



**MINUTES OF THE REGULAR FACULTY SENATE MEETING
HELD ON NOVEMBER 9, 2018
AT 1957 E STREET NW/STATE ROOM**

Present: President LeBlanc, Provost Maltzman, and Parliamentarian Charnovitz; Registrar Amundson; Deans Feuer, Goldman, and Jeffries; Executive Committee Chair Marotta-Walters; Professors Bukrinsky, Costello, Dickinson, Dugan, Galston, Griesshammer, Gutman, Hill, Khilji, Lewis, Markus, McDonnell, Pintz, Price, Rehman, Roddis, Rohrbeck, Sarkar, Schumann, Sidawy, Tekleselassie, Tielsch, Wilson, Wirtz, Yezer, Zara, and Zeman.

Absent: Deans Akman, Brigety, Mehrotra, and Morant; Interim Deans Deering, Riffat, and Wahlbeeck; Professors Agnew, Briscoe, Cordes, Cottrol, Esseesy, Harrington, Lipscomb, McHugh, Nau, Pelzman, Schwartz, and Wallace.

CALL TO ORDER

The meeting was called to order at 2:19 p.m.

APPROVAL OF THE MINUTES

The minutes of the October 12, 2018, Faculty Senate meeting were approved unanimously without comment.

The President requested unanimous consent to amend the agenda to include a tribute to the late Professor Fred Lindahl, a former Faculty Senate member from the GW School of Business (GWSB). Professor Wirtz read the tribute, included with these minutes, into the record. Following the tribute, a moment of silence in memory of Professor Lindahl was observed.

REPORT: Development Activities (Donna Arbide, Vice President for Development & Alumni Relations)

President LeBlanc introduced Vice President Arbide, who worked with the President at the University of Miami during his entire 12 years there. Most recently she served as the interim senior vice president for development and alumni relations at Miami. She is a nationally recognized figure in the field of alumni relations and development. At Miami, she substantially increased the alumni giving rate and played a variety of important roles during two fundraising campaigns that together raised \$3 billion. Donna comes to GW with many years of experience, gratitude for the foundation laid by GW's recently completed \$1 billion fundraising campaign, an excitement for future fundraising campaigns at GW, and an awareness that alumni relations and philanthropy is a key strategic initiative at the university. President LeBlanc noted that a critical first step in the

philanthropy and constituent engagement strategic initiative was bringing in an experienced leader for development and alumni relations.

Vice President Arbide opened her remarks by noting that there are many areas of opportunity in philanthropy at GW. Referencing the attached slides, she noted that (excluding outlier gifts, which are sizable and non-recurring), GW is a \$100-115 million annual fundraising operation with great potential for growth. In addition to total attainment, the university needs to increase its overall donor base; both alumni and total donor numbers at GW have remained essentially flat over the past several years. She noted that fundraising is not only a relationship-building enterprise but also a metrics-driven business; there are clear key performance metrics to identify and improve in order to reach increased fundraising goals.

GW's development goals in FY19 include \$115 million in attainment, 16,000 alumni donors (this represents a significant increase over the previous fiscal year and would be an all-time high), and a 64% donor retention rate. Regarding this last goal, Vice President Arbide noted that GW loses donors nearly as quickly as it acquires them. The university's donor retention rate and alumni donor retention rate currently lag behind its peer institutions.

In addition to divisional attainment and donor retention goals, Vice President Arbide has established key performance indicators for individuals to assess performance among development and alumni relations staff. GW has underperformed relative to its peers in terms of visits and substantive contacts; these metrics are designed to increase face-to-face engagement with constituents:

- Increase the number of major gift staff visits to 150 visits per year for fundraising staff members who do not have a management responsibilities (70-80 visits annually for fundraisers who manage staff);
- increase engagement with donors and prospects with the greatest potential for philanthropic support based on a data-informed analysis of gift officer portfolios; and
- increase the number of alumni relations staff contacts, ensuring that staff are getting out to visit donors in their assigned portfolios who have the greatest potential and thereby increasing alumni engagement in order to drive increased giving.

Vice President Arbide noted that conversations she had upon arriving at GW revealed that many members of the GW community are unable to identify specifically what the \$1 billion raised in the last campaign actually delivered for GW. She noted that fundraising for the sake of fundraising doesn't help an institution; GW needs to articulate what it is building, establish a vision and an identity, and be able to clearly articulate that brand, continually telling its story. To this end, work is underway now with the Provost and the deans on developing 10-year aspirational plans; consultants will review the plans to identify the big ideas coming out of the university and how the schools and units all feed into these big ideas. A draft plan is targeted for completion by next summer and will be shared with the Faculty Senate and university leadership for input.

The division is also working toward best practices while working toward its concrete goals. Vice President Arbide noted three examples in particular:

- Endowment reports: Spending funds in the way donors intend is an ethical issue, and there is opportunity for improvement in how GW stewards its endowed funds, including within the area of student aid.

- Lockbox system: A mandatory university-wide lockbox is being implemented. Any returned postal mail donations must have as its return address the secure lockbox; this central repository will prevent checks from going missing or delays in deposits.
- Corporate and Foundation Relations website (<https://cfr.gwu.edu>): This new site provides faculty with opportunities to engage institutional funders to support projects, research, and programs. It also makes clear who the development contacts are in each area of the university.

Vice President Arbide closed her presentation with a final thought on how faculty can help GW achieve its development goals. She noted that fundraising takes a village and is not limited to the staff in the division of development and alumni relations. The President and the deans are great partners, and they set the tone for fundraising, but successful fundraising requires that everyone participate. She encouraged faculty to be positive brand ambassadors, to be lead fundraisers and pass on information related to key constituents and contacts, and to set an example by giving regularly. She noted she has really loved her first eight months and GW and is excited about what the future holds.

Professor Wilson asked how fund-seeking activities within the schools and departments work with GW-wide fundraising. Vice President Arbide responded that a faculty member should coordinate with the school's chief development officer, who will help develop a coordinated strategy of engagement. The exchange revealed that faculty may not be aware of who the schools' chief development officers are, and Vice President Arbide committed to ensuring that the deans are communicating this information to the faculty. A listing of the school and unit chief development officers is available online at <https://giving.gwu.edu/about-us/contact-us>.

Professor Tielsch asked how long it will likely take GW to reach peer institution levels in the key performance metrics. Vice President Arbide responded that she expects the university to show immediate improvements this fiscal year and that it will probably take five years to see truly sizable changes. She noted that GW hasn't been consistent in how it stewards donors and engages constituents; consequently, there is work to be done to build trust among constituents. Working together will get the university there more quickly, and there is a sense of urgency to reach these goals quickly. President LeBlanc added that the FY19 attainment goal, if achieved, would be the third highest in GW history. He noted that small gestures such as the hats GW recently sent to its \$50,000+ donors made a huge impact; donors liked the hats but more appreciated the gratitude expressed by the university and become brand ambassadors by wearing them. There is no question that the \$1 billion campaign was a key achievement, placing GW among a select set of private institutions that have raised this amount during a campaign. GW raised \$115 million last year in the midst of sizable development staffing turnover; the university now needs to take best practices to the next level for the long term. Vice President Arbide added she has met with President Emeritus Knapp and President Emeritus Trachtenberg and they have both been helpful with fundraising. She is excited to work with both former presidents, along with President LeBlanc.

Professor Yezer noted he was glad to hear support for departmental fundraising efforts mentioned. He referenced the alumni advisory committee in the Economics department (one of many similar committees across the university), which supports the department in the realms of job placement, career advancement, and fundraising. He expressed his hope that Vice President Arbide's office

would continue to support these department-based efforts. Vice President Arbide confirmed her office's commitment to supporting departmental fundraising work.

Professor Galston asked what the demographics of GW's loyal donors are. Vice President Arbide responded that her office has already begun looking at this data via a new staff member tasked with working particularly on the loyal donor base. She noted that younger alumni give at a much lower percentage than older alumni; the university will need to build a sense of urgency around the impact of smaller donations in order to create loyal donors in this demographic.

Professor Costello noted that younger alumni are still shouldering student debt and may therefore be more likely to avoid even reading communications from the development office. She asked what other opportunities might exist for alumni to give back to GW beyond financial donations. Vice President Arbide responded that the alumni relations office does great outreach, including *GW Magazine*, career opportunities, and regional events to welcome GW graduates to their new neighborhoods around the world. She noted that she feels these efforts can always be improved but that, as a first-generation college student, she is not embarrassed to ask a recent graduate for a \$10 gift to an institution that was life changing. The development office will enhance its focus on young alumni, including plans to add an additional alumni engagement staff member in this area. Professor Costello responded that young alums are likely to feel that a small gift is meaningless at an institution of GW's size. Vice President Arbide responded that GW has to do a better job of telling the story of the impact of small gifts, noting that one thousand \$10 gifts can have a significant impact.

Provost Maltzman thanked Vice President Arbide for her efforts to support GW's research and teaching mission and partnership in developing a fundraising vision with the deans and across the university. He reiterated three things highlighted by Vice President Arbide:

- The CFR website exists to help faculty find opportunities for research and programmatic support;
- Faculty coordination with school development officers is extremely important for many reasons, among them consistent messaging to current and potential donors; and
- The importance of faculty giving to GW each year via a philanthropic gift; this sends a strong message to the broader community about faculty support for GW's mission.

UPDATE: Equal Opportunity, Nondiscrimination, and Anti Harassment Policy Revisions (Caroline Laguerre-Brown, Vice Provost for Diversity, Equity, and Community Engagement)

Provost Maltzman introduced this update by noting that, following last spring's racist Snapchat incident, students looked much more closely at the types of statements GW makes as a university. Chief among these statements are university policies, including the student code of conduct and the equal opportunity policy. In reviewing the latter, Vice Provost Laguerre-Brown has been talking to numerous stakeholders at GW, including the Faculty Senate Executive Committee (FSEC) and brings the current draft policy before the full Senate today.

Vice Provost Laguerre-Brown noted that the draft policy has an expanded name but will be referred to as the Equal Opportunity (EO) policy for this discussion. The policy currently governs faculty, staff, and student conduct and was last revised in November 2011. The policy broadly prohibits discrimination and complies with Title VII of the Civil Rights Act of 1964, the District of Columbia Human Rights Act, and other applicable laws. She noted that last spring's racial incident led to

significant and detailed conversations with student groups across many settings about their experiences at GW. Students raised significant concerns around the way GW explains its commitment to addressing non-sex-based discrimination in university policies, noting that, while the Title IX policy is extensive and includes many definitions, examples of conduct, and guidance on how to respond to incidences of harassment, the EO policy says little more than “the university does not discriminate.” This statement and its lack of basic definitions and resources left students with the sense that the university did not contemplate that non-sex-based harassment or discrimination could be an issue that might be encountered on campus. While feeling strongly that the new policy language reflects how GW has consistently responded to these types of incidents in the past, the administration realized that the actual language in this policy matters and that GW can do better than the policy currently on the books.

Over the summer, Vice Provost Laguerre-Brown’s office worked on a number of initiatives related to the Snapchat incident and also drafted a revision to the EO policy. The Professional Ethics and Academic Freedom (PEAF) committee is now looking at both the current policy and the proposed revisions (both of which are attached to these minutes). The most substantive changes present in the draft policy include the definition of terms such as discrimination and harassment. As the Title IX policy does, this draft policy also provides examples of what could constitute violations of the policy. Separate instructions on how and where to pursue concerns arising under the policy for faculty, staff, and students are included, as well as information on how to request reasonable accommodations based on disability. The draft policy also contains a sanctions and corrective actions section that provides a range of possible corrective actions. Vice Provost Laguerre-Brown noted that her office welcomes feedback on the draft policy from the GW community and is actively seeking input from GW stakeholders, including the Student Association, other student groups, and staff. A final set of revisions will be presented to the Board of Trustees at its May 2019 meeting.

Professor Yezer commented that he has observed behavior of faculty at other universities that would violate GW’s policies and that it would be useful to have a short online note describing GW’s EO policy and how it might differ from those at other institutions, particularly when recruiting new faculty. Vice Provost Laguerre-Brown responded that she will look into providing as much policy information online as possible; the Office of Diversity, Equity, and Community Engagement website includes a section for policies in this area (<https://diversity.gwu.edu/relevant-policies>). Provost Maltzman added that hire letters for new faculty have been revised to include links to GW’s governing documents and major policies.

Professor Dugan asked how conduct on digital and online platforms factors into this policy. Vice Provost Laguerre-Brown confirmed that the new policy covers discrimination occurring on online platforms and that more explicit language about this can be added to the draft policy.

Professor Gutman asked what feedback beyond that from students and the administration was sought in the development of this policy. Vice Provost Laguerre-Brown responded that the Office of the General Counsel, outside counsel, the FSEC, PEAF, and now the full Faculty Senate have been consulted.

Professor Griesshammer commended Vice Provost Laguerre-Brown on the roll-out of this draft policy, noting that this timeline is much more measured than that of the Title IX policy, which was rushed past the Senate without time for meaningful input. He noted that many of the examples in the draft policy relate to “negative” behaviors and asked whether there is value in considering

episodes of favoritism, or a more “positive” type of discrimination in the policy. Vice Provost Laguerre-Brown responded that the policy is designed to signal to the university community which behaviors are prohibited by law. Favoritism would not be covered by current anti-discrimination laws, though it might perhaps be covered by an abuse of power or other conduct standard. The President noted that GW does have nepotism policies but that they wouldn’t appear here.

Professor Wilson asked whether, in a class of twenty students, seventeen would be able to claim discrimination if they perceive three are favorites. Vice Provost Laguerre-Brown responded that, while this could be raised as inappropriate conduct, this type of behavior would not constitute discrimination under the policy, which is based on protected class status. President LeBlanc clarified that the policy does define discrimination as the adverse treatment of an individual based on a protected characteristic.

Professor Zeman suggested that the faculty recruitment process include an application of the university’s standards to the hiring process to avoid bringing someone to GW who might be academically outstanding but have a history of discriminatory behavior. Vice Provost Laguerre-Brown noted that her office does work with the hiring and recruitment process to consider the actions of potential hires elsewhere. President LeBlanc noted that this is related to the institutional culture initiative and is an important part of considering what kind of place GW wants to be. GW does not want to recruit people who are academic stars but are also known sexual, racial, etc. harassers. Recent policy revisions in the Title IX arena were broad and thorough, and, throughout that process, GW’s policy on racial discrimination was inadequate and untouched. GW’s policies follow existing laws, and the university is not trying to set down new laws on these issues. This policy revision, in tandem with the Title IX policy revision, are important statements about GW’s institutional values.

Professor Roddis noted that the laws on protected classes don’t specify which aspect of a given class is protected and suggested that, in that sense, the policy does cover favoritism. Vice Provost Laguerre-Brown responded that the conduct described by examples of favoritism are indeed discrimination and covered under the policy in that vein. This policy is built around protected classes, and everyone belongs to multiple legally-defined protected classes; everyone at the university is therefore covered by this policy.

President LeBlanc asked that Senate members share any comments about the draft policy with Vice Provost Laguerre-Brown, PEAf Chair Gutman, or with Professor Marotta-Walters.

INTRODUCTION OF RESOLUTIONS

None.

GENERAL BUSINESS

- I. Nominations for election of 2018-2019 Senate standing committee chairs and members
 - Educational Policy: Nicole Cennamo (Student Association)The nomination was approved without objection.

II. Reports of the Standing Committees

Professor Marotta-Walters reminded the standing committee chairs that their interim reports are due by the December Senate meeting.

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:

- Draft minutes from the Faculty Assembly, held on October 24, will be posted to the Faculty Senate website shortly.
- A number of policies beyond those discussed thus far in the Senate are either under review or pending review. The FSEC has requested input on these additional policies—including those on intellectual property and patents—as well as a more proactive and systematic way to conduct policy reviews and involve faculty in those reviews.
- The institutional culture initiative is currently in the assessment phase; some faculty may have been contacted about participating in individual or group interviews next week to augment last month's survey. A report from the Disney Institute will be delivered to the leadership team in early December, and a wider report will be made available to the university community in January.
- The Research initiative is in a data-gathering phase and is being led by the Faculty Senate Research committee chairs.
- Two grievances (both from GWSB) are currently being heard. Professors Gutman and Marotta-Walters met with the Dispute Resolution Committee (DRC) recently to discuss their experiences around handling grievances. This meeting led to recommendations that will be folded into the *Code* review process.
- The December Senate meeting will include the annual report on university fiscal planning and budgeting as well as a report from Dennis Gephardt of Moody's.
- The next meeting of the FSEC will take place on November 16; please submit any requests for agenda items by November 12.
- Professor Tielsch asked whether grievance reviews should really culminate with a review by the FSEC, given the heavy workload these reviews entail. He wondered whether a separate committee of senior faculty advising the Provost might be a better arrangement for all involved. Professor Marotta-Walters responded that, among grievances, the FSEC considers only nonconcurrences; these are a subset of the disputes that would be taken up at the DRC level. Other grievances and disputes are handled by the DRC. A faculty member has due process rights to continue from an FSEC recommendation on a nonconurrence into a DRC process. President LeBlanc noted that the current approach actually has its final resolution at the Board of Trustees level, which is, in part, why this process is under review, as the Board feels this may not be the most appropriate place for that final review. The Provost commented that this is something the Senate should consider, noting that he has provided an extensive list of *Code* changes

currently being reviewed by a PEAFF subcommittee. Professor Marotta-Walters noted that the issue of a university-wide personnel committee was deliberated extensively at the point of the last *Code* review (a few years ago), with those working groups (as well as the Senate) resoundingly rejecting the idea of a GW-wide review committee.

IV. Provost's Remarks:

- The Provost and the President visited the Virginia Science and Technology Campus (VSTC) to participate in the opening of two new School of Nursing (SON) spaces designed to enhance student learning as well as the student experience; the renovation of Innovation Hall has opened up the right side of the building to include study spaces and breakout rooms as well as a new simulation lab on the second floor.
- The Provost will soon circulate an internal search for a new faculty athletic representative; Professor Craig Linebaugh has done a great job in this role for over a decade. This is a critical role required by the NCAA that provides advice to departments related to student athletes as well as acting as a liaison between the schools, the athletic department, and the university's athletic conferences.
- Town halls are being held (and coordinated by the Student Rights & Responsibilities office) to discuss the student code of conduct; there has been a great deal of discussion on many rules, particularly around the issue of hazing. Other areas of the code are also under discussion, and faculty participation is welcomed.
- GW is now an institutional member of the National Center for Faculty Development & Diversity, an organization that provides mentoring and assistance to faculty from institutions with this membership. Many GW faculty had requested this membership, and this resource is now available.
- The Chronicle of Higher Education published an article this month on colleges receiving the most grant funding from the National Endowment for the Humanities. GW is ranked 29th in the nation and 3rd in its market basket; this is a testament to the work being done in the humanities at GW.

V. President's Remarks:

- The President acknowledged the horrific shooting in Thousand Oaks, CA, which took place at a bar and grill during a college night last week. GW grieves with the communities of Pepperdine University, California Lutheran University, Morepark College, and other colleges and universities in the area. Students have a right to feel safe in their communities, whether they are studying or having fun, and it is abhorrent that that sense of safety and security has once again been shattered. He noted that the 26th congressional district in California—where the shooting took place—is represented by GW alumna Julia Brownley '75. Forty-seven students from this district are enrolled at GW, and GW's government relations team has reached out to Congresswoman Brownley's office to see if the university can be of assistance in any way. This shooting comes on the heels of the Pittsburgh synagogue shooting, and the President noted he issued a message of

condolences at that time, emphasizing that the hate and bigotry that led to that tragedy has no place in our society. A delegation from the GW Hillel traveled to Pittsburgh to attend services and lend support to that community. He expressed his great sorrow at having to continually address this type of violence and intolerance in American society. He further noted his hope that the nation reaches a tipping point and starts to do something about this; otherwise, the President expects his monthly remarks will continue to look back on the most recent intolerable tragedy that the country has learned to tolerate.

- Veterans Day was commemorated today at GW with a ceremony this morning at which the President spoke. The President noted that he has two brothers who spent their entire careers in the Marines and that his father spent his adult life in the Air Force Reserve.
- The first Board of Trustees meetings of the academic year were held last month. As part of the calendar, seventy faculty members were invited to a dinner with the trustees. The trustees routinely report that this is their favorite event of the meeting schedule; knowing the faculty is key to the trustees being able to do their work.
- The Faculty Assembly was held on October 24 with new faculty comprising a large fraction of the attendees. The President encouraged senior faculty to attend the Assembly in support of new faculty members, who have an opportunity to introduce themselves at this annual event.
- GW is moving toward a strategic planning process in the coming year, and the President gave the Senate a few ideas to take back to the schools and departments with the goal of receiving input from the university community as this process gets underway:
 - GW's location is a defining feature, and this is not something to be embarrassed about. The President encouraged faculty to think carefully about location as a key point of leverage in everything the university considers, noting that the Milken gift was based on GW's location and potential impact on policy discourse and public health. Outspending the competition is not a sustainable strategy, and the President asked that all faculty consider what their point of leverage in the District might be.
 - Consider the issue of resource allocation. He reiterated a thought exercise on how an unrestricted \$1 billion gift might be used and how quickly it could be spent on just a couple of priorities (e.g., closing the financial aid gap for students with need).
 - Think about what principles dictate the size of the faculty, the student body, departments, and programs; the answer to this question shouldn't be a default "more." All of these elements are under GW's control.
- Colonials Weekend was held last month and included fifty-one separate events for over 3,600 family and alumni, including an open house at the F Street House, an ESIA event in the City View Room, a jazz brunch, an alumni awards event, a conversation with the Student Association and GW presidents, and the Vern Harvest. Attendance is still relatively low given the

size of the community the university is trying to engage. The President encouraged faculty to participate in these types of events.

- Highlights from last week's Diversity Summit included:
 - A keynote address by Jamele Hill, who was the only African-American female sportswriter in the country when she began her career; she discussed how the lack of diversity in editorial rooms and at the decision-making levels matters.
 - A panel on academic freedom demonstrated how much GW students recognize the importance of academic freedom.
 - More faculty would be very welcome at this event; faculty should let the Provost know how this event can be better communicated to drive faculty participation; students in particular look to see who is attending these events, including faculty.
- President LeBlanc and Provost Maltzman, among other administrators, attended the Black Student Union (BSU) town hall last night; this event brought student organization leadership, the administration, and the BSU together to talk about campus experiences. Discussion points included:
 - The recent Hatchet article on the 4-RIDE program criticized the temperament of drivers and the cleanliness of cars. No black students were involved with the Hatchet story, and the BSU pointed out that 4-RIDE drivers are all black, leading to a perception of bias in the article.
 - The general lack of white faculty in attendance at the diversity summit suggests to students of color that white faculty members think diversity is a black issue as opposed to a community issue.
 - One student noted that, while interviewing for a freshman senator position, there was no diversity on the interview panel, leading him to question his opportunities and place on that panel.
 - In general, black students are experiencing a different GW. The President noted that work on diversity belongs to everyone at the university. This is a community problem, and the GW community needs to work together on it.
- The President is holding ongoing faculty engagement events with different faculty constituencies at the F Street House; these events are an opportunity for faculty to tell the President what he doesn't know about GW and what areas require focus.
- The President hosted a group of American Council of Education (ACE) Fellows this week; this is a select group of those who want to be involved in, and advance in, administration and asked to visit GW as part of their fellowship experience.
- The Association of Research Libraries Leadership Fellows visited GW to meet with GW leadership and learn about the role of the library at GW. Visits like this do a lot to enhance GW's reputation.
- The institutional culture initiative survey yielded a strong 55% response rate. The assessment is now in the interview phase; the Disney Institute is conducting group and one-on-one interviews. The culture leadership team has been announced: it is led by Mark Diaz and includes Dean Pam Jeffries,

Vice Provost Chris Bracey, Professor Sylvia Marotta-Walters, Interim Vice President for Human Resources Dale McLeod, Professor Marie Price, and Athletic Director Tanya Vogel. Results of the survey and interviews will be shared broadly early in the spring semester.

- Professor Tekleselassie asked whether the survey really measures culture, noting that some faculty are questioning the validity of the survey and where it was administered previously. The President responded by noting the following:
 - One decision made early on was to maximize survey participation; the university was willing to sacrifice other goals for this and therefore didn't ask questions that would cause respondents to be concerned about their anonymity.
 - The survey is a proprietary instrument used in many places (including other universities) for the express purpose of measuring culture. It has been statistically validated, and all of the questions have been vetted for the purpose.
 - GW could have chosen to use a homegrown instrument that would have been developed by GW faculty over time, but this would lead to a perception of internal gaming, and the results wouldn't have the statistical validation that the chosen instrument does.
 - The most important thing the survey will achieve is a baseline with some information, and the follow-up interviews will help fill this out. The results of the survey don't define or dictate what GW is or what GW does next; the GW community will decide this.

BRIEF STATEMENTS AND QUESTIONS

Professor Yezer noted that the new policy of allowing students to take 18 credits (a sixth course) without additional charges is effectively lowering a price in the face of excess demand (given the oversubscription of many courses), which suggests that the university is not monitoring its demand correctly and using it for effective decision-making. He noted that the university has a budget model but not a business model, and he suggested that the university consider adopting a business model prior to entering a strategic planning process to better inform that process. Finally, one solution to the oversubscription problem might be to allow students to register for 12 to 15 credits initially and then to add up to 18 credits just before the start of classes.

President LeBlanc commented that he has learned from his recent reading in the field of behavioral economics that humans don't always follow basic economic indications. He noted that the 18-credit policy did have work behind it. In short, about two-thirds of the one thousand students asking to take 18 credits had the additional tuition waived for valid academic reasons, which translated to an accidental socioeconomically discriminatory policy. The President accepted that, at a theoretical level (without considering humans, who are not rational actors), the suggestion is that GW has lost track of the supply/demand question via this policy. Professor Yezer wondered whether students would now simply sign up for six courses and then drop the one they don't like, exacerbating the demand issue; the President agreed that some students might indeed do this. The Provost noted that the current decision was in response to a price discrimination issue on the 18th credit. The university is

looking now at its registration system and thinking about how to streamline it to ensure that students are able to register for the courses they need.

Professor Tielsch spoke against the per-credit tuition model and in support of the new 18th credit policy, noting a suppression of academic exploration due to cost constraints under a per-credit model. His sense is that this policy will enhance the university's academic mission.

Professor Khilji referenced *Economics for Humans* by Julie Nelson, noting that both the educational mission and human dignity are important to GW; this book provides insights that should be considered before applying business models to the academic mission.

Professor Dugan remarked that GW's DC location forces the university to compete with other strong institutions in the area, especially for part-time instructors. She noted that the CCAS salary for this is low relative to other institutions in DC; this makes it difficult to place top teachers in these positions and asked whether there is any consideration being given to raising the rate paid to part-time instructors. The Provost responded that the adjunct faculty are part of a unionized cohort of faculty and that the university negotiates the rate these faculty will be paid with that union. Professor Griesshammer pressed the Provost on this response, asking for more clarification on the question of whether GW's salaries are competitive enough in the DC-area higher education market to attract talent. He noted that the union surely wouldn't complain if GW offered more to teach adjunct-led courses. The Provost noted there is some variability of the rates paid to adjunct instructors under the collective bargaining agreement. He noted that GW attracts a high-quality body of adjunct faculty and that he wants the university to compensate this group at a level that will retain their talents at GW.

ADJOURNMENT

The meeting was adjourned at 4:13 pm.

Tribute to Fred Lindahl
Presented to the Faculty Senate on November 9, 2018

Fred Lindahl, Associate Professor of Accounting and International Business, died on October 27, 2018, after a lengthy illness. Fred trained a generation of students in several aspects of accountancy. He was a dedicated teacher, a highly respected member of the Faculty Senate and various School committees, and was beloved to all who knew him.

Following his graduation from the Air Force Academy in 1963, Colonel Frederick W. Lindahl proudly served in the United States Air Force, including active duty in Vietnam. Following his retirement from active duty, Fred remained a pilot in the Air Force Reserves until 1995, serving in (among other operations) Just Cause and Operation Desert Storm.

Dr. Lindahl received his MBA from Harvard Business School in 1971, was certified as a CPA in 1974, and went on to earn a PhD in Accounting from the University of Chicago's Booth School of Business in 1985. He began his career in academia at Duke University's Fuqua School of Business in 1984, and joined the faculty of the George Washington University School of Business in 1993. Fred was a recognized scholar in international accounting, serving on the Editorial Board of the Journal of Accounting and Public Policy, as well as a reviewer for numerous scholarly accountancy journals.

Fred's contributions to his students, to his department, to the Business School, and to the University are numerous. He served as Chair of the Accountancy Department, as Program Director of the Master of Accountancy Program for nine years, as Chair of the Business School's Appointment, Promotion, and Tenure Committee for more than a decade, and was an active participant in the School's Dean's Council (where he spearheaded the School's major initiative to revise its bylaws). He also served as the School's parliamentarian. The GW School of Business recognized his extraordinary service in May 2018 with the Outstanding Master of Accountancy Faculty Award.

Fred represented the Business School on the Faculty Senate for several years, and was a guiding light on the Senate's Fiscal Planning & Budget Committee.

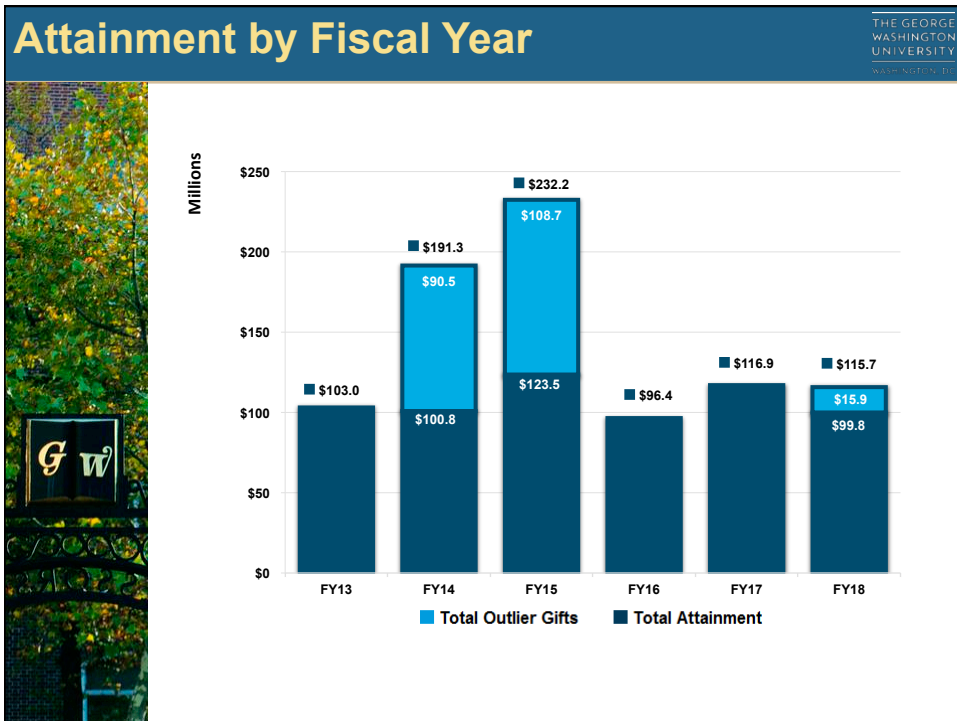
Across a number of stressful years for the Business School, Fred Lindahl was always there, pitching in, helping to keep the ship steadily pointing in the right direction. He leaves behind numerous friends, family, and colleagues whose lives were forever improved by his selfless willingness to make the world a better place. He was a role model for us all. We shall miss him greatly.

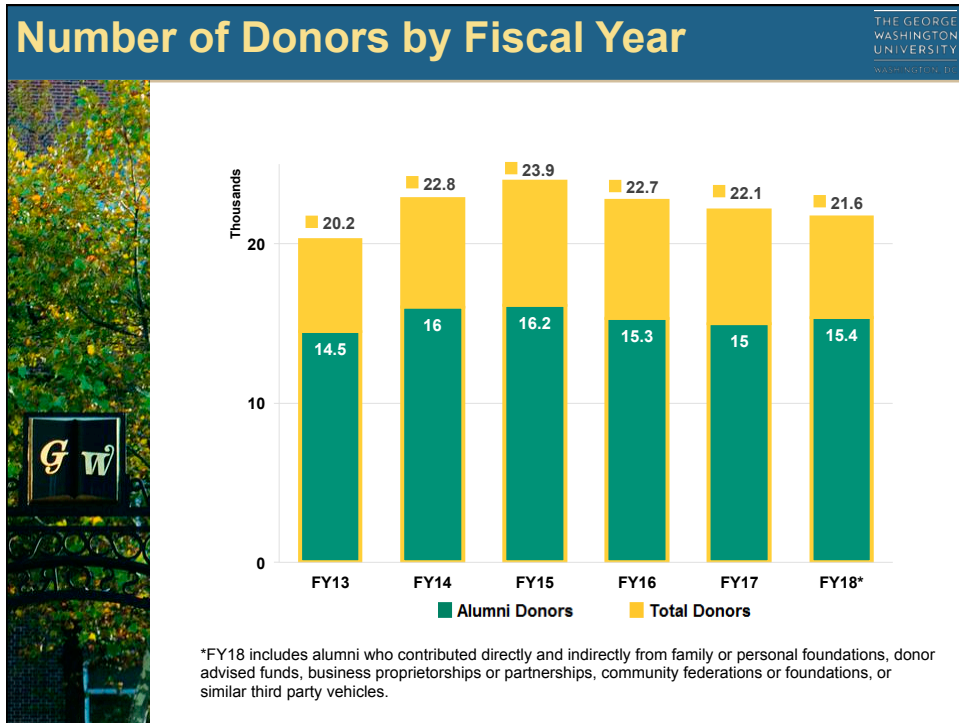
THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON, DC

Development and Alumni Relations

Faculty Senate Update

November 9, 2018





- ## FY19 DAR Goals
- THE GEORGE WASHINGTON UNIVERSITY
 WASHINGTON, DC
- ❖ Increase
 - Overall attainment
 - Alumni donors
 - Alumni donor retention
 - Number of major gift staff visits
 - Number of Alumni Relations staff contacts
 - ❖ Contribute to university strategic priorities
 - ❖ Continue to implement operational improvements (multiple projects)

Corporate and Foundation Relations

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

New website: <https://cfr.gwu.edu/>



How can you help?

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

- ❖ Similar to what we ask our alumni and parents
- ❖ Strengthen our partnerships
 - Stay in touch with your CDOs
 - Contact me
- ❖ Identify philanthropic prospects
 - Connect with alumni, families, and friend
 - Be positive ambassadors for GW
 - Be “lead fundraisers”
 - Be transparent with our constituent information (such as professional promotions, addresses, emails, etc.)

How can you help?

THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON, DC

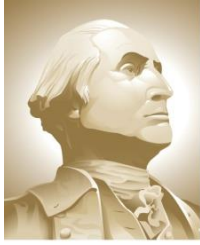
- ❖ Invest in the product—GW students
 - Continue leadership in faculty/staff giving



THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON, DC

Thank you!





**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

Responsible University Official: Vice Provost, Diversity and Inclusion
Responsible Office: Office of the Vice Provost for Diversity and Inclusion
Last Revised Date: November 15, 2011

EQUAL OPPORTUNITY

Policy Statement

The university is an Equal Employment Opportunity/Affirmative Action (EEO/AA) employer committed to maintaining a non-discriminatory, diverse work environment. The university does not unlawfully discriminate on the basis of race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, gender identity or expression, or on any other basis prohibited by applicable law in any of its programs or activities.

Reason for Policy

This policy is necessary to re-affirm the university’s commitment and for compliance with Title VII of the Civil Rights Act of 1964, as amended, the District of Columbia Human Rights Act, and other applicable laws relating to equal opportunity.

Who is Governed by this Policy

Faculty, staff and students

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Policy

The George Washington University does not unlawfully discriminate against any person on any basis prohibited by federal law, the District of Columbia Human Rights Act, or other applicable law, including without limitation, race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, or gender identity or expression. This policy covers all programs, services, policies, and procedures of the university, including admission to education programs and employment.

Inquiries concerning this policy and federal and local laws and regulations concerning discrimination in education and employment programs and activities may be directed to the university’s Office of Equal Employment Opportunity and Affirmative Action, 2121 Eye Street, NW, Washington, DC 20052, 202-994-9656, eeo@gwu.edu. Inquiries may also be directed to the U.S. Department of Education Office for Civil Rights, the U.S. Equal Employment Opportunity Commission, or the applicable state or local agency (for example, the District of Columbia Office of Human Rights).

Questions regarding protections against discrimination on the basis of sex may be directed to the university’s Title IX Coordinator, the Vice Provost for Diversity and Inclusion, 813 Rice Hall, 2121 Eye Street, NW, Washington, DC 20052, 202-994-7440.

Questions regarding the protections against discrimination on the basis of disability may be directed to the university’s Disability Services Coordinators. Students may contact the Associate Dean of Students, Administrative Services, Office of the Dean of Students, 401 Rice Hall, 2121 Eye Street, NW, Washington, DC 20052, 202- 994-6710, and other members of the university community may contact the Executive Director of Equal Employment Opportunity and Affirmative Action, 2121 Eye Street, NW, Washington, DC 20052, 202-994-9633.

To request disability accommodations, students should contact the Office of Disability Support Services at 202-994-8250 or dss@gwu.edu. Employees and other members of the university community should contact the Office of Equal Employment Opportunity and Affirmative Action at 202-994-9656 or eeo@gwu.edu.

Contacts

Contact	Telephone	Email
EEO (Questions)	202-994-9656	eeo@gwu.edu
VPDI (Title IX Coordinator)	202-994-7440	diverse@gwu.edu

Document History

- **Last Reviewed Date:** March 29, 2018
- **Last Revised Date:** November 15, 2011
- **Policy Origination Date:** Not Available

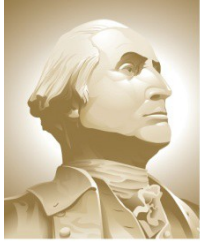
Who Approved This Policy

Lou Katz, Executive Vice President and Treasurer

Steven Lerman, Provost and Vice President for Academic Affairs

Beth Nolan, Senior Vice President and General Counsel

This policy, as well as all [university policies](#), are located on the [Office of Compliance and Privacy's](#) home page.



**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

Responsible University Official: Vice Provost for Diversity, Equity and Community Engagement

Responsible Office: Office of the Vice Provost for Diversity, Equity and Community Engagement

Last Revised Date: _____, 2018

EQUAL OPPORTUNITY, NONDISCRIMINATION AND ANTI HARASSMENT POLICY

Policy Statement

The university is an Equal Employment Opportunity/Affirmative Action (EEO/AA) employer committed to maintaining a non-discriminatory, harassment-free, diverse work environment. The university does not unlawfully discriminate on the basis of protected characteristics, or on any other basis prohibited by applicable law in any of its programs or activities.

Reason for Policy

This policy affirms the university's commitment to and compliance with Title IX of the Education Amendments of 1972, Title VI of the Civil Rights Act of 1964, Title VII of the Civil Rights Act of 1964, as amended, Section 504 of the Rehabilitation Act of 1973, the District of Columbia Human Rights Act, and other applicable laws relating to equal opportunity and nondiscrimination.

Who is Governed by this Policy

Faculty, staff and students

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Policy

The George Washington University does not unlawfully discriminate against any person on the basis of protected characteristics or any other basis prohibited by federal law, the District of Columbia Human Rights Act, or other applicable law. This policy covers all programs, services, policies, activities, and procedures of the university, including participation in education programs and employment.

Definitions

Protected characteristics covered by this policy are those personal traits, characteristics and/or beliefs that are defined by applicable law as protected from unlawful discrimination and/or harassment. They include age, color, disability, marital status, national origin, race, religion, veteran status, genetic information, and/or other characteristics protected by applicable law. This policy also includes as protected class categories sex, gender, gender identity or expression, and sexual orientation not otherwise covered by the Sexual and Gender-Based Harassment and Interpersonal Violence Policy.

Discrimination is adverse treatment of an individual based on a protected characteristic, rather than individual merit. Examples of conduct that can constitute discrimination if based on an individual's protected characteristic include but are not limited to:

- Singling out or targeting an individual for different or less favorable treatment (e.g., more severe discipline, denial of promotion) because of their protected characteristic
- Failing or refusing to hire an individual because of their protected characteristic
- Failing or refusing to allow an individual to participate in a student organization or activity based on their protected characteristics
- Terminating an individual from employment or an educational program based on their protected characteristic.

Harassment is any unwelcome conduct based on a protected characteristic where such conduct creates a hostile environment. A hostile environment exists when the conduct is sufficiently severe, persistent, or pervasive that it unreasonably interferes with, limits, or deprives an individual from participating in or benefiting from the university's educational, employment, and/or campus-residential experience when viewed through both a subjective and objective standard.

A hostile environment can be created by persistent or pervasive conduct or by a single or isolated incident, if sufficiently severe. The more severe the conduct, the less need there is to show a repetitive series of incidents to prove a hostile environment, particularly if the conduct is physical. A single incident of sexual assault, for example, may be sufficiently severe to constitute a hostile environment.

Harassment:

- May be blatant and intentional and involve an overt action, a threat or reprisal, or may be subtle and indirect, with a coercive aspect that is unstated.
- Does NOT have to include intent to harm, be directed at a specific target, or involve repeated incidents.
- May be committed by anyone, regardless of gender, age, position, or authority. While there is often a power differential between two persons, perhaps due to differences in age, social, educational, or employment relationships, harassment can occur in any context.
- May be committed by a stranger, an acquaintance, or someone with whom the complainant has a close personal relationship.
- May be committed by or against an individual or may be a result of the actions of an organization or group.
- May occur by or against an individual of any sex, gender identity, gender expression, or sexual orientation.
- May occur in the classroom, in the workplace, in residential settings, or in any other context.
- May be a one-time event or may be part of a pattern of behavior.
- May be committed in the presence of others or when the parties are alone.
- May affect the Complainant and/or third parties who witness or observe harassment.

Nothing in this policy shall be deemed to revoke any right a faculty member may have to file a grievance under the Faculty Code. Further, nothing in this policy limits academic freedom, guaranteed by the Faculty Code, which is a pre-eminent value of the university. This policy shall not be interpreted to abridge academic freedom. Accordingly, in an academic setting expression that is reasonably designed or reasonably intended to contribute to academic inquiry, education or debate on

issues of public concern does not violate this policy.

Reporting Allegations of Discrimination and/or Harassment Not Covered by the Sexual and Gender-Based Harassment and Interpersonal Violence Policy

If you believe that you have been discriminated against or harassed based protected characteristics covered by this policy or on any other basis prohibited by applicable law in any of its programs or activities, reports may be made as follows:

Students should bring their concerns regarding the conduct of other students under this policy to the Office of Enrollment and the Student Experience.

Students should raise their concerns to Enrollment and the Student Experience, Office of Student Rights and Responsibilities (SRR):

Call: 202-994-6757

Email: rights@gwu.edu

Website: <https://studentconduct.gwu.edu/student-rights-responsibilities>

Students will be offered the opportunity to meet with an SRR staff member to talk about the different reporting and complaint options available, including the processes outlined in the Student Grievance Procedures, if the complaint is being made about a faculty member, staff member, or about a chartered student organization, and the processes outlined in the Code of Student Conduct, if the complaint is being made about another student or student organization.

Concerns about the conduct of a non-faculty staff member should be reported to the Office of Equal Employment Opportunity (EEO) & Employee Relations.

Non-Faculty staff members should report a potential violation of this policy to the EEO/ER Office in person, by telephone, by email, or online:

Office of Equal Employment Opportunity and Employee Relations (EEO/ER Office)

2033 K Street, NW, Suite 205

Washington, D.C. 20006

(202) 994-9656

eeo@gwu.edu

<https://hr.gwu.edu/equal-employment-opportunity>

Concerns about the conduct of a faculty member should be reported to the Office of the Provost/Office of Faculty Personnel.

Concerns about the conduct of a faculty member should be reported to the Provost's Office. Reports may be made directly to the Vice Provost for Faculty Affairs at 813 Rice Hall, 2121 Eye Street, NW, Washington, DC 20052, (202) 994-5884, or facultyaffairs@gwu.edu. Allegations of violations of this policy will be reviewed and/or investigated by the Office for Faculty Affairs or designee. This policy shall be interpreted in manner consistent with the principles of academic freedom and professional responsibility as set forth in the Faculty Code and related university policies and guidelines. Nothing in this policy shall be construed to revoke any right of a faculty member to file a grievance under the Faculty Code.

Sanctions and Corrective Action

Findings of violations of this policy made by the offices identified above may result in the imposition of sanctions and/or corrective action, in accordance with applicable policies. Sanctions and corrective actions for student Respondents include, but are not limited to, censure, disciplinary probation, restitution, eviction from residence, suspension, expulsion, restriction from employment at the university, educational program attendance, educational project, professional assessment, removal from specific courses, activities or organizations, No Contact Order, transcript notation and/or notification to other institutions, withholding or delaying the conferral of a degree, prohibitions against participation in academic honor ceremonies, such as graduation, training, and guidance.

Sanctions and corrective actions for faculty and staff Respondents include, but are not limited to, oral or written warning/reprimand, suspension, termination of employment, training, guidance, and adjustment of supervisory or evaluative responsibilities. Dismissal of a tenured faculty member will be subject to Article V.C.1. of the Faculty Code and Section F of the Procedures for Implementation of the Faculty Code.

The university may take measures at any time to protect the health and safety of members of the university community.

Options for Reporting Allegations of Unwanted Sexual Behaviors/Sexual Harassment/Sexual Assault/Relationship Abuse or Stalking

If you believe that you have been discriminated against or harassed based on conduct prohibited by the university's Gender-Based Harassment and Interpersonal Violence Policy, reports may be made under the university's Sexual and Gender-Based Harassment and Interpersonal Violence Policy to the university's Title IX Office, 813 Rice Hall, 2121 Eye Street, NW, Washington, DC 20052, (202) 994-7434 or www.haven.gwu.edu.

To Request Accommodations

To request an academic accommodations, contact the Office of Disability Support Services at (202) 994-8250 or dss@gwu.edu. **For faculty and staff accommodations, contact** the Office of EEO & Employee Relations at (202) 994-9656 or eeo@gwu.edu.

External Reporting Options

Inquiries concerning this policy and federal and local laws and regulations concerning discrimination in education and employment programs and activities may be directed to the university's Office of EEO & Employee Relations, 2033 K. Street, NW, Suite 205, Washington, DC 20052, (202) 994-9656, eeo@gwu.edu. Inquiries may also be directed to the U.S. Department of Education Office for Civil Rights, the U.S. Equal Employment Opportunity Commission, or the applicable state or local agency (for example, the District of Columbia Office of Human Rights).

Retaliation

Retaliation against a person who reports or complains, or who provides information, or participates in an investigation or proceeding covered by this policy is prohibited by law. Allegations of retaliation will be investigated and may result in disciplinary action, up to and including expulsion or termination. More information about GW's policy on Non-Retaliatiion is available at: <http://my.gwu.edu/files/policies/NonRetaliationFINAL.pdf>

Contacts

Contact	Telephone	Email
Office of Student Rights and Responsibilities (SRR)	(202)994-6757	rights@gwu.edu
EEO & Employee Relations (Questions)	(202) 994-9656	eeo@gwu.edu
Office of the Vice Provost for Faculty Affairs	(202) 994-5884	facultyaffairs@gwu.edu

Title IX Office	(202) 994-7434	www.haven.gwu.edu
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Document History

- **Last Reviewed Date:** June 14, 2017
- **Last Revised Date:** February 22, 2018
- **Policy Origination Date:** Not Available

Who Approved This Policy

Mark Diaz, Executive Vice President and Chief Financial Officer
Forrest Maltzman Provost and Executive Vice President for
Academic Affairs

Beth Nolan, Senior Vice President and General Counsel

This policy, as well as all [university policies](#), is located on the [Office of Compliance and Privacy's](#) home page.

Report of the Faculty Senate Executive Committee (FSEC)
November 9, 2018
Sylvia A. Marotta-Walters, Chair

Actions of the Executive Committee

Faculty Assembly. The annual faculty assembly was held on Wednesday, October 24, 2018 in the Jack Morton Auditorium. Participation via remote conferencing was available at the Virginia Science and Technology Campus (VSTC). The president acknowledged new faculty who were present and introduced themselves, and then the president presented information on the strategic initiatives and on the successful Middle States reaccreditation of the university. In recapping his experiences during his first year at GW, the president discussed the town hall meetings and formal and informal interactions with the entire GW community. He is doing considerable travel to meet with the alumni community. The president also took a number of questions from the floor, on such topics as the capacity of the various GW campuses and the issue of student debt at both undergraduate and graduate levels.

Provost Maltzman discussed his efforts at enhancing the reputation of the university in accordance with its mission. He presented a graphic that showed the cross-school research efforts that have the potential to enhance our research mission and promote interdisciplinarity.

Sylvia Marotta-Walters reported on the current collaboration with administration and with the trustees on a review of the *Faculty Code*, a review process that will now take place every three years in alignment with the review that the Board of Trustees does with its own By-Laws. She also reported on the culture initiative, which is in progress currently and with which the Faculty Senate has been involved directly. The other initiative that has direct faculty involvement is the research initiative which is under the leadership of the provost and the senate committee on research.

Code and Policy Reviews. The Professional Ethics and Academic Freedom (PEAF) committee of the senate is engaged in reviewing aspects of the *Code* that have been noted by faculty, by administrators, and by the trustees as requiring either minor language revisions or more substantive changes to clarify the intent of the *Faculty Code*. Additionally, PEAFF is reviewing several university policies that are in need of updating, including the two policies that were passed by the Board last year with little faculty input (Policy on Prohibited Relationships with Students and Sexual and Gender-Based Harassment and Interpersonal Violence Policy). A new draft policy on Equal Opportunity is also being reviewed by PEAFF. The Faculty Senate Executive Committee is aware that there are other policies that are in need of revision, such as the intellectual property and patent policies, and is concerned that the university needs to engage

with the faculty from the beginning when policies have significant implications for the faculty experience at the university.

Strategic Initiative on Culture. The culture initiative is in the assessment phase, with individual and small group interviews taking place next week. Faculty response was very good, with more than 50% of faculty and staff responding to the initial survey. This kind of response strengthens the quality of the data on which we will build plans for improving the university's cultural environment. Thank you for your efforts at encouraging faculty participation.

Faculty Personnel Matters

Grievances: There are two grievances at present, both in the School of Business.

Sylvia Marotta-Walters and Jeffrey Gutman met with members of the Dispute Resolution Committee on October 30, 2018, to discuss experiences they have had in the last three years since the *Code* was revised. During that period they have had 11 cases, the majority of which were resolved through mediation. Members have noted some breakdowns in communication between the committees and the administration on having appropriate documentation, and on hearing the administration's final decisions. These issues and others elicited at the meeting will be folded into the PEA review of the *Code* as a whole.

Upcoming Agenda Items

The December 7, 2018 Senate Meeting will have a report from the Fiscal Planning and Budget Committee of the Senate, and a report on Moody's estimate of the financial standing of the university, presented by Dennis Gephardt.

Calendar

The next meeting of the Executive Committee will be on November 16, 2018. Please submit items for consideration no later than November 12, 2018.