



**MINUTES OF THE SPECIAL SENATE MEETING
HELD ON MAY 20, 2020
VIA WEBEX**

Present: Provost Blake; Faculty Senate Executive Committee Chair Wilson; Parliamentarian Charnovitz; Registrar Amundson; Senate Staffers Liz Carlson and Jenna Chaojareon; Deans Feuer, Goldman, Jeffries, and Lach; Interim Deans Bracey and Wahlbeck; Professors Agnew, Baird, Borum, Cohen-Cole, Cordes, Costello, Eleftherianos, Galston, Garris, Griesshammer, Gupta, Gutman, Johnson, Khilji, Lewis, Marotta-Walters, McHugh, Moersen, Mylonas, Orti, Parsons, Perry, Prasad, Rain, Rao, Roddis, Sarkar, Schumann, Suter, Swaine, Tekleselassie, Tielsch, Wagner, Wilson, Wirtz, Yezer, and Zara.

Absent: President LeBlanc; Deans Bass, Brigety, Henry, and Mehrotra; Interim Dean Deering; Professors Kurtzman, Subiaul, and Vonortas.

CALL TO ORDER

The meeting was called to order at 11:09a.m.

APPROVAL OF THE MINUTES

The minutes of the May 8, 2020, Faculty Senate meeting were approved unanimously without comment.

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

The Provost noted that the President is unable to attend today's meeting due to an unforeseen personal circumstance; this will also require that the planned faculty town hall be postponed. This will be rescheduled as soon as possible.

The Provost noted that the virtual commencement events held this past weekend were very positive and had great, celebratory energy. He is hopeful that students graduating this spring will return and attend the 2021 commencement celebration. That event promises to be exceptional, celebrating two graduating classes as well as the university's bicentennial; he noted that the administration is very much looking forward to planning that event.

In President LeBlanc's absence today, the Provost provided a brief financial update, noting that the university is planning for a resident student population in the fall and is considering how best to accomplish social distancing in that environment. He noted that much of what GW's physical operations in the fall won't be under the university's control, as the DC, Maryland, and Virginia

jurisdictions will all have operating constraints affecting university operations. Based on meetings with the deans, he expected that the deans are or will shortly be working with faculty within the schools on hybrid options for courses; these options will take into account faculty and students who are in vulnerable populations or who may need to quarantine for part of the term. There are significant initiatives toward “Hy-Flex” instruction currently in the GW School of Business (GWSB) and the School of Engineering and Applied Science (SEAS) as well as new programs for international students to start online across GW’s schools and colleges. The Provost emphasized the need to be flexible in delivering courses this fall. He noted that a number of schools are already working aggressively on their fall semester plans. This is more challenging in some academic areas than in others, but the overarching requirement is supporting the health and safety of the campus community.

The Provost summarized three financial scenarios presented first to the Board of Trustees Finance & Investments Committee (on May 14) and the full Board (on May 15) and then to the Senate Fiscal Planning & Budgeting Committee (on May 15, following the full Board meeting). Each scenario carries different revenue exposures and expense impacts (with projected losses ranging from \$86-\$320 million); the university is working toward the first scenario, having determined that it is likely achievable. Briefly, they are:

1. In-person with social-distancing restrictions with some loss of enrollments and operational revenues;
2. Delayed start or mid-year disruption with more significant loss of enrollments and nearly 50% loss of auxiliary enterprise revenues; and
3. On-line fully throughout the year.

The Provost noted that enrollment melt could be a major challenge this year, as students who have already deposited may ultimately decide to defer matriculation for a variety of reasons related to the pandemic.

To counter revenue losses, a number of mitigation strategies are under consideration, with some already taken (leadership salary cuts, salary and hiring freezes). In the short-term, the university may enact furloughs in areas that may not be operational if students are either on campus in a smaller capacity or are not on campus at all. In the longer term, additional mitigation strategies may be implemented with a view to operational efficiencies, including efforts to centralize service models (where cost savings can be achieved without a negative impact on operations) and to eliminate “nice-to-have” operations. The Provost noted that he will be meeting with the Deans next week to discuss longer-term efficiencies that will help meet GW’s needs without sizable across-the-board cuts. He added that funds will be earmarked for incremental operating expenses, including testing, contact tracing, quarantining, cleaning and decontamination, and online course design and delivery.

The Provost referenced the [Board’s recent charge to the administration](#), noting their emphasis on prudent cash management and their strong instruction that the university cannot rely on its reserves to resolve challenges resulting from operational revenue losses. In its charge, the Board emphasized the need to prioritize the health and safety of the university community. The Board also called for expedient action involving consultation with stakeholders, including the faculty, for advice and input. The Board also noted the need to implement permanent measures with lasting impacts to continue GW’s course toward preeminence in full recognition of the fact that the future will look very different from the past.

In order to fully engage with faculty on this important charge, the Provost and Deputy Provost Terry Murphy met on May 19 with the Faculty Senate Executive Committee (FSEC) and the Senate standing committee chairs to review two overarching planning initiatives and how best to involve the Senate, its committees, and the faculty more broadly. The Provost's slides from that meeting are attached and have been updated to include a list of actions to which the Provost has committed. The two major initiatives, both of which contain a number of working groups, are:

- **Academic Planning** (Lead: Terry Murphy, Deputy Provost)
 - **Academic Instruction** (Leads: Deputy Provost Murphy and Geneva Henry, Dean of Libraries and Academic Innovation)
 - **Enrollment, Retention, and Student Success** (Leads: Provost Blake & Ed Gillis, Interim Vice Provost for Enrollment Management)
 - **Research** (Leads: Bob Miller, Vice President for Research, and Gina Lohr, Senior Associate Vice Provost for Research)
 - **Faculty** (Lead: Chris Bracey, Vice Provost for Faculty Affairs)
- **Operations**
 - **Community Health and Well-Being** (Leads: Gene Migliaccio, Associate Dean for Applied Public Health, Milken Institute School of Public Health; Karen Drenkard, Associate Dean, Clinical Practice and Community Engagement, School of Nursing; Caroline Laguerre-Brown, Vice Provost for Diversity, Equity, and Community Engagement)
 - **Support Services** (Leads: Greg Rheault, Assistant Dean of Students, and Jonathan Fozard, Associate Vice President for the Office of the Chief Information Officer)
 - **Campus Events and Activities** (Leads: Colette Coleman, Senior Associate Dean of Students, and Ben Toll, Dean of Undergraduate Admissions)
 - **Campus Spaces** (Leads: Seth Weinschel, Assistant Dean of Housing and Financial Services, and John Square, Associate Athletics Director for Internal Operations)

The Provost reported some very good outcomes from this meeting. The President and Provost had already committed to the following:

- The President and Provost will provide scenario planning, operations, and finance status to both FSEC and Senate meetings.
- For just-in-time decisions (within hours), the President will personally contact the FSEC Chair, the Provost will contact the Educational Policy & Technology Chair, and the EVP-CFO will contact the Fiscal Planning & Budgeting Chair.
- The Provost has agreed to brief the FSEC and relevant Faculty Senate committee chairs on the status of the Resource Allocation Committee (RAC) ahead of decisions in the context of exceptional hires.
- The President and Provost agreed to work with the FSEC to develop a more formal approach to consultation as the mitigation options become apparent.

Following the May 19 meeting:

- The Provost sent an overview of the Contingency Planning Groups presented in meeting slides to the FSEC with some quick edits and a page on actions from the call.

- The Work Stream leaders underlying the Fall Planning Committee will attend and provide status updates at the relevant Faculty Senate standing committee meetings. These Work Stream leaders will also plan and conduct ongoing information sessions for faculty and students. The Provost will encourage Work Stream leaders to include volunteers as provided by the Faculty Senate to participate in their semi-regular planning meetings.
- The Provost will strongly encourage the Deans to partner with their Faculty Senators to hold town halls within their schools (before May 29) to discuss the Board message, float any suggested approaches, and to solicit ideas.
- The Provost will finalize a website that contains the overview of planning efforts in addition to a web form facilitating community suggestions and questions.
- The Provost will work, on an ongoing basis, to invite an ad hoc membership of Faculty Senators and standing committee chairs to discuss lower-level (department-, program-, and office-level) academic financial mitigation strategies and potential efficiencies as they become evident.

Turning to enrollment, the Provost began by expressing his thanks for the incredible efforts from Interim Vice Provost Gillis and all of the staff working in enrollment and retention. He noted that final enrollment numbers will be impacted by student financial and (international) travel issues but expressed his optimism at the current level of deposits, which reflect the university's efforts to enroll an increased target of 2450 fall-entering, first year students (increased from the original target of 2250). Reaching that level is extremely challenging this year, with a more dramatic melt expected than usual, but the enrollment team continues to work hard to maintain GW's high quality and diversity standards while increasing the number of admits. The Provost reported that the latest numbers indicate 2411 deposits. In a typical year, a melt on this deposit level would expect to yield a class of 2200 fall-entering, first-year students. There is one more deadline for waitlist students, and the university projects ending with 2440-2450 deposits for fall-entering, first-year students, which would result in a likely post-melt number of 2250. The Provost noted that the final waitlist activity was more precise in nature to support schools and colleges that were having more nuanced yield challenges as well as to support diversity of the incoming class.

GW will also send acceptances to transfer students this week and is pushing beyond the original target of 300 transfer students. The Provost noted that many students seeking to transfer to GW are local, and this may bode well for their committing to GW upon admission.

He noted that, on the graduate front, commitments across all schools for summer and fall 2020 are currently down by 15% compared to last year. International commitments are currently down 38% and domestic commitments down 6.5%. The Provost closed his remarks by thanking all the deans, particularly Deans Lach, Mehrotra, and Wahlbeck, for their work and ideas in this area.

Professor Cordes noted that one clear issue noted in the May 15 Senate Fiscal Planning & Budgeting committee meeting was that, while communication is an important part of consultation, faculty want a more active role and don't want simply to be passive recipients of information. This type of involvement requires that more potentially sensitive information be shared with involved faculty; guidelines need to be developed around this type of information sharing takes place, but it does need to happen. He next made a broad budget comment, noting that the Provost distinguished between tactical and strategic changes and between temporary versus permanent changes when discussing mitigation strategies. He agreed that the university must of course address its immediate

fiscal challenges, but it is very important in these endeavors to achieve the same or better operational outcome at lower costs; centralizing activities may save costs but won't necessarily provide the same outcome levels. Finally, he noted that Board Chair Speights's message this week challenges the administration and faculty to be bold and take a broad look at how GW wants to position itself moving through and out of the current crisis. He urged the Board and the administration not to conflate this concept with coming up with measures to deal with the immediate crisis; it will be important to look at how the university will be operating in a few years' time, in a changed environment. He urged the administration to look carefully at a broad range of possibilities (including high-cost, university-wide programs such as athletics) when considering where to reduce expenditures. Finally, he noted his expectation that a lot of reviews and decisions will necessarily happen through the schools, with deans making decisions in consultation with their faculties, an approach the Senate supports.

Professor Parsons noted that social distancing requirements will almost certainly put severe limits on residence hall capacities and that GW's residential options will be governed by what DC permits. He asked what projections the university has on the likelihood of its undergraduate residential volume this year. Second, he asked what expectations students will have for face-to-face contact with faculty once they are on campus. The Provost responded that the university's agreement with DC requires the university to house all first- and second-year students, which represents about two-thirds of GW's on-campus undergraduate housing capacity. He added that, in considering the fall, the university will likely, at a minimum, have to take one residence hall offline and reserve it for quarantine housing (approximately 100 beds). He noted that he is working closely with Milken Institute School of Public Health (GWSPH) Dean Lynn Goldman on understanding optimal residential contact points as opposed to classroom contact points and the relative risks they pose. There will need to be adjustments to residence hall arrangements to provide more spacing, but no decisions have been made yet. With regard to Professor Parsons's second question, the Provost noted that students' expectations are to come back to campus and have face-to-face contact with faculty and that, as much as possible, every course will have allowances and options for students who have to opt out for quarantine periods (e.g., filming lectures, hybrid work options). Professor Parsons followed up by asking if this means that more classrooms will have the technology to capture lectures. The Provost responded that Dean Henry and Deputy Provost Murphy are looking at classrooms one by one to modify capabilities where needed.

With regard to the upcoming website for university community input around planning, Professor Cohen-Cole asked whether all suggestions received via that site might be reported publicly and shared with the relevant Senate committees and the FSEC; he noted that this would help reduce the likely bandwidth issue for those logging submissions for responses. Second, he asked, given the Board's stated reluctance to use reserves in this moment, what its criteria would be for using university reserves. Third, he asked whether cuts to all areas of the university—beyond academics and research—are on the table. Finally, he noted that, while students surveyed at this and other higher education institutions uniformly say they want to be on campus, no survey has drilled down into what they mean when they say they want this; students may wish to be on campus for a variety of reasons, including co-curricular activities, face-to-face instruction, and social interactions, among others. He noted that students may still come to campus without face-to-face instruction if they can achieve other areas of contact that are meaningful to them.

Provost Blake responded that he has committed to make a digest of suggestions submitted via the new website available; he noted he would add to that digest the 20-25 suggestions that have been

communicated directly to the President thus far as well. He indicated that he would initiate a conversation around when and how reserves would be deployed, as he does not have a direct answer to this question on the Board's behalf. He affirmed that all university areas are on the table with regard to possible cuts, noting that all sensible options are being considered. He added that he is looking at his own immediate offices as well, believing that the university should be as administratively lean as possible before making cuts to academic areas. Finally, he affirmed that, in his meetings with students, he is hearing that the co-curricular aspects of campus life are very important to them. He noted that all available information suggests that campus life should be returning toward something resembling normal in the spring and that how GW starts in the fall is not how it expects to finish in the spring.

Professor Mylonas noted that on-campus testing and contact tracing capacity will be extremely important, referencing the President's previous comments about implementing a massive testing effort on campus. He asked about the logistical and financial implications of obtaining and administering enough tests, pointing out that the confidence level the university can give to its students, faculty, and staff around this question will be a very important element around bringing everyone back to campus. He also asked about the technological capacity for faculty to teach students who are on campus while they themselves are not, noting that faculty who belong to high-risk groups are likely to be hesitant to return to campus. Finally, he noted that the administration's transparency around its planning activities is laudable but that it should go beyond lists of committee names to include key contact people and complete committee structures to generate more efficient input from faculty and staff.

Provost Blake responded that testing is a mixed and evolving situation. One option would be to test everyone upon campus arrival, then test resident students weekly and commuting students on a different schedule. He added that there is some question around how valuable testing is and whether the focus should land more on tracing and quarantining. The knowledge base is evolving on both the effectiveness of various strategies and the costs of testing, and the relevant planning group is focused on making recommendations in this area. He noted that guidance for faculty will be forthcoming from Dean Henry and Deputy Provost Murphy's work and that there will be avenues for faculty to report their concerns about being on campus in the fall. The university will work to ensure that classrooms are set up in the most optimal way. In addition, calendar shifts are being considered, as some universities have announced, to end the resident fall term at the Thanksgiving break to reduce travel away from and back to campus.

The Provost invited Dean Goldman to speak to the testing issue. She reported that campus population testing and the university's strategy in this area is still under development. First and foremost, the university wants to monitor the actual presence of the virus in people (looking for the RNA specific to virus in individuals) and the presence of the virus immunity antibody in people (which are indicative of exposure but not yet of conferred immunity implications). She noted that the university is on a track of wanting to obtain a snapshot of everyone coming onto campus with regard to their virus status and ensuring that infected individuals are not active on campus, instead isolating them in quarantine. Then, the population should be periodically sampled. The first strategy under consideration was to sample the full campus population for the virus weekly and for the antibody twice a month, which would allow for a clear indicator of whether there is an uptick in the incidence of the virus on campus. Another possible strategy is sampling a representative proportion of the population, with, for example, a quarter of the campus population tested each week. She eliminated the idea of limiting testing to only those exhibiting symptoms, noting that this strategy, as

implemented by the federal government, is a failure as the symptomatic population is the tip of a large iceberg, with most infected individuals displaying no symptoms and therefore having no knowledge that they are infected. She noted that GWSPH is working with the administration and with local municipalities on contact tracing systems, using knowledge gained there to develop a system for the GW campus that also addresses the privacy issues around this information. She added that GWSPH is reviewing all testing options and cost efficiencies around testing, from in-house to private lab options. She noted that the best option thus far appears to be in-house testing; there are numerous issues around the testing supply chains. The Provost thanked Dean Goldman for her comments and expertise and emphasized that the fall planning committees are relying heavily on the expertise in the GW medical and public health arenas.

Professor Galston thanked the Provost for the extensive amount of information conveyed over the past few weeks. She reiterated a point made by Professor Cordes and at the May 19 FSEC and Senate committee chair meeting with the Provost, urging the administration to keep active consultation at the forefront of its work with the faculty. She noted that an important function of Faculty Senators is to convey information obtained at Senate meetings to the faculty as a whole. She requested clear instructions on when information should not be shared broadly, noting her reluctance to overstep and miscommunicate something that is not yet meant for wide dissemination. With regard to any proposed permanent or long-term changes, she noted that the world will look different when the pandemic is less of an immediate crisis. She expressed her concern that the university might fold into its deliberations structural, long-term changes that would normally be deliberated in a careful, considered manner as opposed to a reactive panic.

The Provost responded that, with regard to documents that can be shared, he prepares everything with the intent that it will be shared, but he does often have to carefully consider the timing involved. He noted that, on occasion, he knows that a broader, more detailed message will be released widely in the near future, but he wants to be able to share and discuss information in the context of, for example, an FSEC meeting. In a case such as this, the FSEC would be asked to hold dissemination of that information; these are timing issues, and he committed to communicating clearly on these points. With regard to permanent changes, he noted that when an institution is in a situation challenging its current operations, that is a good time to review efficiencies; it can be more difficult to do so when things are flowing more smoothly and without immediate challenges.

Professor Wilson asked what the university's admissions options are if it exhausts its waitlist. He also asked whether the Board has opined on areas at the university it sees as non-essential and ripe for cuts. The Provost responded that the university is now done with its dips into the waitlist this year, having already gone to it aggressively. He noted that GW's acceptance rate this year is much higher than over the past five years and that there are only marginal returns to accepting more students at this point. Next steps are admitting transfer students from a local-heavy pool. In response to Professor Wilson's second question, he noted that, speaking personally, all areas will be carefully reviewed when considering potential cuts and optimal efficiencies, regardless of any one group's perceptions of various areas.

RESOLUTION 21/3: On Convening Additional Senate Meetings (Arthur Wilson, Chair, Faculty Senate Executive Committee)

Professor Wilson introduced Resolution 21/3 (attached), noting that this addition to the Senate bylaws would permit the FSEC to call regular meetings of the Senate. Professor Galston asked about

advance notice requirements for new regular meetings. Ms. Carlson responded that regular Senate meetings require a seven-day advance notice (accompanied by the agenda for the regular meeting), while special meetings can be called on shorter notice.

The resolution was adopted by unanimous consent.

RESOLUTION 21/4: On Budget Austerity Principles (Murli Gupta, Chair, Appointment, Salary, & Promotion Policies (ASPP) Committee)

Professor Gupta requested and obtained unanimous consent to place an updated version of Resolution 21/4 (attached) before the Senate today. He reviewed the resolving clauses for the Senate, and the floor was opened for debate on the resolution.

Professor Wirtz offered his thanks to ASPP and to Professor Gupta in particular, noting that this very good resolution went through many iterations to reach this point. He lent his support to it in its entirety. He observed that discussions during the drafting phase began to get into very granular details, and the committee intentionally pulled back from that point, working instead to develop a good framework that can function as a starting point for future resolutions. He encouraged the Senate, in considering this resolution, not to get bogged down in the details, noting his concern that the Senate avoid unnecessary specifications and not begin adding propositions to protect cherished areas. There is a huge number of priorities that need to be considered as this process unfolds, and this resolution encourages a broad view of all options without siphoning out elements that would tie the Senate's hands later. He noted that the Senate's time would be better spent prioritizing areas of focus.

Professor Schumann added her thanks to Professor Gupta and ASPP and proposed an amendment to Resolving Clause (RC) 4 in the spirit of Professor Wirtz's remarks. She proposed adding to the end of RC4: "along with considerations provided by the dean of each school regarding the unique needs that each school has in supporting its enrollments." She noted that the Deans do have recommendations on hires that they have put forward and have knowledge about how best to support enrollments within their schools; these things should not be overlooked in this process. Professor Mylonas seconded the amendment. Professor Gupta accepted this change, and, without objection, the amendment was accepted by unanimous consent.

Professor Griesshammer offered an amendment to Professor Schumann's amendment, editing the end of the statement to read: "...the unique needs that each school has in supporting its enrollments and research mission." The suggestion was made to revise this to "supporting its missions." Professor Tielsch spoke in support of this change, as it encompasses the schools' service missions as well. Professor Schumann accepted this edit.

Professor Cohen-Cole proposed an additional amendment to RC4 to suggest that cuts should first take place in areas outside the core research and education missions of the university. His amendment would reword RC4 to read as follows:

"That any personnel-, salary-, or benefit-related changes (including furloughs and layoffs) beyond the already imposed freeze in merit pay must first be done outside the core research and education missions of the university. Any subsequent changes to personnel, salary, or benefits that affect the direct engagement with education and/or research should be implemented only after consultation

with the Benefits Advisory Committee and relevant Senate committee(s) as designated by the Faculty Senate Executive Committee along with considerations provided by the dean of each school regarding the unique needs that each school has in supporting its mission.”

Professor Cohen-Cole explained his amendment, noting that the university may be facing any number of cuts and reductions; the amendment proposes that the focus of such reductions, if made, should happen first in areas that are outside of the core missions of education and research. Professor Gupta responded that he perceived the resolution to be general and broad in this regard already; he doubted whether this change would impact RC4’s meaning. Professor Tielsch expressed his agreement with Professor Gupta but suggested, should the language be accepted, adding “service” to the mission listing to be inclusive of schools that have differential service responsibilities. He indicated he would prefer to leave RC4 as amended by Professor Schumann, as the content of Professor Cohen-Cole’s amendment is already implicit in the resolution’s language. Professor Gupta expressed his reluctance to become overly prescriptive in this resolution and did not consider Professor Cohen-Cole’s amendment a friendly amendment.

Professor Galston seconded Professor Cohen-Cole’s amendment, noting that, while it is implicit in the resolution’s existing language, the amendment provides clarity and emphasis around the idea that non-educational, research, and service elements should be given a lesser priority in discussions around reductions.

Professor Cohen-Cole noted that Professor Galston’s views reflected his own, and he accepted Professor Tielsch’s addition of the service mission to the amendment language. He noted that the university has a set of core missions, and that it would be useful to underline what those are, and that there are other activities that are less central to the mission, and it would be good to indicate those things. For example, the university spends money on events and on campus beautification; elements like this should be prioritized above core mission reductions in the current climate. The amendment was modified in the room to include references in two places to the service mission. Without objection from the Senate, this amendment was accepted.

Professor Suter suggested an amendment to RC6 to add Professor Schumann’s amendment language for RC4 to the end of RC6 as well. She noted that the decisions around assigning face-to-face and online teaching might be very different from school to school. The amendment was seconded, and Professor Gupta agreed to the amendment.

Professor Cordes noted that questions of faculty rights under the law (e.g., ethics, Americans with Disability Act concerns, etc.) could override what the schools decide to do in some of these areas. Professor Wirtz responded that everything GW does is under the aegis of federal law; the current resolution does not need to specify GW’s accommodating federal law requirements.

Professor Suter’s amendment was adopted by unanimous consent.

Professor Wagner reemphasized the earlier point that active consultation with the faculty is required, as addressed in RC1. To facilitate this, she asked that Professor Wilson and the FSEC consider how to communicate Senate meeting content to the full faculty. In support of RCs 2-4, she drew the distinction between efficiency and short- and long-term planning. She shared the concerns reflected by others related to BoT Chair Speights’s remarks, noting that a university is not a corporation. She expressed her understanding of the term “efficiency” to mean navigating the university through a

global pandemic and the crisis that introduces into fiscal planning. However, she noted, she does not see the same emphasis she heard from the strategic planning committees around quality and expressed her concern that this not be lost in the emphasis on efficiency and that cuts not be made under the guise of the pandemic. Professor Cordes responded that the Fiscal Planning & Budgeting committee is on record with this; in the list of issues the committee submitted to the FSEC for discussion with the administration, he expressly noted that efficiency has to mean achieving the same quality of services at lower costs, not simply lower costs.

The resolution was adopted as amended by unanimous consent. Professor Gupta thanked the Senators and ASPP members who worked very hard this week to craft and modify this resolution.

RESOLUTION 21/5: On the Immediate Need to Fill Positions in the Deanery of Libraries and Academic Innovation (Harald Griesshammer, Chair, Libraries Committee)

Professor Griesshammer introduced Resolution 21/5 (attached), noting that there are several positions in Libraries and Academic Innovation (LAI) that have been held up in the hiring freeze exemption approval process and have not yet been released for hire. He agreed that this is not a moment to cherry-pick favorite areas; however, the Libraries committee strongly believes this resolution highlights an extremely time-sensitive issue. The university must begin planning now for online or hybrid course delivery and the end of August. This planning includes not only traditional library functions but also academic technologies (encompassing hardware and software support) as well as the critical expertise provided by the University Teaching & Learning Center and the Academic Commons in transitioning to and delivering online content. Course delivery needs to happen in a meaningful way, and the good will extended in this area by students (when a fast transition was necessarily implemented this spring) may not carry forward to the fall semester, which comes with a longer planning horizon now and therefore with greater expectations. The positions supported in this resolution are more important to GW's core missions than ever—supporting both teaching and research—and time is of the essence.

Professor Wagner noted some slippage in the university-wide conversation around “seamless” transition to online course delivery that seems to equate technology with pedagogy. She stressed the importance of focusing on the pedagogy and not conflating it with technology. Professor Griesshammer responded that this is precisely why the Libraries committee is so passionate about these particular hires; they are the people knowledgeable about the junction of pedagogy and technology and will be best positioned to help faculty engage with students in an online/hybrid medium. They will provide the needed expert advice on proven pedagogical measures for moving courses from an entirely face-to-face model to an online or hybrid model as quickly and efficiently as possible. He reiterated that these positions are first and foremost about the human component, the expert advice, and the pedagogy, and are not just about technology.

Professor Cordes proposed an additional Whereas Clause (WC), to be placed last in the list of WCs:

“Whereas, it is recognized that budget mitigation in the face of the COVID-19 crisis will require a broad-based approach, the special need for investing in the university's ability to effectively offer instruction on line requires special investments.”

Professor Griesshammer agreed with this amendment, noting that the language for this amendment was appropriated from the Board Finance & Investments Committee's May update, which talks

about mitigation planning and the need to earmark funds for incremental operating expenses, including online course design and delivery. He seconded the amendment.

There were no amendments to the RCs, and consideration returned to the proposed new WC. Without any stated objection, Professor Cordes's amendment was accepted.

Professor Wirtz expressed his complete agreement with the Libraries committee's efforts via this resolution to prioritize this matter. He noted that, in the current crisis, it seems that the Senate's action here is being driven by a poor management process that is not moving quickly enough to respond to this type of high-level need, and this needs to change. Provost Blake responded that this point is well taken and that he has received excellent input from Professor Griesshammer and will be expediting these positions at tomorrow's RAC meeting.

Professor Cordes noted that the primary way the Senate has beyond reports to express its points of view are resolutions. Normally, resolutions should ideally work within the framework of general principles, but there are occasions when, in the absence of other vehicles, a more specific resolution is the best way to proceed.

Professor Griesshammer noted that these LAI position requests were submitted early in the fall semester and were already prioritized as important before the general hiring freeze was implemented. The hiring freeze put everything—including positions on the verge of offers—on hold. He noted that, as soon as the hiring freeze exemption mechanism was established in early May, LAI immediately submitted these positions for consideration. At the first meeting of the RAC, these positions were apparently not considered. After prior, informal conversations between the Provost and Professor Griesshammer, the Libraries committee sent a memo to President LeBlanc, Provost Blake, Vice President Abramson, and EVP-CFO Diaz and has written the present resolution. The committee doesn't see other opportunities to further escalate this issue and feels strongly that it must be addressed immediately.

Professor Parsons indicated that he had planned to argue against the resolution on the grounds that, as a rule, the Senate is a poor micromanager of the university and should not engage as such. Hearing today, however, that the Provost is going ahead with these hiring plans, these interventions may have proven more meaningful in this case while rendering the present resolution moot.

Professor Perry noted that, in listening to this discussion and the circumstances behind this resolution, it is clear that this is an unprecedented time for the university. The desperation from LAI to get these positions moving required the present action. Given this visibility and the Senate's ability to escalate the issue at this level sends a strong message that this needs to be acted upon; she expressed some uncertainty that a resolution is necessary to resolve the present issue.

Professor Griesshammer appreciated the Provost's willingness to move ahead with the LAI positions but noted that the Provost is only one of the individuals involved in the path to approving positions. The treasury side of the university is the other piece, and, while he reported very good conversations with the Provost, he indicated that he has received no feedback or response at all from the treasury side. The present resolution may appear moot because the Provost is prepared to proceed, but the boost provided by a Senate resolution may assist the Provost when he brings this argument to the larger table.

Professor Wirtz urged the Senate to obtain a full report of the RAC’s activity—specifically, how this committee is operating and making its decisions in light of GW’s core missions of teaching, research, and service. He noted that, if part of this resolution is motivated by fact that the Senate needs to give guidance to the RAC, that committee should be identifying for the Senate what they are doing and how and on what basis they are making their decisions. Provost Blake responded that he has committed to the FSEC Chair and Vice Chair and the chairs of the Educational Policy & Technology and Fiscal Planning & Budgeting committees that he would provide a digest of all the recommendations and decisions from the RAC before making his final decision; he clarified that he is the final decisionmaker for the RAC.

Professor Wilson asked what the typical delay is between the decision to decision to hire someone an offer of employment, noting his surprised that these positions were requested early in the fall term and were not hired before the freeze went into effect. Professor Griesshammer responded that for some positions, reference and background checks of candidates have begun, while lists of finalists exist for others, and he has been told that this piece of the process typically takes around two to three weeks to complete. Provost Blake took an action item to report on the timelines for these 10-11 positions.

Professor Cordes suggested to the Provost that the Senate Research committee should also be represented on the RAC given that many personnel decisions under consideration now relate to research faculty and staff. Provost Blake responded that he would add Professor Sarkar to the committee.

Professor Khilji expressed her concern that the fact that the Senate is discussing a resolution around hiring instructional designers under the present circumstances is telling that these decisions are not being made promptly enough for those circumstances. She emphasized that focusing on blind efficiency won’t benefit GW in the long run. The university needs to go beyond its fiduciary responsibility to a social responsibility; she noted that many decisions currently on the table will have serious consequences and will burden faculty and staff (e.g., centralization of functions, hiring freezes, furloughs, layoffs). She encouraged the administration to consider its social responsibility.

A motion was made and seconded to adopt the amended resolution. The resolution was adopted as amended by a 21-6 vote, with one abstention.

GENERAL BUSINESS

- I. Nominations for election of new members to Senate standing committees
The nominations of Joan Meier (Professional Ethics & Academic Freedom/voting member from Law) and Lilien Robinson (Educational Policy & Technology/voting member from CCAS) were approved without objection.

BRIEF STATEMENTS AND QUESTIONS

Professor Wilson noted that the FSEC and Senate standing committee chairs are working to bring together information to work most effectively with the administrative working groups on academic and operational planning.

Professor Cohen-Cole asked about expanding Senate communications to the faculty more generally. Professor Wilson responded that interactive meetings within the schools that communicate information from the Deans and Senators to the full faculty are effective modes of interaction, referencing a recent such meeting in GWSB. He added that the meeting minutes are the gold standard for the Senate record; these are posted as quickly as possible, given time for writing and vetting. Professor Marotta-Walters suggested updating the Senate website with meeting recaps, sending the site link to faculty. Professor Griesshammer expressed a concern that readers will not click through to read a website. Professor Wirtz suggested that, given the hour, Senators email Professor Wilson with ideas in this area that can be discussed by the FSEC. Professor Wilson noted that he would write a meeting summary that can be sent to Senators for more immediate dissemination to the faculty in their schools.

ADJOURNMENT

The meeting was adjourned at 2:11pm.

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

Contingency Planning: Overview of Efforts

M. Brian Blake, PhD
Executive Vice President and Provost

Contingency Planning Efforts

Planning committees have formed in a more ad-hoc manner to respond to the plethora of on-demand decision making during the pandemic.

After taking survey of the present activity, there are two basic initiatives that assimilate a number of working streams.

The President and Provost continue to work closely with Faculty Senate to ensure shared governance in context of student, faculty and staff involvement.

Many of the planning committees and groups have reached out to Faculty Senate Committees informally and to the faculty, students, and staff with surveys and working sessions with many more planned.

*** All conversations closely follow our public health and medical experts. ***

Shared Governance with Stakeholder Groups (Ongoing Engagement)

(BOT, President/Provost/EVP-CFO, CAT, ULC, FSEC, Faculty Senate Committees, DSA, Student Association Leaders, Museums/Libraries, Operations, Facilities, Finance, HR, IT, Strategic Planning Committees, and Faculty and Student Information Sessions and Town Halls)

1. Instructional & Operational Scenario Planning Executive Lead: B. Blake

Fall Planning Committee

POC – Terry Murphy

Work Streams: Enrollment Management, Academic and Faculty Planning, Student Residential Life, Public Health, and Research

(Administrators: Brian Blake, Ed Gillis, Ben Toll/ Geneva Henry, Terry Murphy, Chris Bracey/ Cissy Petty, Colette Coleman, Scott Burnotes/ Lynn Goldman, Barbara Bass/ Bob Miller, and Gina Lohr)

Planning Scenarios and Subject Matter Expertise (to-date)

1. **Fall Planning Overview Report**
(Shared with FSEC)
2. **Residence Hall Scenarios**
(Finalizing Report)
3. **Testing/Tracing/Quarantine Scenarios**
(Finalizing Report)
4. **Research Re-entry Scenarios**
(Producing Report)
5. **Enrollment Tactics/Updates**
(On-going updates to Future Enrollment Task Force, FSEC, Senate, and Deans)

2. Implementation, Operations, and Finance Executive Lead: M. Diaz

Fall Re-Open Operations Initiative

POC – Scott Burnotes (Started 5/6/2020)

Work Streams: Community Health and Wellness, Campus Spaces, Support Services, Campus Events

(Administrators from MFA, SMHS, SPH, HR, SON, ODECE, CHC, Student Affairs, Admissions, NVA, IT, Libraries, CHC, Classrooms, Arl-Ops, VSTC, Research, Quarantine, Athletics, EHS, Laundry/Mail, Parking and Transportation, Safety/Security, Facilities/Custodial, Law Enforcement , Campus Living, and Aux. Spaces)

Decision-Making (Operations and Finance)

Executive Leadership with Consultation from Faculty Senate

ON-GOING COMMUNICATION

CDT Leadership Call

Mon/Wed 8am

Fri 8am/5pm

(20 Members – Executive Administration)

Pandemic Readiness & Response Call

Fri 8:30am

(100 Members)

Future Enrollment Task Force Meetings

3 Meetings between March 20 and May 6

Proposed Formal Involvement for Faculty and Students

1. The President and Provost will provide scenario planning, operations and finance status to the Faculty Senate Executive Committee meetings and the Faculty Senate meetings.
2. For just-in-time decisions, the President will personally contact the FSEC chair, the Provost will contact the Ed-Policy Chair, and the EVP-CFO will contact the Finance Chair.
3. The Provost has agreed to brief FSEC and relevant Faculty Senate Committee chairs on the status of the Resource Allocation Committee (RAC) ahead of decisions in context of exceptional hires.
4. The FSEC, President and Provost are discussing a process for receiving consultation from the Faculty with regards to finalizing the financial mitigation approaches.

Actions 5/19/2020 FSEC Collaboration Meeting:

1. The Provost will send the Contingency Planning Groups Overview slides to the FSEC with some quick edits and a page on actions from the call.
2. The Work Stream leaders underlying the Fall Planning Committee will attend and provide status updates at the relevant Faculty Senate Committee meetings. These Work Stream leaders will also plan and conduct on-going information sessions for faculty and students. The Provost will encourage Work Stream leaders to include volunteers as provided from the Faculty Senate to participate in their semi-regular planning meetings.
3. The Provost will strongly encourage the Deans to partner with their Faculty Senators to have a Town Hall within their school/college (before 5/29) to discuss the BOT message, float any suggested approaches, and to solicited ideas.
4. The Provost will finalize a website that contains the overview of planning efforts in addition to a web form facilitating community suggestions and questions.
5. The Provost will work, on an ongoing basis, to invite an ad-hoc membership of faculty senators and committee chairs to discuss the optional lower-level academic financial mitigation strategies as they become evident.



A RESOLUTION ON CONVENING ADDITIONAL SENATE MEETINGS (21/3)

WHEREAS, urgent circumstances exist with regard to COVID-19;

WHEREAS, the Faculty Organization Plan (FOP) states that "Regular meetings of the Senate shall be held at stated intervals as determined by it but no less often than twice during each semester of the academic year"; and

WHEREAS, the FOP provides that the Senate may adopt bylaws concerning its government as it considers appropriate;

NOW, THEREFORE

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

Section 1(a) of the Senate Bylaws is hereby amended to add after the current sentence stating: "The Executive Committee may cancel any regular meeting for which there is not sufficient business," a new sentence stating:

“In urgent circumstances, the Executive Committee may determine that additional Regular Meetings are needed in shorter intervals and may act to arrange such Regular Meetings during each semester of the academic year or during the summer.”

Faculty Senate Executive Committee
May 12, 2020

Adopted by the Faculty Senate
May 20, 2020



A RESOLUTION ON BUDGET AUSTERITY PRINCIPLES (21/4)

WHEREAS, the *Faculty Code* states that the regular faculty shares with the officers of administration the responsibility for effective operation of the departments and schools and the university as a whole, and that in the exercise of this responsibility, the regular faculty also participates in the formulation of policy and planning decisions affecting the quality of education and life at the university;

WHEREAS, the *Faculty Code* states that Faculty bodies charged with responsibilities for particular policy and planning areas are entitled, to the extent feasible, to be informed sufficiently in advance of important decisions within their areas of competence to be able to provide their advice or recommendations to the appropriate university officials;

WHEREAS, the *Faculty Organization Plan* designates the Faculty Senate as the entity to which the President initially presents information, and which is consulted concerning proposed changes in existing policies or promulgation of new policies;

WHEREAS, on April 27, 2020, President LeBlanc announced through GW Today: “One additional step we are now taking, after careful consideration, is to freeze all salaries and not award merit increases this year to faculty and staff” and this was announced without any consultation with the ASPP committee;

WHEREAS, on April 27, 2020, President LeBlanc announced through GW Today: “At this time, we are not planning immediate layoffs or furloughs. We will do everything we can to utilize these types of personnel actions only if necessary, but there may come a time when we will need to exercise these options, as other universities have done;”

WHEREAS, many institutions nationwide have announced plans to introduce benefit and salary reductions to their faculty and staff, including layoffs, furloughs and freezes; and

WHEREAS, the president and provost have recently commenced extensive consultations with the Faculty Senate committees; and

WHEREAS, because such decisions involve education and research, which are areas of faculty specialty;

NOW, THEREFORE,

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

- 1) That the administration shall continue to have meaningful consultations and ongoing dialogue with the university faculty and staff through the faculty senate, faculty senate committees and town halls;
- 2) That any budgetary shortfalls should prioritize discretionary spending reduction and efficiency implementation, as identified through Senate-administration collaboration, and rely on furloughs and layoffs only as a last resort;
- 3) That should salary or benefit reductions become necessary, they must be for a specified limited time, of short duration, and implemented only after consultation with the relevant Senate committees and/or the Benefits Advisory Committee; Moreover, in the case of such reductions, consideration should be given to ubiquitously applying graduated percentage reductions based on employee base salaries;
- 4) That any personnel-, salary, or benefit-related changes (including furloughs and layoffs) beyond the already imposed freeze in merit pay must first be done outside the core research, education, and service missions of the university. Any subsequent changes to personnel, salary, or benefits that affect the direct engagement with education, research, and/or service should be implemented only after consultation with the Benefits Advisory Committee and relevant Senate committee(s) as designated by the Faculty Senate Executive Committee (FSEC) along with considerations provided by the dean of each school regarding the unique needs that each school has in supporting its mission;
- 5) That the administration be fully transparent with all faculty and staff in providing clear rationale for all decisions through the use of open town hall meetings (virtual if necessary) and ongoing engagement with the appropriate Faculty Senate committees;
- 6) That procedures and rules for assigning in-person and online teaching shall be established with the advice of and consultation with the appropriate Faculty Senate committee(s) as designated by the FSEC along with considerations provided by the dean of each school regarding the unique needs that each school has in supporting its mission;
- 7) That any decisions regarding a partial or complete return to on-campus instruction (or about remaining online) shall require prior consultation with the appropriate standing committee(s) of the Senate as designated by the FSEC, with mutual effort to achieve consensus and to provide appropriate protection for those who are at "a higher risk of getting very sick."

Faculty Senate Committee on Appointment, Salary and Promotion Policies (ASPP)
May 18, 2020

Adopted as amended by the Faculty Senate
May 20, 2020

APPENDIX

The George Washington University Faculty Senate Committee on Appointments, Salaries, and Promotion Policies (ASPP)

Budget Austerity Principles

ASPP committee is calling on the Faculty Senate to put together a list of the principles GW's schools should consider as those schools develop their contingency plans for the different financial scenarios each school might face in the upcoming 12-24 months. While we recognize that each school will feel financial impacts differently and will thus need to make individualized plans, it's also important that GW's faculty and staff be able to provide input on the main principles we think should guide some of the difficult financial decisions that may need to be made in the coming months.

To assist in beginning to develop these principles, ASPP members began a tentative list. These are initial, brainstorming suggestions—the committee simply raised points we thought could become a starting point for faculty, staff and administration conversations as these principles are developed:

- 1) **Protect** current university employees—faculty, staff, and administration—with whom the university already has commitments.
- 2) **Share** the burden of any financial cuts across the board (faculty, staff, and administration) as much as possible to minimize layoffs.
- 3) If **furloughs** are used, acknowledge that there are different levels of “essentiality” across faculty, staff and administration that might impact how those furloughs are implemented (while keeping in mind the general principle of sharing the burden of financial cuts as broadly as possible).
- 4) **Pay bands** might be considered as a way of fairly sharing the burden of furloughs or pay cuts, but more research would need to be done on what bands are appropriate (we can't assume past pay bands—that were developed for different purposes—are appropriate to this situation).
- 5) Continue to protect the health insurance benefits of **retired** faculty.
- 6) Consider **buyouts** to eligible employees before furloughing others.

Respectfully submitted,
Murli M. Gupta
Chair, ASPP Committee
April 24, 2020
Updated May 16, 2020



A RESOLUTION ON THE IMMEDIATE NEED TO FILL POSITIONS IN THE DEANERY OF LIBRARIES AND ACADEMIC INNOVATION (21/5)

WHEREAS, the Libraries Committee “periodically reviews the operation, materials and facilities of all the libraries of The George Washington University; evaluates the level of satisfaction of faculty and students with the materials and services provided; estimates the levels of cooperation between the component parts of the libraries among themselves and with the community-at-large; and makes suggestions for the continuing development and planning of the facilities”; and

WHEREAS, GW has announced a round of budget cuts to deal with the fallout of COVID-19;¹ and

WHEREAS, GW’s Libraries already suffered from a round of devastating budget cuts in 2016, in which the then-administration prioritized the integrity of the collection over Librarian and staff positions²; and

WHEREAS, President LeBlanc volunteered at the faculty Senate meeting on May 8, 2020, that preparation for online education is not free but needs investments; and

WHEREAS, GW’s smooth transition to online learning in Spring 2020 was in large part thanks to the professionalism, dedication and tireless effort of the Libraries and Academic Innovation (LAI) team; and

WHEREAS, the administration has alerted the faculty that they need to plan how to deliver instructions in Fall 2020 both on-campus and online as well as in a hybrid-mode; and

WHEREAS, for GW’s smooth operation of instruction and research in Fall 2020, faculty will thus heavily rely on the team overseen by the Dean of Libraries and Academic Innovations (LAI); and

WHEREAS, at the Senate’s April meeting, Dean Henry shared that LAI requested 5 expert Librarians and 2 staff positions as system-critical with anticipated hiring dates of May 1, 2020, and additional expert Librarians and staff as system-critical with anticipated hiring dates of July 1, 2020, and Provost Blake reported that “some library positions should be kept open” and confirmed “that this area is extremely important to nurture this infrastructure”³;

¹ <https://gwtoday.gwu.edu/update-budget>

² <https://gwtoday.gwu.edu/departmental-reorganizations-announced>

³ <https://facultysenate.gwu.edu/files/2020/04/April-2020-minutes-attachments.pdf>

WHEREAS, these requests are held up for approval in an administrative committee which is to evaluate each individual exception from the GW-announced hiring freeze, albeit concrete candidates or finalists have been identified already, and reference or background checks have in part been conducted; and

WHEREAS, it is recognized that budget mitigation in the face of the COVID-19 crisis will require a broad-based approach, the special need for investing in the university's ability to effectively offer instruction on line requires special investments;

NOW, THEREFORE, BE IT RESOLVED

1. That the Senate expresses its highest appreciation for the ceaseless dedication and expert advice of the LAI team to get GW online in Spring 2020; and
2. That the Senate urges the President and Provost to direct the administration to approve immediately the expert Librarian positions and staff hires requested, cognizant that time is of the essence if they are to be ready to help GW faculty and students prepare for and work in Fall 2020.

Faculty Senate Libraries Committee
May 15, 2020

Adopted as amended by the Faculty Senate
May 20, 2020