

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

REGULAR FACULTY ASSEMBLY
October 24, 2018
Jack Morton Auditorium & Innovation 102/VSTC

CALL TO ORDER

President LeBlanc called the Assembly to order at 4:05pm.

APPROVAL OF THE MINUTES

The minutes of the regular Faculty Assembly held on October 24, 2017, were approved as distributed.

INTRODUCTION OF NEW FACULTY

New faculty members present from the Columbian College of Arts and Sciences (CCAS), the School of Medicine and Health Sciences (SMHS), the Law School, the School of Engineering and Applied Sciences (SEAS), the Graduate School of Education and Human Development (GSEHD), the School of Business (GWSB), the Elliott School of International Affairs (ESIA), the Milken Institute School of Public Health (GWSPH), the College of Professional Studies (CPS), and the School of Nursing (SON) introduced themselves and were welcomed by the Assembly.

REMARKS AND Q&A: THOMAS LEBLANC, UNIVERSITY PRESIDENT

The President reported that, during his first year at GW, he enjoyed numerous town halls and interactions with the GW community as well as a great deal of travel to interact with GW's numerous alumni around the country. He expressed his commitment to GW's goal of seeking preeminence as a comprehensive global university, noting that "preeminence" is defined in different ways and is often identified only through observation. He stressed that preeminence should be occurring at every level at GW and that, if something is not being done with preeminence, the university should either stop doing that particular thing or determine how to do it congruently with this value.

The President reported on the successful reaccreditation of GW by its governing accrediting body, the Middle States Commission on Higher Education. He noted that, among its recommendations, the MSCHE recommended that the university reconsider its mission, which is currently extremely broad and therefore likely not achievable. A proposal regarding a revised mission statement is being taken up by the Board of Trustees during this academic year.

The president next spoke about two of the five strategic initiatives that emerged from his early conversations with the university community:

1. Research. Bob Miller of SMHS has been appointed the new Vice President for Research following Vice President Leo Chalupa's departure from the role. The President also realigned the reporting structure of this role, which now reports directly to the Provost. This change aligns the research mission with the rest of the academic mission of the university. A working group on research, led by the Faculty Senate's standing committee on research, is working with Vice President Miller on a number of areas designed to make research operations, broadly defined, at GW more effective and efficient.
2. Institutional Culture. A university-wide assessment of institutional culture is now underway. This online survey is being administered by a third-party organization brought in by GW to oversee this phase of the process. The Disney Institute brings years of experience with institutional culture assessment and change to GW's process. The President urged all GW faculty and staff to participate in the online survey, which is open through October 26th. A strong response rate to the survey gives GW data over anecdotes in this realm. Survey results will be shared with university leadership in December and with the GW community in January. GW's new Executive Vice President and Treasurer and Chief Financial Officer, Mark Diaz, is leading the institutional culture initiative, and the faculty is represented on the culture leadership team.

The President next provided a look ahead into a few areas of work at GW. First, he noted that the Board of Trustees has approved additional resources to support several projects at the university. One of these is a new initiative to move forward with a common platform for data analysis and analytics to support research across GW. This will benefit all academic disciplines at the university. Second, a renovation plan for Thurston Hall has been approved; it is conceivable that this sizable plan, involving construction of a new residence hall and substantial renovations to Thurston, will dramatically affect the freshman experience and could be completed by 2022.

Finally, the President noted he will begin a formal strategic planning process in the coming year. This process will begin with detailed discussions around how to achieve shared aspirations. The President provided a few thoughts on the process to give faculty an idea of how university leadership is beginning to think about this issue:

- GW's greatest advantage is its DC location. Not many universities can boast this as an asset; in fact, most universities don't brag about their location. Typically, GW doesn't generally compete by trying to outspend its competition; rather, it relies on its location to help draw talented people to the university.
- With regard to resource allocation, it is important to note that a strategic plan indicates what an institution is not going to spend money on as well as how it will spend that money. The President noted that GW has many resources, from operating budget to endowment, but these resources have been locked into incremental decisions over the years, that do not reflect current values and aspirations. This needs to be reevaluated.
- The President invited faculty to come to office hours and faculty coffees with the President to discuss strategic planning. To encourage the faculty to begin thinking about strategy, he presented a thought exercise: Imagine that GW received an unrestricted \$1 billion gift. What should the university do with this gift? Perhaps a first step would be to meet the financial aid gap for all students with need; solving this problem with current available data would mean approximately \$600 million of the gift would go to this one need. Next, the university could set aside endowments to hire faculty, which would require \$200-300 million. Thus, the bulk

of the \$1 billion gift would go to only two specific needs. He noted the point of the exercise is to demonstrate that, even with a sizable gift like this, difficult choices have to be made.

- The President also asked faculty to consider what should determine the size of the faculty and, hence, the undergraduate student body, noting that the answers to these questions have a direct impact on the university's resources and on how those resources are allocated.

The President then took questions from the Assembly:

Q: Does the President have any long-term plans for the Virginia Science & Technology Campus (VSTC)?

A: Almost all of the SON instruction is performed at the VSTC, and the campus also houses a large fraction of the university's information technology infrastructure and other administrative functions. GW's original plan was to leverage technology companies in the area for cohort-based academic programs. The IT bubble pop changed this plan, and the university has had to reconsider what its strategic directions should be there, including how best to meaningfully link VSTC to the Foggy Bottom campus. The President stated that he did not have an instant answer to this question but noted that Microsoft just made a large land purchase near the VSTC; this could result in a renewal of the original vision for the campus.

Q: Is there excess capacity at any of GW's campuses?

A: At both the Mount Vernon and Foggy Bottom campuses, GW's development rights and plans are approved by the District of Columbia, and both sites have population caps. The VSTC has no such cap, allowing for growth even when caps have been reached at the other two campuses. For example, GW runs the largest degree completion program for nursing students in Virginia; this is done without impacting the Foggy Bottom enrollment cap. The enrollment caps are unique to GW, and significantly affect how admissions decisions are made annually to ensure that tuition income is maximized while meeting our obligations to the District agreements that are in place.

Q: What are GW's ambitions for foreign student enrollment levels, and can GW provide assistance to foreign students who need supplementary English instruction?

A: Every university must determine what the right balance is for its own student body. Other institutions have chosen to build a budget model around international students because they pay full price for their education in the United States. GW does not do this; that decision is not driven by money. The university instead asks which international students and from what countries would enhance our educational mission, particularly in the ESIA. Does the university want students who are widely distributed globally or limited to one or two countries? GW's finances don't require increasing the numbers for increased revenue, but the university could increase the number of international students if applying students are qualified to succeed here. Then the resources to meet their additional need for English instructions can be properly allocated.

Q: Where do the Alexandria and Arlington facilities fall when considering enrollment limits and capacities?

A: These are self-contained, smaller facilities providing launching points for specific programs, largely in the arena of continuing professional studies. GW does not own the land or space where these programs are conducted and for that reason they are different from Foggy Bottom, Mount Vernon, and VSTC. There are no government-mandated caps on the Alexandria and Arlington facilities.

Q: Is GW considering holding the line on graduate student tuition to help manage graduate student loan debt?

A: Traditionally, graduate and professional loans are where students accumulate the most student loan debt (as opposed to undergraduate loans). GW hasn't historically built large financial aid budgets for masters programs, which tend to be revenue generating, and which tend to be either student- or employer-funded. This is different at the doctoral level where programs are typically resource-intensive but which bring other types of returns in terms of reputation. Graduate program tuition has risen more sharply in programs that were assessed to be underpriced relative to the market and this has resulted in students amassing a large amount of debt that constrains them many years into the future

Q: Does GW have aspirations to become a Research 1 university?

A: GW has already achieved Research 1 status and has continuing aspirations in the research arena to ensure it continues to improve its research enterprise within that status.

Q: What are the President's perceptions of the institutional image he wants to create and maintain?

A: The President responded that the answer to this question isn't found in what the President wants but rather in what GW as a whole wants to be. The President expressed his desire to be at an institution that feels first-rate at every point of interaction, from facilities to programs to people, recalling a mentor telling him some years ago that a well-run university is at the same level in all these areas. Balance needs to be achieved in the university's resource base in order to support all of these areas to excellence.

REMARKS: FORREST MALTZMAN, PROVOST AND EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

Provost Maltzman referenced the attached slides during his remarks, discussing a variety of measures related to GW's reputation as well as data related to applications. Measures such as student quality, retention, and graduation rates, are all indicative of what GW is doing well. He opened his comments by noting that his primary role is to think about GW's mission and how to carry it out. In many respects, it is clear that what brings students and faculty to GW is a commitment to convert knowledge to action; this is an important calling right now. Research at GW is cultivating discovery and making a positive social impact; on a per faculty basis, he noted, it is impressive what GW is doing in this arena, pointing to data on federal research dollars and citation rates. The Provost presented a graphic illustrating the connections already made in cross-disciplinary research as well as the possibilities for connections that haven't yet been tapped; expanding the research mission needs to include a strengthening of interdisciplinary work. The graphic shows the strong cross-school efforts of SMHS and GWSPH, and also shows the potential for other types of relationships that could be strengthened.

The Provost acknowledged faculty who have taken on leadership roles: the new GWSB dean (Anuj Mehrotra) and three interim deans (Rumana Riffat in SEAS, Paul Walhbeck in CCAS, and Chris Deering in CPS). He expressed his gratitude to faculty colleagues who step into these administrative roles and help GW function smoothly during leadership transitions. He noted that the CCAS and SEAS searches are both underway.

REPORT OF THE FACULTY SENATE: PROFESSOR SYVIA MAROTTA-WALTERS,
CHAIR, FACULTY SENATE EXECUTIVE COMMITTEE

Professor Marotta-Walters began her remarks by welcoming new faculty colleagues on behalf of the Faculty Senate and encouraging them to participate in GW's tradition of shared governance by joining a Senate committee. Committee information is on the Faculty Senate website, <http://facultysenate.gwu.edu>.

The 2015 revision of the *Faculty Code* has led the Board of Trustees to plan for a three-year review cycle for the *Code* as part of the three-year review of the Board's bylaws. Proposals for issues that have been identified as needing revision in the *Faculty Code* are being collected for review from the Board of Trustees, the faculty, and the administration. The recommended revisions will be submitted to the faculty via senate resolutions, Resolutions that are passed by the Senate will be sent to the Board in January for consideration at its February meeting and a vote at its May meeting. This is a three-year process, so additional revisions can be proposed for the next round should they not be completed by January. Professor Marotta-Walters emphasized that the *Code* is a contract individual faculty make with the university and is therefore an important document for all faculty.

Professor Marotta-Walters noted that culture at GW belongs to everyone and that faculty can shape the culture at GW by getting involved in university life. The current survey on institutional culture is an example of involving oneself, and the Faculty Senate is involved directly in this initiative, as it is in the initiative on research at the university.

Last year's Senate actions included a thorough report on online programs at GW that brought forward a list of best practices for education in an online modality. Last year the Senate passed several resolutions that clarified language in the *Faculty Code*, and these amendments will be folded into the ongoing review mentioned above. In addition, last year the administration asked that the Senate review changes to GW's policies on gender-based violence, sexual harassment, and prohibited relationships. The Senate did not have time to provide its perspective on these policies and that review is currently underway, with resolutions expected to be deliberated by the Senate this academic year, before being forwarded to the Board. Finally, the Senate is undertaking a review this year of GW's processes surrounding personnel actions, looking in particular at how recommendations the Faculty Senate Executive Committee makes following nonconcurrences have been institutionalized by the various decision makers.

Before adjourning the meeting, President LeBlanc introduced the Senate Parliamentarian, Steve Charnovitz, who provides invaluable advice on university policy and procedures to the President, Provost, and Senate.

The meeting was adjourned at 5:18pm.

FACULTY ASSEMBLY REMARKS

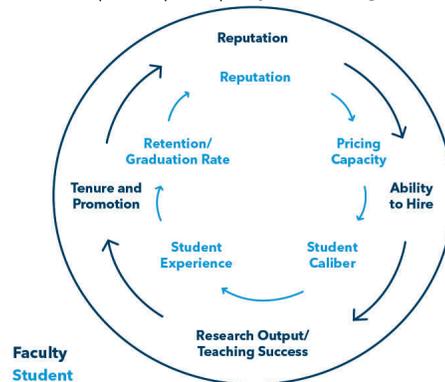
Forrest Maltzman
Provost and Professor of Political Science

October 24, 2018

GW'S MISSION AND REPUTATION

THE FLYWHEEL EFFECT

- ▶ GW has two missions: research and education.
- ▶ GW's reputation drives our capacity to meet our mission, and our ability to meet our mission drives our reputation.
- ▶ Each turn of the flywheel builds upon the work done earlier, compounding our investment of effort.
- ▶ Speed of rotation depends upon capacity to be strategic.



HOW DO WE MEASURE OUR PROGRESS?

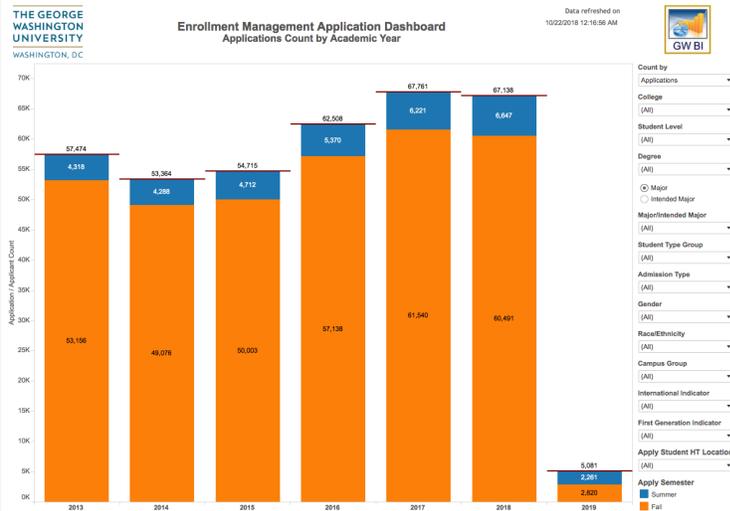
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- ▶ There are many interrelated parts and ways to measure GW's reputation. We need to monitor all of them:
 - ▶ Research: volume and quality (e.g. citations, research, grants)
 - ▶ Faculty: ability to recruit and retain top faculty
 - ▶ Student Demand: enrollment demand
 - ▶ Strength of Student Body and Student Success: quality of students, retention rate, graduation rate
 - ▶ Alumni and Supporters: giving
 - ▶ Accreditation (i.e., MSCHE and others)
 - ▶ 3rd party ranking (i.e., Wall Street Journal/Times Higher Education, U.S. News, QS World Rankings, Princeton Review)

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APPLICATION DASHBOARD

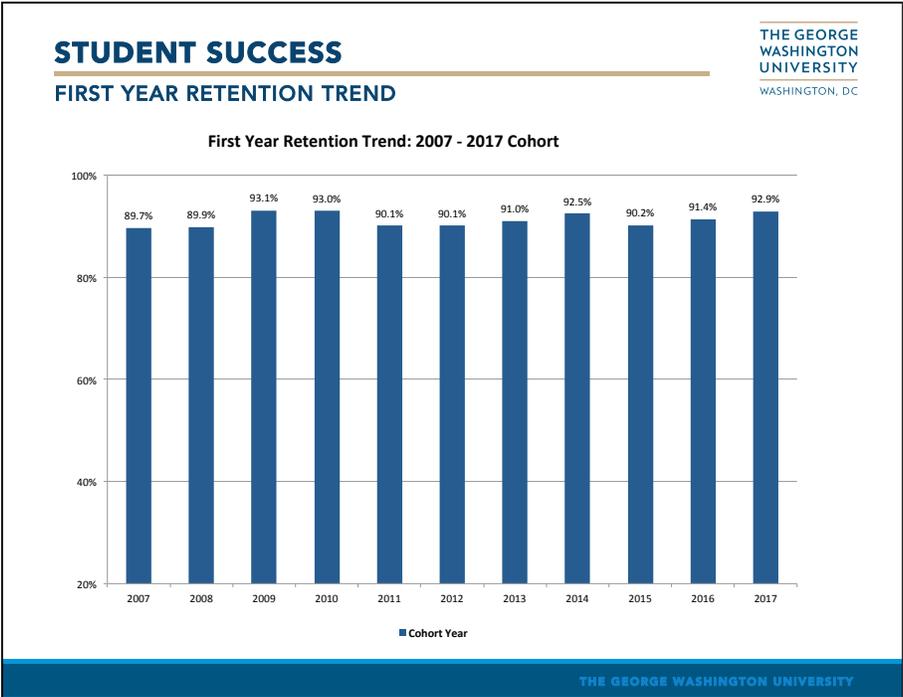
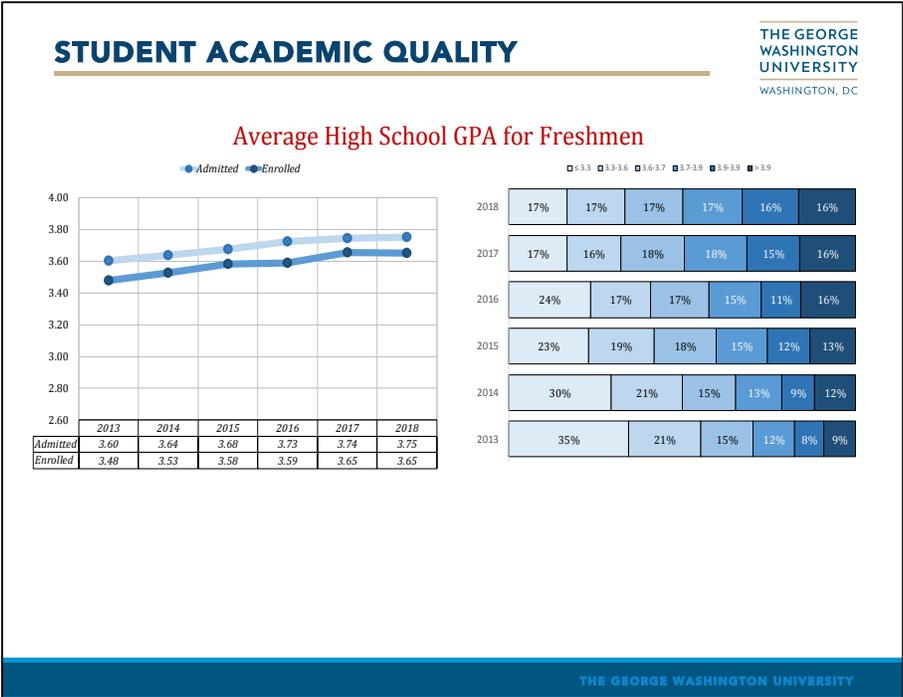
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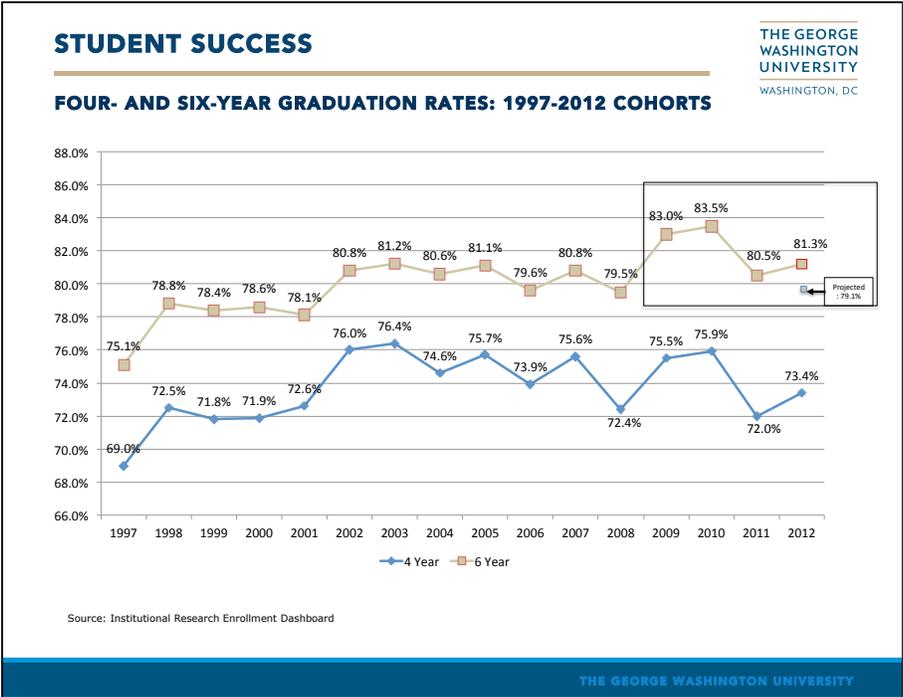


The Data Governance Center is the single source of truth of all of our data governance and stewardship activities. To review the data dictionary for this dashboard, [please click here](#).

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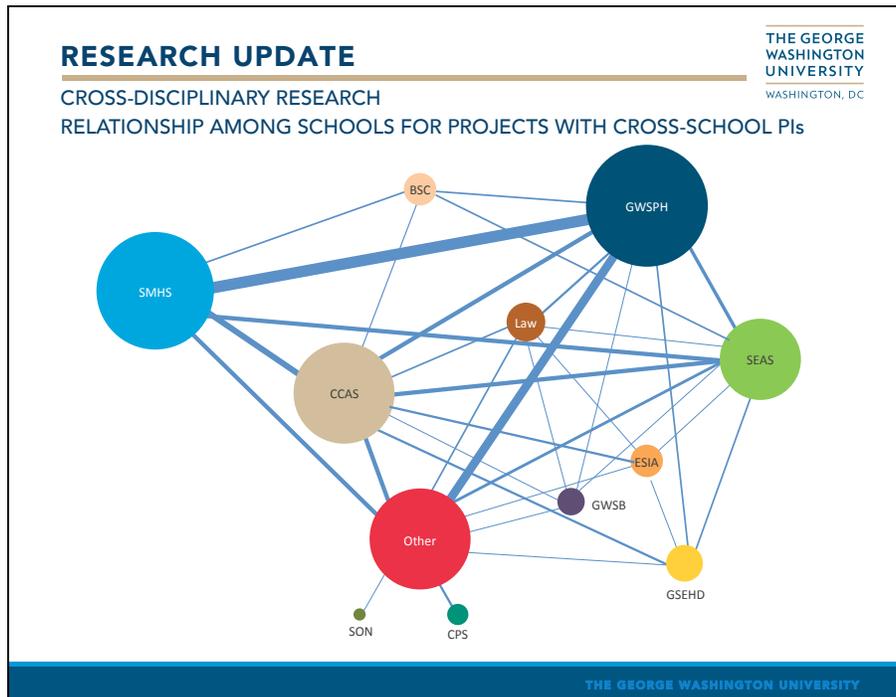


RESEARCH UPDATE

THE GEORGE WASHINGTON UNIVERSITY
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CULTIVATING DISCOVERY AND POSITIVE SOCIAL IMPACT

AAU/Market Basket	Faculty	Federal Research \$	Federal \$ per Faculty	Citations	Citation per Faculty	National Academy
Boston Univ.	2705	\$253M	\$93.5K	414K	153	20
Univ. of Pittsburgh	3968	\$581M	\$146K	624K	157	32
Tulane	978	\$89M	\$91K	86K	88	1
NYU	5510	\$350M	\$63.5K	461K	84	59
Univ. of Rochester	2161	\$266M	\$123K	246K	114	24
Univ. of Southern California	2369	\$410M	\$173K	417K	176	50
GW	1181	\$143M	\$121K	131K	111	12



ADDITIONAL UPDATES

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- ▶ Welcome
 - ▶ Anuj Mehrotra, Dean of GWSB
 - ▶ Bob Miller, VP for Research
 - ▶ Cissy Petty, inaugural dean of the student experience
- ▶ Interim Leadership:
 - ▶ Chris Deering, Interim Dean CPS
 - ▶ Rumana Riffat, Interim Dean of SEAS
 - ▶ Paul Wahlbeck, Interim Dean of CCAS
- ▶ Searches:
 - ▶ SEAS Dean
 - ▶ CCAS Dean
 - ▶ Associate Provost for Graduate Affairs
 - ▶ Associate Provost for Mount Vernon Residential Academic Experience
- ▶ Shared Governance

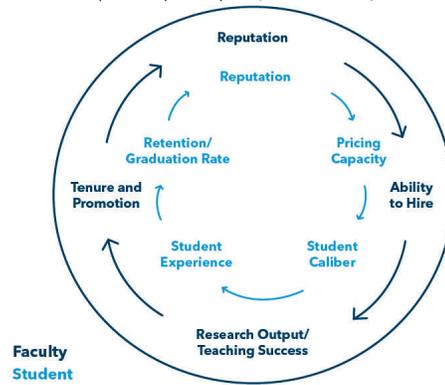
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