



**MINUTES OF THE REGULAR SENATE MEETING
HELD ON APRIL 3, 2020
VIA WEBEX**

Present: President LeBlanc; Provost Blake; Faculty Senate Executive Committee Chair Marotta-Walters; Parliamentarian Charnovitz; Registrar Amundson; Senate Staffers Liz Carlson and Jenna Chaojareon; Deans Henry and Lach; Interim Deans Bracey and Wahlbeck; Professors Agnew, Briscoe, Brown, Cordes, Costello, Dugan, Gupta, Gutman, Harrington, Hill, Johnson, Khilji, Lewis, Markus, McHugh, Mylonas, Orti, Perry, Pintz, Rain, Rao, Roddis, Sarkar, Schumann, Schwartz, Sidawy, Subiaul, Swaine, Tekleselassie, Tielsch, Wagner, Wilson, Wirtz, Yezer, and Zara.

Absent: Deans Bass, Brigety, Feuer, Goldman, Jeffries, and Mehrotra; Interim Dean Deering; Professors Cottrol, Eleftherianos, Rehman, and Vonortas.

CALL TO ORDER

The meeting was called to order at 2:12p.m.

APPROVAL OF THE MINUTES

The minutes of the March 13, 2020, Faculty Senate meeting were approved unanimously without comment.

RECOGNITION OF SENATORS WITH TERMS ENDING

President LeBlanc recognized the Senators (on the attached list) whose terms are completing with this meeting. In particular, he recognized three departing members: Bill Briscoe (Columbian College of Arts & Sciences (CCAS)), who has served seven years in the Senate and three on the Faculty Senate Executive Committee (FSEC); Robert Harrington (School of Engineering & Applied Science (SEAS)), who has served 28 years in the Senate and 15 on the FSEC; and Tony Sidawy (School of Medicine & Health Sciences (SMHS)), who has served seven years in the Senate and five on the FSEC.

He also recognized Sylvia Marotta-Walters, who is completing three consecutive years of service on the FSEC as its Chair. Professor Marotta-Walters will return to the Senate when the 2020-2021 session begins in May, but her three-year service as FSEC Chair concludes with this meeting. This would typically be the point at which the Senate would recognize Professor Marotta-Walters's service with a resolution of appreciation. Given the current circumstances, this recognition will be postponed. The President acknowledged with deep gratitude Professor Marotta-Walters's extraordinary service as FSEC Chair. She has been a member of the President's University

Leadership Council from day one, has served on the Strategic Planning Task Force and the Culture Leadership Team, has attended and spoken at Board of Trustees meetings and the annual Board retreat, and has at all times represented and advocated for the interests of the faculty and the Senate and for the principles of shared governance. She has been a willing sounding board and consultant on decisions large and small. The President expressed that she is owed a debt of gratitude for her selfless service to the Senate and the university.

UPDATE: Financial and Operational Planning around COVID-19 (Thomas LeBlanc, President, and Brian Blake, Provost)

The President offered the following remarks regarding the COVID-19 response at GW:

“First, I hope that you and your families are staying safe and healthy, and doing what you can to manage this difficult time. I want to thank all of our faculty for your flexibility and dedication to our students these past several weeks. I just got off the phone with the president of the Student Association, who had glowing things to say about how the faculty have responded to the needs of the students during this crisis. These are unprecedented times, and you have responded by going above and beyond—putting in extra work to move classes online and making adjustments to your syllabi and academic policies to ensure that your students still have the top-notch GW academic experience they deserve. Thank you. I also want to give special recognition to our health care providers who are caring for those afflicted with COVID-19 as well as the health and safety faculty and staff on our Pandemic Readiness and Response Task Force. They are continuing to work around the clock to keep us safe. We are very fortunate to have so many dedicated faculty, including at the schools of medicine, public health, nursing, and the Medical Faculty Associates (MFA), who are offering their expertise to help us weather this crisis and care for our community.

“D.C., Maryland and Virginia have now all issued stay-at-home orders. This does not change our university operations as an “essential business.” The majority of our students are now home and only those with extraordinary circumstances, such as international students who cannot return home, remain on campus. We have staff and services, including the Colonial Health Center, available for them. We are in the process of working with resident students who departed campus to pack and store their belongings. Given state and federal guidance limiting movement and encouraging social distancing, we have asked that students not return to campus to gather their belongings.

“In regard to our clinical enterprise, we are taking steps to prepare for a significant increase in COVID-19 cases in our health care facilities. To support those on the front lines battling this pandemic and caring for patients, we are preparing for the possibility of providing some temporary housing in vacant residence halls for our healthcare providers if they should need a place to stay between shifts or to self-isolate before returning home. We are working with the GW Hospital and MFA daily to understand the needs and stand by to provide any support they request. No medical professionals have moved on campus at this time; it is an evolving situation. We are continuing to work on opening a drive-thru testing area at 20th and H Streets NW, so people can be tested with limited exposure to our health care professionals.

“In terms of other staff and faculty work, to continue to keep employees safe, those whose jobs can be performed remotely are teleworking until further notice.

“I also want to briefly update you on Commencement, a topic of extreme interest to our seniors. We announced recently that the class of 2020 would be invited to join the class of 2021 for our bicentennial Commencement on the National Mall. The overwhelming majority of our graduating students asked to be invited back to graduate on the Mall when feasible, and we felt that it was important that they experience this only-at-GW moment and be properly celebrated. We are working on a way to celebrate the class of 2020 in a virtual celebration this May. The Provost has been working with the deans to coordinate any school-wide virtual celebrations for the class of 2020. In addition, he is working with the deans to ensure that the class of 2020 is included in school and college celebrations in 2021 so students will have the opportunity to walk.

“Finally, we have implemented a live-answer GW Information Line for COVID-19-related questions for faculty and staff. This Information Line is staffed by Human Resource Management and Development, and can be reached at 1-855-GWU-INFO (855-498-4636) from 9 a.m. to 5 p.m., Monday through Friday. In addition to the [COVID-19 website](#), this provides another centralized resource for those who have questions.”

Here, the President paused in his remarks to offer Provost Blake an opportunity to speak to GW’s academic response to the pandemic.

The Provost echoed the President’s sentiments in hoping that all attending today are staying safe and healthy, and he offered the following remarks:

“I read an essay by Jina Park earlier this week entitled “George Washington University Prepared Me for an Unexpected End to My College Career” and later had a conversation with her. The article reminds me how amazing, resilient, and thoughtful our students are. Our faculty have done an amazing job making this experience something our students can still cherish in the face of all that’s going on. I want to renew my deepest thanks to the GW faculty and staff who have collectively worked tirelessly to transition their courses to online learning over the past several weeks, both for the spring semester and now for summer as well. I give special thanks to Dean Henry and her Instructional Core team and to Deputy Provost Terry Murphy who have done amazing work; it’s been a heavy lift in a short period of time, and everyone has been flexible and collaborative.

“The current circumstances have disrupted faculty’s professional and scholarly activities, especially for faculty working toward tenure. To that end, and with thanks to the Faculty Senate, the Vice Provost for Faculty Affairs Chris Bracey and the academic deans for their input, we are granting approval upon request for a one-year extension of the probationary period to all eligible tenure-track faculty. Eligible faculty are all tenure-track faculty who are in their probationary period in Spring 2020, except for those faculty whose tenure review began in the 2019-2020 academic year. Faculty who request a one-year extension on the probationary period will automatically have their mid-cycle review delayed an additional year if they have not yet received a mid-cycle review. The policy is flexible, and faculty may also elect to retain their current mid-cycle review schedule and extend only the probationary period, or they may retain their current probationary period. Faculty whose mandatory tenure review or mid-cycle review is scheduled for next academic year (2020-21) and want to extend their mid-cycle review or their normal tenure review will have until May 1, 2020, to make their request for a COVID-19 related extension. Faculty whose reviews take place in academic year 2021-2022 and beyond have until the year prior to their scheduled review to request an extension.

“Consistent with the *Faculty Code*, some schools and faculties have met and voted remotely, and explicit permission for this is embedded in some schools’ local rules. For schools that do not have an express prohibition on remote meetings and voting, and who wish to convene and vote remotely in light of the social-distancing mandated by CDC guidelines and University policy, I (as Provost) would interpret such actions taken by school faculty consistent with the *Faculty Code*. Schools are therefore empowered to hold online meetings and adopt a set of basic rules for such meetings regarding how quorums will be validated, and how votes will be taken. To be clear: no school has to adopt a remote meeting and/or voting protocol unless the faculty wish to do so. That said, I do encourage deans and faculty to convene remotely in order to address any particularly time sensitive issues. I thank Vice Provost Bracey and Professor Steve Charnovitz for their assistance in this area.

“In light of the challenging circumstances, the university has made adjustments to academic policies in various schools. Most undergraduate courses can now be taken as pass/no pass, with some exceptions. CCAS (including the School of Media & Public Affairs and the Corcoran School), SEAS, the Elliott School of International Affairs (ESIA), the GW School of Business (GWSB), the Milken Institute School of Public Health (GWSPH), and the College of Professional Studies (CPS) have agreed that students can take undergraduate courses as pass/no pass for this semester only. Students who wish to complete courses for a letter grade may do so. Graduate schools, professional programs, SMHS, and the School of Nursing (SON) are creating tailored responses to academic policy adjustments. GW Law has moved to all pass/fail. In light of concerns from students about equity in their home environments, advisors are working with students to assure them that there is no value judgment implied with the decision to take courses pass/fail this semester. In addition, the university is considering an annotation to transcripts noting the change in policy and to limit a presupposition of its meaning. We have also advised faculty and advisors to be supportive to students irrespective of their decision.”

The President next offered his remarks on financial and operational planning at GW during the pandemic:

“This pandemic has introduced a lot of uncertainty and, as is the case with all other universities, it is affecting every aspect of our campus life. As you know, we have taken some immediate steps to ensure the university’s financial health and have been discussing contingency plans for the summer and fall. I want to provide for the Senate a brief overview of our decisions so far and use this as an opportunity for discussion on planning as we move forward.

“Let me start with steps already taken. We are in the act of increasing the university’s liquidity from about \$600 million to \$1 billion. Prior to COVID-19, we had about \$600 million in cash accessible; we are working with banks to extend credit lines by \$400 million, so our total liquidity would be about \$1 billion. We have also announced the suspension of nonessential hiring; the Provost is overseeing essential hiring in the academic sphere, and the Executive Vice President and Chief Financial Officer is overseeing essential hiring in the administrative area. We have also announced the suspension of noncritical capital projects. We will continue with the Thurston Hall project. The money for this project has already been borrowed and is in hand. We do have zoning approval to move forward, and there is a long-term critical need for renovation. We will proceed with that project unless new facts emerge that suggest otherwise.

“We have also suspended other long-term efforts until we have greater clarity on the impact of COVID-19. Most importantly, we announced yesterday that we are pausing the strategic planning

process. There were three important reasons why we came to this decision. First, the university is entirely focused on the COVID-19 crisis, and ensuring the health and safety of our community is taking priority, as it clearly should. This has moved faculty and staff away from longer-term planning. Second, the assumptions we have planned for are now subject to change, particularly given the uncertainty of the length and severity of this crisis. These assumptions pertain primarily to areas such as enrollment, hiring, and the budget. Third, we cannot continue the critical outreach and collaboration we need with faculty and other community members in the midst of this crisis. We are spread apart, and the focus of our faculty and staff is on virtual instruction for our students, COVID-19 responses, and contingency planning. Although we are pressing pause on this process, we are not pressing pause on our aspirations for the future of our university, but it does give us an opportunity for additional consultation with the faculty about enrollment, particularly fall enrollment. I know the Provost is planning to talk more about fall enrollment in his report later in the meeting.

“Let me now summarize some of the information about the financial impact of COVID-19 on the university. FY20 started last July 1 and runs through the end of June this year. The financial impact that we estimate as of today is a \$25 million loss. This number is the housing refund, which we allocated to students who are not using their housing; it reflects the estimate of possible enrollment losses in the summer and other revenue losses and incremental expenses that we are incurring as a result of the COVID-19 response. On the positive side, it also includes cost avoidance—expenses we will not make because of COVID-19. That includes travel, events, suspended hiring, and other ways we are not spending money we had planned to spend. The \$25 million negative impact on the FY20 budget is exclusive of the MFA and of the federal government CARES Act. We are working with the relevant bodies to understand how the CARES Act may support the university and academic medicine, and those are not included in this figure. There is also an impact on the finances associated with our medical enterprise. We have postponed nonessential surgeries and doctor visits, and we have incurred incremental expenses, and the CARES Act reimbursement is uncertain. There is quite a degree of uncertainty associated with the medical enterprise, even in this fiscal year. Given that the budget had expected a positive margin of about \$11 million, this represents a \$14 million absolute loss and a \$25 million variance from budget for FY20.”

The President paused to take questions. Professor Wirtz noted that some of his questions are tied to the enrollment impact and asked whether Provost Blake might offer his comments on enrollment at this point to better inform his questions in this area.

The Provost offered the following remarks on upcoming enrollments:

“Decisions on fall admissions went out on March 20th, and, as previously reported, the models were quite strong. Going into these decisions, the university was targeting an incoming fall class of 2250 fall entering first-year students and 300 transfer students; the models indicate that we should hit all of our targets along those lines. I have said that we should err on the side of a large class, and, given the interesting time we are in, err on the side of not making the STEM goals; we certainly should hit our diversity goals. Over the last couple of weeks, we did find out that early decision students fell short on deposits by a few dozen students (some deposits are slow in the context of COVID-19 but are still expected). However, we decided to pre-emptively correct for this and protect enrollments by activating a small number of students early from the wait-list, which gives us a better chance at getting those students. As reported earlier, we have a very robust wait list of about 5000 students. We continue to err on the side of enrolling our class in light of COVID-19. It is very early, but we

are ahead on deposits with regard to our models. This is an interesting year as we had been tracking against the current year model but also against last year. We were hoping to be slightly behind last year in terms of fall-entering first-year students but certainly ahead of this year's model. We are leading as far as what we had modeled for going into the fall on domestic students by several percentage points, but we are falling behind international students by about three dozen individuals. The balance is still positive, and it is still early; most of the action won't happen for a few more weeks.

“Contingencies for the fall include guaranteed refunds for deposits for international students (in the event they are unable to come to campus), a pathway for international students who cannot get to the US but want to begin their education in the fall.

“With regard to summer enrollments, 60% is typically online in a normal year, so the impact this year is not total; risk revolves around undergraduate students. We are looking course-by-course, but most courses will be able to continue. The university is also investigating how to manage clinical instruction, a bulk of which would normally take place during the second summer session for SON.

“In the fall enrollments area, Deputy Provost Terry Murphy is leading a “rainy day” committee to discuss enrollment options if we have to continual virtual instruction and how can we prepare now for that possibility. We are also looking to temporarily reduce financial holds for students up to a larger number than our current \$1K threshold to allow them to register for the fall term.”

The President added some numbers to this context, noting that contingency planning for FY21 includes an estimated Summer 2020 revenue loss of \$10 million (from tuition and housing revenue). The possible impact on Fall 2020 enrollment relates to the following areas:

- International students
 - Net undergraduate tuition & housing revenue from international students: \$77 million annualized
 - Net graduate tuition & housing revenue from international students: \$89 million annualized
 - Total revenue from international students: \$166 million annualized
- Domestic students (out of state)
 - Net undergraduate tuition & housing revenue: \$290 million annualized
 - Net graduate tuition & housing revenue: \$208 million annualized
 - Total revenue from out of state students: \$498 million annualized
- Domestic students (local)
 - Net undergraduate tuition & housing revenue: \$45 million annualized
 - Net graduate tuition & housing revenue: \$163 million annualized
 - Total revenue from local students: \$208 million annualized

The president noted that, in considering fall enrollments, the most vulnerable population is international students; there is also a sense that domestic students may choose to stay closer to home. The university will be watching the size of variances very carefully as relates to enrollment and expects that a financial aid increase will likely be needed. There is also the possibility that some or all fall instruction may need to take place online, and additional impacts may be realized in the areas of study abroad and housing. The big unknown at this point is the pandemic's impact on enrollment across all these dimensions.

Professor Wirtz expressed his appreciation for all of the ongoing work going into these efforts. He offered four questions:

- 1) Is it reasonable to assume that the 20/30 plan is on hold and that the primary goal at this point is achieving revenue, whatever this means for the size of the incoming class?
- 2) Assuming the answer to the first question is yes, is the university willing to move above its discount rate projections to bring in new tuition revenue dollars from students who would not be able to attend without more substantial financial aid?
- 3) Given the ambiguities in the current situation, why is the university moving ahead with the Thurston renovation? While not ideal, the existing building is usable, and this does not seem like the time to begin this project.
- 4) In order to improve retention among students who have incentives to remain closer to home following the COVID-19 crisis, is the university giving consideration to increasing aid packages for existing students, who may now find themselves in extremely challenging financial situations, as a means toward retention?

The President responded that the 20/30 plan is indeed now on hold. This plan is one important aspect of the strategic planning process, which has now been paused. With all of the uncertainty right now, the prime objective for fall enrollment is to enroll a class. With regard to the Thurston Hall renovation, the President noted that, on the assumption that there will be a role for residential college education in the future, and given that the Thurston renovation has been critically needed for a long time, this current moment of uncertainty provides an opportunity to complete this renovation for when GW can come back stronger. He noted that both he and the Board believe this project should continue as planned, on the presumption that residential college education will continue post-COVID-19.

Provost Blake spoke to the questions of the discount rate and retention. He noted that a 41% discount rate was not requested across the board. The current model asks for a 1% discount rate reduction for this fall's entering class, for just this year; this is at risk under present circumstances. This was done by looking more closely at the strategic mix of financial aid dollars: while protecting students with high need, the university would try to ask a bit more of students with more ability to pay. The university will manage to the discount rate in a step-wise fashion as the new class is assembled. With regard to retention, the Provost noted that students with more financial need than they demonstrated at the time they submitted their aid application have always had the opportunity to appeal and request a review and adjustment of their financial aid if their circumstances change.

Professor Wirtz asked for confirmation of the following summary of these responses to his questions: the university is managing to net revenue; the 20/30 plan is on hold; the Thurston Hall renovation is proceeding as planned (he noted his reservations in this area); and the university is allowing for the possibility of needing to increase the discount rate to accommodate students who wouldn't otherwise be able to return to GW for financial reasons. The President and Provost confirmed the accuracy of this summary.

Professor Dugan asked whether there are plans for other modes of online education being investigated and built into the budget as a form of contingency planning following this interim period. She noted that as faculty are making the transition to online courses, they are finding that existing systems in use at GW are not necessarily working as well as they might. She also asked whether open librarian positions might be permitted to proceed given the strong need for library and academic innovation support in online education.

Provost Blake responded that, along with Dean Henry and her staff, he has been monitoring feedback on the responsiveness of the systems available to GW faculty during this time and has heard largely good feedback on the existing systems. He noted that, if the fall term had to be conducted fully online, other suggestions would be taken under consideration about how best to conduct the semester's course delivery. These brainstorm-level suggestions resulted from discussions among the deans and Deputy Provost Murphy and could include proposals from other online delivery providers as well as alterations to the fall semester calendar. In response to the question about hiring for the library and the instructional continuity group, he noted that the university-wide hiring freeze was done quickly in order to set a milestone. Conversations about which positions are essential are proceeding across all levels of the institution, and he reported that initial conversations with Dean Henry have identified some library positions that should be kept open.

Professor Dugan responded that budget cuts to the libraries and its staff are part of what helped GW through its 2016 fiscal issues; this has left very little room for navigating a staffing shortfall now. Provost Blake confirmed that this area is extremely important to nurture this infrastructure.

Professor Cordes extended his compliments to the administration on how GW has handled the student exodus from campus, noting that refunding housing fees was the right thing to do. He offered a different take on the Thurston Hall question, linking it to the President's comments on liquidity. He noted that, as the President stated, the university is working on increasing its liquidity from \$600 million to \$1 billion. This may prove challenging in the current environment (including a downgrade of the higher education sector by Moody's). He noted that liquidity includes cash, readily marketable securities, available lines of credit, and, he guessed, the option to make lower debt service payments if needed. On the low end, he noted, the cost estimates for the Thurston renovation as noted in the university's financial report are \$80 million; this number is already part of the university's \$600 million in liquidity. As the President noted, the funds for this renovation are already borrowed and are part of GW's existing cash/securities. He noted that Thurston clearly needs renovation, and, depending on how soft the economy remains, there could be cost savings for doing this renovation as scheduled. However, delaying the renovation (or scaling back its scope) could enable GW to forestall other cost-cutting measures such as pay freezes, layoffs, or furloughs. Recognizing the uncertainties of the current situation, he asked whether the President and the Board are willing to reconsider proceeding with the Thurston renovation as scheduled if more information indicates a more austere financial situation than initially assumed. The President responded that, as with all plans and to repeat a favorite line of former Board Chair Carbonell, the university reserves the right to be rational; if new information comes into play that makes proceeding with this plan a clearly terrible idea, then the university should rethink it. With the information currently available, the administration and the Board believe this is the right course. He noted that GW's efforts to increase its liquidity continue even through today, and there is every reason to believe this will be secured.

Professor Orti noted that it has been inspiring and comforting to see how GW's faculty and staff have gone above and beyond to manage this situation. These facts would indicate that GW's culture seems strong and resilient—this may be a product of the culture initiative, or this may have been present all along. He asked whether, given the financial implications and cost saving efforts ongoing as a result of the COVID-19 crisis, current and future expenditures related to the culture initiative will be terminated in order to save critical resources. The President responded that the university is currently reviewing all of its contracted consultants and engagements. He noted that the Disney

Institute engagement expires this year. The university is currently holding conversations with Gallup but has not yet contracted for their services. The President noted that the university is postponing, ending, or revisiting all longer-term engagements at this point while working through this period of uncertainty.

Professor Wagner spoke in her role as Director of Graduate Studies and referenced an open letter to the Provost from approximately 150 PhD students in CCAS that flags students' deep concerns around the fact that a great deal of research is currently suspended, and external funding decisions are being delayed or revisited. This has left students uncertain about their personal wellbeing and financial security in upcoming months. She asked whether, as consideration has been given to faculty on the tenure track, PhD students' concerns have been similarly considered. Students are concerned about supplemental funding for the coming months, including support for health insurance. Provost Blake responded that he received this letter yesterday and sent a quick initial response, noting that the letter is very thoughtful and that he will be working on a thorough response. He emphasized the need to support graduate students in ways similar to how the whole university community has been supported during the pandemic and that he is very positively disposed to finding ways to do this. He noted that some PhD students are funded on external grants and that research will follow their funding sources; the university will need to ensure that students can matriculate effectively following any delays. As programs are widely varied, he stated that responses to need will also be varied and relayed that he has asked the Provost senior staff to review the letter, meet with students, and determine how to support students as much as possible. Professor Wagner underscored the pressing concern around the coming summer months, noting that many students feel very financially vulnerable (e.g., bound by D.C. housing leases and living expenses while trying not to get sick). Professor Blake affirmed that this is an urgent area and that his office is working to see what GW can do.

Professor Perry echoed others' thanks for the work done thus far to respond to the pandemic. She raised two questions:

- 1) Is there an opportunity to renegotiate more favorable terms for the Thurston hall renovation debt?
- 2) How is the hiring freeze addressing open research positions funded by extramural grants, particularly those related to research that can be done remotely, in order to maintain this funding?

President LeBlanc responded to the first question, noting that, while interest rates are currently very low, actual access to funds has become more difficult only recently (during the market crash). As the credit markets open back up, there will be credit available at low rates, and the university will look at its entire debt portfolio in that context.

Provost Blake addressed the second question, noting that an organization-wide hiring suspension necessitated by an emergent situation is often done ahead of a position-by-position review as it takes time to gather all aspects of a comprehensive review together. He stated that he does not like actions that seem draconian (such as an overarching hiring freeze) but that he is also not comfortable moving forward with hiring decisions without a thoughtful review process. Funded research positions that can operate effectively during a stay-at-home situation should make their way through the review smoothly. Current conversations include asking PIs whether they can be most effective at this moment or if a slight delay in hiring open positions might lead to a more productive research period. He noted his hope that staff already at GW can be leveraged (as opposed to new hires) into

open positions. He has also communicated to the deans that they should email him to highlight any research scientists and postdocs who can be effective right now so that hiring can be approved. The Provost confirmed that the review process will allow for necessary hiring to continue.

The President and Provost indicated that any additional questions are welcome by email.

REPORT: Library Priorities, Opportunities, and Challenges (Geneva Henry, University Librarian)

Speaking from the attached slides, Dean Henry outlined the GW Libraries and Academic Innovation's priorities, opportunities, and challenges, with a special view to the status of the organization during the virtual learning, or instructional continuity, period related to the current COVID-19 situation.

Professor Wirtz noted that the way the GW campus has come together during this crisis has been extraordinary to watch and is due in large part to the efforts of Dean Henry and her team; he expressed his gratitude for their hard work. He added a strong request that the Faculty Workstation Initiative (instituted by then-Executive Vice President for Academic Affairs Don Lehman), which provides upgraded computers to faculty every three years, be preserved and strengthened. He noted that many faculty are having to learn about and conduct distance learning for the first time, and they are doing so on computers supplied by GW. Preserving and strengthening this initiative will ensure that faculty have the tools necessary to continue their work during COVID-19.

Dean Henry appreciated these comments and concurred with Professor Wirtz's statement that she has an extraordinary team. She noted that a number of them are on today's WebEx meeting and that she is very glad they can hear this message directly from the faculty. She noted that she will continue to work with the deans on how the Faculty Workstation Initiative is being addressed.

RESOLUTION 20/11: To Amend the Bylaws of the Faculty Senate (Sylvia Marotta-Walters, Chair, Faculty Senate Executive Committee)

Professor Marotta-Walters re-introduced Resolution 20/11 (attached), noting that the FSEC decided to bring the resolution back to the Senate after discussion at its last meeting. The resolution could not be adopted by unanimous consent at the March Senate meeting, which had not yet enacted the ability to vote remotely. As this is the last meeting for which this FSEC is putting forth agenda items, the committee decided it would be beneficial not to close this session without bringing it back. Professor Marotta-Walters noted that, during the course of the last couple of weeks, the FSEC and Senate members have had many conversations about the amount of work shared governance takes and how difficult it is for faculty to add that work to existing responsibilities that have only grown more time-consuming during the COVID-19 crisis. The FSEC brings this resolution back to the Senate in the belief that the new Senate should have some parameters around what their service commitment is during Senate meetings themselves.

The resolution's language has been modified to address some questions raised last month. Specifically, Resolving Clause 1 was edited to remove the upper limit of 5pm, while retaining the parameters of a 2.5-hour meeting. This parameter is a guide that can be altered as, under the *Faculty Organization Plan*, a meeting requires a majority vote to adjourn, assuming a quorum is retained. Resolving Clause 2 remains the same; it updates the Senate bylaws to allow for the timely electronic delivery of Senate agendas prior to Senate meetings.

Professor Orti expressed his opposition to the resolution, noting that, given the current situation and its related emergencies, a time constraint would be counter-productive as it would limit the Senate's ability to respond to challenges. He further noted that setting limits on the new Senate would be unfair; that group should decide on its operational parameters.

Professor Marotta-Walters noted that, when recruiting new Senators, a frequent response is that the time commitment is too great. This resolution opens the door for people at an earlier stage in their career (e.g., newly tenured) being more open to serving if they know that meeting time parameters would be at least somewhat accommodating of child care, commuting, and other concerns. She expressed her view that the resolution may help broaden Senate participation. The Senate still retains its ability to continue Senate meetings for as long as they might need to continue; the current resolution empowers the Senate to make decisions on the spot when needed.

Professor Dugan noted that she supports the idea of the resolution but expressed concern that the university is facing an uncertain future. She wondered whether the resolution should be tabled and reintroduced in the new session. She suggested that the resolution could be broader in terms of standard university operating hours, noting that she frequently sees meeting time polls that extend into the evening.

Professor Subiaul noted that current circumstances would indicate that the Senate might need to meet more often to provide more opportunities to discuss and debate pressing issues rather than trying to compress important matters into a shorter meeting block.

Professor Wagner echoed these sentiments and asked whether perhaps Senate meeting times might simply be moved earlier; she noted that she retained her reservations as expressed in the March Senate meeting.

Professor Markus noted that relying on WebEx for Senate meetings makes a reliable meeting end time more important, stating that it behooves the group to consider everyone's home situation under the present circumstances. She further noted that Senators should be educated on the fact that if Senators depart meetings and a quorum is lost, then votes cannot be taken. It should be clear that meetings can be prolonged, but long meetings run the risk of losing a quorum. Additionally, she noted that staff members responsible for supporting Senate meeting are not compensated for overtime, and she would like to be mindful of their situation and respectful of their circumstances.

Professor Lewis noted her support for the time guideline with the understanding that one could vote to extend it. She noted that faculty are currently engaging in many WebEx-based meetings and that those working on the clinical side are spending enormous amounts of time planning and in the hospital. Everyone appreciates these responsibilities and the desire to serve on the Senate, but it is important to manage time appropriately and the ability of Senators to participate fully. This doesn't mean that pressing issues can't result in extended or additional meetings as needed.

Professor Gupta expressed that this is a simple resolution, and he would like to see debate closed at this point so that a vote might be taken.

Professor Wirtz noted that the time guidelines in the resolution are a normative statement, not a command. The sentence following the time guideline makes it clear that the time guidelines are not a

requirement. The resolution contains no implied mandate to end a meeting; rather, it is a normative expectation. Professor Charnovitz confirmed that this interpretation is correct, noting that the idea behind the resolution is to establish very “soft law”—a norm—that meetings should go no more than 2.5 hours, but a meeting could continue without a motion to adjourn. He noted that the resolution was written a few months ago in more normal times, but it provides a framework for general planning.

No further debate occurred. A vote taken via the WebEx polling tool—the first remote vote in the history of the Senate—passed, with 26 Senators voting in favor and 6 voting against the resolution.

INTRODUCTION OF RESOLUTIONS

None.

GENERAL BUSINESS

- I. Nominations for election of new members to Senate standing committees
 - None
- II. Election of the Faculty Senate Executive Committee

Without objection, Professor Arthur Wilson was elected the Chair of the 2020-2021 FSEC. Also without objection, the balance of the attached 2020-2021 FSEC slate was elected.
- III. Election of the Senate Parliamentarian

Without objection, Professor Steve Charnovitz was confirmed as the Senate Parliamentarian for 2020-2021.
- IV. Election of the Dispute Resolution Committee Chair

Without objection, Professor Joan Schaffner was confirmed as the Chair of the Dispute Resolution Committee for 2020-2021.
- V. Reports of the Standing Committees

Annual reports from Appointments, Salary, & Promotion Policies; Athletics & Recreation, Educational Policy & Technology; Libraries; Physical Facilities; Research; and University & Urban Affairs are attached and have been posted to the relevant committee pages on the Senate website.
- VI. Report of the Executive Committee: Professor Sylvia Marotta-Walters, Chair
 - The full report of the Executive Committee is attached.
 - Professor Marotta-Walters noted that it has been a privilege to be in this role for three years, while not intending her leave-taking of it to occur under these remarkable circumstances. She noted that she has participated in a lot of Senate meetings, as a Senator and as a member of the FSEC, under three different administrations and is leaving this role very pleased with the status of shared governance at the university. She could not recall a time in her history on the Senate that included this level of transparency, respect for

faculty consultation, and general attention to the complex processes involved in running a comprehensive university like GW. For example, the Senate could not previously have heard the level of financial detail given today in response to the COVID-19 emergency. She thanked the administration for what it has done to promote this sense of shared governance during this emergency period, and she expressed her hope that she is leaving to the new FSEC structures that ensure this will continue.

- Professor Marotta-Waters noted she will share items the FSEC didn't have an opportunity to address this year with incoming FSEC Chair Art Wilson. She noted that work done this year has illuminated areas in the *Faculty Code*, the *Faculty Organization Plan*, and the Senate bylaws in need of further clarification and that this will serve the Senate's ongoing operations well.
- An enormous number of meetings—virtual and otherwise—were required to gather the information required for the strategic planning process, enrollment models, and tenure and promotion work in the face of COVID-19, and there have been numerous opportunities in the past weeks for faculty input into extremely important actions from the administration.
- Resolutions 20/12 and 20/13 (attached) were passed by the FSEC to provide guidance to faculty on elements either omitted or referenced only implicitly in school rules. These resolutions are brought to the full Senate as a report so that the Senate might have the opportunity to comment on them if desired. Professor Marotta-Walters noted that these resolutions were passed as emergency resolutions by the FSEC, as it is empowered to do; the resolutions are operational now and do not require Senate action today. She noted that additional Senate meetings would be permitted under the unfolding COVID-19 emergency.

VII. Provost's Remarks

- It was announced yesterday that summer instruction will be moving online this year. The university will not provide housing for students (either GW's or otherwise), who would be temporarily residing on campus for the summer.
- As previously discussed, in light of the uncertainty surrounding the summer and fall terms, Executive Vice President and Chief Financial Officer Diaz and the Provost recommended, with the concurrence of the President, instituting a hiring suspension. This will allow the university to sustain its strong financial position and build some contingency in light of uncertain enrollments. As the Chief Academic Officer, the Provost went line-by-line on current faculty searches to determine which are essential. No offers that have already been made will be rescinded, but the Provost has reviewed and reaffirmed approval for each previously approved hire. He will be working next week on evaluating 300+ pending staff positions in the system.
- Prior to the strategic plan being paused, the new higher-level framework of the plan was reviewed by the pillar chairs, the task force chair, and the task force members. The next step would have been to enhance the framework and send it to the pillar chairs (with changes) and then to the full pillar committees. The Strategic Planning pillar committees and Task Force will

discontinue for the time being. However, many of the goals and elements of the pillar committee reports are extremely helpful and useful to the Provost, who plans to incorporate them into his thinking as the university moves forward. The Future Enrollment Task Force, which was meant to mechanize the work of the Undergraduate pillar committee, will pivot to addressing the immediate needs of protecting enrollments in the face of COVID-19. Some of the basic principles prior to 20/30 and COVID-19 are how GW can continue to be elevated in the face of capped enrollments and significantly increased competition due to a lower number of first-year students; and how the university can be incrementally positioned so that GW continues to be a university of first choice for some of the most talented students nationwide. These ongoing themes are still important to address, no matter what circumstances the university faces. The committee has developed some initial rough themes and started to crosswalk those themes with GW's mix of programs, enrollments, and research productivity and expenditures. This committee will need to continue in some embodiment to support the Provost's office, to provide guidance to the Faculty Senate Educational Policy & Technology Committee, and to be ready when strategic planning resumes.

VIII. President's Remarks

- There are heroes in every crisis, and GW's heroes are its front-line medical staff (including Dr. Tony Sidawy and his colleagues); they are doing enormously important and selfless work. The President noted he is proud that the MFA and its physicians are part of GW now and that whatever divisions existed in past are no longer there; everyone is working together in this crisis for the health and welfare of the whole community. He added on record in these remarks the eternal gratitude of the entire GW community.
- The President also thanked the outgoing FSEC; they have done an immense amount of extraordinary and thankless work, and they deserve to be thanked.
- The President added that he is looking forward to working with the new Senate and FSEC. This crisis and the change in these bodies gives everyone involved a change to start fresh in their ongoing relationship. He is delighted to work with everyone in the spirit of shared governance and in full consultation.

BRIEF STATEMENTS AND QUESTIONS

Professor Sidawy relayed that the hospital has been working on surge planning, with the goal of reaching 125% of its intended capacity. He noted that COVID-19 is a vicious disease and that the hospital is seeing more patients initially present as not feeling well and then turn on a dime within just a few days, developing more serious conditions requiring intubation. He urged everyone to stay at home and protect themselves against exposure. He expressed confidence that the community will get out of this crisis. He noted a good deal of concern exists around when the surge or peak might take place; initial preparations were for a surge two to three weeks from now, but some models are suggesting the peak will occur here in June. GW's medical professionals are preparing as they go for whatever scenario they may face. On behalf of GW's clinical medical faculty, he thanked the

administration, who he described as being very supportive and have extended every resource they can (including housing and parking). This has been a true collaborative effort. He thanked everyone on the Senate, where he noted he has met many people he now considers friends.

Professor Wirtz, having served on the FSEC for many years and with many FSEC chairs, echoed the President's remarks with regard to the FSEC. He asserted that they are a group of absolute unsung heroes, noting that this year in particular has been extraordinarily challenging. He expressed his personal gratitude for all their efforts on behalf of the full Senate. He underscored what was said about the FSEC in particular reference to Professor Marotta-Walters. The FSEC chair faces difficult decisions to be made on a day-by-day basis, and this all-consuming job is an extraordinary responsibility. He stated that he has no doubt that Professor Marotta-Walters has handled this role with extraordinary grace and judgment, and he expressed his heartfelt thanks on behalf of the Senate.

Professor Cordes credited his remarks to Professor Harald Griesshammer, who will rejoin the Senate in the upcoming session and noted that constructive lessons have been learned over the past year, particularly that when the administration and faculty share information and consult with each other, decision-making is improved. He noted that the faculty will defend reproducible and logical decisions. This spirit of collaboration must carry forward into the coming year, when difficult decisions will need to be made. Today's meeting is an excellent start to this, with a great deal of shared information that can now be assessed and handled together.

Professor Yezer congratulated the administration on its rebate policy for housing in the spring term, noting that the revenue recognition rules GW has adopted are exactly what the Federal Trade Commission would recommend (although they don't apply to higher education institutions, the principle is solid). With regard to the Thurston renovation, he noted that, should the percentage of local students increase, there might be a corresponding drop in demand for dormitory housing. He also noted that construction costs will be lower as real estate is hit by the COVID-19 crisis. He noted that GW will likely realize balance sheet issues as the net worth of the institution is negatively impacted by the current crisis. He added that GW has counter-party risk, noting that, for example, Boston Properties stock fell dramatically in the current climate. He stressed that GW needs to pay close attention to its debt position and endowment payouts, both items that have not been reported on yet. He expressed his hope that information about these two areas and the university's balance sheet could be brought to the Senate in the future. President LeBlanc noted that the university is indeed monitoring these important areas but does not yet have an update.

ADJOURNMENT

The meeting was adjourned at 4:36pm.



Faculty Senate

April 2020 Senators Completing Terms

CCAS

Bill Briscoe
Holly Dugan
Dan Schwartz

ESIA

(none)

GSEHD

(none)

GWSB

Sharon Hill

GWSPH

Anne Markus

LAW

Karen Brown
Bob Cottrol

SEAS

Robert Harrington

SMHS

Tony Sidawy

SON

Christine Pintz

GW Libraries & Academic Innovation: Priorities, Opportunities, and Challenges

TEACHING AND
LEARNING

LEARNING
ENVIRONMENTS

ACADEMIC
SUPPORT

DEEPER
EXPLORATION

RESEARCH

1



Status of GW Libraries & Academic Innovation during the virtual learning period

- Full support for remote instructional technology and instruction methods through the Instructional Core with phone and email support available 6 days/week, 13 hours/day.
- Tutoring, course reviews, and other Academic Commons' services continue online.
- Continued access to journals, databases, media, course reserves, and Top Textbooks.
- Remote research consultations (coding, copyright, research data, GIS, library resources, social media data, and statistical analysis) continue online.
- Virtual instruction by librarians continues.
- Physical resource sharing with consortium schools has stopped, but LAI staff are working to fill requests digitally.
- Continuing to work with undergrads on fellowship applications and research opportunities

2

Priorities

Support for the GW Academic Missions of Education and Research

Digital and computational fluency for all

- Instructional continuity / Virtual learning
- Enable computational skills for faculty and students
- Digital media lab

Equitable access to information

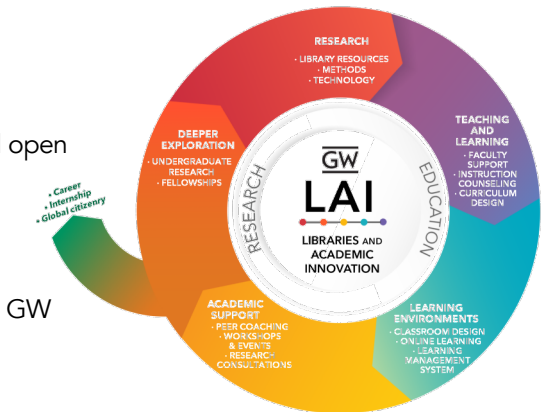
- Support a diverse GW community
- Affordable resources through Top Textbook program and open access resources
- Accessible classrooms and digital content

Student academic success

- Academic Commons tutoring, reviews, workshops
- Academic Commons website and AskUs desk to navigate GW services

Research support

- Research data management
- Undergraduate research and fellowships
- Research consultations and instruction
- Data-driven collection development



3

Opportunities

- Services to enable success in STEM and computational work, regardless of major
- Vacant positions redefined to meet current needs in supporting digital competencies, increased undergraduate research support, data driven collection development and instructional design
- New experiences with online learning pave the way for moving towards quality online courses and instructional continuity
- Digital Media Lab to support enhanced digital skills for faculty and students



4

Challenges

- Staffing
- Annual inflation rates for digital collections (e.g. journals and databases) continues to be high, impacting which subscriptions we can continue to afford
- Gelman building not optimized for current/future needs
- Significant financial shortfall from elimination of voluntary student gift

5



Questions

6



A RESOLUTION TO AMEND THE BYLAWS OF THE FACULTY SENATE (20/11)

WHEREAS, the schedule for Senate meetings should provide more predictability to Faculty Senators who need to balance multiple academic and professional commitments;

WHEREAS, Faculty Senators may have family responsibilities on a late Friday afternoon; and

WHEREAS, open-ended Senate meetings can be onerous for the numerous University staff that serve Senate meetings;

WHEREAS, there have been instances when the Senate has lost the required quorum as defined in the Faculty Organization Plan during long meetings, prohibiting votes by the Senate;

NOW, THEREFORE

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

1. That Section 2 of the Bylaws of the Faculty Senate be amended by adding as paragraph (g):

"The Senate should normally convene at 2pm and adjourn at 4:30pm. A motion to adjourn, if offered, shall require a majority vote as usual. It is the sense of the Senate that members should have a reasonable advance expectation of the latest time that a Senate meeting will adjourn so that members can plan other activities. Members should keep the time of the day in mind in framing their remarks."

2. That Section 2(d) of the Bylaws of the Faculty Senate be amended by striking the current text and inserting the following: "The Agenda for a regular meeting shall be available to members in writing on the Senate's website, and a link to that Agenda shall be sent to all members on or before the seventh day before the meeting day."

Executive Committee of the Faculty Senate
February 28, 2020

Amended by the Faculty Senate Executive Committee
March 27, 2020

Adopted by the Faculty Senate
April 3, 2020



Faculty Senate

April 3, 2020

Nominees for Approval by the Faculty Senate

2020-2021 Faculty Senate Executive Committee

CCAS: Guillermo Orti

ESIA: Nick Vonortas

GSEHD: Shaista Khilji

GWSB: Art Wilson, Chair

GWSPH: Jim Tielsch

LAW: Miriam Galston

SEAS: Kim Roddis

SMHS: Ellen Costello

SON: Ellen Kurtzman

2020-2021 Faculty Senate Parliamentarian

Steve Charnovitz, Law School

2020-2021 Dispute Resolution Committee Chair

Joan Schaffner, Law School



FACULTY SENATE COMMITTEE ON APPOINTMENTS, SALARIES AND PROMOTION POLICIES (ASPP)

Annual Report (2019-2020)

ASPP committee met 6 times this year- several of the fall 2019 meetings were to respond to the Faculty Assembly resolutions and to the Strategic Planning Committee Interim reports. Specifically, we spent fair bit of time considering the 4 pillars of the strategic plan (research, undergrad, grad, world class faculty) and formulating our response to those reports. We attended the Faculty Assembly meeting in February and presented ASPP committee views on the 4 pillars of the strategic plan reports. We submitted a number of responses to these reports for presentation to the Faculty Senate; these documents are attached to this annual report.

The Faculty Senate Executive Committee (FSEC) proposed the following three items for us to consider this year:

- (a) Last year's task was to follow-up on **retiree health benefits**, including exploring options beyond GWU/Tower. Please provide a report on your activities in this area by the interim reporting period which is due in December.
- (b) Continue to participate in the **Salary Equity** process begun by the Provost's office and ensure that its regular annual cycle is implemented.
- (c) Explore ways to engage faculty in the fall roll out of the **Culture Initiative**.

Retiree Health Benefits

We formed a subcommittee that searched a variety of sources to obtain a better understanding of how GW's approach to retirees' health insurance stacks up against that of other universities. The result of our survey of market-basket schools reveals that GW is roughly in the middle in terms of what it offers; some offer considerably more, some considerably less. GW provides a retiree health insurance (RHI) benefit of \$200/month for eight years following a faculty person's retirement, assuming that they had coverage through GW at the time of retirement. This money is used to defray the cost of healthcare-related expenses; the money is handed over to a third-party organization, VIA, which pays authorized expenses directly and the unused funds carry over to later years. This RHI supplement, which appears to have been in place for a long time, has never been adjusted for inflation. The Chair of the ASPP committee requested the Benefits advisory Committee (BAC) to consider extending this benefit to longer than 8 years and also to do annual indexing. The recent response from BAC is that, in the interest of equity between faculty and staff, they are not predisposed to consider enhancing this benefit that is available to only faculty. We learned that there are 220 retired (emeritus) faculty of whom there are 124 within 8 years of retirement and are thus availing of this benefit through GW.

Salary equity process update

As reported in our Interim Report, the Salary Equity Committee under Vice-Provost Bracey has streamlined the salary equity review process so its completion now fits within the annual salary merit review process. Data on rank, department and years in rank were included, such that anyone falling

one standard deviation below the mean in their class would be investigated further in cooperation with the deans. This year Medicine and Health Sciences were not included though Health Sciences faculty will be included in future cycles after it was pointed out that their structure was more like CCAS and less like the MFA. Public Health and Nursing were reviewed. Vice-Provost Bracey gave a detailed presentation on this topic in November 2019 to the Faculty Senate.

Culture Initiative

Many of the faculty members had attended the OurGW events and reported being underwhelmed by this.

Health care costs

We continue to monitor the health care costs and the university contributions towards these costs. At the recent meeting of BAC, we learned that the medical expenses for 2019 are on target and that's a good news. Baseline view is that the total plan costs for 2020 are expected to be below the 2020 budgeted costs. According to the preliminary projections, the total medical costs for 2021 are projected to increase by about 5.5%. Two scenarios were presented: (1) GW and the employees all pay 5.5% increase, and (2) employee contributions increase by 1.5% which would make GW costs to increase by 6.8% over 2020. (We indicated to BAC that the second scenario is preferred by faculty and staff.) In late spring, decisions would be made on the health care premiums for 2021- we hope that the total increases stay below the projected 5.5% but the recent coronavirus pandemic situation may change everything.

Response to Faculty Assembly Resolutions

On an urgent request from FSEC, ASPP Committee members considered the Faculty Assembly Resolutions dated October 6, 2019 and provided our responses regarding the proposed reduction in undergraduate enrollments and potential elevation of 10 doctoral programs to national preeminence level. The preliminary version of this document was circulated at the November meeting of Faculty Senate, and a committee response document is available with the minutes of the December Senate meeting. We also provided our responses to the Strategic Planning Committee Interim reports. These documents are available on the Faculty Senate site as part of the Senate Agendas and Minutes, and are also attached with this report.

Respectfully Submitted

Murli M. Gupta, Chair, ASPP Committee
March 3, 2020

2019-2020 Committee Roster

- [Murli Gupta](#), Chair (CCAS)*
- Robert Harrington, Faculty Senate Executive Committee Liaison (SEAS)*
- Eugene Abravanel (CCAS)
- Oluwatomi Adetunji (SEAS)
- Tyler Anbinder (CCAS)
- Brian Biles (Emeritus)
- Brian Blake (Provost)**

- Christopher Bracey (Vice Provost for Faculty Affairs)**
- Dana Bradley (Chief Peoples Officer)**
- Linda Briggs (SON)
- Joseph Cordes (CCAS)*
- Gurwinder Gill (SMHS)
- Carol Hayes (CCAS)
- Sharon Hill (GWSB)*
- Natalie Houghtby-Haddon (CPS)
- Shaista Khilji (GSEHD)*
- Susan LeLacheur (SMHS)
- David McAleavey (CCAS)
- Arlene Pericak (SON)
- Margaret Plack (SMHS)
- Pradeep Rau (GWSB)
- Moses Schanfield (CCAS)
- Abe Tekleselassie (GSEHD)*

*Senate member

**Non-voting member



FACULTY SENATE COMMITTEE ON APPOINTMENTS, SALARIES AND PROMOTION POLICIES (ASPP)

ASPP Committee Response to Faculty Assembly Resolutions dated October 6, 2019

Here is the ASPP Committee response to the Faculty Assembly Resolutions dated October 6, 2019 regarding the proposed reduction in undergraduate enrollments and potential elevation of 10 doctoral programs to national preeminence level.

- a) GW faculty need a voice in the decisions being made as well as transparency in the process, as required by the Faculty Code. We also need to keep the needs of our students in mind and possibly add undergraduate programs in data management and data skills.
- b) GW needs to ensure that increase in STEM areas do not cause a decline in faculty appointments in humanities and other non-STEM areas. This concerns not only regular faculty hires but also part time and specialized faculty hires.
- c) While the number of undergraduates in five schools (CCAS, ESIA, GWSPH, SB, SEAS) increased by 1284 (13.81%) over 5 years between 2013 and 2018, the number of regular full time faculty increased only by 15 (1.82%) [See attached Table]. When we increase enrollments in STEM areas, we must ensure that the numbers of tenured lines also increase commensurately.
- d) The criteria for the selection of 10 or so doctoral programs that will be elevated to national preeminence level ought to be publicly described and discussed so the selection and vetting process is, and seen to be, unbiased. GW must ensure that the other existing doctoral programs are not simply allowed to wither thereby reducing the diversity of graduate offerings at GW?

Here is the ASPP committee's response to the resolutions of Faculty Assembly:

RC1: *"Did the adoption of the strategic plan of increasing the ratio of STEM majors and significantly decreasing undergraduate enrollment properly follow recognized principles of shared governance?"*

ASPP Committee Response: GWU did not properly follow the principles of

shared governance as the 20% decrease came down from the Board of Trustees.

RC2: *“What is the total cost (past and future) of the Culture Initiative? How much money has and will be spent to hire outside consultants including the Disney Institute? Did the Disney Institute culture survey and focus groups use objective methods as recognized in peer-reviewed scientific literature produced by fields specializing in survey design and qualitative interviewing? Are the results of the culture survey and focus group scientifically valid?”*

ASPP Committee Response: Not known. We do not have any of this information.

RC3: *“What data supported the decision to reduce undergraduate enrollment by 20% and increase STEM majors by 50%? Who specifically at GWU and who specifically from outside were involved in these decisions? What was the logic that supported these decisions? If outside consultants were involved in these decisions, how were they chosen, how much were they paid, what data was provided to the consultants, and what did the consultants report?”*

ASPP Committee Response: We have no knowledge.

RC4: *“As no objective and responsible research process involves starting with conclusions, should the charges of the each of the five strategic planning committees (World Class Faculty, High Quality Undergraduate Education, Distinguished and Distinctive Graduate Education, High Impact Research, Strategic Planning Task Force) be amended to include the following charges: 1. What is the best size of the undergraduate student body for delivering on the University mission to promote high quality education and high impact research? 2. Is there in fact an ideal ratio of STEM majors to the entire undergraduate population? If so, how should it be determined, and what should it be? 3. Given that "the mission of the George Washington University is to educate individuals in liberal arts, languages, sciences, learned professions, and other courses and subjects of study, and to conduct scholarly research and publish the findings of such research," and that "the university is committed to recruiting, admitting and enrolling undergraduate and graduate students drawn from varying backgrounds or identities throughout all schools and departments," what impact will changing the student body's size and composition have on the curricular, research, and diversity and inclusion missions of the university? 4. How can GWU produce high impact research that does not require its faculty to conduct team-based scholarship? In which instances does top-down mandates for team research undermine creativity and impact?”*

ASPP Committee Responses:

- 1. Best size: We have no idea**
- 2. Stem ratio: This information is probably available somewhere but we don't know**
- 3. Impact: This needs to be determined. ASPP committee supports the mission of the university.**
- 4. Team based research: The premise is unclear. What stops team-based**

research?

RC5: “Should the four strategic planning committees appointed by the President (World Class Faculty, High Quality Undergraduate Education, Distinguished and Distinctive Graduate Education, High Impact Research) report their findings to the Faculty for approval and / or amendment before these reports are sent to the Strategic Planning Task Force or the GWU administration?”

ASPP Committee Responses: The timeline for the strategic planning committees is being modified currently.

Respectfully Submitted

Murli M. Gupta, Chair, ASPP Committee
November 22, 2019

Enrollments and Faculty Size (2012-2019)

Undergraduate Enrollments and Faculty Size 2012-2019 updated								
FT Ugrad enrollments data				Faculty data				
Residential schools				Residential schools				
CCAS, ESIA, GWSPH, SB, SEAS				CCAS, ESIA, GWSPH, SB, SEAS				
Source: Cheryl Beil (November 7, 2019)				Source: Cheryl Beil (November 7, 2019)				
Year	FT Ugrad Population	Annual Change	% change	Regular Faculty size (TT+NTT)	Annual Change	% change	Specialized Faculty size	Part time Faculty size
2012	9488			794			45	1122
2013	9296	-192	-2.02%	822	28	3.53%	49	1004
2014	9489	193	2.08%	850	28	3.41%	49	953
2015	9805	316	3.33%	835	-15	-1.76%	50	945
2016	9963	158	1.61%	829	-6	-0.72%	59	928
2017	10256	293	2.94%	826	-3	-0.36%	65	949
2018	10580	324	3.16%	837	11	1.33%	70	962
2019	10199	-381	-3.60%	Data not available			Data not available	Data not available
5 year Change between 2013 and 2018	1284	13.81%		15	1.82%		21	-42

Faculty Senate Committee on Appointments, Salaries and Promotion Policies (ASPP)

Committee responses to

GW Strategic Planning Committee Interim Report **Distinguished and Distinctive Graduate Education**

At the outset, the major concern has been that if we would have 10 preeminent graduate programs, **what would happen to the remaining graduate programs that are thriving at GW—will they wither and die?** Though this issue has been addressed in this report, it would be good if this can be brought to fore early in the report. We agree with the description of the **Current State, Principles**, and **Proposed Goals & Initiatives**. It is important to advertise widely the selection criteria for Distinguished Doctoral Program designation. We believe the proposed **Metrics** are doable in the listed timeframes.

As with High Impact Research, **it is important to make adequate investments in graduate education**. In *the* past, the focus has been on making demands for improvement in graduate education quality without adequate investments required to achieve that goal. **Vice Provost for Graduate Studies may add more bureaucracy** without actual improvements in graduate education.

The Graduate Education Quality Criteria should come from the faculty - voted on either by the Faculty Senate or by the Faculty Assembly. They should not be coming from a strategic planning committee.

Faculty Senate Committee on Appointments, Salaries and Promotion Policies (ASPP)

Committee responses to

GW Strategic Planning Committee Interim Report High-Impact Research

Overview:

1. The Report makes several important recommendations related to developing an appropriate infrastructure for high impact research. However, for most part, it doesn't recommend inclusive processes and language. **In addition to the junior faculty members, focus should also be placed on senior faculty members to encourage them and to support them in engaging with high quality research.** The proposed process of identifying high impact faculty (by working with Deans and Chairs) isn't inclusive enough. It is likely to lead to some hand-picked faculty members- alienating many more. There should be a process in place for faculty members to self-identify.
2. The process of identifying senior leadership for the Research Centers etc. should be re-evaluated to make it more **inclusive** (see above).
3. Both High Impact Research and World Class Faculty Reports propose establishing new centers focused on developing HI research and world class faculty. **The goals, purpose, roles and responsibilities for these centers should be clarified.** Questions such as, "Would these centers add to the existing bureaucracy", "how these would serve diverse interests of diverse faculty members" and "how these would adopt inclusive language, practices and processes" should be carefully considered in consultation with GW community.
4. We need a clear definition of HIR and metrics to measure it ensuring recognition of the wide range of research currently being undertaken by faculty including the scholarship of teaching and learning.
5. Investment in research infrastructure needs to be balanced, considering the needs of both hard sciences as well as the social sciences and humanities.

6. The Report makes the point that “The research aspirations of the university need to be scaled to the resources that are available to implement the recommendations of the report.” **This is a critical point that is worth emphasizing.** In the past, we have seen research standards raised without adequate increase in funding and infrastructure. HIR cannot be achieved without the necessary infrastructure and funding to support it.
7. Interdisciplinary research has been promoted at GW for many years, without sufficient incentives in place to motivate and reward it. This needs to be addressed as GW continues to focus on interdisciplinary research.
8. The interim report currently makes no mention of the GW libraries, yet the libraries are—or should be—a cornerstone for high impact research. The report needs to add a discussion of the current inadequate funding the libraries receive and recommend new attention and expanded library funding as a high priority. This addition to the report could receive its own separate attention, or be embedded in existing discussions of the research “ecosystem” of GW.

We believe that this is a well thought out, comprehensive report and we applaud the objectives and goals contained in this report. We agree with “Providing that the research ecosystem issues are satisfactorily addressed, the university can advance on the path to preeminence as a comprehensive research institution.” We agree with the **SWOT Analysis**, in particular with **HIR Internal Weaknesses: Research ecosystem**. Under **Principles**, we agree that **GW’s unique identity should be clearly defined and leveraged across all disciplines**. All the **Proposed Goals, Initiatives and Metrics** are laudable and doable. Please take note of the comments in the above Overview.

Faculty Senate Committee on Appointments, Salaries and Promotion Policies (ASPP)

Committee responses to

GW Strategic Planning Committee Interim Report

High-Quality Undergraduate Education

Overview: Of the four GW Strategic Planning Committee Interim Reports, we found this report on **High-Quality Undergraduate Education** to be the least persuasive.

Under **Current State**, we are not sure what is meant by the following: “The building of the Science and Engineering Hall has helped to attract and retain STEM undergraduates, who are now academically on par with non-STEM students.”

Question: Why would our STEM majors not be at par with non-STEM majors? The Report ought to be more precise. Is there data out there which show that up until recently, undergrad STEM majors at GW had entered college with lower average test scores or high school GPAs than the rest of the undergrad population? More data need to be provided to back such an assertion.

The **Principles**, perhaps contain some sort of an idealism. We don't agree with the report that every undergrad at GW should engage with "people and institutions in the DC area," though we hope that it does happen. The main impulse behind this section seems to be to defend the ancient university mission of aiming for Truth, as opposed to providing mere training for economic competencies; one does not need to only want to train people how to be workforce ready.

Under **Proposed Goals & Initiatives**, the ideas under **Goal 1** are impractical and unsustainable: Neither "pop-up courses" nor "discovery tracks" are going to happen at GW unless people decide to change a lot of things. Eliminating all general education requirements (except possibly the University Writing one) envisions a freer, more wide-open landscape where "pop-up" courses might readily find a home; and in that requirement-free space, having "discovery tracks" available would indeed provide useful guidance for many students as well as faculty. However, it would be a pie-in-the-sky without a massive buy-in from the faculty.

The idea of first year experience under **Goal 2** has already been tried and abandoned at GW. **How can the first year schedules be rearranged so that “these programs are more supportive and increase retention”?** As for Goal 2's envisioning a University-wide first-year experience, we had a college wide first year experience (in CCAS) in the form of Freshman Advising Workshops that involved faculty advising a group of 20 or so

freshman. That program achieved a tremendous amount for at least the first three or four years. But it was underfunded, and not enough faculty were willing to participate. Thus it didn't take too long before it became a grim machine and after six or seven years, its benefits no longer outweighed the forces dragging against it. We also have had many years when all freshmen read a specified book—that also got abandoned after a few years.

Under **Goal 3**, is it practical to provide “academic credit from experiential learning opportunities”—that sounds like what comes from many for-profit institutions.

Under **Goals 5 & 6**, we are not convinced that the University Teaching and Learning Center needs to be front-and-center in our lives as we teach our courses, nor do we think that students have to encounter courses that blend STEM topics with "social historical, and cultural competencies."

Under **Goal 6**, item B, we see the possibility of a new Honors Program for STEM students. But, we already have an Honors Program which can include STEM stuff as appropriate. There is no need to create a second elite and possibly ineffectual system.

Under **Goal 7**, we are unaware that GW has a goal of “covering 100% of financial need for admitted students”. This goal is a laudable ideal but that's a serious fundraising problem.

Faculty Senate Committee on Appointments, Salaries and Promotion Policies (ASPP)

Committee responses to

GW Strategic Planning Committee Interim Report World-Class Faculty

Overview

1. Goal 1 relating to Faculty Excellence and Diversity is an important one. Given the breadth of diversity from demographic to perspectives and disciplines, it would be crucial for GW to **clearly outline what type of diversity it would seek and retain**. Given the emphasis of interdisciplinary research, **would disciplinary diversity be something that GW ought to emphasize? How about racial, ethnic and gender diversity?** We also need to better define the types of diversity that need to be targeted as this has implications for the strategies used to increase diversity.
2. This Report recommends the establishment of a Center for Faculty Excellence. The HIR report is recommending the establishment of an Academic Research Leadership Team. **There must be a way to combine leadership teams across initiatives to reduce bureaucracy and the additional demands on the time of more productive faculty?** It is often the case that our “World Class” faculty are the ones that are asked to lead such centers and committees, leading to reduced ability to perform the tasks that have made them World Class. **We encourage the committee to build upon the existing infrastructure (e.g. University Teaching and Learning Center) versus adding another siloed Center?**
3. The Report states that the 2019 Colonial Survey indicates faculty dissatisfaction with the intellectual life at GW. However, the report doesn't clearly outline **how it would establish intellectual life for diverse faculty members. This is critical for developing world class faculty (along with those engaged in high impact research).**
4. The Report focuses on tenure track and junior faculty members. In the interest of diversity (see above), there should be equal efforts to engage with all faculty whose appointments include research expectations, including senior and tenured faculty members, as well as full-time contract faculty whose contracts include research. **It is**

important for GW to adopt inclusive language/ practices that engage all types of faculty in a variety of initiatives outlined in the report.

Both High Impact Research and World Class Faculty Reports propose establishing new centers focused on developing HI research and world class faculty. **The goals, purpose, roles and responsibilities for these centers should be clarified.** Questions such as, "Would these centers add to the existing bureaucracy", "how these would serve diverse interests of diverse faculty members" and "how these would adopt inclusive language, practices and processes" should be carefully considered in consultation with GW community.

Specific Comments

Under [Current State](#), we agree with the Report that "2019 Colonial Group Faculty Survey is not a highly sophisticated survey instrument, and its questions could be more refined and nuanced." Under SWOT, we agree that "the principal threat is that other universities will figure out how to more rapidly build up faculty capacity and attract resources that might otherwise come to GW."

Under [World-Class Faculty Principles, item 2](#), we suggest the addition of "identify and" so as to read "Clearly identify and communicate pathways to excellence and infuse..."

Under [B. Develop a University-wide High-Impact Hiring Plan focused on diversity](#), we agree with the need to "Provide a framework for building out our aims as part of focused recruitment efforts, in order to ensure that all recruitments include an approved diversity plan, contain clearly established evaluation criteria..." Further, we believe it is very important that "...new faculty are announced and welcomed across campus, relevant centers, institutes, and programs are notified, and that, where relevant, they are integrated into a mentoring plan..."

Under [C. Recognize and Celebrate Our GW Faculty](#), is it practical to build "a University-wide, cross-disciplinary research portal that documents proposed, current, and past faculty research to promote collaborations that is accessible and user-friendly"? We believe that there are other ways to reward GW faculty and these should be explored.

Under [D. Mentor Program](#), while this is laudable, its impact may be marginal.

Under [Recommendations for the Distinguished Faculty Goal](#), there have to be other better ideas. The shared database in the first bullet would not do much.

Under [Metrics](#), we believe that there are other metrics that need to be included, e.g., invited lectureships, and plenary talks. Also, why only the new faculty hires are included in the second bullet. All existing faculty should be included in any baseline data.

**The George Washington University
Faculty Senate Committee on Athletics and Recreation
Annual Report**

The Athletics and Recreation committee met once during the 2019/2020 session.

During the November meeting the following topics were covered.

1) The impact of the university-wide strategic planning process on Intercollegiate Athletics at GW: It is important for the Department of Athletics strategic plan to align with the overall university strategic plan. The last Department of Athletics strategic plan was completed in 2012. As President LeBlanc took office, Athletics was encouraged to defer work on a strategic plan until the university-wide plan was completed. Therefore, the Athletic Department plans to engage in a strategic planning process following the conclusion of the university's overall strategic plan.

2) What is the role of the Faculty Senate Committee on Athletics and Recreation? It is unclear what role, if any, the Faculty Senate Committee on Athletic and Recreation could or should have regarding the Department of Athletics upcoming strategic planning process. Should this committee coordinate with the Athletics Council? Here is the charge of the Faculty Senate Committee on Athletics and Recreation:

In general terms, the Faculty Senate Committee on Athletics and Recreation has the role of maintaining the faculty's presence in the intercollegiate athletics and recreational programs. More specifically, the Committee has the following functions, namely:

1. to receive information from the Department of Athletics and Recreation about its programs and any issues which may affect GW athletics and recreation;
2. to serve as a forum for discussion and consultation regarding matters related to athletics and recreation;
3. via the NCAA representative, to be apprised of NCAA rules and their interpretation, as they may affect this institution; and
4. to recommend to the Faculty Senate changes in existing policies pertaining to athletics and recreation, and to develop new policies as appropriate, for consideration by the Faculty Senate.

3) Changes to the Department of Athletics organizational structure: The Division of Recreation no longer reports to the Athletic Director. Athletics and Recreation facilities are under the auspices of the Senior Associate Athletic Director for Health & Wellness, who reports to the VP of Student Affairs and Dean of Students.

4) Study abroad for intercollegiate athletes: While a large percentage of student athletes would like to participate in study abroad, there are significant barriers to widespread participation by student athletes. There are significant competition and training conflicts during the Fall and Spring semesters. In some sports, there are summer training activities on campus. In addition, GW does not provide athletic scholarships (aid) during study-abroad semesters, which is a

significant deterrence to participation by scholarship athletes. This policy is common among many other Division 1 programs. It would be important to benchmark GW with other A-10 schools regarding study abroad opportunities for student athletes, as well as gathering data on the actual percentage of student athletes studying abroad compared with the general student population. This type of data would be helpful in terms of understanding the current status, and if initiatives are put in place, how effective they have been in terms of advancing student athlete participation in study abroad.

The Department of Athletics is experimenting with various formats to accommodate athletes seeking study abroad opportunities. Last year, they worked with the study abroad office and the department of sociology to create a one-credit study abroad course that was scheduled to run in Spring/Summer 2020 to Vietnam. There is strong donor interest in supporting these types of study abroad experiences for student athletes, thus fundraising for these initiatives is promising.

Members of the committee seemed to agree that a multi-faceted approach with different options is perhaps the best way to expand study abroad options for student athletes. The Vietnam program is one model that if successful, could be expanded to other time periods, other abroad locations, and other disciplinary areas to better accommodate different sport schedules.

5) Future agenda items:

- a) Access to athletics and recreation facilities; what can be done to enhance access to facilities on all campuses?
- b) The college admissions scandal and GW athletics program responses and actions
- c) Name, image and likeness compensation for college athletes and implications for GW
- d) The impact of COVID-19 on GW athletics and the student athlete experience.

Members of the Athletics and Recreation Committee, Faculty Senate year 2019/2020

Patrick McHugh, GWSB (Chair)

Hugh Agnew, ESIA (Faculty Senate Executive Committee Liaison)

Robert Baker CCAS

Ashley Darcy-Mahoney SON

George Glass GW Student Association

Matthew Hess Staff)

Mark Hyman GWSB

Kurt Johnson SMHS

Andre Julien Athletics

Dave Milzman SMHS

Toni Marsh CPS

Beth Tuckwiller GSEHD

Tanya Vogel Athletics

Beverly Westerman, ex officio (NCAA Liaison)

Tanya Wetenhall CCAS

2019-2020 Final Report
GW Faculty Senate Committee on Educational Policy and Technology
Submitted April 1st, 2020

The Committee on Educational Policy and Technology met four times in Fall 2019, on September 23, October 19, November 6, and December 6. The committee has met three times in Spring 2020, on January 19, February 14, and March 13. The committee will also meet on April 3.

The first meeting on September 23 focused on a discussion around which topics the committee would like to address for the 2019-2020 academic year. A list of 10 potential topics was generated and the committee then gave feedback on prioritization. The prioritized list of the top 5 topics for the year is as follows

Topic 1

1. 20 percent reduction of undergraduates and 30 percent STEM transition –
1a. Pilot Plan Regarding Foreign Languages Proficiency Testing

Topic 2

2. Expanding Freshman Forgiveness

Topic 3

3. Student Experience Transition and Effectiveness of Initiatives

Topic 4

4. Code of Academic Integrity

Topic 5

5. Culture/ diversity in student support.

Topic 1 was addressed in the second meeting of the semester on October 19th. Interim Dean of Admissions and Provost Forrest Maltzman presented the committee with information regarding the admissions modeling that was conducted to examine potential ways to build an incoming class with a smaller number of students and a larger number of STEM majors. If we are dealing with a similar applicant pool, that priorities will need to be identified to build a class. Factors that will need to be considered are diversity, academic strength, and financial need.

The meeting held on November 6th focused on addressing the petition that was passed by the Faculty Assembly in October. At this meeting the committee generated and unanimously passed a resolution to the faculty senate to be discussed in the December Faculty Senate Meeting.

The December 6th meeting focused on Topic 4, academic integrity and will also have an update from the Strategic Planning Committee on High Quality Undergraduate Education as well as further discussion of the petition passed by the Faculty Assembly. A subcommittee was formed to work with the Office of Academic Integrity to update the university policy.

The January 10th meeting focused on two primary issues: a discussion GW's academic continuity policy and resources and the Ed Policy and Technology response to the Faculty Petition.

The February 14th meeting focused on a proposal to expand academic forgiveness policy at GW presented by our SA representatives and a discussion of strategic planning metrics that we would like to track going forward.

The March 13th meeting focused on Discussion of Transition to Office 365 from Gmail for email and calendars led by Mark Diaz and GW IT and also had a Vote on proposed resolution regarding expansion of academic forgiveness. The resolution passed by a 14-1 vote and was sent on the the Faculty Senate for Consideration. The final issue discussed was the committee comments on strategic plan drafts.

The April 3rd meeting will focus primarily on a discussion of the response of the university to the Covid-19 pandemic. The discussion will be led by Terry Murphy and will discuss the decisions that have already been made and look proactively on issues that may come up as the situation unfolds that the committee might have feedback on.

The suggested action items for next year are as follows:

- 1) Monitoring of academic quality, diversity, and financial profiles of the incoming undergraduate class.
- 2) Discussion of continued efforts to better prepare the university for periods of disruption that may require continued academic continuity functions.
- 3) Continued work to update the Academic Integrity Policy.

Prepared by Jason M Zara on 4/1/2020.

Annual report of Library Committee
Wednesday, April 1 2020
Prepared by Holly Dugan, chair (hdugan@gwu.edu)

Voting Members:

Jack Davey (EISA)
Asefeh Faraz (SON)
Heather Hoffman (GWSPH)
Roger Lang (SEAS)
Maureen McGuire-Kuletz (GSEHD)
Ken Rodriguez (Law)
David Scalzitti (SMHS)
Rhona Schwindt (SON)
Andrew Smith (CCAS)
Puja Telikicherla (CPS)
Tanay Wetenhall (CCAS)

Non-Voting Members

Geneva Henry, Dean of Libraries
Anne Linton, Director of Himmelfarb Library
Rene Stewart O'Neal, Vice Provost for Budget and Finance
Scott Pagel, Director of Jacob Burns Law Library
Yannik Omictin, Undergraduate representative

The Library Committee was assigned with three charges this year:

1. Building a research university-level collection
2. Monitor funding for subscription and replacement of lost fee revenue
3. 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.

We were also asked to review language in the proposed resolution on diversity introduced from the floor in February by Prof. Holly Dugan in February (to ensure that it did not repeat language in Resolution 20/9).

The library met three times this year in October, February, and March (online). The chair met individually with Dean Henry and Directors Linton and Pagel to discuss each of the charges and to learn more about how they apply to the individual libraries and to the library system as a whole.

1. Building a research university-level collection

The analysis of our library-spending (as detailed in the 2013 administrative review and in subsequent reports from this committee in the past six years) document that our library budgets are well below those of our peer institutions; at the same time, the costs of journal and database subscriptions have increased. In 2016, library staff members were laid off in order to protect and maintain the collection while still meeting the call to reduce expenses. This year,

eight searches were approved and began; these searches have been halted due to the University's hiring freeze in March of this year.

Our committee advocates that even in a time of financial uncertainty, **these positions are critical to the success of GWU's mission**. Librarians have been an integral part of the transition to online learning during the instructional continuity period; in addition, librarians at Himmelfarb Health Science Library have helped clinicians prepare to face the COVID-19 health crisis (see "[Critical Care Primer: Resources for Non-ICU Clinicians](#)" and "[Novel Coronavirus COVID-19 Research Guide: News and GW Resources](#)").

2. Monitor funding for subscription and lost-fee revenue

The Board of Trustee's decision in 2018 to change the \$100 student library fee from opt out to opt in) resulted in a dramatic reduction in revenue last year, which continued to decline this year:

- a. Burns Law Library:
Fee revenue dropped from \$68,000 to \$680 in 2018-2019;
as of January, it dropped from \$680 to \$300 for 2019-2020.
- b. Himmelfarb Health Sciences Library:
Fee revenue generated \$552.50 in 2018-2019 and \$337.50 in 2019-2020;
- c. Libraries and Academic Innovation: (Gelman, Eckles, VA campus) dropped from \$1.2 million in 2017-2018 to approximately \$63,600.00 in 2018-2019; this year, fees generated \$13,182.50.

We support the change in the fee system. We ask that this shortfall be addressed in other ways; our libraries are central to the four pillars of the strategic mission. In 2018-2019, the Provost's office supplemented Gelman's budget by \$300,000 with a commitment to increase this to \$675,000 by 2022. We ask that this continue even in a time of financial uncertainty. The impact of these shortfalls compounds yearly; it directly impacts the pillars of the strategic plan, especially High-Impact Research. Library budgets for both Burns Law Library and Himmelfarb Health Sciences have been adjusted to preserve access to materials that were funded in the past by student fees; this has meant that some materials in more specialized areas of research have been cut. This will have long-term impact on recruiting and retaining world-class faculty and distinctive and distinguished graduate education.

3. Ensure faculty input on questions of open access and intellectual property for online course development

To the best of our knowledge, the University Library Faculty Advisory Committee no longer exists. From what we can discern, however, there are a number of constituents who could help contribute useful information to this topic. Staff and faculty at the law school have extensive expertise in intellectual property; staff and faculty in the medical school are also well versed in online education, including embedding librarians into online courses. Holly Dugan attended a

Library Council meeting in January in order to explore collaboration opportunities with librarians on all three charges to the committee and participated in LAI searches.

4. Additional Items

Holly Dugan asked Provost Blake and President LeBlanc to assign an ex-officio member to the committee from the Provost's office since Rene Stewart O'Neal is no longer at GWU. We requested a presentation to the senators on the LAI. We ask that the shortfalls from student fees be supplemented by the Provost's office.

In addition, we ask that the LAI searches be allowed to continue. Staff is needed to help foster the transition to online learning during the Instructional Continuity period. The staff cuts in 2016 must be filled if we are to continue to strive for providing "World Class Undergraduate Education."

Faculty Senate Committee on Physical Facilities
Annual Report: (2019-2020)

The Physical Facilities Committee was reconstituted after a hiatus during the 2017-2018 academic cycle. The Committee met in the months of September, November and January. The March meeting was deferred.

The mission of the Physical Facilities Committee is to consider on behalf of the Faculty Senate, all matters affecting the physical facilities of the University. The goal of the Committee is to attempt to assure the physical facilities are appropriate to the execution of the mission of the University.

The following topics were discussed over the course of the academic cycle:

- 1) Potential teaching space availability given the proposed reduction in the UG population (e.g. program/schools currently renting non-GW space may have additional on campus options).
- 2) Impact of Amazon moving to Northern Va. and effect on affordable housing for graduate and upper class students.
- 3) Security issues in Science and Engineering Hall related to open access building.
- 4) Maintenance processes across campus.
- 5) Limited lactation rooms and gender neutral bathrooms across campus.
- 6) Lerner Health and Wellness Center use and maintenance needs
- 7) GW strategic plan and Campus Facilities Master Plan and impact on physical facilities

Action Items included:

- Follow up related to security issues in SEH and planned campus maintenance.
- Dissemination of information to respective stakeholders related to community planning workshops.

Future Directives:

- 1) Follow up on lactation rooms and gender neutral bathrooms.
- 2) Follow up security issues in SEH.

Respectfully submitted, Ellen Costello, Chair

Members include: Anne Markus, Elizabeth Amundson, David Dent, Meghan Foster, Linda Gallo, Carl Gudenius, avid Halliday, Andrew Julien, Terry Murphy, Laura Neuman, Rene Stewart O'Neal, Robert Sneed, Dan Ullman, Malinda Whitlow, Dan Wright

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

Faculty Senate Research Committee

Standing Committee Annual Report

Members of the committee, Faculty Senate year 2019/20: McDonnell (Co-Chair), Sarkar (Co-Chair), Briscoe (Executive Committee liaison), faculty (voting): Applebaum, Cohen-Cole, Dowling, El-Ghazawi, Fernandes, Gabiam, Kay, Kumar, Kusner, Lambert, Leftwich, Medlej, Mylonas, Pan, Pintz, Roche, Sommers, Speck, Subiaul, Streitwieser, Tuckwiller, Zhou; postdoc: Bouarab (voting); student: Lahiri, ex officio (non-voting); ADRs Downie (CCAS), Freund (GSEHD), Korman (SEAS), Cornwell (ESIA), Hall (SMHS), Geiger-Brown (SON), Hyder (SPH), Regan, VP Research Miller, AVP Research Lohr, Provost Blake.

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 three times this year.

Research Ecosystem: After the successful completion of Phase I of the Research Ecosystem Review completed in 2019, the agenda for the 2019-2020 Faculty Senate Research Committee was dominated in the earlier part by the Phase II of the Research Ecosystem Review. As in Phase I, the objective has been 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. For this phase, the committee focused on four areas:

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.

Each area was assigned to a working group consisting primarily of faculty members from all the schools/colleges. Each working group established its goals and objectives, gathered input from the faculty belonging to all the schools and colleges, and submitted its report to the Faculty Senate Research Committee.

The final report was delivered to President LeBlanc on February 18, 2020. A meeting between President LeBlanc and the chairs of the committee and the chair of the Phase II Committee was held on March 11, 2020, along with VP Miller, Provost Blake to review the report and recommendations.

A status report on the Phase I Review was periodically presented in monthly meetings by VP Research Miller listing the steps taken in response to the Phase I Report.

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

Resolution resulting from October 22 Faculty Assembly: The Faculty Senate Research Committee discussed the petition adopted in the Faculty Assembly and passed a resolution.

The High Impact Research Strategic Planning Group (Chairman Alan Greenberg) has worked collaboratively with FSRC, provided periodic updates on their activities and shared their interim report.

Discussion/Reactions/Response to the Strategic Planning Committee Interim Reports: FSRC members discussed interim reports of the four Strategic Planning Committees. Their responses were presented to the Senate at its March meeting.

The committee will continue to be engaged in its overseeing of the Research enterprise of the university. It work closely with the OVPR in mitigating the concerns raised in the Research Ecosystem Review and implementing its recommendations.

**The Faculty Senate Standing Committee on University Urban Affairs (UUA)
Annual Report 2019-2020**

**Submitted by: Shaista E. Khilji
Professor of Human and Organizational Learning & International Affairs
March 29, 2020**

In Summer 2019, UUA was reconstituted with several new members under the leadership of a new Chair, Shaista E. Khilji.

Current UUA Members include:

- Shaista Khilji, Chair (GSEHD)*
- Jeff Gutman, Faculty Senate Executive Committee Liaison (LAW)*
- Oluwatomi Adetunji (SEAS)
- Linda Cassar (SON)
- Jillian Catalanotti (SMHS)
- Amy Cohen (ODECE, Nashman Center)
- Sarah Frasure (SMHS)
- Ina Gjikondi (CPS Staff)
- Matthew Hess (SON Staff)
- Karen Kesten (SON)
- Samantha Luna (CPS Staff)
- Angela McConnell (SMHS)
- Dave Milzman (SMHS)
- Stacia Moreno (SON)
- Damali Nakitende (SMHS)
- Anne-Marie O'Brien (SON)
- David Rain (CCAS)*
- Dan Schwartz (CCAS)*
- Rebecca Thessin (GSEHD)
- Margaret Venzke (SON)
- Jillian Wolons (GW Student Association)

*Faculty Senators

Committee Mission states:

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 relationship and subsequently

provides the University with a valuable source of advice on continuous improvement and possible future endeavors.

The FSEC also identified the following goals for UUA:

1. Continue annual planning of programs to bring university faculty and administrators together with DC Government, citizen groups, and members of the Foggy Bottom community.
2. Explore ways for the university community to address the rising problem of income inequity and its effects on low income housing and homelessness in DC.

Committee Actions (Fall Semester 2019 & Spring Semester 2020):

The Committee met once a month for the 2019-2020 academic year. The April 2020 meeting (i.e. the last for the calendar year) was cancelled because of COVID-19 and its impact on our personal and professional lives.

Below is a snap shot of the activities that relate to aforementioned Committee Mission and goals:

1. *Tracking GW's resources and initiatives to paint the big picture (Committee Mission):* Committee members discussed the many challenges associated with tracking GW's resources and initiatives (for example, silos, ineffective communication, sometimes information overload, and absence of a central repository system), however, they also highlighted the importance of creating a centralized and coordinated database of GW's community engagement initiatives and events.
 - o The Committee members developed a new question for possible inclusion in the Faculty Lyterati system- allowing GW faculty members to directly input their community engagement activities in the reporting system. We submitted the proposed question to the Provost Office in Jan 2020. In late Feb 2020, the office of Faculty Affairs informed us (without communicating a rationale) that our request was denied. It was suggested that UUA members work with the Office of Academic Planning and Assessment to develop an annual survey. UUA members raised several objections to this suggestion, in terms of survey fatigue, bureaucracy of the systems, and how can one question constitute a full survey etc. To clarify members proposed that the stated question could be embedded under service component of the Lyterati systems. The Provost Office hasn't responded to our subsequent efforts to discuss our initial request.
 - o Throughout the Fall semester, the Committee made several efforts to contact GW Calendar- to discuss possibility of using the GW Calendar to identify GW community engagement activities, capture additional activities that may, otherwise, be going unreported. No one has responded to these emails.
 - o In view of our failed efforts with the Lyterati system and GW calendar, Nashman Center for Civic Engagement and Public Service has agreed to serve as the data aggregator.

Overall comment: Members believe that if GW Calendar and the Faculty Lyterati Systems had been supportive of our efforts, we could have helped the GW administration with capturing the

'big picture' of GW resources through targeted reporting and better coordination of all activities at GW. We are grateful to the Nashman Center for Civic Engagement and Public Service for its willingness to support UUA mission.

In view of the challenges experienced, we suggest that UUA membership include an appropriate representation from the Provost Office. We believe this would strengthen UUA partnership with GW administration.

2. *Planning of program to bring GW faculty, administrators with DC government, citizen groups and members of the FB community (Goal 1). Explore Ways for the university community to address the rising problem of income inequity and its effects on low income housing and homelessness in DC (Goal 2):* Based on member discussions/ interests and a careful review of goals 1 and 2, UUA identified 3 projects for 2019-2020:
 - **Project 1- Inequality Awareness Project** (led by Shaista E. Khilji- GSEHD): In Jan 2020, as part of the King Week we organized a round table discussion focusing on the causes and impact of inequality. It was attended by more than 50 participants from GW and the wider DC community.
 - **Project 2- Housing Summit** at GW (led by Ina Gjukondi- CPS and Amy Cohen- Nashman Center): We planned to co-organize a housing summit in partnership with the DC Dept of Housing and Community Engagement. It was scheduled for April 27, 2020. Unfortunately it has been cancelled due to COVID-19.
 - **Project 3- University Seminar on “Advancing an Interdisciplinary View of Inequality”** (led by Anne-Marie O’Brien- SON): We are planning to submit a proposal for University Seminar funding. Due Date: June 2020.

3. In Jan 2020, Chair of the Executive Committee suggested that UUA (like other Faculty Senate standing committees) discuss interim strategic plans at their next meeting, and submit a report to the Faculty Senate. The UUA Chair presented committee feedback report at the March Faculty Senate meeting.

We believe that (in addition to focusing on aforementioned activities) the Committee was valuable in bringing together GW faculty and staff from across disciplines. It has been a pleasure serving on UUA.

Please direct all inquiries to UUA Chair- Prof. Shaista E. Khilji at sekhilji@gwu.edu

Reviewed by: UUA Members

Report of the Faculty Senate Executive Committee (FSEC)

April 3, 2020

Sylvia A. Marotta-Walters, Chair

Final Report from the Chair

This is my final report as the Chair of the Faculty Senate Executive Committee. I certainly did not anticipate this message to be occurring virtually and under social distancing guidelines issued during a pandemic. Let me begin by acknowledging that it has been my privilege to serve the faculty in this role for the last three years. Let me also begin by recognizing all the faculty who have served as chairs of the Faculty Senate Committees this year. Each has done an exemplary job in a time of intense activity and some considerable controversy. Professors Gupta, McHugh, Zara, Cordes, Rehman, Dugan, Costello, Swaine, Sarkar, and Khilji have served the university well. I am delighted to have served with them.

I also want to acknowledge the work of the Faculty Senate Nominating Committee, which met on March 24, 2020, having canvassed their faculty colleagues beforehand, to secure the strong slate that will be presented at today's meeting. The Senate will be in good hands as the new Senate year begins next month and a new generation of Senators does their part for shared governance.

I want to thank my colleague, the Senate Parliamentarian Steve Charnovitz, for his willingness to be there with his unparalleled knowledge of Roberts' Rules whenever I needed help, and for his willingness to respond to my inquiries about how best to steer the issues that have arisen this year.

Finally, I thank our Senate Staff, Liz Carlson and Jenna Chaojareon, for having kept the Senate running, never refusing any request for more information or new ways of doing our work, and for keeping the university updated through their regular postings on the Senate Website. They truly exemplify our university values of safety, care, and efficiency.

Shared Governance

This academic year began with difficult conversations about what shared governance means at the university. The university's strategic planning process included some parameters, set by the Board of Trustees and implemented by the administration, that should have involved faculty consultation much earlier in the process. Through two faculty assemblies, one a regular meeting and one a special meeting, several petitions from faculty, and an extraordinary number of Senate resolutions to address the controversies, and to manage the consequences of a university living through a pandemic, we arrive at today's meeting. I have served the Senate through three different administrations and I leave this role gratified that what began as a rupture in shared governance this year, has also begun to be repaired through increasingly transparent decision making by all parties involved in shared governance, with respect for faculty consultation, and with acknowledgement that complex organizations like our comprehensive research university can weather breaches when, not if, they occur. What is required is a willingness to listen and more importantly, to hear and act upon, decisions that are made by each of us who share the responsibility for shared governance, the board, the administration and the faculty. I thank my faculty colleagues, President LeBlanc and Provost Blake, and the Board of Trustees, for listening and responding so that we can build the kind of university that we all want.

As part of my continuing commitment to the university, I will be sharing with the incoming chair of the FSEC the work that we have accomplished this year, and the work that remains to be done during the next academic year. There will be a need to review *the Faculty Organization Plan*, which was drafted for a much different university than it is today, to consider issues like the size of a quorum and the procedures for the Assembly and the Senate to work together in shared governance.

Senate Responses to the COVID-19 pandemic

The Faculty Senate has never needed to operate totally in a virtual environment. To do this and remain consistent with university and school rules, many meetings

were held in the last month, around strategic planning, enrollment models, and tenure and promotion work in the face of COVID-19. Faculty and administration worked together to define these changes, and will continue to do so as the situation evolves. Some of these meetings were purely logistical, requiring rehearsals in WebEx pre-meetings, to ensure that today's meeting could have votes taken that were in accordance with Senate rules. I thank our Senate Staff, Liz Carlson and Jenna Chaojareon, for their constancy in responding to requests without regard to time off on weekends, or even long into the nights.

Senate Resolutions

In my final message today, I will report to the full Senate on two resolutions that were passed by the FSEC (Resolutions 20/12 and 20/13) as emergency resolutions as the FSEC is empowered to do so on behalf of the full Senate.

Personnel Actions

There are no grievances at the university.

Calendar

The next meeting of the Faculty Senate Executive Committee will be on April 24, 2020. As is our custom, all agenda items for the FSEC should be submitted one week prior to the scheduled meeting.



A RESOLUTION TO AMEND THE BYLAWS OF THE FACULTY SENATE IN LIGHT OF COVID-19 (20/12)

WHEREAS, Article III, Section 2(b) of the Faculty Organization Plan (FOP) states that the Senate Bylaws may provide for "other officers" of the Senate;

WHEREAS, Article III, Section 4(b) of the FOP conditions a quorum and voting on members being "present";

WHEREAS, Article III, Section 4(e) of the FOP authorizes the Senate "to adopt such bylaws and other rules concerning its government and procedures as it considers appropriate";

WHEREAS, Article III, Section 5(b)(6) of the FOP authorizes the Executive Committee to act on behalf of the Senate in "emergencies";

WHEREAS, Section 9 of the Bylaws of the Senate provides that the Executive Committee may originate amendments to the Bylaws at the suggestion of the Parliamentarian; and

WHEREAS, Section 9 of Robert's Rules of Order Newly Revised provides that parliamentary law may be extended to electronic meetings through a society's Bylaws;

NOW, THEREFORE, BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. That Section 1 of the Bylaws be amended by adding as paragraph (d):

"Whenever the Chair of the Executive Committee determines that urgent circumstances of health or safety exist, the Chair may designate a regular or special meeting of the Senate to be an Electronic (virtual) Meeting in which participation will be carried out remotely and in which the verification of a quorum will occur electronically."

2. That Section 6 of the Bylaws be amended by adding as paragraph (g):

"Notwithstanding this or any other provision in the Bylaws, when the Senate holds Electronic (virtual) Meetings, voting will be done electronically. Should technical problems occur that impede the accuracy of electronic voting or electronic roll-call voting, the procedures to be used for adopting resolutions will default to unanimous consent."

3. That Section 8 of the Bylaws be amended by adding as paragraph (d):

"The position of the Vice-Chair of the Executive Committee is hereby created to serve temporarily as Chair in the event that the Chair is unable to perform her duties. The Vice-Chair

shall be elected by the Executive Committee to serve until a new Vice-Chair is elected. The Vice-Chair will be elected from among the members of the Executive Committee."

4. That the terms "Chairman," "Chairmen," and "Vice-Chairman" in the FOP and Bylaws shall be understood in light of the customary usage of the terms "Chair," "Chairs," and "Vice-Chair" in Senate and Assembly practice.

Faculty Senate Executive Committee
March 16, 2020

Adopted as amended by the Faculty Senate Executive Committee
March 24, 2020



Faculty Senate

A RESOLUTION ON ELECTRONIC FACULTY MEETING PROCEDURES IN THE SCHOOLS (20/13)

WHEREAS, the "established procedures of governance devised by subdivisions of the university are subordinate to the letter and spirit of the *Faculty Code*"¹;

WHEREAS, the spirit of the *Faculty Code* is that it will be effective in health emergencies as well as in normal times;

WHEREAS, the rules for the governance of each School "shall be consistent with the *Faculty Code* and the *Faculty Organization Plan*"²;

WHEREAS, all Schools have already begun or are planning to hold electronic Faculty meetings; and

WHEREAS, "All school procedures, rules, and criteria shall be approved by the Provost in consultation with the Faculty Senate Executive Committee"³;

NOW, THEREFORE, BE IT RESOLVED BY THE FACULTY SENATE EXECUTIVE COMMITTEE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate Executive Committee urges the Provost to immediately adopt as a University Guideline that each School may implement procedures suitable to each School for electronic Faculty meetings without a need to have previously adopted Rules and Procedures allowing for such meetings.

Faculty Senate Executive Committee
March 19, 2020

Adopted by the Faculty Senate Executive Committee
March 20, 2020

¹Faculty Code Preamble.

²Faculty Code, Procedures, Section A headnote.

³Faculty Code, Procedures, Section A, last sentence.