan for the university and will be further developed by the Board of Trustees.

In August I also attended a series of meetings on the university's strategic initiative on the institutional culture at GW. If you have not yet visited the Strategic Initiative Website, please do so as each initiative has updated information that you can use to see the progress that was made over the summer.

### ***Update on University Bylaws***

All of the school bylaws have been submitted, and reviewed by the subgroup comprised of members of the Provost's office and a subgroup of the FSEC members, for alignment with the *2015 Faculty Code*. Currently there are a few remaining issues on the new rules, one of which is the decanal review process, and these will be discussed this fall by the administration and the FSEC. The Academic Affairs Committee of the Board of Trustees will also be reviewing the changes that have been made in the *Code* through last year's Senate resolutions.

### ***Faculty Personnel Matters***

Grievances: There are three grievances at present, two in the School of Business and one in Columbian College. Over the summer, one grievance was suspended and two were resolved through mediation.

Non-Concurrences: Ten non-concurrences were reviewed by the FSEC in spring and summer 2018. Four were in Columbian College, four were in the School of Business, and one each in the School of Medicine and Health Sciences and the School of Public Health. Formal notification of the president's decisions on these cases is pending.

### ***Senate Committees***

Today's vote on the Senate Committee Chairs and on the membership rosters for each committee completes the summer's work in staffing each committee in preparation for work during the present academic year. Thank you to Liz Carlson, the Faculty Senate Coordinator, for her efforts in digitizing the process.

### ***Calendar***

The next meeting of the Executive Committee will be on September 21, 2018. Please submit items for consideration no later than one week before that date.

# Title IX Resources for Faculty, Staff, and Students

## FACULTY

### If Someone Tells You They Have Experienced Prohibited Conduct

#### WHAT TO DO?

- 1 If someone tells you that they have experienced prohibited conduct, the person's health and safety should be your primary concern. If the person's safety is of concern, contact GW Police Department (GWPD) at [202-994-6111](tel:202-994-6111) or call [911](tel:911).
- 2 If you are a responsible employee, explain what your reporting obligations are so that they understand what will happen with the information they share with you.
- 3 If they would prefer to speak with a confidential resource, make a warm referral to a confidential resource.
- 4 Listen to them and encourage them to seek help and counseling.
- 5 Report the incident to the Title IX Office in accordance with the Sexual and Gender-Based Harassment and Interpersonal Violence Policy. If there is any question about how to proceed after a conversation with someone who tells you they have experienced prohibited conduct, consult with the Title IX Coordinator, [202-994-7434](tel:202-994-7434) or [shrc@gwu.edu](mailto:shrc@gwu.edu).

#### WHO NEEDS TO REPORT?

GW employees who are designated as Responsible Employees have the duty to promptly report to the Title IX Office any information they learn regarding suspected prohibited conduct. These employees are those who have the authority to redress harassment or the duty to report harassment and individuals who university community members would reasonably conclude have the responsibility or duty to report. They include (but are not limited to):

- ▶ Presidents, Vice-Presidents, Deans, Provosts & Department Chairs
- ▶ Deputy, Vice, Assistant, and Associate Deans, Provosts, and individuals who directly report to any of the above roles
- ▶ Faculty
- ▶ Athletic Directors, Coaches, Assistant Coaches, Graduate Assistants, and other Athletics Department employees
- ▶ Anyone who directly supervises student workers, faculty, or other staff
- ▶ Managers, coordinators, program heads, directors (including deputy, vice, assistant, or associate positions)
- ▶ All staff in the Enrollment and Student Experience Unit
- ▶ Deputy Title IX Coordinators
- ▶ Academic Advisors
- ▶ All staff in the Office for Diversity, Equity, and Community Engagement
- ▶ All Human Resources staff
- ▶ GW Police Department staff and all other Division for Safety and Security employees
- ▶ All Residence Directors, Resident Advisors, Area Coordinators
- ▶ Individuals designated as Campus Security Authorities under the Clery Act

All other employees not designated as Responsible Employees or Confidential Resources are encouraged to report any information they learn about suspected prohibited conduct. If you have questions about whether to report, please call the Title IX Coordinator. When a Responsible Employee also serves as a Confidential Resource, they should not report information that they receive while serving in that confidential role.



# Title IX Resources for Faculty, Staff, and Students

## WHY DO I NEED TO REPORT?

- ▶ To ensure that the complainant has access to all available resources.
- ▶ To help identify individuals displaying patterns of behavior.
- ▶ To identify and address any trends or systemic problems.
- ▶ To keep our campus safe.

## WHAT TO SAY?

- ▶ There are many resources available to help you, both at the university and in the community. Some resources are confidential whereas others are private.
- ▶ I am required to report information I receive regarding prohibited conduct to the Title IX Office. A member of that office will then reach out to you to help you take care of your own personal safety and your physical and emotional well-being, direct you to resources, and explain your options if you want the university to take action.
- ▶ The Title IX Office will keep your information private and will only share it as needed to appropriately support you or only as needed to protect the GW community.
- ▶ You have the right to choose to whom you will speak, what resources you will use, what you will say, and when you will say it.

## NONRETALIATION POLICY

It is a violation of GW policy to retaliate in any way against a student or employee because they raised allegations of prohibited conduct or participated in a Title IX matter. If you experience retaliation, please report it to the Title IX Office so we can promptly address the issue.

## STUDENTS If You Have Experienced Prohibited Conduct

### WHAT TO KNOW?

- ▶ Prohibited conduct includes sexual and gender-based harassment, sexual assault, sexual exploitation, intimate partner violence, stalking, retaliation and complicity.
- ▶ Supporting you is a top priority.
- ▶ There are many resources available to help you, both at the university and in the community (see below).
- ▶ You have the right to choose to whom you will speak, what resources you will use, what you will say, and when you will say it.
- ▶ Your information will be kept private and only shared as needed in order to appropriately support you or as needed to protect the campus community.
- ▶ You have a right to be accompanied at any meeting by an advisor of your choice.
- ▶ When there is imminent danger, we may need to take action in order to protect the safety of the campus community.

### WHAT TO DO?

Consider the following immediate actions:

- ▶ Contact GYPD or law enforcement.
- ▶ In cases of a physical or sexual assault, consider seeking a forensic exam at Washington Hospital Center (WHC).
- ▶ For other medical concerns, consider seeking medical attention at the Colonial Health Center or other medical provider.
- ▶ Contact a confidential resource, such as a licensed mental health professional.
- ▶ Talk with the Title IX Office.
- ▶ Contact a trusted support person, such as a relative or close friend.
- ▶ Preserve relevant evidence in case you choose to make a report to the Title IX Office or law enforcement. Evidence might include physical items (clothing, bedding, letters, etc.) or electronic information (photos, emails, text messages, recordings, etc.).
- ▶ Submit a report on [haven.gwu.edu](https://haven.gwu.edu).

# Title IX Resources for Faculty, Staff, and Students

## SAFETY RESOURCES

**GW Police Department (24 hours)**  
202-994-6110 (Non-Emergency)  
202-994-6110  
GWPD@gwu.edu

**Metropolitan Police Department (MPD)**  
202-727-3700 or 911

**4Ride Security Escort Service**  
transportation.gwu.edu/4ride

## **FOR IMMEDIATE MEDICAL ATTENTION:**

**DC Forensic Nurse Examiners (DCFNE)**  
1-844-4HELPDC

**Washington Hospital Center Sexual  
Assault Nurse Examiner Program**  
110 Irving Street, NW,  
Washington, DC 20010  
SANE Call Center: 1-800-641-4028

## CONFIDENTIAL RESOURCES

**Office of Victim Services**  
202-994-0443  
ovs@gwu.edu • twashington@gwu.edu

**Colonial Health Center**  
Marvin Center, Ground Floor,  
800 21st Street, NW  
healthcenter.gwu.edu  
202-994-5300

**GW Employee Assistance Program**  
The Wellbeing Hotline -  
Resources for Living  
866-522-8509

## ADDITIONAL CAMPUS RESOURCES

**Sexual Assault Response & Consultative  
(SARC) Team**  
202-944-7222

**The Division of Enrollment and the  
Student Experience**  
202-994-6710  
students@gwu.edu

**Faculty Affairs**  
202-994-5884  
frpr@gwu.edu

**University Human Resources**  
202-994-8500

**GW's Equal Employment  
Opportunity Office**  
202-994-9656

## TITLE IX OFFICE RESOURCES

2121 I Street NW Rice Hall,  
4th Floor Suite 403  
202-994-7434  
shrc@gwu.edu  
HAVEN: <http://haven.gwu.edu/get-help>  
Rory Muhammad, *Title IX Coordinator*  
Christina Franzino, *Asst. Director, Sexual  
Assault Prevention and Response*  
Kiera Bloore, *Title IX Investigator*  
Asha Reynolds, *Title IX Investigator*  
Herbertia Gilmore, *Title IX Case Manager*

**Anonymous Reporting Resource**  
GWPD Tips Line (202) 944-TIPS

## OFF-CAMPUS RESOURCES

**Network for Victim Recovery of DC  
(District of Columbia)**  
202-742-1727  
nvrdc.org

**The DC Rape Crisis Center (District of  
Columbia)**  
202-232-0789  
202-333-RAPE (Hotline)  
dcrc.org

**The Women's Center (District of Columbia  
and Vienna, VA)**  
202-293-4580  
703-281-2657 ext.272  
thewomenscenter.org

**Sexual Assault Response and Awareness  
(Alexandria, VA)**  
703-683-7273 (Hotline)  
alexandriava.gov/SexualViolence

**Doorways for Women and Families  
(Arlington, VA)**  
703-237-0881  
doorwaysva.org

**Victim Assistance and Sexual Assault  
Program (Montgomery County, MD)**  
240-777-1355  
240-777-4357 (Hotline)  
vasap@montgomerycountymd.gov

**Rape, Abuse and Incest National Network  
(RAINN)**  
800-656-HOPE (4673) (National Hotline)