



**MINUTES OF THE REGULAR FACULTY SENATE MEETING
HELD ON APRIL 12, 2019
AT 1957 E STREET NW/STATE ROOM**

Present: President LeBlanc, Provost Maltzman, and Parliamentarian Charnovitz; Deans Jeffries and Mehrotra; Executive Committee Chair Marotta-Walters; Registrar Amundson; Professors Agnew, Bukrinsky, Cordes, Costello, Cottrol, Dugan, Galston, Gutman, Hill, Khilji, Lewis, Lipscomb, Markus, McDonnell, McHugh, Mylonas, Pintz, Price, Rohrbeck, Schumann, Tekleselassie, Tielsch, Wirtz, Yezer, Zara, and Zeman.

Absent: Deans Akman, Brigety, Feuer, Goldman, and Morant; Interim Deans Deering, Riffat, and Wahlbeck; Professors Briscoe, Dickinson, Esseesy, Griesshammer, Harrington, Pelzman, Rehman, Roddis, Sarkar, Schwartz, Sidawy, Wallace, and Wilson.

CALL TO ORDER

The meeting was called to order at 2:26 p.m. following the annual Senate photograph.

APPROVAL OF THE MINUTES

The minutes of the March 1, 2019, Faculty Senate meeting were approved unanimously without comment.

President LeBlanc recognized the senators whose terms end with the current meeting; the list of departing senators is attached to these minutes.

REPORT: Department of Athletics and Recreation Update and Directions (Tanya Vogel, Athletic Director)

Speaking from the attached slides, Ms. Vogel, a GW alum and a member of its sports hall of fame, provided an overview of the Department of Athletics and Recreation's current position and its planned future directions. She noted she would provide a 30,000-foot view of the department, highlighting the academic profile of recruited students and their GW academic performance and graduation rates; why the department exists; the current climate of intercollegiate athletics; and the pursuit of excellence as the department moves forward.

Ms. Vogel noted that two units comprise the department (intercollegiate athletics and recreation) and highlighted the multiple facilities the department uses as well as the numerous athletic programs run through the department, from club and intramural teams to GW's twenty-seven Division I teams, most of which compete in the Atlantic 10 conference. The department has 120 full-time employees.

Academically, the students recruited through the department are very representative of the rest of GW's student population. The core GPA of the students coming in this year is 3.68. The department wants to recruit students who want a GW education and who can be successful at the university. Ms. Vogel noted that many institutions push students into certain majors; this is not the case at GW. Overall, the fields studied by GW's student athletes track very closely with those studied by the broader GW student population. She noted that, due to training schedules, it is difficult for student athletes to study abroad, which affects the number of student athletes studying in the Elliott School of International Affairs (ESIA); the department is working on an innovative solution to this that allows students to pursue a degree in international affairs. GW's student athlete graduation rate is high, and Ms. Vogel noted that the department wants students to remain at GW for the duration of their undergraduate careers and graduate from GW.

Ms. Vogel noted that President LeBlanc has made it very clear to the Athletics and Recreation Department that athletics and recreation must be a highly visible display of discipline and excellence. She noted that the department works every day to ensure that this goal is met in the classroom, in competition, in the community, in preparation for careers, and in life, and she noted that she welcomes feedback on how well the department is achieving this goal. Examples of discipline and excellence in the department include student athletes' academic and athletic performances, from strong GPAs and deans' list appearances to strong showings on the national stage in gymnastics, squash, swimming, and water polo.

Over the past couple of months, the department has worked on broadening its collaborations across campus through events like the Midnight Breakfast and the Relay for Life. These efforts allow athletics to be at the core of building community at GW.

Challenging issues also face athletic departments across the country, including those around concussions and traumatic injury. Next week, the NCAA Sports Science Institute and the Aspen Institute (in partnership with the Derek Sheely Foundation) will be at GWSPH to hold a campus-based conversation around injury prevention. Other areas meriting close attention include name, image, and likeness issues; sports wagering; and amateurism.

In the continued pursuit of excellence, Ms. Vogel highlighted Outside the Lines, a collaborative initiative spearheaded by a student athlete who suffered three concussions and was deemed medically ineligible to compete. The initiative involves the counseling center and the psychology department to engage in programming for students suffering from season- and career-ending injuries. In addition, the department engages in continued work on its own values of determination, commitment, and respect. Department staff have been charged with ensuring that these values are used throughout the recruitment and hiring process and in all of the department's endeavors.

In the area of innovation, the department has launched a short-term study abroad experience in collaboration with the Study Abroad office. Student athletes participate in 7-10 day trips to gain in cultural competencies related to their fields of study while adhering to their athletic training regimens. An additional partnership with the Career Center will bring career-oriented programmatic work into the department to better prepare student athletes to develop the skill sets common to success in both sport and career.

Ms. Vogel noted that the department is always looking for ways to raise resources and reduce the subsidy it receives from the central university. A new apparel contract will allow the department to outfit its teams while reducing the funds required for this from the university. This effort will help make the department sustainable in the long term.

Finally, Ms. Vogel noted that telling the department's story is important; student athletes are GW students first, and this should be highlighted. This week, the department's website highlights the story of a fourth-year student athlete and his Hill internship. Via Twitter, the department also highlighted the work of another student athlete who participated in GW Research Days and won second place in her category for her work. She concluded by noting that the departments are students just like every other GW student; they just also happen to be athletes.

Professor Yezer noted a communication problem related to the status of GW's athletic programs, noting that he was surprised to learn that GW is a permanent member of the Eastern Sprint Championships in crew, which is a premier league in the sport. He also asked whether GW has any plans to make rugby a fully sponsored team sport at GW. Ms. Vogel acknowledged the issues around communicating the status of GW's various teams and noted that her communications staff continues to work on getting the word out about the quality and status of GW's teams. She noted that GW is not currently looking to add sponsored team sports at the same time that the department continues to evaluate whether it has the right mix of sports.

Professor Galston noted that the Lerner Health & Wellness Center (LHWC), which permits use by GW students, faculty, and staff as well as various community groups, is very crowded and asked how the department might address this. Ms. Vogel responded that space issues on campus remain a concern. She noted that prior to the LHWC, the only facility on campus was the Smith Center; the addition of the LHWC eased the congestion at the Smith Center. She reported that the department is looking at how best to enhance the LHWC, creating additional and different spaces, without eliminating the School Without Walls partnership. In addition, another conversation is happening about adding to the Mount Vernon complex in ways that would ease the pressure on the LHWC.

REPORT: Culture Initiative Update (Professor Marie Price)

Speaking from the attached slides, Professor Price discussed the institutional culture initiative identified as a priority by President LeBlanc following his arrival at GW. A Culture Leadership Team (CLT) was formed to lead this initiative and first began meeting in Fall 2018. The CLT began meeting more intensely following the survey and follow-up interviews conducted by the Disney Institute. The team felt it was important to have an outside organization conduct this assessment in terms of initially understanding the challenges GW faces in terms of culture. She clarified that "culture" in this context does not refer to student culture but rather to the culture that staff and faculty experience across all ranks.

The assessment revealed a set of common challenges faced across the university. Professor Price noted that, for many, the Disney Institute was not perceived as an ideal partner for GW. She noted, however, that the Institute is a research group based in Orlando that does a great deal of consulting with institutions of higher learning and hospitals (among others) and is well positioned from its work to look at how faculty and staff are treated and how this feeds the broader culture of an institution.

The CLT has been meeting every other week since December and has developed an aspirational common purpose that the team feels will be an internal guide or “north star” for the university; this will be discussed with the broader GW community soon. The team has also developed a set of values based on faculty and staff feedback from the assessment. Over the past month, four cross-functional work teams have been formed out of the recurring themes in the culture assessment; teams were formed collaboratively out of numerous recommendations from the leadership team. Each team has ten participants with two champions who organize the work of the teams. These teams will research and brainstorm ideas through outreach to GW faculty and staff in the following areas:

- Faculty and Staff Care: This team will focus on how the university can better care for its faculty and staff.
- Faculty and Staff Recognition: This team will focus on how GW faculty and staff can better recognize each other’s work, both formally and informally.
- Global Orientation and Onboarding: This team will focus on improving the way GW introduces all faculty and staff to GW’s identity and goals.
- Leadership Behaviors: This team will focus on what the expectations of GW’s various leaders should be.

The work teams are now meeting weekly and checking in with the CLT with their progress; they will present their recommendations in May. Over the summer, the CLT will work to evaluate these recommendations and determine which should be implemented; they will then develop service standards and expected behaviors. In the 2019-2020 academic year, the beginning of the implementation of these service standards will commence, but full implementation will take several years. Professor Price noted that this initiative will only work if people believe it will have an impact and choose to participate in the process of making positive changes.

Professor Tekleselassie asked what structures and mechanisms the work teams are employing to obtain input from faculty and staff. Professor Price responded that anyone is welcome to contact the work teams at any point to ask questions regarding process and methodology. Faculty and staff are encouraged to fill out the various surveys generated by the work teams and may share ideas with the CLT and the work teams. The [culture initiative website](#) includes a form that may be submitted, and the CLT email is cultureteam@gwu.edu.

RESOLUTION 19/6: A Resolution to Amend the *Faculty Code* (5) (Jeff Gutman, Chair, Professional Ethics and Academic Freedom Committee)

Professor Gutman noted that all three resolutions presented today emanate from the effort to solicit potential changes to the *Faculty Code*. By the end of this year, if all goes well, over thirty changes will be made that will significantly improve the *Code*. Doing this required a partnership among the Professional Ethics & Academic Freedom (PEAF) committee, the Provost’s office, and the Faculty Senate Executive Committee (FSEC). These resolutions represent a genuine collaboration on the part of these entities to continue to improve the *Faculty Code*.

The current resolution follows from Resolution 19/4, passed at the February Senate meeting, which passed a change to a portion of the *Code* which previously lacked reference to criteria for specialized

faculty. This resolution was passed to make clear what the criteria for the appointment, reappointment, and promotion of specialized faculty were. The result, however, was a somewhat garbled rule that confused the appropriate distinctions between regular and specialized faculty. The current resolution rearranges and clarifies this rule to make it very clear which paragraphs apply to regular faculty and which to specialized faculty. Professor Gutman noted he regards this resolution as being of a clarifying and non-substantive, but important, nature.

The resolution passed unanimously by voice vote.

RESOLUTION 19/7: A Resolution to Amend the *Faculty Code* (6) (Jeff Gutman, Chair, Professional Ethics and Academic Freedom Committee)

The first resolving clause of this resolution addresses the stated periods of reappointment for instructors. The existing rule has the Board of Trustees playing a role in extending this four-year period, and the Board wishes to remove itself from this role. This resolution removes the Board's role and instead inserts in their stead the Provost, who would determine whether to extend beyond the general four-year period for instructors, but only under extraordinary circumstances that are determined by the Provost.

Professor Galston noted that the prior language did not state "under extraordinary circumstances" and wondered what is meant by this language. Professor Gutman responded that the default rule is that instructors would have an initial one-year appointment followed by three additional one-year appointments. The Provost's office should have the discretion to extend this but only when it is deemed truly necessary. Provost Maltzman noted that there hasn't been one request to extend beyond four years during his time in the Provost's office (since 2011) and that it would be an extraordinary circumstance to have someone in an instructor role who would be appointed as such for longer than four years. Professor Galston asked whether this is designed to protect the instructor. The Provost responded that the most common circumstance is that an instructor receives that rank upon being hired into a tenure-track role without having completed their dissertation. They are given the rank of instructor while they complete their dissertation defense. This can be extended three times before requiring higher level approval; this resolution places that decision to extend with the Provost rather than with the Board of Trustees.

Professor Marotta-Walters noted that there is a period missing at the end of paragraph 1.

There were no questions, comments, or amendments on the second resolving clause.

The resolution passed unanimously by voice vote.

RESOLUTION 19/8: A Resolution to Amend the *Faculty Code* (7) (Jeff Gutman, Chair, Professional Ethics and Academic Freedom Committee)

Professor Gutman noted that, currently, a candidate for tenure or promotion is reviewed on multiple levels: through the department, the school, the Provost's office, and, as necessary, through the President's office. The purpose of this multi-tiered review is to reduce the possibility that any decisions on these important matters might be regarded at the end to be arbitrary and capricious. Should a candidate fail in their effort to obtain tenure and promotion, they may, in effect, go through this process a second time via the grievance procedure. The ultimate result of this is that the

President is ultimately faced with deciding whether his earlier (negative) decision was in itself arbitrary and capricious. The process is lengthy, wasteful, and unpleasant.

This resolution crafts an elegant solution to this problem, taking the candidate's opportunity to grieve only on the basis of arbitrariness and capriciousness out of the hands of the grievance process and the hearing committees therein and placing it into the hands of the FSEC. While this is a rewrite of the existing rule, much of it retains the status quo: the FSEC continues, as it has been doing, to make recommendations when there are nonconcurrences. Under this rewrite, if there is a nonconurrence and the Provost decides against the petition for tenure or promotion, the candidate may challenge that decision on arbitrary and capricious grounds; this challenge would be heard by the FSEC, which the drafters of this resolution feel is a better locus for these kinds of difficult and sensitive questions. The FSEC would, in conjunction with making a recommendation on the process, offer an opinion as to whether the determination made by the Provost was arbitrary and capricious. The individual in question may make a written statement to the FSEC as part of this process, and the views of the FSEC will weigh heavily and be an important contribution to the subsequent consideration of the matter by the Provost and President. The candidate in question will receive a summary of the FSEC's opinion on the matter, appropriately redacted to implement confidentiality rules, and will then have an opportunity to file another written statement to the President if desired. This process is intended to be more efficient, fairer to the candidate, and more appropriately placing the duties and responsibilities around these matters in the hands of those best able to manage them.

Professor Wirtz spoke to make clear that this review would not address solely the question of whether the Provost's review was arbitrary and capricious but is in fact a review of the entire process for the candidate in question and whether, at any point in the process, a decision might be deemed arbitrary and capricious. He asked for clarification on this point. Professor Gutman responded that the rule states that the FSEC shall invite the candidate to submit a written statement to the FSEC if the candidate feels the Provost's decision is arbitrary and capricious. Provost Maltzman added that this is designed to assess the Provost's decision; the FSEC will continue to review any nonconcurrences occurring anywhere in the review process. This rule would provide a route to review the Provost's decision on arbitrary and capricious grounds. Professor Wirtz responded that the real flaw in the review might have occurred earlier in the process and been missed by the Provost during his review; it would therefore be within the FSEC's domain to recognize whether any procedural errors were made with regard to arbitrary and capriciousness. Professor Marotta-Walters noted that Professor Wirtz is referring to the "compelling reasons" standard, which already includes an arbitrary and capricious criterion; this remains part of the FSEC's review of nonconcurrences. This rule moves something that had been part of the grievance process and folds it into the nonconurrence review conducted by the FSEC, specifically the piece that investigates a potential arbitrary and capricious decision on the part of the Provost.

Professor Gutman added that an unsuccessful candidate for tenure and promotion may still file a grievance on a number of other bases (discrimination, failure to comply with the *Faculty Code*, retaliation, etc.) through the existing grievance process. This rule forecloses the opportunity to file a grievance on the arbitrary and capricious grounds.

Professor Cordes asked whether this rule, in effect, gives a candidate three "bites at the apple": the standard review, the nonconurrence review, and the arbitrary and capricious review. Professor Gutman responded that the rule actually reduces that possibility. Under the status quo, there is a

two-track process: the conventional review process and the re-review under the grievance process. Both tracks result in the President reviewing the case. Under the current resolution, there is a single process for arbitrary and capricious claims, as the grievance process is eliminated in favor of the FSEC review in these cases. Provost Maltzman noted that this rule will consolidate time and create a single process for this type of review; if the Provost decides against someone, the FSEC can determine whether that decision was arbitrary and capricious as part of its already-occurring nonconcurrency review. The President would then receive the case once and would have the FSEC's full opinion on both the nonconcurrency and the question of whether the Provost's decision was arbitrary and capricious. Professor Gutman added that, under this situation, the President would be able to extend the candidate's probationary term by one year.

Professor Tielsch noted that some kind of graphical flowchart outlining this process would be extremely helpful; the language can be confusing for those not inherently familiar with it. Provost Maltzman concurred with this and stated that it would be an easy matter to put a flow chart describing the processes around the tenure and decision process on the Provost Office's website.

Professor Markus requested clarification regarding the bold italic statement in resolving clause 4, which includes the "arbitrary and capricious actions" reason for maintaining a grievance but then states that candidates for tenure or promotion may not file a grievance based on that reason. Professor Gutman responded that this reason can't be struck from the list because it needs to be available for individuals who are not seeking tenure and promotion. Professor Wirtz clarified that the bold, italic statement—the new language—in resolving clause 4 provides the exclusionary rule that makes this rule not contradictory in its whole. Candidates are entitled to make claims regarding arbitrary and capricious decisions on issues that do not involve tenure or promotion. The newly inserted language makes clear that claims of arbitrary and capricious decisions may not be filed for tenure or promotion cases. Professor Marotta-Walters suggested that a hyperlink to Paragraph B.7 might help provide immediate clarification for those reading this rule (this would not be viewed as an amendment as it would not change the language of the *Code*).

No amendments were proposed to any of the whereas or resolving clauses in the resolution. The resolution passed unanimously by voice vote.

The President expressed his thanks to Professor Gutman in particular as well as the PEAFF committee, the Provost's office, and the FSEC for their hard work on all the *Code* changes put forward this year.

Professor Tielsch asked when a new, clean *Faculty Code* would be made available. The Provost responded that this would be made available following the Board of Trustees review and approval of the proposed *Code* changes, which will occur in May. The final single document will be posted on the Faculty Senate and the Provost Office websites.

INTRODUCTION OF RESOLUTIONS

None.

GENERAL BUSINESS

- I. Nominations for election of new members to Senate standing committees
None.
- II. Reports of the Standing Committees
Professor Marotta-Walters reminded the standing committee chairs that annual committee reports are due. Reports from the Honors & Academic Convocations, Professional Ethics & Academic Freedom, and University & Urban Affairs Committees were distributed.
- III. Election of 2019-2020 Executive Committee Chair and Slate
The attached 2019-2020 Executive Committee Chair nomination and Executive Committee slate of nominees were presented by nominating committee chair Professor Karen McDonnell and passed unanimously by voice vote.
- IV. Election of Parliamentarian
The President nominated Professor Steve Charnovitz to serve as Senate Parliamentarian during the 2019-2020 session; the nomination was confirmed by unanimous voice vote.
- V. Election of Dispute Resolution Committee Chair
Professor Joan Schaffner was nominated as the 2019-2020 Dispute Resolution Committee Chair, and the nomination was confirmed by unanimous voice vote.
- VI. 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 highlighted the following items:
 - Sitting senators are expected to serve on a Senate standing committee.
 - Professors McDonnell and Sarkar have done excellent work as co-chairs of the Research Committee, which is leading the effort to change the research ecosystem at GW for the better. Those interested in participating in phase 2 work groups (big data and high-performance computing; workforce development/post-docs; allocations/finance and budgeting; and entrepreneurial activities and commercialization) should contact Professors McDonnell and Sarkar.
 - The next FSEC meeting will be held on April 26; please send any requests for agenda items by April 19.
 - There are two current grievances (one each in CCAS and GWSB); both are in the hearing stage.
- VII. Provost's Remarks:
 - The Provost expressed his thanks to everyone he has been working with on the *Faculty Code* revisions; this has been an excellent example of shared governance.
 - Professor Elizabeth Chacko has been named the Associate Provost for Special Programs and the Academic Experience at the Mount Vernon

Campus; she will assume this role on July 1. She will oversee the Honors and Women's Leadership Programs on that campus as well as the living and learning communities, which are a valued part of the Mount Vernon Campus experience.

- The research ecosystem improvement process is well underway; the Provost noted he is working closely with Vice President for Research Miller on determining which recommendations might be implemented quickly and which will take more time to successfully implement.
- A very successful Research Days program was held recently; a plan is underway to further advance the Research Days program and its visibility.
- The Provost announced he will be stepping down from his role as Provost, remaining in the role until a new Provost is named. He noted this was a difficult decision but that he feels the timing is right both for him and for the university to make this change. He thanked the President for the opportunity to serve in this role. He also thanked the faculty, noting that a tremendous amount has been accomplished during his tenure as Provost; none of this would have been possible without the faculty and the strong tradition of faculty governance at GW. This is absolutely critical for proposing changes, implementing changes, and obtaining buy-in on those changes. In thinking about the work being done on the student graduation rate, the Provost noted that this is what measures success, what helps students decide where to apply and attend, what helps determine rankings and reputation, what then drives faculty hiring decisions—it all comes back to this measure. He reiterated that the commitment to this is not a reflection of any single office. Vice Provost Koehler and her team do a wonderful job in keeping the university focused on this, but success in this area comes from across the university, from financial aid packages to the quality of residence hall life to what happens in the classroom. The six-year graduation rate is now consistently above 80% and the four-year graduation rate has consistently risen; retention rates are also high, providing excellent predictors of strong graduation rates. These strong retention and graduation rates reflect the effort made by the faculty. He provided the example of the Economics intro class, which was not a healthy class for graduation rates; the Economics department reviewed the data and implemented a tracking system to better guide students entering with lower math skills. A STEM work center has been introduced to help students needing more assistance in these subject areas; this past year, approximately 2000 students came in for assistance. Data from the students using this service is then used to suggest study groups so that students can build on the assistance they receive from the center. The Provost noted that shared governance leads to better decision making; as the faculty ask questions, the administration is challenged in a positive way and is held accountable for the decisions it makes. He thanked the faculty for being a critical part of this. Finally, he expressed that **we** have accomplished a lot over the past several years. Everything done here is a collective effort, and he noted his appreciation for the decanal teams (including the University Librarian) and the Vice Provosts: Caroline Laguerre-Brown, Rene Stewart O'Neal, Terry Murphy, Laurie Koehler, Chris Bracey, Bob Miller, Cheryl

Beil. He also thanked Lynsay Belshe, who has been a critical part of the Provost's team.

The Senate recognized the Provost with a standing ovation.

VIII. President's Remarks:

- The President noted that the Provost is an institution-builder at GW, and he thanked Forrest for his 26 years of service to the university, particularly during his tenure as Provost.
- Thurston Hall will reopen in 2021 or 2022, depending on the timing of zoning approvals. The plans reflect a complete reimagining of the space and include public spaces and lots of natural light.
- The President noted that he does not view the five strategic initiatives as a strategic plan, calling them instead platform initiatives. Without making improvements in these five areas, GW cannot become the kind of university it wants to be. The coming year will be a year to work hard on what the next strategic plan should entail. The President will engage the schools' faculties, deans, department chairs, and other leaders (including the Senate and its committees) to develop the next strategic plan. The university cannot do everything, but it can do some things that will have maximal impact on the kind of university GW wants to be over the next ten years. The President noted he would be working closely on assessing the university's resource base as part of this process.
- The President continues to hold faculty lunches at the F Street house and invited faculty to express their interest in attending one of these lunches. He is also meeting with groups of students to continue learning about the student experience.
- Since the Senate's last meeting the President distributed scholarships to Washington, DC, students via SJT Day; he described a powerful experience with students for whom these scholarships will be life-changing. He also attended Research Days and strongly encouraged faculty to attend this inspirational event and learn about the research students are doing with GW faculty.
- There are four ongoing dean searches. SMHS and LAW have formed search committees, received charges, and are underway; in both cases, a successful conclusion is anticipated in the fall. The search committee reports for the CCAS and SEAS searches have been sent to the Provost and the President; these searches are on schedule.
- As noted last month, representatives from GW will be attending the eMerge technology conference in Miami; this is the premiere technology event that links Latin America with the rest of the world. GW is sending three teams to compete in the entrepreneurship competition. This conference will showcase GW research, faculty, and student entrepreneurship from a wide variety of disciplines. The President looks forward to sitting on an education panel with Congressman Darren Soto, a GW graduate, who is the chair of the New Democrat Coalition Technology Task Force; the panel will discuss higher education, government, and technology.

- Commencement preparations are underway, which will be held on the grounds of the Washington Monument this year. This will permit a wider spread of the audience for better podium views. Savannah Guthrie will be the commencement speaker and will receive an honorary degree; the announcement was made on the Today show. The university will also recognize Christine Darden, who is in GW's engineering hall of fame. She was one of the women portrayed in "Hidden Figures" for her work with NASA and will receive an honorary degree, as will Cindy McCain. The student speaker this year will be Tyriana Evans from the School of Media and Public Affairs.
- Admitted students are visiting campus; the President encouraged everyone to greet them as they visit GW and make their decisions about where they will attend college.
- Tonight is the annual Power and Promise dinner, which brings student scholarship recipients together with some of the donors who make those scholarships possible. This is a powerful event during which students are able to tell their stories about how coming to GW has changed their lives.

BRIEF STATEMENTS AND QUESTIONS

None.

ADJOURNMENT

The meeting was adjourned at 4:04 pm.

April 2019 Departing Senators

CCAS

Mohssen Esseesy
Harald Griesshammer
Diana Lipscomb
Marie Price
Cynthia Rohrbeck
Tara Wallace

ESIA

Henry Nau
Joseph Pelzman

GSEHD

(none)

GWSB

(none)

GWSPH

Karen McDonnell

LAW

Laura Dickinson
Miriam Galston

SEAS

(none)

SMHS

Michael Bukrinsky
Robert Zeman

SON

(none)

GW Athletics: The Pursuit of Excellence

Roadmap

- 30,000 Foot View
- Academic Profile
- Why We Exist
- Current Climate
- The Pursuit



30,000 Feet



- Intercollegiate Athletics
- Recreation
- Facilities
 - Charles E. Smith Center
 - Lerner Health & Wellness Center
 - Mount Vernon Athletic Complex
 - Tucker Field at Barcroft Park
 - Thompson's Boat House
 - SE Tennis Center
 - Chantilly Gymnastics Academy

Recreation

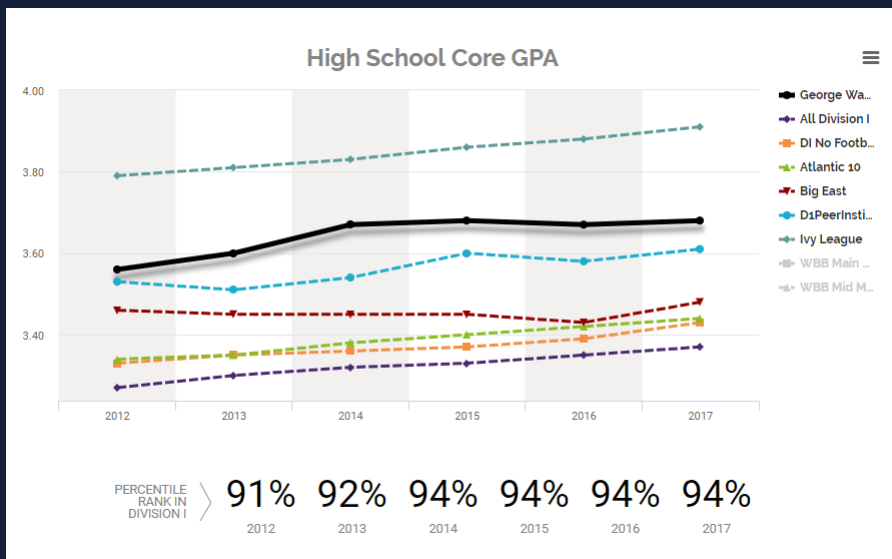
- 37 Club Sports
- 1205 Club Sport Athletes
- 12 Intramural Sport Leagues
- 3100 Intramural Participants
- 1900 Daily users of Lerner
- 150 undergraduate and graduate student workers
- 12 different class formats- 1000 participants
- Host Relay for Life, Science Olympiad, College Squash Championships, US Squash Gold Cup, GW Athletics Tailgate, School Without Walls, LSPA

Intercollegiate Athletics

- 27 Division I Sports
 - 14 Women's Sports
 - 12 Men's Sports
 - 1 Gender Neutral: Sailing
- 501 Student-athletes
- 6 Teams in Top 40
 - Gymnastics, Men's Rowing, Sailing, Men's Squash, Women's Squash, Men's Water Polo
- Primary Conference: Atlantic 10
- 120 FTE
- GPA: 3.13
- Graduation Success Rate:



Academic Profile



Core High School
GPA: 3.68

Fall 2018
GPA: 3.13

PERCENTILE RANK IN DIVISION I > 91% 92% 94% 94% 94% 94%

Academic Profile

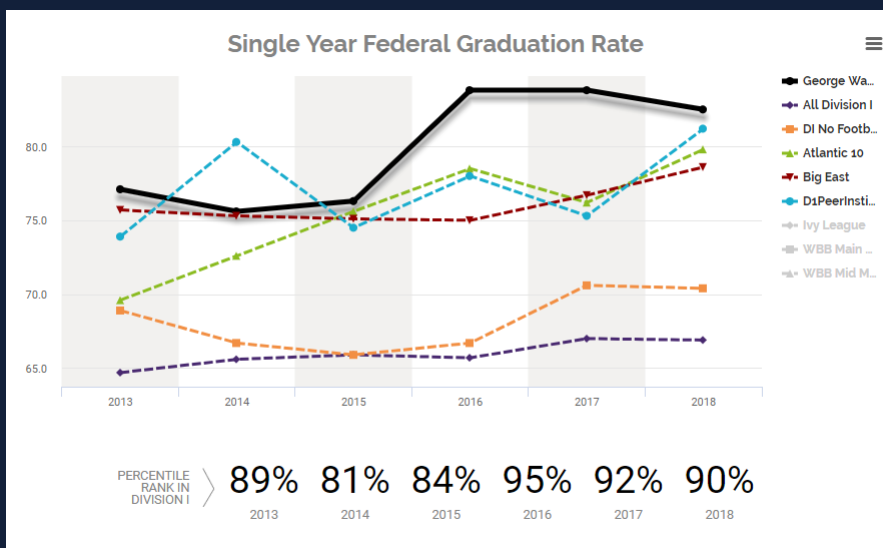
Undergraduate Degrees Conferred by School: 2015-2018

	CCAS	GWSB	ESIA	SEAS	MISPH
GW-All	51.45%	17.40%	21.25%	7.27%	2.64%
GW-Athletics	44.90%	27.44%	10.66%	8.84%	8.16%

Current Student-athlete Population (N=501)

	CCAS	GWSB	ESIA	SEAS	MISPH
Number	197	156	51	57	40
Percent	39.32%	31.14%	10.18%	11.38%	7.98%

Academic Profile



FGR: 82.5%

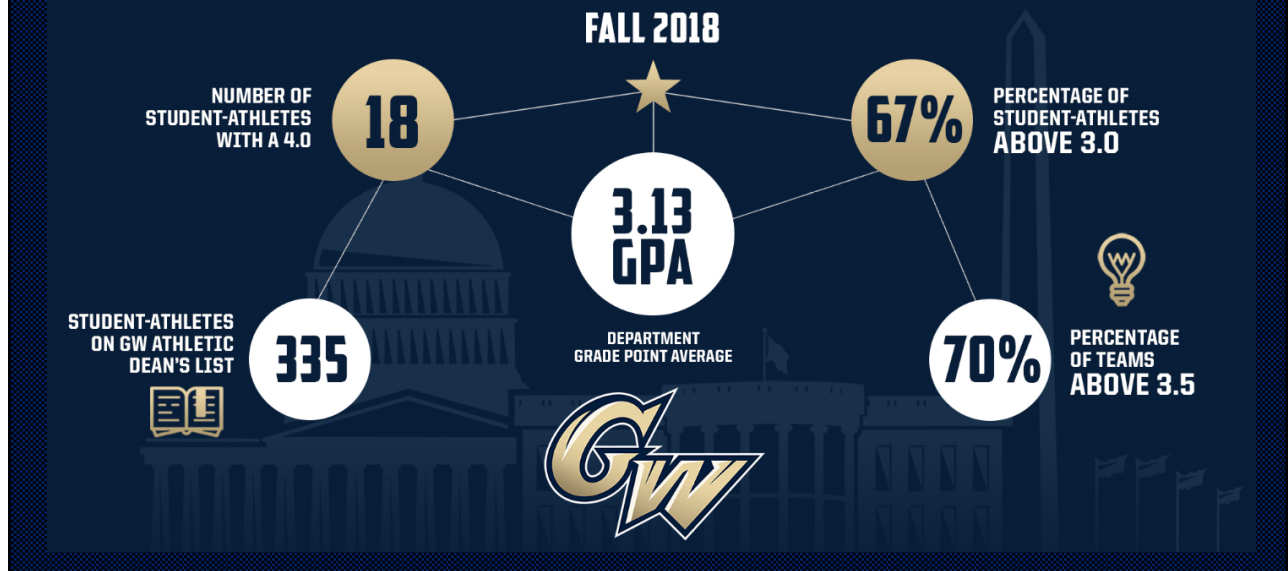
GSR: 94%

GW Athletics: Why do we exist

“Athletics and Recreation should be a highly visible display of **Discipline** and **Excellence**...and if it's not, why would we do it?”

Visible Displays:
Discipline & Excellence

ATHLETICS FALL 2018 ACADEMIC PERFORMANCE



Plus One! George Washington Water Polo Beats Princeton in NCAA Opener, Books Date with UCLA



George Washington celebrating historic win Saturday over Princeton, its first-ever NCAA victory.



RAISE HIGHER





CURRENT CLIMATE

- Health & Safety
- Name, Image and Likeness
- Sport Wagering
- Amateurism
- Money
- Legal Climate





Continued Pursuit:

STUDENT CENTRIC



IN PARTNERSHIP WITH GW DEPARTMENT OF PSYCHOLOGY, GW ATHLETICS PRESENTS:

OUTSIDE THE LINES

A safe space to discuss injuries, recovery, and the student-athlete experience.

CHAMPIONS CLUB
MONDAY, NOVEMBER 12TH 2018
5:30PM

Food will be provided.



Continued Pursuit: GW ATHLETICS' VALUES



Continued Pursuit: INNOVATION



COMMUNICATION

PROFESSIONALISM

CAREER MANAGEMENT

GLOBAL PERSPECTIVE

TEAMWORK AND COLLABORATION

LEADERSHIP

TECHNOLOGY AND INFORMATION
MANAGEMENT

CRITICAL THINKING AND
CREATIVE PROBLEM SOLVING

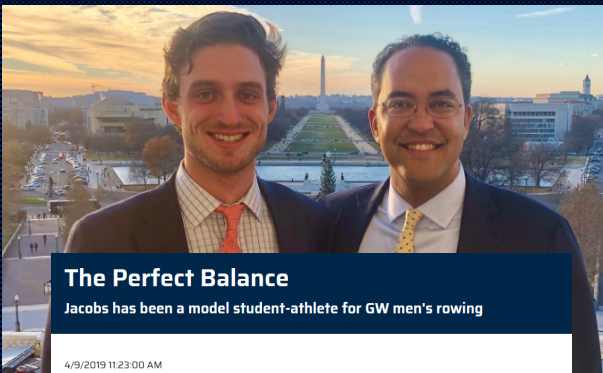


Continued Pursuit:

RAISING RESOURCES

- Contributions
- Corporate Sponsorships
- Facility Rental
- Apparel Contract
- Ticket Sales
- Concessions
- License & Merchandising
- NCAA/Conference Revenue Share

Continued Pursuit: TELLING OUR STORY



The Perfect Balance

Jacobs has been a model student-athlete for GW men's rowing

4/9/2019 11:23:00 AM

By: Eric Detweiler, GW Athletics Communications



By the time he reports for work on Monday mornings, *Jay Jacobs* has already spent two hours out on the Potomac River with GW men's rowing, made the quick change into a suit and tie and taken the seven-stop Metro ride to Capitol Hill.

As an intern for U.S. Congressman Will Hurd, Jacobs works a six-hour shift during which he pens legislative memos, researches bills coming up for vote and leads tours of the expansive complex.



Culture Initiative Update

April 2019



Culture Leadership Team

Chris Bracey, Vice Provost for Faculty Affairs

Mark Diaz, Executive Vice President and CFO; and Chair, Culture Leadership Team

Pam Jeffries, Dean, School of Nursing

Sylvia Marotta-Walters, Chair, Faculty Senate Executive Committee

Dale McLeod, Interim Vice President of Human Resource Management and Development

Marie Price, Professor of Geography and International Affairs

Tanya Vogel, Director of Athletics and Recreation



Diagnosis: Common Challenges

- Inconsistent leadership behavior and accountability
- Communication and collaboration challenges
- Inadequate appreciation, recognition and care
- Challenges to service excellence



Where Are We Now?

- Culture Leadership Team has developed common purpose and values based on faculty and staff feedback in culture assessment.
- Cross-functional work teams have been formed to focus on areas identified in the faculty and staff assessment as needing attention.



Common Purpose and Values

- Touchstones that inform how faculty and staff approach the “service moment”
- Intended to distill our highest aspirations for how we will treat each other and inspire us to go the extra mile for one another in pursuit of our shared goals
- Internal guidance for personal interactions and to inform next steps



Four Work Teams

- Faculty and Staff Care
- Faculty and Staff Recognition
- Global Orientation and Onboarding
- Leadership Behaviors



Faculty and Staff Care

- Work Team Sponsors: **Pam Jeffries** and **Dale McLeod**
- **Evangeline Downie**, Associate Professor of Physics, CCAS
- **Jennifer Hayes-Klosteridis**, Assistant Dean, Student Affairs, SON; *Champion*
- **Christopher Hennelly**, Associate Athletic Director of Student-Athlete Health, Well-being and Performance, Athletics and Recreation
- **Eric Kramon**, Assistant Professor of Political Science and International Affairs, ESIA
- **Leslie Lee**, Assistant Director for Administration, GW Law
- **Ray Lucas**, M.D., Senior Associate Dean for Faculty and Health Affairs, SMHS
- **Robert Oakley**, Assistant Director of Facilities Maintenance, Facilities and Operations
- **Stewart Robinette**, Assistant Dean of Residential Engagement, Enrollment and the Student Experience
- **Shane Seger**, Senior Communications and Outreach Associate, Office of the VP of Research
- **Michelle Stone**, Executive Director of Communications, External Relations; *Champion*



Faculty and Staff Recognition

- Work Team Sponsors: **Mark Diaz** and **Marie Price**
- **Anne Banner**, Executive Director of Communications and Marketing, SMHS
- **Virginia Bennis**, Special Assistant to the Interim VP of Human Resource Management and Development, HRMD
- **Jennifer Frey**, Associate Professor of Special Education and Disability Studies, GSEHD
- **Tammy Hollingsworth**, Senior Finance Director, Finance; *Champion*
- **David Iselin**, Director of Organizational Operations, Enrollment and the Student Experience
- **Janet Monaco**, Director of Benefits, Benefits Administration
- **John Philbeck**, Chair of the Department of Psychology and Professor of Cognitive Neuroscience, CCAS
- **Justin Pohl**, Special Assistant to the Dean, SON
- **Jonathan Post**, Assistant Vice President for Board Relations, Office of the President; *Champion*
- **John Square**, Associate Athletics Director for Internal Operations, Athletics and Recreation



Global Orientation and Onboarding

- Work Team Sponsors: **Chris Bracey** and **Dale McLeod**
- **Monet Ballard**, Relocation Project Manager, Operations
- **Sandra Davis**, Associate Professor of Nursing, SON
- **Megan Dieleman**, Senior Project Manager, Office of the VP for Research
- **Aileen Miller**, Manager, Financial Systems and Solutions, Finance
- **Briana Murray**, Recruitment Coordinator, Human Resource Management and Development
- **Melissa Perry**, Chair; Professor of Environmental & Occupational Health, Milken SPH; *Champion*
- **Gaby Tagle**, Service Center Associate, Human Resource Management and Development
- **Michael Tapscott**, Director, Multicultural Student Services Center, Diversity, Equity and Community Engagement
- **Jonathan Walker**, Assistant Dean, Student Services and Director of Diversity, Equity and Inclusion, ESIA
- **Michael Wolf**, Director, Business Intelligence Services, GW IT; *Champion*



Leadership Behaviors

- Work Team Sponsors: **Sylvia Marotta-Walters** and **Tanya Vogel**
- **Lara Brown**, Director of the Graduate School of Political Management, College of Professional Studies; *Champion*
- **Margaret Cunningham**, Head Coach of Women's Gymnastics, Athletics and Recreation
- **David Dent**, Assistant Vice President, Facilities and Campus Development, Operations
- **Joshua Fulton**, Assistant Director of Graduate Admissions, ESIA
- **Natasha Kazeem**, Assistant Dean for Strategic Initiatives, Senior Advisor to the Dean, Milken SPH
- **Charles Pollack**, Assistant General Counsel, Office of the General Counsel
- **Alexander Pullen**, HR Manager, Human Resource Management and Development; *Champion*
- **Vanessa Perry**, Associate Dean for Faculty; Chair, Department of Marketing; Professor of Marketing, GWSB
- **Shelley Shearer**, Manager, Strategic Services, Finance
- **Jason Zara**, Associate Professor, Associate Chair for Academic Affairs, SEAS



What's Next?

- Work teams developing recommendations
- Creation of service standards and corresponding expected behaviors of faculty and staff
- Integrated package – common purpose, values, service standards and expected behaviors – will ultimately become part of orientation and onboarding of new employees, training of managers and performance management of faculty and staff



Timeline

End of May:

- Culture Work Teams present recommendations

June-August:

- Culture Leadership Team to evaluate recommendations and determine recommendations for implementation
- Culture Leadership Team to develop service standards and expected behaviors

Next Academic Year:

- Introduction of service standards and expected behaviors



Contact Us

Culture Leadership Team
CultureTeam@gwu.edu





A RESOLUTION TO AMEND THE *FACULTY CODE* (5) (19/6)

WHEREAS, Discussion in the Faculty Senate Meeting on February 8, 2019, on Resolution 19/4 Clause 1 suggested the need for a clarifying change to Article IV.A.6 to make clear the distinction between the treatment of regular and specialized faculty where appropriate but such clarifying changes were not formally voted upon;

NOW, THEREFORE,

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

1. Article IV.A.6 should be amended by adding the language in italics and deleting the text lined out as follows:

6. Criteria and Procedures for Appointments, Reappointments, and Promotion of Regular and Specialized Faculty Serving in Non-Tenure-Track Appointments

Each school and each department (except in the case of non-departmentalized schools) shall take the following actions with regard to appointments, reappointments, and promotion of regular and specialized faculty serving in non-tenure-track appointments:

a) In accordance with Article IV and Part B of the Procedures for the Implementation of the Faculty Code, the faculty of each of the foregoing units shall approve and publish the criteria to be applied in making decisions regarding appointments, reappointments, and promotion of regular and specialized faculty serving in nontenure-track appointments. These criteria shall be based on the purpose(s) of the non-tenure-track appointments. Each letter of appointment or reappointment for a regular *or* specialized faculty member serving in a non-tenure-track appointment shall include appropriate references to the criteria, weighting of criteria, and the purpose(s), of such appointment.

b) Decisions regarding appointments, reappointments, and promotion of regular ~~and specialized~~ faculty for non-tenure-track positions shall, *consistent with the candidate's appointment or reappointment letter*, be based on published criteria which may assign different weights to the factors of teaching, scholarship, and ~~or~~ service to the University, professional societies and the public than the published criteria that would be applied to *regular* faculty members serving in tenure-track appointments in the applicable department or non-departmentalized school. ~~;~~ ~~provided, however, that~~ 1) None of the foregoing factors as applied to the

review of regular faculty shall be assigned a weight of zero, and each regular faculty member serving in a non-tenure-track position shall be expected to generate evidence of meeting applicable university, school, and department criteria for teaching, scholarship and service; ~~and~~

~~2) such decisions *about regular or specialized faculty* shall be consistent with the terms set forth in the candidate's appointment or reappointment letter~~

c) Teaching loads and service assignments for all regular faculty in a department or non-departmentalized school should be structured so that during the term of each appointment, consistent with the University's needs, each regular faculty member in that department or school has a reasonable opportunity to generate evidence of meeting applicable university, school, and department criteria for teaching, scholarship, and service.

d) Decisions regarding appointments, reappointments, and promotion of specialized faculty for non-tenure-track positions shall, consistent with the candidate's appointment or reappointment letter, be based on the published criteria referred to in paragraph (a).

Faculty Senate Committee on Professional Ethics and Academic Freedom
April 12, 2019

Adopted by the Faculty Senate
April 12, 2019



A RESOLUTION TO AMEND THE *FACULTY CODE* (6) (19/7)

WHEREAS, reappointments of instructors beyond four years should not require the special action of the Board of Trustees, but instead should be entrusted to the Provost who should be permitted to make such reappointments only in cases of extraordinary circumstances.

WHEREAS, on February 8, 2019, as part of Resolution 19/4, the Faculty Senate approved amendments to Article IV.D.4 of the Faculty Code and those amendments are reflected in italics.

WHEREAS, review of the revised rule has revealed the need for clarifying language to require schools to adopt rules that would (1) address the recusal of members of a School-Wide Personnel Committee from decisions on applications for tenure or promotion by members of their departments, and (2) ensure that any participation by recused members in providing information to the Committee take place through their departments and without attribution.

NOW, THEREFORE,

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

1. Article IV.A Section 4.1(a) should be amended by adding the language in italics and by deleting the text lined out as follows:

4.1 Stated Periods by Rank for Regular Tenure-Track Appointments

a) Instructors

Instructors shall be appointed for an initial period of one year and may be reappointed for not more than three additional one-year periods. No reappointments shall, ~~except by special action of the Board of Trustees upon recommendation by the appropriate faculty body and the appropriate officers of administration,~~ extend any individual's total period as an instructor beyond four years, *except under extraordinary circumstances as determined by the Provost*. Tenure shall not be conferred at this grade

2. Article IV.D.4 should be amended by adding the language in bold italics and deleting the text lined out as follows:

*With advance notice and in consultation with the **department, the** School-Wide Personnel Committee may request and gather additional information, documentation, or clarification regarding recommendations they are considering. ~~Any additional information obtained by the School-Wide Personnel Committee shall be shared with the referring department, and the Department may provide a written response to that information.~~ Recommendations shall be determined by committee members holding equal or higher rank relative to the considered action. Schools shall develop rules for recusal involving potential conflicts of interest for committee members, **including** ~~such as~~ membership in the same department as the candidate. *Members of the Committee who are recused because of membership in the same department may ~~participate in providing~~ **provide** information about the candidate **through their department (without attribution)** to the School-Wide Personnel Committee. ~~through their department.~~**

Professional Ethics & Academic Freedom Committee
April 12, 2019

Adopted by the Faculty Senate
April 12, 2019



A RESOLUTION TO AMEND THE *FACULTY CODE* (7) (19/8)

WHEREAS, the Faculty Code employs a system of multiple reviews at multiple levels, including department-, school-, and university-wide faculty panels and by both school- and university-wide administrators, all of which are designed to reduce the possibility of arbitrary or capricious decision-making associated with denials of tenure or promotion;

WHEREAS, the 2015 *Faculty Code* provides that an unsuccessful candidate for tenure or promotion can file a grievance to challenge a negative result as “arbitrary and capricious;”

WHEREAS, the present grievance process for challenging “arbitrary and capricious” denials of applications for tenure or promotion is cumbersome and time-consuming and can extend past the termination date for a candidate’s employment with the university;

WHEREAS, in cases involving nonconcurrences with faculty recommendations in favor of tenure or promotion, a claim by the candidate that the Provost’s decision to deny tenure or promotion is “arbitrary and capricious” should be reviewed by the Faculty Senate Executive Committee instead of through the grievance process;

WHEREAS, the process for the Executive Committee’s review should (1) permit the candidate to provide a written statement to the Executive Committee supporting the candidate’s “arbitrary and capricious” claim, (2) authorize the Executive Committee to state its opinion on the question of whether the Provost’s decision is “arbitrary and capricious,” (3) direct the Executive Committee to provide its opinion to the Provost, and (4) unless the Provost’s decision is changed to a decision in favor of tenure or promotion, authorize the Executive Committee to provide its opinion to the recommending faculty unit, the applicable School-Wide Personnel Committee, and the Dean, and to send a summary of its opinion to the candidate consistent with the confidentiality provisions of Article IV.B and IV.C of the *Faculty Code*, after a prompt review and clearance of that summary by the Provost;

WHEREAS, if the Provost has sustained a decision to deny a candidate’s application for tenure or promotion after reviewing the Executive Committee’s report, the candidate should be permitted to submit an additional written statement to the President, who will then make a final decision, which may include a one-year extension of the probationary period of a candidate for tenure pursuant to amended Article IV, Section 3.1(d) of the *Faculty Code*;

WHEREAS, in grievance proceedings, when an unsuccessful candidate for tenure or promotion is entitled to inspect and copy relevant documents, such inspection and copying should be subject to the enhanced confidentiality provisions of Articles IV.B and IV.C that the Faculty Senate has previously endorsed, and the candidate should not be able to challenge a denial of tenure or promotion on “arbitrary and capricious” grounds.

NOW THEREFORE,

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

1. Article IV.A Section 3.1 should be amended by adding the following subsection (d):

d) In addition to any other extensions of the probationary period granted pursuant to this Section 3.1, the President may approve a one-year extension of the probationary period of a candidate for tenure as provided in Paragraph B.7 of the Procedures for the Implementation of the Faculty Code.

2. Article IV.B of the *Faculty Code* should be amended to add the text in italics.

4. The confidentiality of sources of information and evaluations obtained during the promotion process (including external review letters and evaluative transmittal memoranda) shall be strictly maintained, and will not be made available to a candidate for promotion, including under Section E.4.c)3) of the Procedures for the Implementation of the Faculty Code. Notwithstanding the above, the substance of evaluative reviews may be shared with a candidate for promotion in appropriate circumstances (e.g. under Sections B.6 and B.7 of the Procedures for the Implementation of the Faculty Code) only to the extent that such sharing does not jeopardize the confidentiality of the source’s identity.

3. Article IV.C of the *Faculty Code* should be amended to add the text in italics.

4. The confidentiality of sources of information and evaluations obtained during the tenure process (including external review letters and evaluative transmittal memoranda) shall be strictly maintained, and will not be made available to a candidate for promotion, including under Section E.4.c)3) of the Procedures for the Implementation of the Faculty Code. Notwithstanding the above, the substance of evaluative reviews may be shared with a candidate for promotion in appropriate circumstances (e.g. under Sections B.6 and B.7 of the Procedures for the Implementation of the Faculty Code) only to the extent that such sharing does not jeopardize the confidentiality of the source’s identity.

4. Article X.B of the *Faculty Code* should be amended to add the text in bold italics, the additions in regular italics and deletions indicated having been passed by the Faculty Senate in Resolution 19/5.

To maintain a grievance, the complaining party must allege that he or she has suffered a substantial injury resulting from *the* violation of rights or privileges, ~~concerning academic freedom, research or other scholarly activities, tenure, promotion, reappointment, dismissal, or sabbatical or other leave,~~ arising from:

1. Acts of discrimination prohibited by federal or local law;
2. Failure to comply with the *Faculty Code*, ~~or Faculty Handbook~~, *the terms and conditions of the grieving party's letter of appointment or reappointment*, or other rules, regulations, and procedures established by the university;
3. Arbitrary and capricious actions on behalf of the university, or arbitrary and capricious applications of federal or local statutes and regulations; or
4. Retaliation for exercise of *Code*-protected rights.

Candidates for tenure or promotion may not file a grievance based on (3) above.

5. Paragraph B.7 of the *Procedures for the Implementation of the Faculty Code* shall be amended by deleting the Paragraph in its entirety and substituting the following Paragraph in its place:

The Provost's decision in such matters shall be final, subject to the remainder of this Paragraph B.7 and Paragraph B.8. Variant or nonconcurring recommendations from a School-Wide Personnel Committee or administrative officer, together with the record and supporting reasons identified in Sections C.1 and E of Part IV of the Faculty Code, shall be sent to the Executive Committee of the Faculty Senate. The Executive Committee may request and consider additional relevant information and statements (presented orally) with respect to such variant or nonconcurring recommendations from the department or the appropriate unit thereof, the School-Wide Personnel Committee, and the appropriate administrative officers. Following the Executive Committee's review of the record and any such additional information and statements, the Executive Committee shall make recommendations to the department or the appropriate unit thereof, to the School-Wide Personnel Committee, and to the appropriate administrative officers.

If the Provost has issued a decision against tenure or promotion, the Executive Committee shall also invite the candidate to submit to it a written statement if the candidate believes that the Provost's decision is arbitrary and capricious. Any written statement submitted by the candidate shall be added to the candidate's dossier. Following its review, the Executive Committee shall include in its recommendations a statement of its opinion as to whether the Provost's decision is arbitrary and capricious. The Executive Committee shall provide its recommendations and opinion to the Provost before circulating them. Following the Provost's review of the Executive Committee's recommendations and opinion, unless the Provost decides to issue a revised decision in favor of tenure or promotion, the Executive Committee shall (1) circulate those materials to the department or the appropriate unit thereof, to the School-Wide Personnel Committee, and to the appropriate administrative

officers, and (2) provide to the candidate a summary of its opinion on the Provost's decision, excluding any confidential evaluative information. The Executive Committee shall provide the summary of its opinion to the Provost for the Provost's prompt review and clearance before the Executive Committee provides the summary to the candidate.

If concurrence cannot be obtained after opportunity for reconsideration of the faculty recommendations (whether positive or negative) and the Provost's decision in light of the recommendations of the Executive Committee, the record and the report of the Executive Committee shall be transmitted to the President. The candidate may submit an additional written statement to the President within five (5) business days after receiving notice that the record and report of the Executive Committee have been transmitted to the President. The President will thereafter issue a final decision, subject to Paragraph B.8, and the President's decision may include a one-year extension of the probationary period of a candidate for tenure pursuant to Article IV, Section 3.1d).

6. Section E.4.c.3 of the Faculty Code should be amended by adding the language in italics:

The procedure at the hearings shall be informal but shall comply with the requirements of fairness to the parties. The Hearing Committee is not required to comply with rules of evidence applicable in courts of law and may receive any relevant evidence that is not privileged. The Hearing Committee may decline to consider evidence when its probative value is outweighed by considerations of unfair prejudice, confusion of the issues, undue delay, waste of time, or needless presentation of cumulative evidence. The parties shall be entitled to testify on their own behalf; to call as material witnesses any member of the university faculty, administration, or staff and any other person who is willing to testify; to present written and other evidence; and to cross-examine witnesses called by other parties. *Subject to Articles IV.B and IV.C*, a party shall be entitled to inspect and copy, in advance of the hearing, all relevant documents in the control of the other party and not privileged and may offer such documents or excerpts therefrom in evidence.

Professional Ethics & Academic Freedom Committee
April 12, 2019

Adopted by the Faculty Senate
April 12, 2019

SENATE REPORT: Senate Com on Honors and Academic Convocations for AY2018-2019.

In AY 2018-19, five candidates were considered (one was denied, four were approved for the nomination process). In the end Albert Gore, Christine Darden, Savannah Guthrie, and Cindy McCain were recommended to receive honorary degrees at The George Washington University Commencement on May 19, 2019.

Please see all the candidates considered below:

	Nominee First Name	Nominee Last Name	Nominated by	Title	Faculty Senate Rec
1	Albert Arnold	Gore	Lorraine Voles	Former VP	YES
2	Christine	Darden (Mann)	Peak Sen Chua	aeronautical engineering	YES
3	Savannah Clark	Guthrie	Renee McPhatter	TV News host	YES
4	Cindy	McCain	Reuben Brigety, II	businesswoman, philanthropist and humanitarian. Widow of U.S. senator McCain.	YES
5	Robert Eugene	Russman	Linda E. Russman	Diplomat, an essential role in the Camp David Accords.	NO

Additionally, the Committee has requested an April 2019 meeting with the Provost to discuss streamlining the process by which the Administration provides information and requests time-sensitive feedback from the Committee, this includes the conditions under which the Admin can evoke “the expedited process” to bypass the Senate Honors Committee and only need confer with the Senate EC Chair.

Committee members are as follows:

The following are the members on this committee as per faculty senate records:

- *Chair: Rehman, Scheherazade S., International Business and International Affairs*
- *Friedman, Leonard, Health Services Management and Leadership*
- *Ingraham, Loring J., Professional Psychology*
- *Plack, Margaret, Physical Therapy*
- *Rilind Abazi (GW Student Association rep)*
- *Miriam Galson, (Faculty Senate EC Liaison)*
- *Christopher Bracey, Vice Provost for Faculty Affairs (non-voting member)*
- *Michael Peller Associate VP, Events & Venues (non-voting member)*

Please note the votes and the voting process is only open for Senate voting members and is confidential.

The member of the Senate Voting Committee reviews the nominations and recommends whether the nominee MEETS THE CRITERIA for an honorary degree at GW. This is NOT A VOTE on whether they should get the honorary degree or not, but rather if they meet the criteria (i.e. are they eligible).

Can each of the voting members please vote (YES or NO) on each candidate based on the criteria as described below:

The Senate Committee vote is tallied and resent to the Committee for further discussion or approval (depending on the vote distribution and comments). All votes are confidential. There is no restriction on the number of nominees that can be deemed to have successfully met the criteria.

Once we are done, we send that information to Michael Peller transmission to the Committee on Academic Affairs of the Board of Trustees.

CRITERIA:

1) What is the nature of the nominee's professional achievements? Is the nominee at the summit of his/her career? In general, "summit" has nothing to do with the age of the candidate (a scientist is generally at the summit of her career when she's in her 60's or 70's while a professional athlete is generally at the summit of his career when he's in his 20's or 30's) but with the general level of achievement.

2) Has the nominee made a contribution to the public good outside of his/her profession? This is a very broad category. Generally, the nominee must have done some sort of public service (Darrell Green, a former member of the Washington Redskins, started an organization to help underprivileged children improve their reading skills) but any sort of contribution will do (William H. Rehnquist, the late Chief Justice of the Supreme Court, was an amateur historian who wrote several books on the Court's history).

3) Does the nominee have a connection to GW? This is also a broad category. Any connection--from being an alumnus to giving one lecture several years ago--will do.

To be sent forward from the Senate Committee, a nominee must score highly in two of the above three categories. What this really means is that we take it for granted that everyone will score highly on professional achievement (#1) and we'd like them to score highly on public service (#2); depending on the make-up of the Senate Committee, a good GW connection (#3) often doesn't count for much if evidence of public service (#2) is lacking .

The only people who can't receive an honorary degree are current faculty, administrators, and trustees. Once these people become former faculty, administrators, and trustees, they become eligible (if nominated).

Annual report of Library Committee
Friday April 12th 2019
Prepared by Holly Dugan, chair

Voting Members:

Kimberly Acquaviva (SON)
Michael Cohen (CPS)
Valentina Harizanov (CCAS)
Maureen McGuire-Kuletz (GSEHD)
Ken Rodriquez (LAW)
Elizabeth Ruckert (SMHS)
Andrew Smith (CCAS)
Kathleen Thoma (SMHS)
Tara Wallace (CCAS)

Non-Voting Members

Geneva Henry (Libraries)
Anne Linton (Himmelfarb)
Rene Stewart O'Neal (Provost)
Scott Pagel (Law Library)

The Library Committee has been assigned with four charges this year (pasted below). Of these four, we have focused this year on the second one: monitoring funding for subscriptions and replacement of lost fee revenue.

We've held two meetings in October and in February. We plan to host one final meeting in late April. In addition, the committee chair (Holly Dugan) has met with Dean Henry (Gelman), Director Linton (Himmelfarb), and Director Pagel (Burns) to learn more about the strengths of the library and the role of student fees in past budgets. The committee chair also attended a Librarian's Council Meeting in November and has met with librarians in December and January in order to learn more about how this potential change in fee revenue impacts student experience, especially given the sharp cuts in staff made in the past five years.

We identified this charge as our highest-priority issue because of the potential for a serious shortfall in already over-committed budgets. The analysis of our library-spending (as detailed in the 2013 administrative review and in subsequent reports from this committee in the past five years) document that our budgets are well below those of our peer institutions; this is balanced with the increasing costs of journal subscriptions and for maintenance and repair (Gelman Library, for instance, is dealing with extensive HVAC issues that may threaten the stability of the collection).

Our libraries, however, remain some of the most vital and most-used spaces on campus. Library usage at GWU is incredibly high; even with all of the new places on campus to study, many students prefer the library. **They are vital spaces on campus and they are central to GWU and its academic mission.**

The loss of student fee revenue will impact student experience. Vice President Arbide's presentation at the November Faculty Senate meeting emphasized that volunteer giving remains a targeted area of

improvement; we now know that this is true for our current students, many of whom advocated for a removal of the fee from their tuition. This has resulted in a significant shortfall.

Jacob Burns Law library: **Student fees are down 99% this year (this year's budget amounted to only \$680 this year as opposed to \$68,000 last year).** Student fees have paid for purchasing books for the library; this is likely to continue for this year given the substantial cuts their budget has experienced this past year.

Gelman, Eckles & Virginia Science and Technology Campus Library: **Student volunteer gifts to Gelman's budget are down 95.3%.** Fees are down \$1,200,000 (which has been offset by \$300,000 added to the library budget); as a result, the library has lost approximately \$900,000 in student fee revenue). Fee revenue in the past paid for new chairs, shelves, and computers, as well as repairs to existing furniture and shelving units; it also funded renovations to study rooms, including adding additional electric service drops and book security systems. The loss in fee revenue will impact student experience since it funds these improvements to facilities.

Himmelfarb Health Sciences library: **only 15 students opted to pay the fee from SMHS.** Student fees pay for subscriptions to Access Medicine and Dynamed Plus, two resources that are used by students across the health sciences (though the library only receives student fees from students enrolled in the School of Medicine and Health Sciences).

The loss of these funds is dire and the effects will continue to compound in the coming years; we anticipate student contributions to be similar next year. As a result, the committee recommends the following:

1. **That the facilities budgets for the university libraries be centrally managed and funded through the facilities budget.** This is, as far as we can tell, the approach taken by most of our peers in the WRLC. This will help to address the shortfall of student fees in Gelman library's budget, which was used to improve its facilities.
2. **That GWU faculty senators become more educated on the role of the University's libraries in relationship to GWU's academic mission,** including the challenges facing each library (in terms of facilities, staff, and collections) so that faculty and librarians can work together on linked agendas;
3. **That library budgets be increased in order to cover the shortfall from the fee change.**

We recognize and support the reasoning for the change in student fee structures; however, these fees funded items that directly contributed to student experience and the loss of this revenue will impact student experience. We thus propose these three strategies to help mitigate the impact of this change in fees so that our libraries will continue to meet the needs of the university in the 21st century.

AY 2018-2019 Charges for Library Committee:

- Explore strategies for building a research university-level collection;
- Monitor funding for subscriptions and replacement of lost fee revenue;
- Explore collaboration with the University Library Faculty Advisory Committee to ensure faculty input on questions of open access and intellectual property for online course development;
- Continue follow-up on the 2013 administrative review of the library.

**George Washington University Faculty Senate
Committee on Professional Ethics and Academic Freedom**

Final Report for Academic Year 2018-19

The Committee on Professional Ethics and Academic Freedom has had a busy and productive year. The Committee as a whole met on eight occasions and subcommittees met internally and with representatives of the Provost's Office and with the Chair of the Faculty Senate Executive Committee more frequently. The following reflects our work and accomplishments this year:

1. A PEAf subcommittee drafted and the PEAf Committee approved a series of revisions to the University's Prohibited Relationships policy. Those revisions were presented to the Faculty Senate and approved as Resolution 19/1.
2. A PEAf subcommittee drafted and the PEAf Committee approved a report containing proposals for the revision of the University's Equal Employment, Nondiscrimination and Anti-Harassment Policy. That report was presented to the Office of the Provost and to the Chair of the Faculty Senate Executive Committee.
3. A PEAf subcommittee and a PEAf working group drafted and the PEAf Committee approved two detailed reports containing proposals for revisions to the University's Title IX policy. Those reports, and a supplemental report prepared by two interested student organizations, were presented to the Office of the Provost and to the Chair of the Faculty Senate Executive Committee. .
4. A PEAf subcommittee, working group and full committee met numerous times to review and approve a substantial number of changes to the Faculty Code following a University-wide solicitation of proposals for modification. Together, they constitute the most significant changes to the Code since the 2015 revisions and are the product of a close collaboration with the Office of the Provost and the Chair of the Faculty Senate Executive Committee. Twenty-two amendments were approved by the Faculty Senate in Resolutions 19/2, 19/3, 19/4 and 19/5. Nine additional amendments will be entertained by the Faculty Senate on April 12 as set forth in Resolutions 19/6, 19/7 and 19/8.

The Chair wishes to express his gratitude for the hard work of the Committee, which was comprised of over twenty active members, and for the collaboration of the Office of the Provost and Faculty Senate Executive Committee. The efforts exemplified our shared governance.

Respectfully submitted,

Jeff Gutman
PEAF Committee chair

THE GEORGE WASHINGTON UNIVERSITY

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Faculty Senate Research Committee Standing Committee Annual Report

Members of the committee, Faculty Senate year 2018/19: McDonnell (Co-Chair), Sarkar (Co-Chair), Briscoe (Executive Committee liaison), faculty (voting): Applebaum, Burkinsky, Cohen-Cole, El-Ghazawi, Griesshammer, Harizanov, Hsu, Kay, Kolbe, Kouveliotou, Kusner, Leftwich, Merluzzi, Rimal, Roche, Schultheiss, Streitwieser, Tuckwiller, Zhou; postdoc: DeNieu (voting); ex officio (non-voting):, ADRs Rong (CCAS), Freund (GSEHD), Korman (SEAS), Cornwell (ESIA), Mallinson (SMHS), Hyder (SPH), VP Research Miller, AVP Research Lohr, Provost Maltzman.

Meetings: The Faculty Senate Research Committee held monthly meetings on the first Friday afternoon of every month in SEH 2000. Webex is offered for all members who cannot attend in person. The committee has met as a whole eight times this year (4 meetings per semester).

Research Ecosystem: The agenda for the Faculty Senate Research Committee has centered around the Research Ecosystem Review. The Committee embarked on an examination of the Research Ecosystem; both in the present form and potential for development to support the University in its quest to be a global preeminent research institution. The Fall semester efforts centered on the first phase of the review included four groups as voted on by the Committee in the Spring of 2018.

1. Pre-award system
2. Award set up and post-award system
3. Research Integrity and Compliance
4. Non-Sponsored Research and Scholarship.

Working groups solicited representation from each of the schools/colleges as well as administrative personnel that are actively involved in each of the four working group processes.

Each working group establish goals and objectives for the working group to achieve in a delimited timespan from September 17th (Kick off) to November 16th, 2018 (draft report due) with a presentation to the committee as a whole on December 7th, 2018. Each working group had a corresponding leader who provided guidance and feedback to the Committee. Each Working Group was responsible for the presentation of a brief (5-7 page) report outlining the current landscape and potential areas for development to support the University in its quest to be a global preeminent research institution.

The final report was delivered to President LeBlanc on February 1, 2019. A meeting between President LeBlanc and the chairs of the committee was held on March 21, 2019, along with VP Miller, Provost Maltzman, and AVP Lohr. The report and recommendations were reviewed, and a process to build solutions based on the report were formulated. To ensure widespread communication regarding the Ecosystem report, a GW Today story was printed on Monday April 8th, 2019 to communicate the findings of the report to the general GW community (<https://gwtoday.gwu.edu/research-ecosystem-report-emphasizes-communication-flexibility>). The full report is available on the Ecosystem page (https://strategicinitiatives.gwu.edu/sites/g/files/zaxdzs2536/f/downloads/GW%20Strategic%20Initiative%20Research%20Ecosystem%20Report%20Summary_.pdf). The agenda for the March and April meetings were productive brainstorming sessions within the committee with VP Miller and AVP Lohr to

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reflect upon the findings of the Ecosystem report and formulate a process to ensure faculty input towards program development, monitoring, and evaluation.

In the Spring semester the committee began efforts for the second phase of the Ecosystem review and this phase will include four groups as voted on by the Committee in the February/March of 2019.

1. Shared Facilities This group will examine what makes a facility a core/shared facility and how to best utilize/ maximize facility usage. Shared facilities include Nanofabrication and imaging center the vivarium (animal facility), proteomics core, Division of IT (processing and storing data), genomics, pathology core lab, SMPA (studio), biosafety lab among others.
2. High-Performance Computing and Big Data Service Center: GWU has a Big Data Initiative and this group will examine what is working well with this initiative, what are the pain points, and proposed directions to enhance utilization.
3. Workforce Development: This group will have a particular focus on the HR classification system as it pertains to post-doc and developing the research workforce pipeline.
4. Resource allocation. This group will examine (space, funding) how intramural research monies are allocated.

A similar review process as outlined above for the first phase Working Groups will be followed for this phase with a final report due to the President Spring of 2020.

Tobacco Funding at GWU: The Faculty Senate Executive Committee has tasked this committee with looking into and discussing the role of tobacco funding at the university. After lengthy discussion, the Committee voted to not ban tobacco funding. However, in a subsequent meeting a copy of the “Statement on the Foundation for a Smoke Free World” (found <https://www.jhsph.edu/about/dean-mackenzie/news/smoke-free-world.html>) was put for consideration. The statement is a consensus statement stemming from the World Health Organization and other organizations that support smoking prevention and tobacco control efforts in the United States and around the world have pledged not to work with the Foundation for a Smoke-Free World. The committee discussed the statement and supported the GWSPH in seeking the consensus of the school faculty to sign on in support.

**The committee would like to formally acknowledge the efforts of the Research Ecosystem working group members. These efforts were the product of a highly collaborative and integrative process that included multiple stakeholder points of engagement. We would like to thank our dedicated faculty, staff, and administrative partners and support mechanisms. We are indebted to their continued support and perseverance to ensure the highest quality product is produced and disseminated. We are indebted to the four Phase I working groups including the four tireless leaders (Kim Acquaviva, Jamie Cohen-Cole, Matthew Kay, and Melissa Perry), the dedicated 32 faculty working group members, over 20 staff and administrators, the GW faculty who provided valuable insight, and the Faculty Senate Research Committee, who have been working to enhance the research ecosystem from the very beginning and walked with us every step of the way. Many thanks to Don Reagan for providing coordinating support through the planning and implementation of this process. Lastly, we are indebted to the GW community for recognizing the vital role research and scholarship has in furthering the University mission to be a preeminent global research university. **

**Report of the Faculty Senate Standing Committee
on University and Urban Affairs
2018-19 Academic Year**

**Submitted by
Chair: Robert J. Cottrol,
(Law School)**

bcottrol@law.gwu.edu

The Faculty Senate Committee
on University and Urban Affairs'

Our Mission is:

The Committee on University and Urban Affairs helps foster continued good citizenship between The George Washington University and the greater Washington, DC metropolitan area. The University and Urban Affairs Committee serves as an ongoing catalyst for maximum efficiency in this area and prevents the duplication of effort between GW and the community itself. By affirmatively tracking GW's already allocated resources and initiatives, the University and Urban Affairs Committee "paints the big picture" of GW's community relationships and subsequently provides the University with a valuable source of advice on continuous improvement and possible future endeavors.

1. The UAUA Membership: The UAUA Committee represents the breadth and strength of the University community, with active faculty, administrators, staff, and student members serving in full member or ex-officio status, from schools and departments across campus. Our membership includes: (asterisks note members of Senate):

*Chair: Cottrol, Bob (Law) *
Markus, Anne (GWSPH)J
Bennett, William (SMHS)
Cassar, Linda (SON)
Catalanotti, Jillian (SMHS)
Conroy, Fiona (CPS)
Dawn, Karen (SON)
LeLacheur, Susan (SMHS)
Melton, Najeebe Danielle (SMHS)
Orenstein, Dara (CCAS)
Saliba, Zeina (SMHS)
Schwartz, Dan (CCAS) *
Thomas, Majorie (Athletics Staff)
Whitlow, Malinda (SON)
Wolons, Jilian (GW Student Association)

- -- -- Senate Member

The committee kept in touch on urban related activities through email and telephone. Some of the more notable activities in this regard are noted below.

- **The Honey Nashman Center for Civic Engagement and Public Service**, directed by Center Director Amy Cohen, devotes most of its work to University-Community partnerships: <https://serve.gwu.edu/community-engaged-scholarship>. The Center sponsored, in conjunction with the GW University Textile Museum, a documentary: “The Delano Manongs and the Legacy of the Filipino Farm Workers.” The Center also sponsored the annual Chavez-Huerta-Itliong celebration to honor the work, values and dedication of change agents committed to making the world a better place for all. The celebration and call to action was held on Friday March 29th and included volunteer opportunities.
- The Center will host its annual closing Symposium on April 26 from noon to 3:30 on the third floor of the Marvin Center.
- The center will also be submitting an application on April 15th for designation by the Carnegie Institute for the Advancement of Teaching as a Community-Engaged Institution.

Gregory Squires of the sociology department had an active record of producing scholarship and public presentations that highlighted important urban issues. These included:

Publications

Dominic Moulden and Gregory D. Squires 2018. “The Continued Pursuit of Equitable Development in DC” in Wade Rathke (ed) Lessons from the Field: Campaigns Social Policy Press

Dominic T. Moulden, Gregory D. Squires, and Aristotle Theresa. 2018. “The Right to Stay Put,” Washington Post September 23 C-4.

“Lack of Subsidy not the Crux of Housing Affordability Challenges” ONE DC Monthly Voice July 2018 <https://www.onedconline.org/>

Comments submitted to federal agencies on proposed regulations

Comments submitted to the U.S. Department of Housing and Urban Development (HUD) on Proposed Rule: FR-6111-A-01 Reconsideration of HUD’s Implementation of the Fair Housing Act’s Disparate Impact Standard Tracking Number: 1k2-94v2-h3jt, August 15, 2018.

Comment submitted to the U.S. Department of Housing and Urban Development (HUD) on Proposed Rule: FR-6123-A-01 Affirmatively

Furthering Fair Housing Streamlining and Enhancements Tracking Number 1k2-95xs-tnpr, October 12, 2018.

Comment submitted to the Office of the Comptroller of the Currency on proposed rule Reforming the Community Reinvestment act Regulatory Framework Tracking Number 1k2-966k-sw0s, October 25, 2018

Presentations:

“Fair Housing at 50 and Beyond” Annual Conference of the American Sociological Association August 14 Philadelphia, 2018

"The Fight for Fair Housing," University of Bucharest, Bucharest, Romania, 2018

"Inequality, the Consumer Financial Protection Bureau, and the Contested Terrain of Consumer Protection," University of Bucharest, Bucharest, Romania, 2018.

https://www.youtube.com/playlist?list=PLFcTLKwG4Ry7Y3DaK3RGdNk5KHIPJoDcG&disable_polymer=true

“Doing Well and Doing Good: Overcoming the Institutional Barriers to Engaged Scholarship,” invited lecture, Sociological Research Methods, 2018

“Five Decades after Fair Housing,” 1968 Initiative. Sponsored by the Department of American Studies, Department of History, Museum Studies Program, Columbia College of Arts & Sciences, George Washington University, 2018

Panelist, Mapping Segregation in Washington DC., Center for Washington Area Studies, George Washington University, October 24, 2018

Panelist, From Urban Renewal to Gentrification: Planning, Housing, and Neighborhood Change, A Right to the City: The Past and Future of Urban Equity, Smithsonian Anacostia Community Museum, October 26, 2018.

Author’s Conference for Daniel Shoag, “Removing Barriers to Accessing High Productivity Places,” The Hamilton Project, Brookings Institution November 1, 2018

The law school and its faculty have participated in a number of programs related to issues of urban concern:

On Thursday March 21, 2019, Law School Associate Dean Rosa Celorio moderated a discussion by UN Special Rapporteur on Violence Against Women, Dubravka Simonovic: “Violence Against Women 25 Years: Mandate, Challenges, and the Path Forward.” Mary Ellsberg, Executive Director of the Global Women’s Institute at George Washington provided commentary on the address.

The law school hosted a book talk, “Marxism and Criminology: A History of Criminal Selectivity,” by Professor Valeria Vegh Weiss of the University of Buenos Aires and the Inter-American Commission on Human Rights. The discussion was moderated by Bob Cottrol of the law school.

Bob Cottrol of the law school was the co-presenter of the Keynote Address at the 2019 Randolph W. Throver Symposium: *Exploring Gun Violence in Modern America: Law, Policy and Social Movements*, at the Emory University School of Law. Thursday, February 7, 2019.

**Faculty Senate
April 12, 2019**

Nominees for Approval by the Faculty Senate

2019-2020 Faculty Senate Executive Committee

CCAS: William Briscoe

ESIA: Hugh Agnew

GSEHD: Sylvia Marotta-Walters, Chair

GWSB: Phil Wirtz

GWSPH: Anne Markus

LAW: Jeffrey Gutman

SEAS: Robert Harrington

SMHS: Anton Sidawy

SON: Christine Pintz

2019-2020 Faculty Senate Parliamentarian

Steve Charnovitz, Law School

2019-2020 Dispute Resolution Committee Chair

Joan Schaffner, Law School

Report of the Faculty Senate Executive Committee (FSEC)
April 12, 2019
Sylvia A. Marotta-Walters, Chair

Actions of the Executive Committee

Code Review.

The resolutions on today's Senate meeting agenda mark the end of the *Code* revisions that have been worked on extensively during this academic year. As Chair Carbonell noted in his Fall 2018, address to the Senate, it is his hope that all university policies and the *Faculty Code* be reviewed on an every three year cycle. The set of revisions proposed and passed during AY19 provide clarity to decision making and decision makers across the university in such areas as personnel actions, faculty leaves, search committees, and grievance procedures, to name a few. The review process was a comprehensive one, and elicited data from the Board of Trustees, from administrative officers, and from the faculty. As is Senate custom, any further revisions to the Code will be put before the Senate through the Senate Committee structure in the next academic year. The Board of Trustees will consider this year's review and vote on the changes at their meeting in May 2019.

Faculty Role on Strategic Initiatives on Culture.

Today's Senate agenda includes a briefing on the current status of the Strategic Initiative on Culture. Professor and Senator Marie Price, a faculty member who serves on the Culture Leadership Team, will share where the initiative has moved in the months since the Culture Assessment was conducted. All time benchmarks have been met and the university community has been regularly updated on the various aspects of the initiative that are unfolding.

Faculty Role on Strategic Initiative on Research.

The Senate Research Committee Co-Chairs, Karen McDonnell and Kausik Sarkar, released the results of Phase I of the Research Ecosystem Assessment in early February. They identified strengths and suggestions for improvement for all four of the areas they assessed. Examples of some identified strengths include electronic monitoring systems such as Cayuse and PI Dashboard, and rigorous and clear expectations for promotion and tenure decisions. Improvements include consistency and well defined timelines for the Office of the Vice President for Research (OVPR) review process, better management of the risk identification process, and more-timely award acceptance and set up processes. The administration has already begun to make some of these suggested improvements.

Phase II of the research ecosystem assessment is currently launching. Once again, the Senate Research Committee will take the lead, and names of volunteers are currently being solicited. The Phase II workgroups are: Big Data & High Performance Computing and IT support, Workforce Development, Allocation (Financing & Budgeting, Intramural Funding, Space Allocation) and Entrepreneurial Activities & Commercialization. Any Senators who are interested in serving on these groups can contact me, or Professors McDonnell and Sarkar.

Update on Policy Reviews.

Title IX. As I reported last month, any further work on revising the Title IX Policy awaits the announcement of the Federal Guidelines to be issued by the Department of Education.

Equal Opportunity Policy.

Several meetings have been held on this policy since the last report to the Senate, both face to face and electronically. The administration has largely accepted the recommendations for revision made by the Professional Ethics and Academic Freedom (PEAF) committee. The policy review and resulting memorandum followed the shared governance model of small and large group reviews by both faculty and administration.

Faculty Personnel Matters.

Grievances: There is one grievance in the School of Business, and it is beginning the hearing stage. There is one grievance in the Columbian College, and it is in the hearing stage.

Announcements.

Please remember to complete the online volunteer forms for next year's senate committees.

Upcoming Agenda Items.

The next meeting of the Faculty Senate will be on May 10, 2019, and will be the first meeting of the Academic Year 2020. Thank you to all the 2019 Senators for your contributions to the Senate this year.

Calendar.

The next meeting of the Executive Committee will be on April 26, 2019. Please submit items for consideration no later than Friday, April 19, 2019.