



**MINUTES OF THE REGULAR FACULTY SENATE MEETING
HELD ON OCTOBER 11, 2019
AT 1957 E STREET NW/STATE ROOM**

Present: President LeBlanc, Provost Maltzman, and Parliamentarian Charnovitz; Deans Feuer and Goldman; Executive Committee Chair Marotta-Walters; Registrar Amundson; Professors Briscoe, Costello, Cottrol, Dugan, Eleftherianos, Gupta, Gutman, Hill, Johnson, Khilji, Lewis, Mylonas, Orti, Perry, Pintz, Rain, Rao, Rehman, Roddis, Sarkar, Schumann, Schwartz, Sidawy, Subiaul, Swaine, Tekleselassie, Tielsch, Wagner, Wilson, and Zara.

Absent: Deans Akman, Brigety, Henry, Jeffries, Lach, and Mehrotra; Interim Deans Bracey, Deering, and Wahlbeck; Professors Agnew, Brown, Cordes, Harrington, Markus, McHugh, Vonortas, Wirtz, and Yezer.

CALL TO ORDER

The meeting was called to order at 2:15 p.m.

APPROVAL OF THE MINUTES

The minutes of the September 13, 2019, Faculty Senate meeting were approved unanimously without comment.

REPORT: Board of Trustees Chair/Update (Grace Speights, Chair, GW Board of Trustees)

President LeBlanc introduced and welcomed Board of Trustees Chair Grace Speights, who has been on the Board for six years and is in her first year of service as Chair. She is a distinguished labor attorney at Morgan Lewis in Washington, DC. Chair Speights thanked the Senate for the invitation to speak today, noting that she has been looking forward to meeting the members of the Senate and speaking to the group. She expressed her gratitude for the opportunity to remain involved with the institution that helped her become who she is today. She noted that GW provided her with an excellent education and a full scholarship to complete her law degree, which then launched her on her career at one of the largest law firms in the world, for thirty-seven years now, where she is one of the four or five most senior partners. She noted that she owed a great deal to GW for giving her the skills to achieve these heights.

She thanked the Senate members for their active participation in shared governance while continuing to be active researchers, scholars, and teachers at the university. She affirmed her belief

in shared governance and noted she is looking forward to a productive partnership with the Senate. Chair Speights has met frequently with Faculty Senate Executive Committee (FSEC) Chair Marotta-Walters and expressed her appreciation for the assistance these meetings have afforded her during her transition to the Chair role.

Chair Speights officially began her work as Board Chair on June 1, 2019, but spent many months prior to that date engaging in in-depth training to help prepare her for the role. She noted she has had countless conversations with her fellow trustees, met frequently with the leadership team, reviewed the university's financial information, discussed academic programs and initiatives, and met with leadership of both the Student and Alumni Associations several times. Additionally, she participated in the interview process for the incoming Provost and the newly selected Vice President of Health Sciences and Dean of the School of Medicine and Health Sciences (SMHS) and is currently involved with the Law School dean search. She noted that the trustees very much enjoy participating in these searches, and she thanked the faculty members who have served on these time-consuming but very important searches as well.

The Board of Trustees convened over the summer with GW leadership for a productive and substantive retreat. At the retreat, the Board discussed and refined a strategic planning framework. Many elements remain to be built into this framework. Chair Speights expressed her hope that faculty will be very engaged in this process. Work to complete this process will be undertaken with the administration, faculty, staff, students, and alumni during the next few months.

The Board of Trustees, as fiduciaries, are responsible for overseeing the policies and finances of the university. In those areas, and in its role as a governing Board of Trustees, the Board must make decisions it believes are in the best interests of the university. The university's constituents (administration, faculty, staff, students, and alumni) are then asked to develop recommendations for the implementation of policies. For example, at the retreat, the Board of Trustees approved a residential undergraduate population of 8400 students, of which 30% would be STEM students. The Board approved this policy after extensive review and analysis. With that decision being made, the committees for some of the pillars of the strategic planning process will recommend to the Board how to implement that policy.

Working with President LeBlanc, the Board appointed the members of the strategic planning task force, which serves as the group to oversee the entire planning process. The group includes trustees, the faculty chairs of the strategic plan pillar committees (Professors Alan Greenberg, Scott Kieff, Carol Sigelman, and Gayle Wald), the FSEC Chair, Dr. Tony Sidawy, Professor Kathy Newcomer, Student Association President SJ Matthews, Alumni Association President Richard Jones, and a graduate student representative. Throughout the last few months, the trustees on the task force have engaged with the design and structure of the process, providing feedback on the strategic planning guidance and the individual charges to each committee. Chair Speights offered her thanks to the chairs and vice chairs of the strategic planning pillar committees who are assisting in this process. It is critically important for the faculty to be involved and engaged in the strategic planning process. Chair Speights noted that she has been in regular contact with task force chair Christine Barth, President LeBlanc, and Vice President Aristide Collins to consult on the next steps of the plan. The task force will meet over the next few months in order to review and propose recommendations to the Board at its February 2020 meeting. Those recommendations will inform the budget process for fiscal year 2021. In May 2020, the task force will recommend the strategic plan to the Board for approval. Chair Speights stressed that the university cannot spend years working on a strategic plan.

She acknowledged that this is a very ambitious timeline but that this is a plan that will set GW up for future success. She noted that the approval of the strategic plan is the top priority of the Board this year.

Chair Speights noted that there are a number of other important initiatives that the Board will undertake in the coming year. For example, she will be appointing a few more task forces to deal with other issues on campus, and the Board will be reaching out to faculty to serve on these task forces. Announcements on these will be forthcoming within the next few weeks. Other priorities include maintaining the governance focus of the Board, sustaining and optimizing the medical enterprise, and continuing the university's strategic initiative work on the student experience, research, institutional culture, and constituent engagement.

Chair Speights closed her remarks by noting that she is excited and looking forward to an excellent academic year as GW aspires to preeminence as a comprehensive, global research university. She again thanked the Senate for the opportunity to speak today and welcomed questions.

Professor Wilson asked a question on behalf of Professor Wirtz, who is unable to attend today's meeting: "As you undoubtedly know, a large number of Faculty have a great deal of concern about the impact of a major cut like what is being anticipated to the average discount rate on (1) diversity, and (2) quality. I wonder if you could provide us with the Board's full assurance—as President LeBlanc has been unable to do—that, by virtue of the 20% cut in enrollment—and the associated \$100M annual reduction in revenue—this university will not return to the days of old where GW was known primarily as a 'rich white kids school'. Is the Board prepared to guarantee to the Faculty that diversity and student quality will not suffer as a result of rumored reductions in the discount rate? How do you anticipate that the annual \$100 million reduction in net income will be offset?"

Chair Speights responded that, as the African-American female chair of the Board, she takes diversity very seriously. While the Board does intend to make cuts in the undergraduate population, diversity remains extremely important and is a key part of the strategic plan framework. She stated that diversity will not be impacted as a result of this plan.

Professor Briscoe asked what Chair Speights sees as the role of the Senate in the strategic planning process. Chair Speights responded that ongoing faculty involvement (including those already chairing committees and serving on the strategic planning task force) is key; she wants to see the Senate fully engaged in the process. Professor Briscoe asked whether a draft of the strategic plan will be brought to the Senate before it goes to the Board for approval. The Chair committed to providing a draft of the plan to the Senate prior to its being brought to the Board but reminded the group that the ultimate approval of the strategic plan is up to the Board of Trustees. President LeBlanc added that he hoped the chairs of the pillar committees will report to the Senate as their work progresses.

Professor Wagner thanked the Chair for her remarks and especially for the emphasis placed on shared governance. She noted that one of the Board's most noble tasks is to guard GW's reputation, and she noted a recent downgrade in GW's *US News & World Report* ranking (from about 50 to 70). According to GW Today, *US News* based that downgrade on perceived deficiencies in financial aid and faculty resources. Given that the enrollment plan involves decreasing the number of paying students and increasing the average unit cost of producing an undergraduate education, by all parameters, the move as understood thus far is likely to reduce diversity by increasing reliance on

students who pay as much tuition as possible. It also appears that no additional funds appear to have been made available for innovation and resources. She asked Chair Speights and the Board to consider the question of whether these plans might make GW slip further in these two areas.

President LeBlanc referenced Professor Cordes's presentation at the last Senate meeting, which recaptured the analysis done with the trustees. When fully implemented, the undergraduate student body reduction will mean less revenue of approximately \$16 million per year, or \$64 million over 4 years (as opposed to the \$100 million mentioned earlier). Planning for this reduction took into account diversity, financial need of students, and the current application pool; he expressed that this was a realistic modeling exercise and one that was shared with the Undergraduate Student Committee of the Board so that they would understand the same issues that the administration investigated.

With respect to the *US News* rankings, the president noted that GW did slip from 56th to 70th in the most recent rankings. There are two things that changed in the most recent rankings. A small change was that a metric where GW was quite strong—the strength of a university's relationship with high school guidance counselors—is no longer weighed in the rankings.

A big change made by *US News* relates to diversity, which was not considered at all until very recently. In response to criticism on this score, *US News* adjusted its diversity formula by focusing on socioeconomic diversity, considered in a new, heavily weighted measure as Pell-eligible students (or the applicant pool's poorest students) and the graduation rate for those students. This measure will almost automatically and immediately improve the rankings of a number of public institutions and decrease the rankings of a number of private institutions, as the cost of educating a Pell-eligible student is much lower at public universities.

The president noted that GW is running at approximately 14-15% Pell-eligible. Many of GW's public and wealthy private peers are at 22-25%. He asked what rankings GW should care about and what the university should do about them. He noted that, historically, he had a problem with gaming the *US News* rankings but had no problem with improving graduation rates because that is important. GW now has five consecutive years exceeding 80% on the 6-year graduation rate, which is good on its own merit. This is valuable in the rankings, but part of the rankings discussion needs to be about GW's values (e.g., diversity and graduation rates) as opposed to how to manage to the rankings and the formulas that sit behind them. GW's ranking drop was not due to anything GW did differently but rather to a change in the ranking formula.

Professor Orti noted that ambitious plans for large institutions can lead to unanticipated results; he referenced the launch of the space shuttle Challenger, noting that disaster might have been averted had more robust stop mechanisms been in place to address unanticipated problems. Such stop mechanisms would have better used front-line data and concerns from engineers on the ground and led to a delay or cessation of the launch plan. He noted that the current enrollment plan is a momentous move that can have dramatic and unintended consequences. Faculty have doubts and anxieties about the consequences of implementing the enrollment plan, and he wondered if the Board has considered a stop mechanism that would pause, delay, or cancel the implementation of the plan to reduce the size of the undergraduate student body and increase the proportion of STEM majors.

Chair Speights responded that the Board will not go full-steam ahead on plans that will not be

successful and has considered what might go wrong. The Board is confident in the modeling with which it has been provided. The Board is also confident that it is moving in the right direction. The Board does have faculty involved in the planning process moving forward. Each committee is charged with several questions to answer; those answers will inform the strategic plan. Professor Orti referenced the short timeline for the planning process and the concern this raises about errors. Chair Speights responded that this is not the President's timeline but the Board's; in the Board's experience, a lengthy strategic planning process is inadvisable. She noted that GW is not in crisis, which is to its advantage. Many universities undertake this type of planning only when they are in crisis. Rather, the Board wants to develop a plan while GW is in a strong position. President LeBlanc added that these two changes are designed to take place over a five-year timeline. For example, his expectation is that the GW applicant pool in four years should be somewhat different (both bigger and with a larger fraction of students interested in STEM) than it is today. The university will collect data each year on yield rate, discount rate, how attractive GW is to STEM students and will reserve the right to be rational and make course corrections. The strategic planning committees have been asked to provide metrics for evaluating progress on the plan. If these metrics and data from the application and admissions processes indicate that something is not working as intended, then corrective action can be taken.

Professor Dugan noted that, on the website for the strategic initiatives, the full report on the research ecosystem assessment provided by the Faculty Senate Research Committee last year has not been posted; instead, only an executive summary is posted (at <https://strategicinitiatives.gwu.edu/research-initiative>). She asked that the Board and administration consider releasing the full research report, as the executive summary left her with questions about how the four pillars of the strategic plan interact with each other. Specifically, the report outlines some parity issues for non-sponsored research at GW. When considered alongside the student experience and the fact that a great majority of students are majoring in fields that may be pursuing non-sponsored research opportunities, this raises questions about how the academic prong of the student experience fits into the research pillar. She asked that more transparent information be available to all faculty so that they can be informed as they begin to participate in this process. Chair Speights responded, "We will do that."

Professor Wagner noted that faculty members' ability to participate in the strategic planning committees on an accelerated timeline is challenging. For example, attending numerous public forums in a short period of time and responding to time-sensitive requests for complex data. She asked how the strategic planning committees can make good decisions based on hastily-provided responses to requests for information. If the university is not in a crisis mode, she noted, perhaps the planning process does not need to be so accelerated. Chair Speights responded that the Board has set a timeline that reflects its determination that it is important to have a strategic plan in place for the next five years. She added that there will be more transparency and opportunities for input as the process proceeds.

Professor Johnson noted that, when considering increasing GW's STEM population, the university needs to factor in the idea that the costs of educating STEM students are higher (e.g., labs, equipment). He noted that many parents will be looking hard at whether an investment in expensive colleges will help their kids get good jobs upon graduation. He also asked how GW will maintain its existing strength in non-STEM programs while increasing STEM representation. Finally, he noted that all these questions come down to funding and wondered where the funding will be found to accomplish these goals. Chair Speights responded that, with regard to STEM students, GW's goal of

increasing the proportion of STEM students is not limited to “pure STEM” fields but includes interdisciplinary work bringing STEM work into areas not traditionally part of the STEM fields.

Professor Wilson asked where the \$64 million loss in tuition revenue will be made up. He further noted that he has heard numerous definitions of STEM and wondered how GW is defining STEM for the purposes of this plan. Chair Speights deferred the response to this question to the President. President LeBlanc responded that the committee looking at this plan has been asked to be precise in defining STEM. One way to do so is to use the Homeland Security definition of the term, which provides an agreed-upon methodology and therefore permits comparison with other universities. He noted that focusing too closely on the definition will not fundamentally change the character of education at GW and the access to the traditional STEM subjects that students have been organically requesting. The committee will be asked to balance the ways in which GW might achieve this goal. The president shared his thoughts on five ways this might be done, noting that the committee will presumably make recommendations on these ways and others: 1) grow (moderately) engineering; 2) grow (moderately) basic sciences in arts and sciences; 3) grow new programs; 4) strengthen the traditional pre-med program; and 5) add STEM second majors to the traditional population that studies the social sciences.

REPORT: Culture Initiative Update (Professors Sylvia Marotta-Walters, Marie Price, and Jason Zara)

Professors Marotta-Walters, Price, and Zara spoke in turn, referencing the attached slides. Professor Marotta-Walters introduced herself and Professor Price as members of the Culture Leadership Team (CLT) and Professor Zara as one of the initiative’s Service Ambassadors—members of the university community who are trained to lead employee culture sessions at the university. She added that the university’s new Chief People Office, Dana Bradley, has recently joined the CLT. She noted that this is the second update on the Culture Initiative that has been brought before the Senate (in addition to her regular updates on the FSEC’s activities).

Professor Marotta-Walters reiterated that this initiative’s work and the effort to change GW’s culture is a marathon, not a sprint. She noted that she has been at GW for twenty-eight years, throughout which time the culture of the university has remained very transactional in nature, with little communication and support for those transactions. The current initiative is designed to move the culture of the university from one of compliance to one of service. During GW’s last presidential search, town halls leading to the development of search criteria uniformly raised this culture of compliance as an area in great need of improvement. One of the reasons President LeBlanc was selected was his experience with culture change. In addition, GW has aspirations of becoming a preeminent research university; this cannot be accomplished without students experiencing and learning from that kind of supportive, helpful culture that will lead them to go out into their post-GW lives emulating that culture. Every individual at GW has a role to play in achieving these aspirations.

As GW has personnel with expertise in change management and survey research, the question has frequently been raised as to why the university felt an external partner was important in this initiative. Professor Marotta-Walters noted that the university required an objective outside party to help GW engage in this exercise quickly. Relying on in-house expertise for survey development would likely mean that the university would still be designing a valid survey instrument today. Additionally, by engaging an objective third party, everyone at GW is free to participate as an active

culture transformer. The third party brings fresh eyes and an analytical process to the issues identified in the culture assessment data. She noted that the survey instrument, like any other, has flaws (these flaws are usually acknowledged as a limitation in research). The instrument GW selected has been used at other institutions similar to GW. The external partner has also worked with other educational institutions and brings an understanding of the complex issues that can arise when considering missions of teaching, research, and service.

Professor Marotta-Walters emphasized, however, that all the work that has evolved from this project is the work of the eight members of the CLT and the approximately thirty Service Ambassadors working alongside the CLT. The work products the university community is now experiencing in the trainings are all GW's content. The areas emerging from the assessment were clear: individuals at GW don't care enough about each other and don't recognize each other's efforts enough; GW's leaders aren't exhibiting expected behavior, and GW doesn't onboard new employees with expectations around culture. She noted that current training sessions are intentionally made up of diverse members of the university community to remove the traditional silos experienced among operational units at the university that frequently prevent progress in these areas.

She further noted that this initiative is key for faculty, who are an intrinsic part of the university community. Faculty relationships with students are what students will take away from their time at GW when they think about the university. Surveys of students who choose to leave GW prior to earning a degree report that a lack of engagement with and support from faculty are often largely responsible for their decision to leave. Faculty members are key to any culture change; the president has reported back from alumni events that GW graduates recall their faculty members before anything else when discussing their student experiences. Finally, faculty are innovators and know how to apply transformative change.

Professor Price discussed the common purpose at the heart of the culture initiative that applies to faculty and staff at every level. In developing this statement, the CLT worked to make sure it would be accessible but also aspirational. The common purpose in turn informs the service priorities, so it needs to be a statement that everyone at GW can connect to. The common purpose is not branding but is rather intended for internal use and sets the expectation of high-level service provision to students, the community, and coworkers. It states:

“Only at GW, we change the world, one life at a time.”

She noted that “only at GW” was already part of the culture, both in a positive and a negative sense. The CLT wanted this statement to inspire and communicate that how GW's common purpose is achieved is unique to GW, no matter what other institutions may be doing. With the common purpose set, the next step was to identify the values that support the common purpose; these represent what faculty and staff would like to see in GW's ideal culture as identified through the assessment process. Values have behaviors attached to them that can be observed, modeled, and operationalized; they need to be sustainable and shared by both faculty and staff. The seven values the CLT arrived at via the survey responses and the work teams under the CLT are integrity, collaboration, courage, respect, excellence, diversity, and openness. Professor Price acknowledged that it is difficult to exhibit all of these values all of the time. However, they should be in the forefront of community members' behaviors and attitudes toward each other, and everyone should be accountable to these values.

Professor Zara discussed the service priorities, which provide the framework for discussions around operationalizing the values and delivering on the common purpose. The CLT has rank-ordered the service priorities as follows: safety, care, and efficiency; Professor Zara noted that there have been many interesting discussions around the order in which these should be prioritized. This rank ordering demonstrates that there are more important goals than getting one's job done as quickly as possible; efficiency is important, but not at the expense of safety or care. These service priorities support a move away from the transactional nature of getting work done that has been the norm at GW. Through discussions with and among the work teams, the CLT drafted lists of ways faculty, staff, and leaders can elevate the service priorities in their day-to-day work. In addition, the leadership work team developed a list of aspirational leader behaviors to support the service priorities.

Professor Zara closed the group's remarks by encouraging faculty members to broaden their view of how they are functioning on campus and consider whether they are being kind and mindful in their interactions.

Professor Perry commented that many faculty members pursued their careers in academia because they have identified themselves as iconoclastic, independent, and entrepreneurial, and the culture initiative was challenging at first, striking at the heart of a faculty member's concern about conformity. However, she noted that many of the best academic institutions in the country have been very intentional about culture, and, without that intentionality, an institution has as its culture whatever unintentionally evolves. She added that business has long understood this, and academia has been slow to come around to that point of view. She referenced the idea that "culture eats strategy for breakfast," noting that, without a united culture around a shared identity, strategic initiatives and preeminence are very difficult to achieve. Having come around to the idea of the culture initiative, she applauded the idea of faculty as models for students and for each other. Professor Marotta-Walters agreed that culture will happen whether the university wants it to or not, and it matters how GW actively chooses to shape its culture.

Professor Roddis commented that culture and culture change are very dependent on communication, and she noted that searching for the culture initiative's work on the GW website is challenging. This hinders the efforts of the initiative to reach its intended audience. Professor Zara responded that the CLT is working hard to adjust its messaging as it receives input. The core message and goals of the initiative are laudable, but communication can always be improved.

Professor Sidawy thanked the presenters for their hard work on this initiative while still carrying their faculty responsibilities. He noted that the common purpose statement truly applies to everyone in the GW community, where the work being done changes the lives of students as well as other faculty members. He expressed his sense that GW needs this kind of change very badly; populations within the community tend to focus on their own activities without considering the wider experience and how it all interacts.

Professor Mylonas noted that the most effective piece of the culture training he attended was the piece given the least amount of time, specifically, the opportunity to talk with other people attending the session. He asked whether the training session might be adjusted to include more time for this. Professor Marotta-Walters responded that the CLT is modifying the training as feedback is received; they are reviewing all the comments submitted to the website and are very happy to make course corrections.

President LeBlanc extended his personal thanks to the presenting faculty for their hard work on the culture initiative.

INTRODUCTION OF RESOLUTIONS

None.

GENERAL BUSINESS

- I. Nomination for election of new member to the Faculty Senate Executive Committee
Professor Arthur Wilson was elected as the new GW School of Business representative to the Faculty Senate Executive Committee.
- II. Nominations for election of new members to Senate standing committees
The attached Senate standing committee nominations were approved by unanimous consent. In addition, Jason Zara nominated Harald Griesshammer to the Educational Policy & Technology Committee; this nomination was also approved by unanimous consent. Professor Tielsch asked which committees include student representation and how this is determined. Professor Marotta-Walters responded that committee composition is at the discretion of the committee chair, and membership nominations are accepted throughout the Senate year.
- III. Reports of the Standing Committees
The 2018-2019 Annual Report from the Appointment, Salary, & Promotion Policies Committee is attached.
- IV. 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:
 - Professor Marotta-Walters presented to the Board of Trustees at the October meetings on recent shared governance work, particularly regarding last year's *Faculty Code* revisions. She encouraged the Committee on Academic Affairs and the full Board to memorialize and emulate the process followed in last year's *Code* revisions as they move to a 3-year cycle of *Code* revisions—specifically, gathering data from faculty, trustees, and the administration before beginning the revision process.
 - The Senate has provided significant input to the strategic planning committees as well as to the culture and research initiatives. The FSEC has and will continue to play a large role in constituting these committees. More discussions will be undertaken regarding further Senate involvement in the strategic planning process.
 - A petition for agenda items to be considered at the Faculty Assembly was received from 23 faculty signatories. The Assembly will be held on Tuesday, October 22. The petition includes very specific questions about the strategic planning process and will be taken up at the Assembly. Faculty are strongly encouraged to participate in the Assembly.

- Vice President for Research Bob Miller will update the Senate on Phase 1 of the research ecosystem assessment in December.
- Professor Marotta-Walters spoke recently to the University Leadership Council and asked the Deans to help the School-Wide Personnel Committee chairs understand last year’s *Code* revisions, which strengthen the *Code* and make it more helpful in making personnel decisions.

V. Provost’s Remarks:

The Provost noted that this is his last set of remarks to the Senate as Provost Brian Blake will begin his work in the Provost role at the beginning of November. The Provost expressed his great enthusiasm for Provost Blake’s hire.

He shared his view that universities are very complex places and are better because of it. This can be administratively frustrating, but a clear benefit of this organizational complexity is a divergence in views. In some respects, what makes institutions great is multiculturalism, which is reinforced as a result of the way an institution is organized. The Provost opined that he has good taste in hiring but would never want to be at a university where he had made every hiring decision. Differing perspectives and priorities are a healthy element of an institution.

The Provost noted that GW is a very different institution than it was when he began his work in the Provost’s office about eight years ago. The successes achieved in this area are due in large part to partnerships forged with many leaders at GW, particularly the deans and the vice provost team.

Provost Maltzman recommended a book by Liz Wiseman entitled “Multipliers,” the premise of which is that the best leaders make everyone smarter. It highlights the fact that when a spirit of empowerment is present in a leadership structure, the result is that everyone rows in the same direction, and the boat moves forward. He noted that partnerships with faculty, in particular the Senate, have been invaluable. The Senate’s ability to ask questions and demand transparency makes GW a better institution. Higher education is as strong as it is in this country in large part because of a very rigorous system of shared governance, and he thanked the Senate for all they have done to make that process work.

The Senate honored Provost Maltzman with a standing ovation.

VI. President’s Remarks:

- The President thanked Chair Speights for speaking to the Senate today. He noted that it has been a great pleasure getting to know her better as she assumes the role of Board chair; GW will do very well under her leadership. She has chaired the Board’s Governance Committee (the rulemaking and enforcement committee for the Board itself). The President echoed Chair Speights’s comments about shared governance, which he sees as being less about what is in the heart than what is in behaviors. He noted that Professor Marotta-Walters is one of his first calls on any new initiative; she represents the Senate on the President’s leadership council every month. He recognizes

the need to have faculty involved early and often for any initiative to be successful. He expressed his view that shared governance doesn't mean getting a vote on everything, but the Board of Trustees has great respect for GW's tradition of shared governance. He noted that there are, of course, occasional missteps, but everyone is doing their best and staying in close contact with elected leadership to ensure they have a seat at the table. He shared that the most common question in any discussion of a plan or initiative is, "will the faculty support this?" He particularly thanked Professors Marotta-Walters, Price, and Zara for their work on the culture initiative and bringing staff and faculty together. He noted that the staff understand there is a two-tier hierarchy at the institution between the faculty and staff and that their concerns relate to whether culture change will involve being told what to do as opposed to working together to build a positive community.

- GW has announced its new Provost: Brian Blake is the sitting Provost at Drexel. He has five years' experience as Provost in an urban university environment that also has a medical center. His 23-year career in higher education in teaching, research, and administrative roles and is an electrical and software engineer by training. He has held faculty, dean, and vice provost roles prior to becoming Provost. He knows DC well, having spent nine years at Georgetown. He has also served at the University of Notre Dame and worked with President LeBlanc for three years at Miami. He has some industrial experience as well. The President thanked the faculty who were involved in the Provost search, particularly search committee chair Chris Cahill as well as Professor Marotta-Walters (who served on the search committee and chairs the FSEC, which served as the faculty consultative committee for this search). The search committee included 14 faculty members, two trustees, a student leader, and an administrator; they brought a very strong pool to the position and made excellent recommendations of finalists. Provost Blake is expecting to start work on November 1st.
- The Law School Dean Search Committee is now speaking with candidates in person and expects to put forward a slate of finalists within the next month.
- Dr. Barbara Bass has been hired as the new Vice President for Health Affairs and Dean of SMHS. She was trained at GW and was on the SMHS faculty early in her career. She has served as the President of the American College of Surgeons and is an extremely distinguished individual. She is now deep into her transition and is meeting with faculty, Medical Faculty Associates leadership, President LeBlanc, and other key personnel. The President thanked Professor Sidawy for his leadership during the search and for being a key resource during Dr. Bass's transition.
- All four planning committees as well as the umbrella committee for the strategic planning process have all been announced. Christine Barth is chairing the university-level committee. The individual committees have begun their work; all are holding town halls and electronic forums and are reaching out to specific groups for meetings.

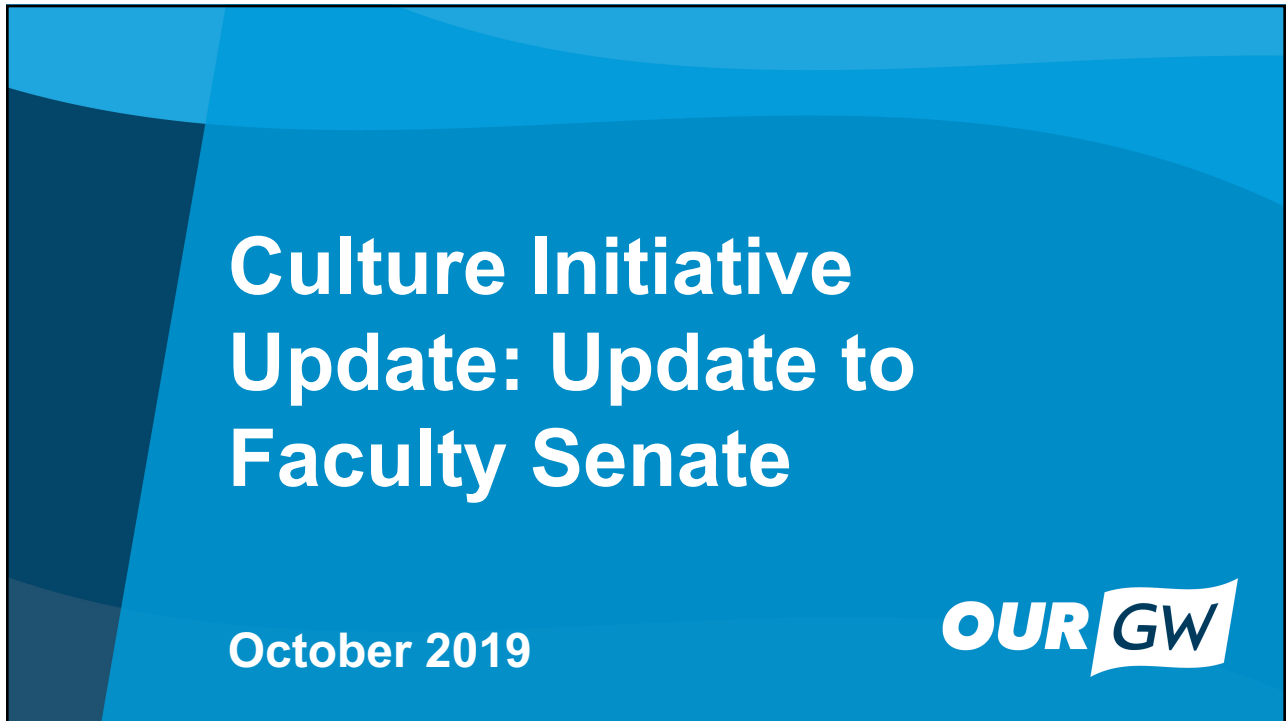
- Some significant efforts have been undertaken to improve campus spaces and security. These efforts are an important indication of why talking about culture matters.
 - When the community comes together and decides on service priorities, and the top priority is safety, this needs to be operationalized. A recent announcement was made that a project team will look at all aspects of campus safety. In particular, the university has committed to installing electronic access on all residence halls by the end of the calendar year. Some residence halls are still using traditional keys for access; digital locks provide central control in an emergency. Classrooms will also be outfitted with digital locks. As part of this review, it came to light that the GW Police Department did not have the ability to lock facilities that currently have digital access, greatly hindering their ability to manage emergency situations.
 - The emergency text messaging system will be updated to include more contact info for the 58,000 recipients of emergency information.
 - GW is developing more community spaces on campus, including the Potomac Square space on G Street, next to the Law Learning Center. The space will be outfitted with outdoor furniture and a daily selection of food trucks.
- Colonials Weekend was moved up this year with the goal of holding events while the weather is still pleasant but without interfering with the Jewish holidays. The university purposely hosted fewer events after receiving feedback that there was too much going on during the weekend. About 5100 alumni registered for the event, and over 4000 checked in; this is a significant increase over last year. Incoming freshmen and their parents are very enthusiastic about GW.
- GW welcomed Hillary Clinton to campus as part of the Presidential Events series, which makes it possible for students to attend an author's presentation and receive a free book. About 750 students were able to attend.
- The President continues to make rounds to various schools for their faculty meetings to talk about the strategic planning process, the culture initiative, and other items of interest to the faculty.
- Next week, the President will host a reception for GW's part-time faculty.
- Also next week, the President will travel to New York for alumni community outreach. These events are very popular with alumni around the country and are important for building up the alumni association.
- The annual Faculty Assembly will be held on October 22 at 4pm in the Jack Morton Auditorium.
- The President extended his personal thanks to Provost Maltzman, noting that his career at GW has made a difference at every turn, from Provost to Vice Provost to department chair to professor of political science. He is an extremely hard worker and an institution builder who cares a great deal about GW.

BRIEF STATEMENTS AND QUESTIONS

Professor Costello asked whether there is a contact person for safety issues that arise on campus. President LeBlanc responded that issues and concerns should be sent to Mark Diaz (markdiaz@gwu.edu) or to Scott Burnotes (burnotes@gwu.edu), the new Associate Vice President for Safety and Security.


ADJOURNMENT

The meeting was adjourned at 4:04 pm.



Culture Initiative Update: Update to Faculty Senate

October 2019



1

Culture Leadership Team

Chris Bracey, Vice Provost for Faculty Affairs
Dana Bradley, Vice President and Chief People Officer
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, AVP for Human Resource Management and Development
Marie Price, Professor of Geography and International Affairs
Tanya Vogel, Director of Athletics and Recreation



2

Why a Culture Initiative at GW?

- Long history of a risk averse, fear-based, transactional culture
- Town halls during last presidential search emphasized problems with culture
- President LeBlanc selected partially because of his experience with academic culture change
- If the student experience is to be pre-eminent, every GW community member plays a role in the change process
 - Senior Leadership
 - Faculty
 - Staff



3

Why engage an external partner?

- Expert, objective guidance to the CLT
- Frees all levels of community to participate
- Fresh eyes to provide solutions to issues identified from within
- To benefit from a standardized instrument used across a variety of complex organizations
- Perspectives on how other academic institutions deal with similar problems
- Saves time in providing research-based best practices



4

CLT Developed Work Products

- Common Purpose, Values, Service Priorities and Leader Behaviors
- Assessment themes assigned to four GW Workstreams
 - Care
 - Recognition
 - Leader Behaviors
 - Onboarding
- Leadership Teams made up of senior administrators, faculty, staff developed common purpose, values, service priorities
- Every other week meetings Spring 2019 – Fall 2019



5

How does the Culture Initiative help faculty?

- Faculty/student interaction is foundational to the GW experience
 - Students learn from and are mentored by faculty
 - Retention is higher when faculty engage and challenge our students
 - Some students leave if the environment is not supportive
- Faculty are an essential part of university culture
 - Alums remember their faculty mentors
 - Faculty shape student knowledge, attitudes, skills for a lifetime
 - Faculty innovation is transformative



6

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



7

Goal of the Common Purpose

- It provides an internal emotional connection to motivate what each of us, faculty and staff, do daily in our interactions
- It is used internally only – not a branding
- It sets up the expectation of high level service provision to our students, our community, our co-workers



8

Common Purpose

Only at GW, we change the world,
one life at a time.



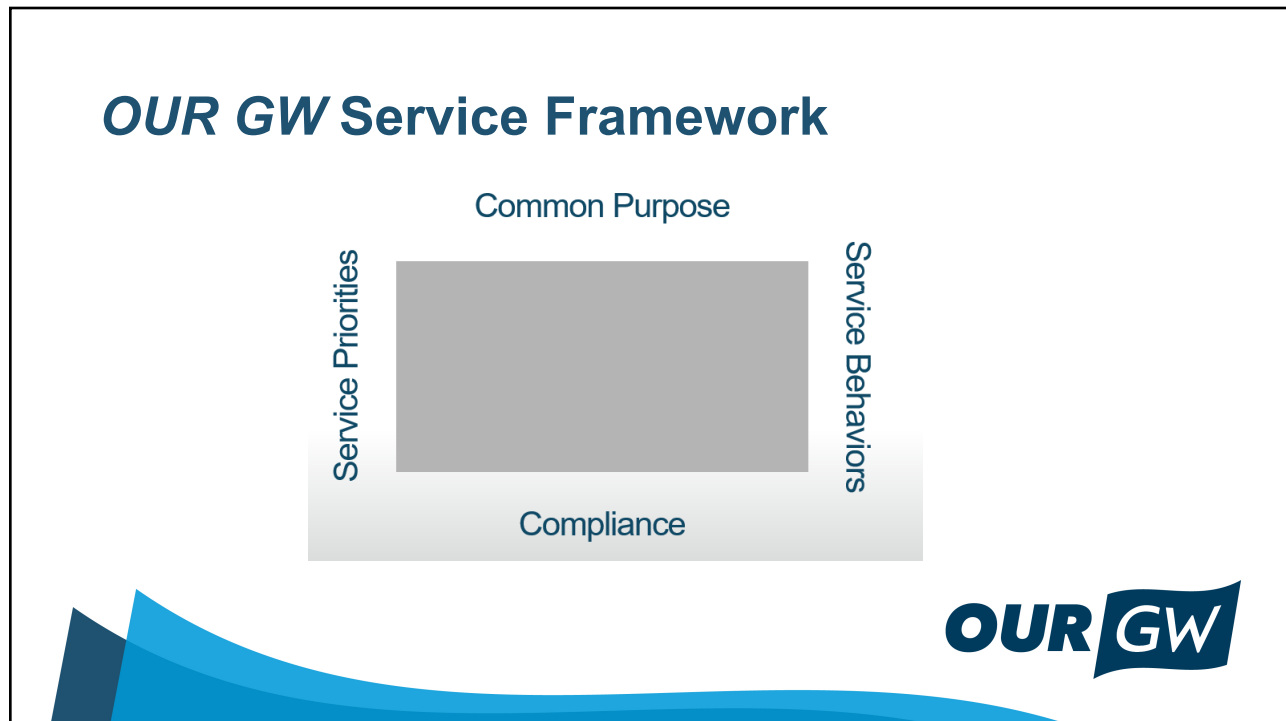
9

Common Purpose

- “Only at GW” arose organically – it was already part of the culture
- *How* we do the common purpose is uniquely ours even though other universities may also change the world



10



11

Goal of the Values

- Intended to represent what faculty and staff would like to see in our ideal culture as identified in the faculty and staff assessment
- Criteria in considering values:
 - Modeled by leaders
 - Observed by faculty and staff through leader behavior
 - Operationalized across the university as sustainable, shared values by both faculty and staff
 - Reinforced the university's brand, vision and desired culture in an authentic way

OUR GW

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Values



- Integrity**
We are honest and fair in our words and actions.
- Respect**
We value people as individuals and treat them with fairness, compassion, and care.
- Openness**
We are accessible, receptive, and share information freely.
- Collaboration**
We achieve more by engaging others in shared processes and decision-making.
- Excellence**
We achieve distinction through knowledge and innovation.
- Diversity**
We value and include people from different cultures, backgrounds, and perspectives in the pursuit of our common goals.



13

Service Priorities



- Safety**
- Care**
- Efficiency**



14

Service Priorities

Clearly defined Service Priorities enable us to consistently deliver on the Common Purpose and operationalize our Values.



15

Safety

- I keep areas clean, well-maintained, and inviting.
- I remain aware of my surroundings and possible hazards.
- I take action to safeguard my physical well-being and that of others.
- I stay informed of emergency policies, procedures, and resources.
- I identify, correct, and immediately report safety concerns.
- I avoid shortcuts that do not put safety first.
- I ask, "Is there a safer way?"



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Care

- I support a caring environment by greeting, welcoming, and thanking others.
- I embrace and support a diverse and inclusive environment.
- I am responsive and attentive to others, helping to solve challenges.
- I frequently and readily show appreciation for others.
- I am approachable, courteous, and civil, assuming positive intention from others.
- I respect others, making time to hear diverse opinions and approaches.
- I follow a principled approach with sincerity, truth, and honesty.
- I empathize with others and seek to build bridges of understanding.



OUR GW

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Efficiency

- I embrace change and am open to new ways of working.
- I take ownership and personal responsibility to solve issues.
- I use my time and resources wisely.
- I seek continuous improvement and innovation.
- I strive for preparedness, efficiency, and quality in all my work.
- I provide accurate and timely information.
- I look for ways to reduce hassles and solve challenges.
- I honor my time commitments to others.



OUR GW

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Leader Behaviors

- I lead with positivity and confidence.
- I communicate with clarity and intention.
- I recognize and hold faculty and staff accountable for demonstrating *OUR GW* Service Priorities.
- I manage and strive to improve my area of operational responsibility.



19

Timeline through 2019

August:
Training sign-up
begins for leaders.

September:
Leaders Service
Framework Training

October / November:
Faculty and Staff
Service Framework
Training

Training sign-up
begins for faculty
and staff.



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Contact Us

Culture Leadership Team
CultureTeam@gwu.edu





Faculty Senate

Standing Committee Nominations October 2019

Student Association Representatives to Standing Committees (all voting)

Athletics and Recreation: George Glass

Educational Policy & Technology: Louie Kahn

Facilities: Robert Snedden

Honors and Academic Convocations: Joshua Kim

Libraries: Yannik Omictin

Professional Ethics and Academic Freedom: Amy Martin

Research: Drisya Antose

University and Urban Affairs: Jillian Wolons

Fiscal Planning & Budgeting

Heather Holmes (Office of the Provost): Nonvoting

The George Washington University
FACULTY SENATE COMMITTEE
on
APPOINTMENT, SALARY, AND PROMOTION
POLICIES
Annual Report (2018-19)

The ASPP Committee held five meetings this academic year: September, November, January, March and April. The following summarizes the major issues discussed:

Benefits: Representatives (e.g., Tyler Anbinder, Joseph Cordes, Cynthia Rohrbeck) to the Benefits Advisories Committee (BAC) reported back during ASPP meetings. Changes in health benefits by open enrollment in November 2018 resulted in 7 pay bands with some faculty and staff paying less than before and some paying more. The first BAC meeting for the 2018-2019 year occurred in January. A benchmarking study completed in the early spring indicated that GWU health benefits were not as competitive as expected with market basket schools. Health care costs (to date) appeared to be stable and large increases in premiums for 2020 were not expected. BAC agenda items also included discussion of possible changes to the tuition exchange program.

Salary Equity Process: ASPP received updates and memos from several members of the Salary Equity Committee (SEC) throughout the year and a visit/update in April from Vice Provost Chris Bracey. Faculty in four schools (CCAS, SEAS, GWSB and ESIA) were examined during this round of salary equity investigation. Faculty members in departments (or in CCAS, divisions) from two groups were examined: 1) all GWU faculty and 2) GWU faculty minus those who joined the faculty later with tenure. Initial data analyses indicated that 5-6% of the faculty members in those four schools had salaries that were outliers compared to their peers. In April, 2019, VP Bracey gave a detailed report to the ASPP committee. He noted that after meeting with Deans of those schools, approximately 1/6th of individuals identified as salary outliers had their salaries remediated or put on the path to remediation. The others were not changed due to several reasons (e.g., retiring/leaving GW, low research productivity, etc.). The plan for 2019-2020 is to continue this work; VP Bracey will report back to the SEC and Faculty Senate, and repeat the data analysis process before the next salary decisions. The ASPP committee commended VP Bracey and the SEC for this progress and strongly recommended that this process continue.

Joint Task Force (ASPP/PEAF) on Non-Concurrences: During the fall, a committee was created with members from the ASPP and PEAFF committees in order to study what appeared to be higher rates in non-concurrences the last three years. Such increases appeared to be related to changes following the new Faculty Code, including the addition of school-wide personnel committee decisions in the tenure and promotion process. This joint task force was later put “on hold” at the request of the Faculty Senate Executive Committee given the need for PEAFF committee members to prioritize completing revisions to the Faculty Code.

Faculty Retiree Health Benefits: There were several conversations about faculty retiree health benefits. Anecdotally, it appears that most retirees are pleased with their health benefits and the decision process available to those 65 and over when retiring (<https://my.viabenefits.com/gw>).

Respectfully submitted,

Cynthia Rohrbeck, ASPP Chair 2018-2019

Report of the Faculty Senate Executive Committee (FSEC)
October 11, 2019
Sylvia A. Marotta-Walters, Chair

Shared Governance

I updated the Board of Trustees on Faculty Senate activities during the Board's October 3rd and 4th meetings. A full report was provided to the Committee on Academic Affairs, and included a recommendation that the next Faculty Code revision follow the same process as was followed last year, to solicit data from faculty, from administration, and from the trustees in preparation for any revisions. The Board of Trustees plans to have Code revisions follow the same cycle as their By-laws recommend, which is every three years.

My report also described the charges to Senate Committees, which included a review by Professional Ethics and Academic Freedom (PEAF) committee of the Senate to consider the revision to our current Title IX Policy on Sexual and Gender Based Harassment and Violence as soon as the US Department of Education issues its rule; the Educational Policy Committee to study intellectual property and copyright policies; and the Policy on Nepotism and Personal Relationships in Employment. This latter policy has already been reviewed by PEAF, and a draft is currently being prepared for a second review by PEAF.

My report provided an update to the Board on faculty participation on the five strategic initiatives , on the Strategic Planning process (see below), on nonconcurrences from last academic year, and future Senate agenda items for AY2019/2020.

Actions of the Executive Committee

At the September meeting, the Faculty Senate Executive Committee (FSEC) had an in depth discussion on the faculty's role in Strategic Planning and on the Culture Initiative, both of which were launched to the broader university at the beginning of the semester.

Faculty Role in Strategic Planning

The FSEC provided the Strategic Planning committee with names of faculty to serve on each of the four planning committees. Last month I encouraged each of the Senators to participate in the open forums which will take place throughout the fall. The four committees have now been formed and the names of committee members, and their specific charges, are available here:

<https://strategicplan.gwu.edu/>

As the committees move from the defined framework to working on an actual plan, the role of the Senate in supporting or approving the plan remains to be determined. Perhaps the Senate committee structure will deliberate on aspects of the plan as these emerge and are relevant to the charge of each respective committee. The FSEC Chair will serve on the umbrella committee for the strategic planning process, and can serve as the conduit for sharing information among committees and the Senate.

On October 6, 2019, the FSEC received a petition signed by twenty-three faculty members, requesting specific information regarding the Strategic Plan and on the Culture Initiative. They requested that the petition be placed on the Agenda of the Faculty Assembly which is scheduled for October 22, 2019. After consulting with the FSEC, the Parliamentarian, and the President, a decision was made to add the petition to the Assembly agenda. Four of the Senate Committees (PEAF, Educational Policy and Technology, Fiscal Planning and Budgeting, and Research) were specifically named in the petition to add the Strategic Planning issues to their respective agendas. Please plan on attending the Assembly to provide your voice as the duly elected body that represents the faculty to these important initiatives that embody the principles of shared governance.

Faculty Role on Strategic Initiative on Culture

Today's presentation will update the Senate on the current status of the Culture Initiative. The FSEC provided significant input to the construction of this presentation and I hope it will start a lively discussion on the faculty's role and

responsibility for participating in transforming our culture to one of service rather than transaction.

Faculty Role on Strategic Initiative on Research

In response to a request that was made by a senator at the September meeting, VP for Research Robert Miller will move his presentation from early 2020 to December, to provide an update on his unit's response to the Phase I report on the Assessment of the Research Ecosystem.

Faculty Personnel Matters

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

At the October University Leadership Council meeting I requested that all the Deans have their School Wide Personnel Committees review the updated Faculty Code in preparation for this year's personnel actions, with particular attention to the Compelling Reasons Standard for nonconcurring with departmental expertise.

Calendar

The next meeting of the Faculty Senate Executive Committee will be on October 25, 2019. As is our custom, all agenda items for the FSEC should be submitted one week prior to the scheduled meeting.